



SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

# **BOARD OF DIRECTORS MEETING**

Monday, August 7, 2023  
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, August 7, 2023	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) and such written comments should indicate the specific agenda item on which you are commenting. They will be read aloud at the meeting.

## A. CALL TO ORDER

## B. CLOSED SESSION

### *Items Requiring Action*

- |                                       |                      |
|---------------------------------------|----------------------|
| 1. Medical Staff Credentialing Report | Dr. Frank Trinh      |
| 2. Medical Staff Bylaws               | Dr. Frank Trinh      |
| 3. Medical Staff Rule and Regulations | Dr. Frank Trinh      |
| 4. Quality Report                     | Dr. Scott Oesterling |

### *Informational Items*

- |                                |                 |
|--------------------------------|-----------------|
| 5. 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. June 5, 2023 Meeting Minutes
2. Compliance Report

**G. MEDICAL STAFF REPORT**

Chief of Staff Update

Dr. Frank Trinh

**H. ADMINISTRATION REPORTS**

1. Surgery and OR

Dr. Alpa Sanghavi..... Verbal  
Vicky Magana

2. Diversity, Equity, and Inclusion

Dr. Alpa Sanghavi..... Verbal  
Kacie Patton

3. Street and Field Medicine Team

Louise Rogers ..... Verbal  
Anessa Farber

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](mailto: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.

# CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS  
MEETING MINUTES  
Monday, June 5, 2023

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

**Board Members Present**

Supervisor Noelia Corzo  
Mike Callagy  
Louise Rogers  
Dr. CJ Kunnappilly  
Dr. Steve Hassid  
Dr. Brita Almog  
Dr. Gordon Mak

**Staff Present**

Janette Gomez	Rebecca Archer	Priscilla Romero
David McGrew	Gabriela Behn	Lisa Smusz
Dr. Alpa Sanghavi	Rachael Rivers	Roberta Larcina
Dr. Yousef Turshani	Suja Georgie	Sarah Garay
Dr. Amar Dixit	Chad Below	
	Edith Cabuslay	

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Corzo called the meeting to order at 8:05 AM, and the Board adjourned to a Closed Session.	
Reconvene to Open Session	The meeting was reconvened at 8:32 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for June 5, 2023. QIC Minutes from April 25, 2023. Medical Executive Committee Minutes from May 9, 2023.	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 May 1, 2023	It was MOVED, SECONDED, and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Steve Hassid	Dr. Hassid reported we currently have no COVID patients in the hospital.  On May 24, SMMC celebrated the 2023 Medical Staff Dinner, the first in 4 years. Supervisor Canepa, Supervisor Corzo, and Mr. Callagy joined the celebrations with the Medical Staff. Tributes were given to Dr. Morrow after 30 years of service and Dr. Rockman for 50 years of service.	FYI

	<p>The newly elected Medical Staff leaders were announced, Doctors Curry Lee, Vivian Levy, Zach Plaut, Tiffany Tsurudome, Khushleen Jaggi, and Grace Hassid. Our affiliate members include Ryan Keefe, PA, Christopher Balkisson, NP, and Dr. Mak, who will continue his role as Treasurer.</p> <p>Dr. Hassid announced this would be his last Board of Supervisors meeting as Chief of Staff. Dr. Frank Trinh will transition as the new Chief of Staff, and Dr. Scott Oesterling as the new Vice Chief, succeeding Dr. Almog. The tremendous response to the pandemic stands out most to Dr. Hassid in the Hospital Board meetings over the last three years, the support for the Medical Center, and the vast effort to educate and outreach to all populations, especially in the COVID vaccination efforts. That effort led to one of the highest vaccination rates in the country, even in more hesitant groups, and saved countless lives.</p> <p>He will continue to be involved as a member of the Medical Executive Committee and continue his commitment as Head of Cardiology.</p>	
<p>Infusion Center Dr. Suja Georgie Rachael Rivers Sarah Gary</p>	<p>The Infusion Center (IC) opened its doors at San Mateo Medical Center in 2003 with seven treatment chairs. Thanks to the contribution of the Health Foundation, the Infusion Center has expanded, creating more space, privacy, and comfort for patients. It treats the highest annual patient count and celebrates 20 years on June 16.</p> <p>IC services for patients include intravenous or subcutaneous (Ex. Cisplatin), antimicrobial therapies (Ex. Ceftriaxone), biological agents (Ex. Humira), administration of blood products, intravenous iron replacement therapy, phlebotomy/ blood withdrawal, patient/ family education, and Bisphosphonate, Lupron, electrolytes services.</p> <p>The benefits of Infusion Care for the community include continuity of care, convenience of patient access, enhanced patient experience, lower cost, decreased readmission, decreased length of hospital stay, and specialized care of patients by an experienced team.</p>	<p>FYI</p>
<p>Clinical Laboratory Services. Chad Below</p>	<p>Our SMMC Laboratory provides multiple services, including: Chemistry: Glucose, thyroid, liver function testing Hematology/ Coagulation: Complete blood counts, urinalysis, blood clotting process. The red blood cells are measured and help with treatments. Pathology: Review tissues exam Microbiology/ Molecular: COVID testing, key identifies for blood cultures including C-Diff internal, which can diagnose rapidly with results within 1-2 hours. Point of care, Serology, and blood bank</p> <p>SMMC Laboratory staff include Clinical Laboratory Scientists, Medical Laboratory Technicians, and Lab Assistant/ Phlebotomists.</p>	<p>FYI</p>

	<p>In FY 2022, 1.65 million tests were performed at SMMC Lab, an increase of 27 percent over the previous year. There were 200-250 COVID samples performed weekly; positive COVID results were around five percent.</p> <p>Opportunities for growth: There is a nationwide shortage of qualified lab technicians, with an average vacancy rate of fifteen percent. Surveys estimate shortage to worsen over the coming years. Several factors impact the clinical laboratory workforce shortage. These factors include:</p> <ul style="list-style-type: none"> <li>• The retirement of the aging workforce</li> <li>• An increase in demand for lab services</li> <li>• Vacancy rates that exceed the number of MLS and MLT graduates.</li> </ul> <p>SMMC Lab Success:</p> <ul style="list-style-type: none"> <li>• Stabilizing staffing to reduce burnout</li> <li>• Improving workflows to streamline testing</li> <li>• Regulatory compliance throughout the county medical center sites</li> <li>• Improve partnership with SMC Public Health Lab.</li> <li>• CellVision technology uses AI to accelerate lab results</li> <li>• Patient Care- Rapid Blood Culture ID, which cuts blood sepsis organism ID from 24-48 hrs. to 2 hours. It can perform limited drug resistance for improved antibiotic therapy.</li> </ul>	
<p>Decoded Edith Cabuslay Lisa Smusz</p>	<p>In 2016 the passage of Prop 64, which legalized the recreational use of cannabis for those 21 years and older, motivated The Board of Supervisors to fund a youth- and parent-focused cannabis education campaign. In addition to direct community education, the campaign included messaging through social media, which is the primary source of information for youth and young adults.</p> <p>The Cannabis Decoded campaign was created and became successful in reaching youth. During the COVID-19 pandemic, there was a health need for a youth-focused COVID-19 education program. The Crushing the Curve campaign was the result of that effort. The emergence of the youth mental health recovery period from the pandemic and the everyday mental health stressors between the Cannabis Decoded and The Crushing the Curve campaigns has led the program to re-orient its efforts.</p> <p>San Mateo County campaign partnered with eight Bay Area counties. The campaign ran from December 14, 2022 - April 5, 2023, by campaigning through media outlets such as Instagram, Snap Chat and Tik Tock in which 13,423,145 impressions (The number of times an ad or any other kind of digital content rendered on a person's screen) was seen by San Mateo County youth.</p> <p>The campaign evolved to "Decoded" to address multiple issues and topics relevant to young people. With this approach, the program can provide youth with fact-based, unbiased information about substances such as cannabis and opioids while also allowing the program to more easily address how these topics relate to other</p>	<p>FYI</p>

	<p>topics they care about, such as social and environmental justice, the intersection of these topics with mental health by providing resources and information to help address those underlying needs.</p> <p>The program helps with harm reduction information and targets the appropriate age level. The Decoded brand currently has 9,000 followers on Instagram.</p>	
<p>Financial Report David McGrew, CFO</p>	<p>The April FY 22/23 financial report was included in the Board packet, and David McGrew answered questions from the Board.</p>	FYI
<p>CEO Report Dr. CJ Kunnappilly</p>	<p>Dr. Kunnappilly presented the CEO report included in the Board packet and answered questions from the Board.</p> <p>Dr. Kunnappilly expressed gratitude to Dr. Hassid and Dr. Almog for their dedication in their roles on the board for the past 3 years, especially during the pandemic, and expressed excitement for Dr. Trinh and Dr. Oesterling in their new roles.</p>	FYI
<p>County Health Chief Report Louise Rogers</p>	<p>Louise Rogers announced that Dr. Kismet Baldwin- Santana will be transitioning as the new San Mateo County Health Officer, commencing August 7, 2023, succeeding Dr. Scott Morrow.</p> <p>San Mateo County is moving forward to the next two-year health budget, including SMMC, at a June budget hearing. The largest single investment and all-consuming focus for the two years, is implementing the new EPIC/Integr8 electronic health record. The two-year budget for FY 23-25 includes \$122 million associated with the EPIC/Integr8 project.</p> <p>The county learned that approximately 15% of our clients may lose coverage because they have been mistakenly disenrolled from Medi-Cal coverage, SMMC Health Coverage Unit is available to help those who should remain on Medi-Cal to navigate the process.</p> <p>BHRS has identified some one-time funds to develop more housing for patients with mental health and substance abuse challenges, and they are looking for a location in the northern part of the county.</p> <p>There is more funding coming from Behavioral Health in the pharmacy budget for the Correctional Health medication-assisted treatment for inmates in the jails, plus additional funding for the contracted Acute Psychiatry unit in the jail.</p> <p>Positions were added in Behavioral Health, Correctional Health, and other areas, such as the Epic implementation.</p>	FYI
<p>County Executive Officer Mike Callagy</p>	<p>Mr. Callagy attended the 2023 Medical Staff Dinner and expressed his appreciation to the Doctors for their immense dedication to our vulnerable patients in the county. He honored Dr. Steve Hassid's work in health as</p>	FYI



	our Chief of Staff during these past three years with COVID, Dr. Almog for all her dedicated work as Vice Chief, and Dr. Mak as he continues his role as Treasurer.	
Board of Supervisors Supervisor Noelia Corzo	No report.	FYI

Supervisor Corzo adjourned the meeting at 10:02 AM. The next Board meeting will be held on July 3, 2023.

Minutes recorded by:



Janette Gomez, Administrative Secretary

Minutes approved by:



Dr. Chester Kunnappilly, Chief Executive Officer



To: San Mateo Medical Center (SMMC) Hospital Board

From: Gabriela Behn, Compliance Officer

Date: August 7, 2023

Re: Compliance Program Quarterly Report

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## **Department of Justice Settlement and Corporate Integrity Agreement**

As previously reported, at the end of July 2021, SMMC entered into a financial settlement of approximately \$11.4 million with the federal Department of Justice (DOJ) to resolve alleged violations of the False Claims Act for submitting or causing the submission of claims to Medicare for non-covered acute care inpatient admissions.

In addition to the monetary settlement, SMMC is subject to a five (5) year Corporate Integrity Agreement (CIA) - effective July 29, 2021 and ends July 28, 2026

As a reminder, the Hospital Board must meet the following requirements:

- Annual Training (issued May 2023)
- Report Board composition changes – completed January 3, 2023 and July 7, 6, 2023
- Annual Board Resolution (will occur during October 2023 Board Meeting)

*“The Board has made a reasonable inquiry into the operations of SMMC’s Compliance Program, including the performance of the Compliance Officer and the Compliance Committee. Based on its inquiry and review, the Board has concluded that, to the best of its knowledge, SMMC has implemented an effective Compliance Program to meet Federal health care program requirements and the obligations of the CIA.”*

## **Annual Independent Review Organization (IRO) Audit**

SMMC’s CIA also requires an annual audit by an IRO. This audit occurs at the end of every CIA year (July/August). The 2023 audit will be performed by our IRO, Ankura, and will include 100 claims in the following categories:

- Medicare & Medi-Cal Fee-For-Service Inpatient Claims of 0-2 days:
  - Evaluation of short stay inpatient claims for medical necessity of admission





- Medicare & Medi-Cal Fee-For-Service Observation Claims
  - Any outpatient claim billed as Observation (G0378)
  - Evaluation of post operative observation
  
- Medicare & Medi-Cal Fee-For-Service Outpatient Claims:
  - Any outpatient claim billed with certain modifiers

### **Reportable Events under the CIA**

In March 2023 the Coding Department discovered an error with the use of a particular billing code for developmental screenings during their normal review process of various flags in the system. The developmental screening code was embedded in a provider template inaccurately; it was immediately removed as part of SMMC's corrective action. An audit was performed for the timeframe of July 1, 2017 through June 9, 2023 and resulted in a 0% accuracy rate. An overpayment of \$432,290.70 for 3015 claims was calculated on July 12, 2023. A report to the OIG was submitted on July 21, 2023. On July 17, 2023 SMMC confirmed that there were no payments for the billing code since it was removed from the template.

### **2022 Compliance Work Plan Update**

- FQHC Billing Audit (Medical and Dental)
  - Interviews completed; Documentation being reviewed
  
- Compliance and Revenue Integrity Gap Program Gap Assessment
  - Final Report being reviewed by Compliance Officer, CEO and CFO
  - Action Plan being developed

### **2023 Compliance Work Plan Update**

- Charge Master Review – Craneware contract approved by Board of Supervisors
  - Kick-Off in July 2023 – Completion Expected September 1, 2023
  
- ED Point System – Final Report Received and Items Addressed – Completed
  
- Provider Contracting – waiting for Controller's Office Audit



**Annual Compliance Training Requirement**

SMMC issued its Annual Regulatory Compliance training in March 2023. As of July 13, 2023 the employee completion rate was at 97.5% for 2023. The Medical Staff Office issued the same training to contracted providers in May 2023. The current completion rate is 71% and providers are expected to complete the training by August 2023.

**Policy Management**

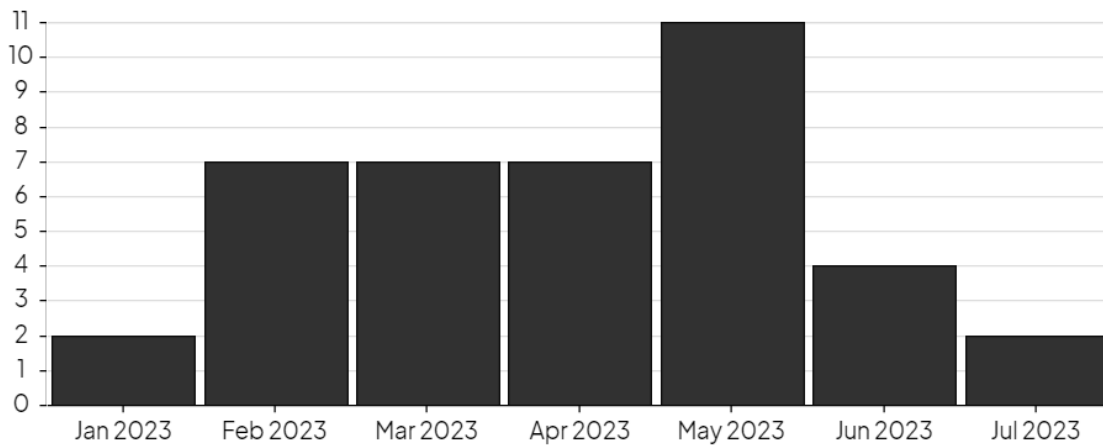
SMMC policies are 55% reviewed and updated; this is an increase from 52% in April 2023.

**Coding Update**

SMMC professional coders have a 98% or higher accuracy rate for inpatient and outpatient (surgery/infusion) coding. Our SMMC clinical providers perform their own coding and have a 71.3% accuracy rate. As reported out previously, SMMC has entered into a contract with vendor CorroHealth to take over provider coding beginning August/September 2023. CorroHealth will use both professional coders and AI technology to assist.

**Privacy Metrics**

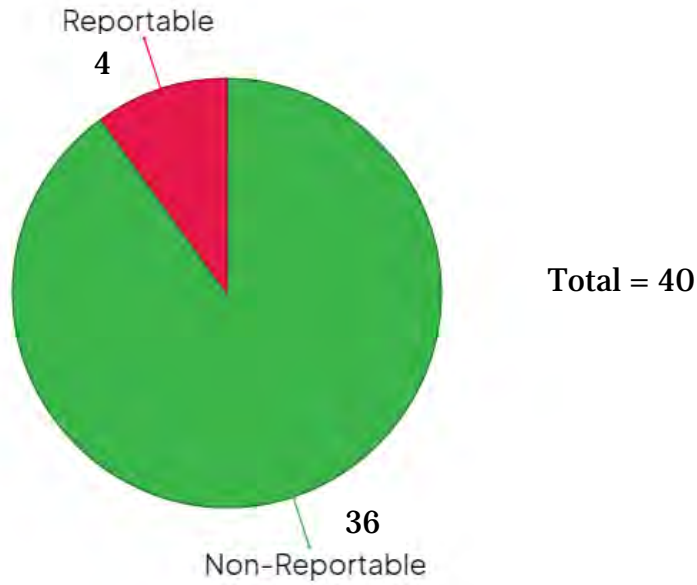
*2023 Privacy Incidents and Breaches\**



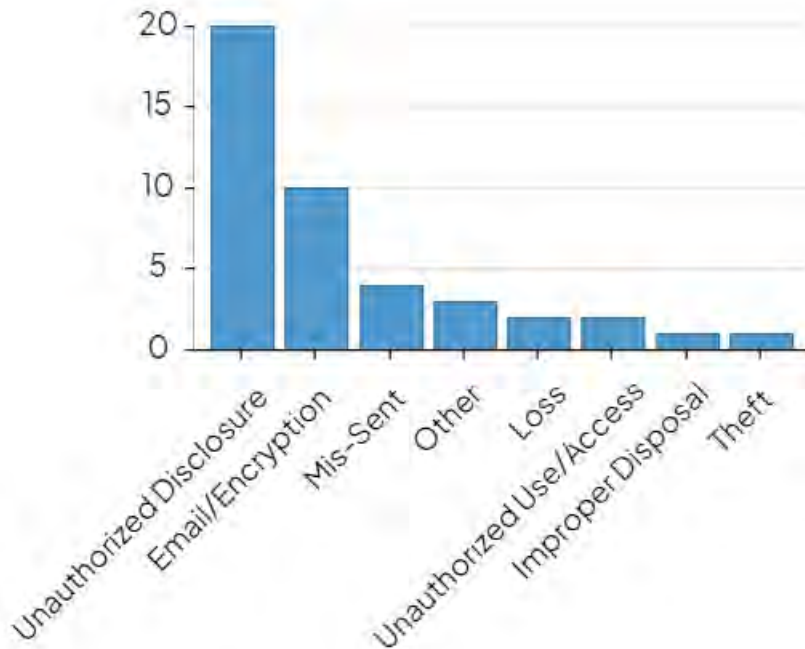
\* Incidents are non-reportable privacy violations. Breaches are reportable privacy violations because the risk of compromise of the data cannot be mitigated.



*2023 Reportable vs. Non-Reportable Privacy Incidents*



*Privacy Incidents and Breaches by Type*



# ADMINISTRATION REPORTS

# BOARD OF DIRECTORS SAN MATEO MEDICAL CENTER

**Financial Report: June FY22-23**

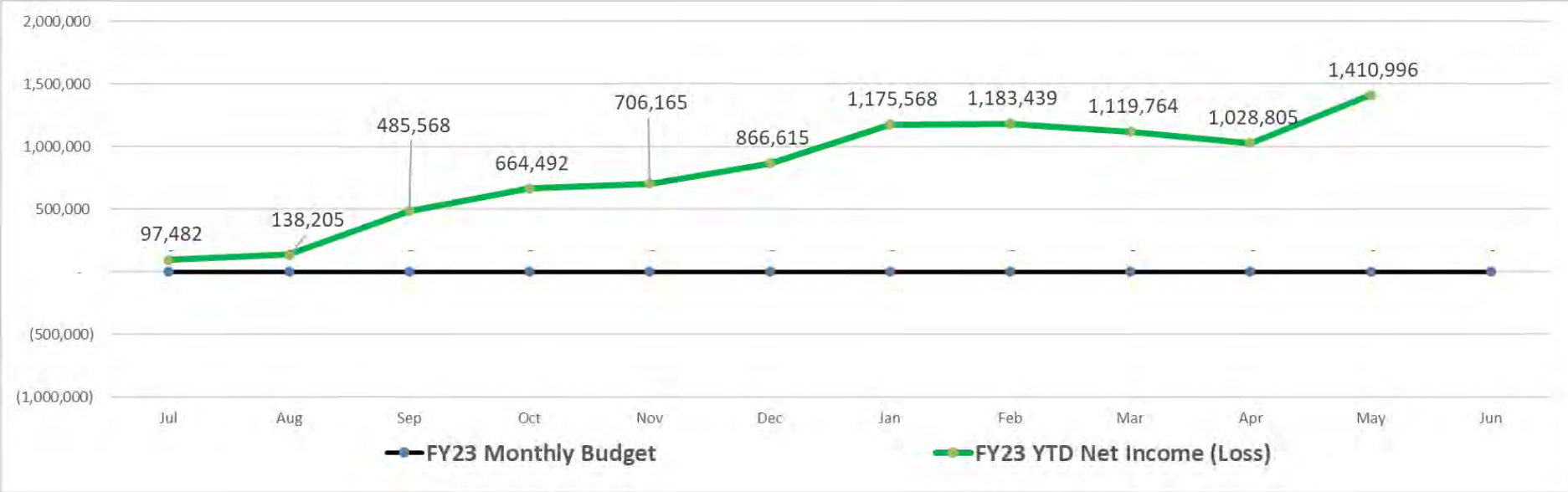
August 7, 2023

**Presenter: David McGrew, CFO**



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

# FY22-23 Cumulative YTD Financial Results



## Net Income(loss) - May \$388K, YTD \$1.4M

- FTEs 6% favorable
- ACE outside costs favorable by \$2M
- Prior year settlements by \$4.9M

- Supplies
- Nursing registry
- State Worker Retention Payment \$2M

**May FY23 Snapshot** – May is favorable to budget by \$388K and expected to stay favorable/breakeven at year-end. ACE outside costs are favorable due to the transition of 50+ population to Medi-Cal. 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. Clinic visits are 4% below budget for the month. Higher managed care membership due to 50+ Medi-Cal expansion and suspension of disenrollment during the PHE are expected to decrease once eligibility redetermination resumes in July.



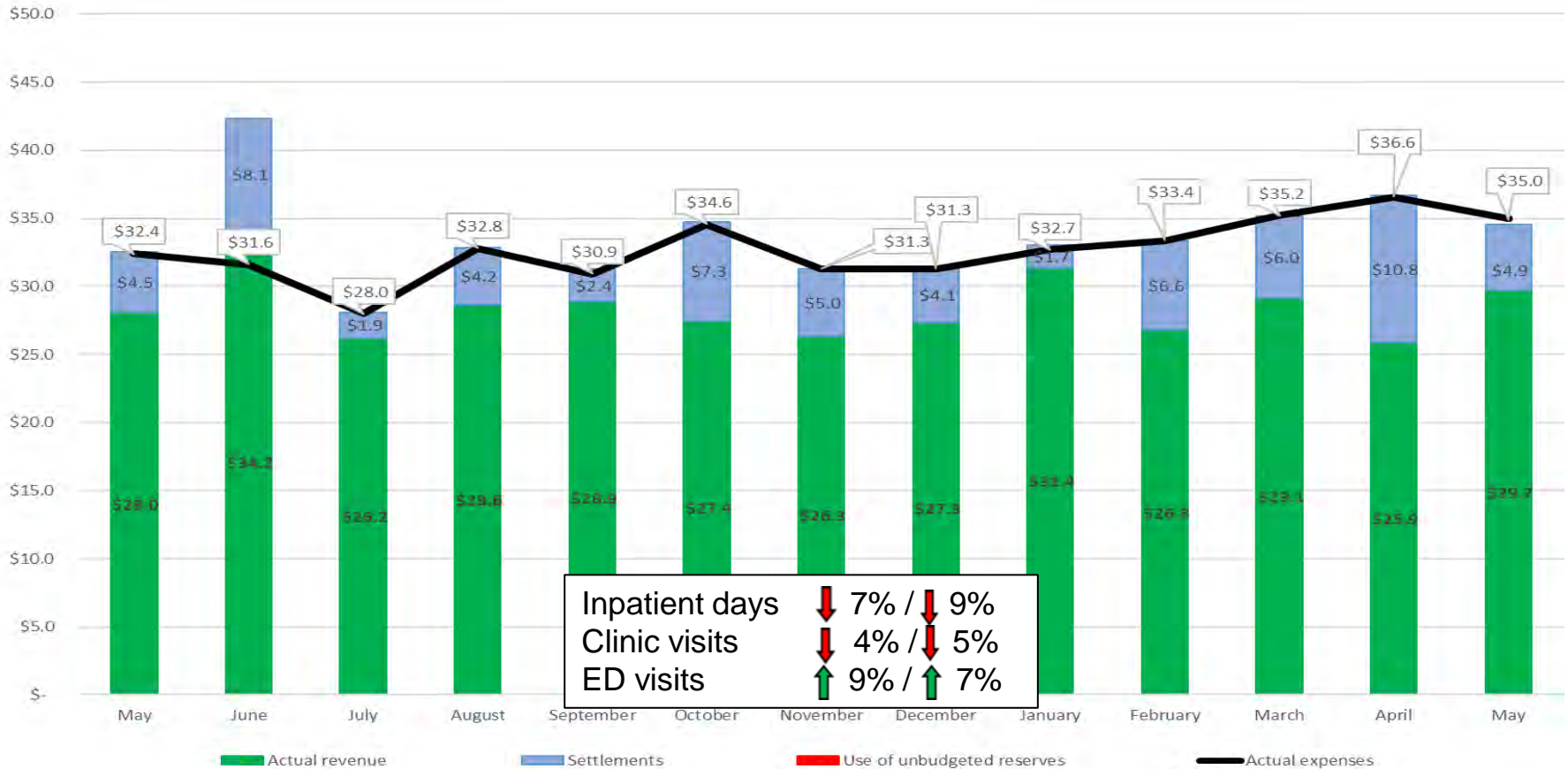
# Preliminary FY23 Year-End Results

<b>May YTD Operations</b>	<b>\$1.4 million</b>
June Operations	(\$3.8) million
One-Time Items:	
Inventory Adjustments	\$1.7 million
Settlements & Reserves	\$3.4 million
<b>Preliminary June YTD Operations</b>	<b>\$1.3 million</b>

<b>Fund Balance Transfers to Health System</b>	
Integr8 Health (EPIC) Funding	\$12 million
BHRS Prior Year Supplemental Funding	\$6 million

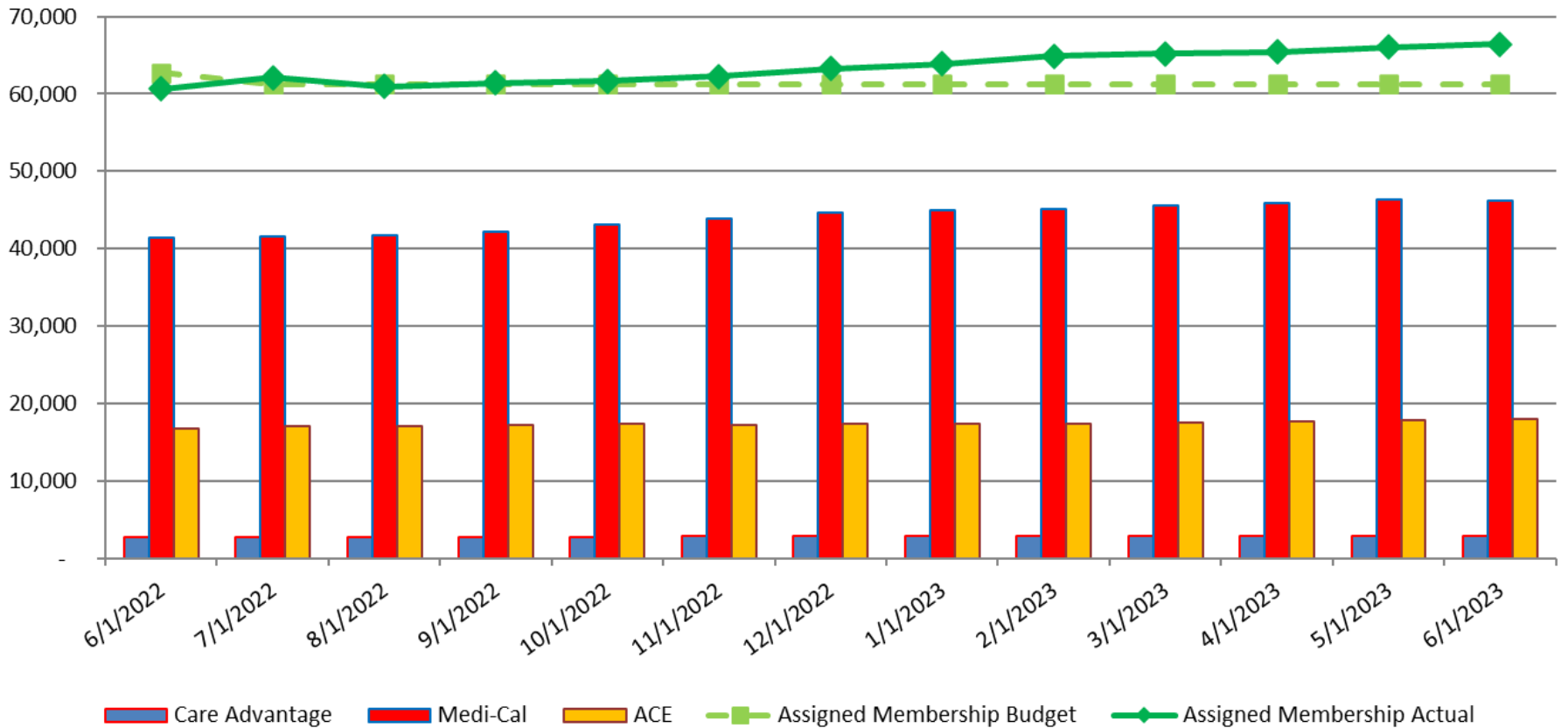
# FY 22-23 Revenue & Expense Trend

SMMC's current operating revenue fluctuates around an average of \$29 million (green bar). Operating expenses (black line) in FY23 are averaging \$32 million per month and trending right at budget. The spike in June 2022 and April 2023 Settlements (blue bar) was due to an unusual number of cost report closures and change in reserve model.



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

## Managed Care Membership Trend



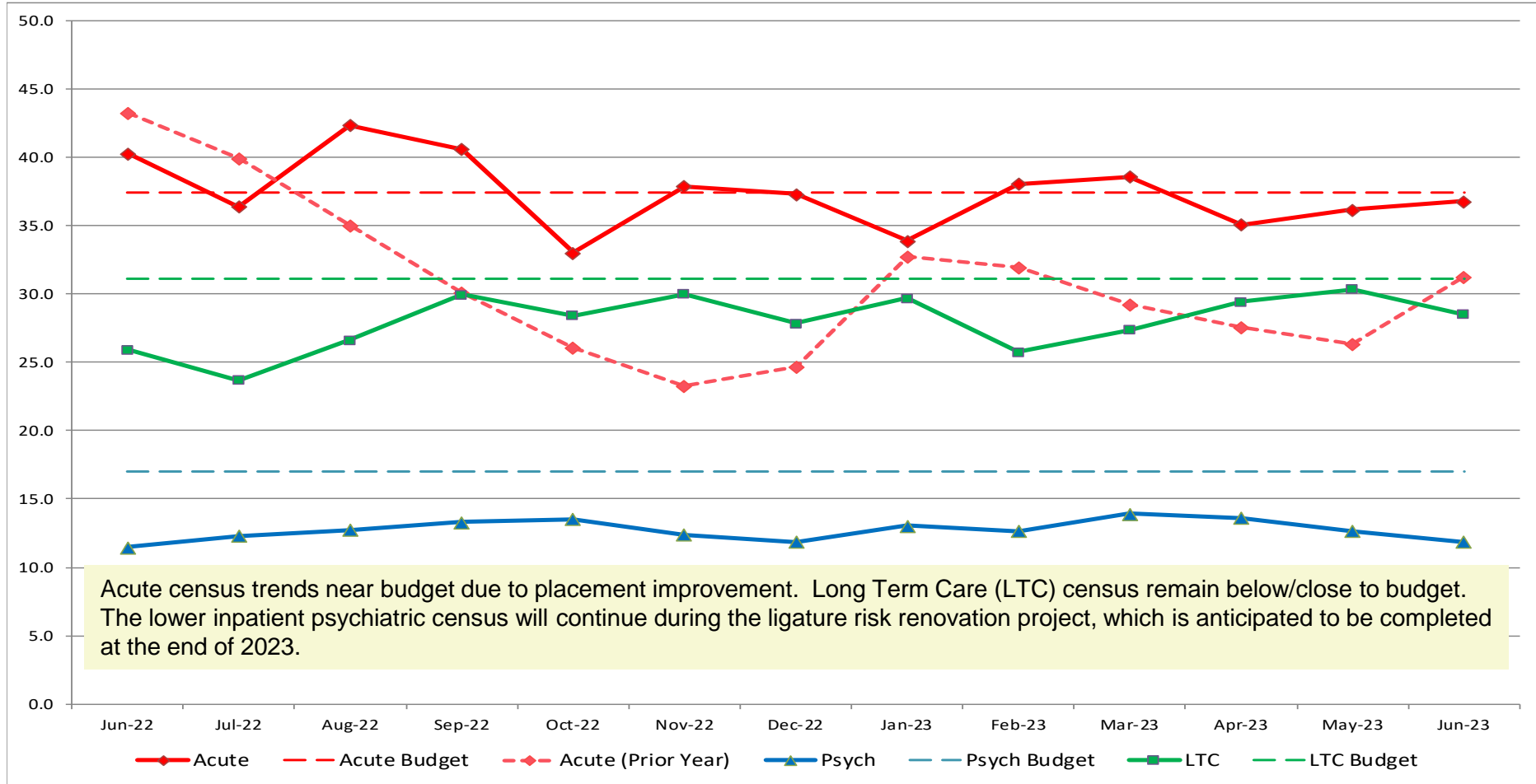
The membership in managed care programs has increased 40.3% for Medi-Cal since the onset of the COVID pandemic. During this period, the annual eligibility redetermination process was suspended. Further increases since May 2022 reflect the ACE 50+ population transitioning to Medi-Cal. As a result of the State restarting annual eligibility redeterminations at the end of the public health emergency, assignment decreases are expected beginning in July 2023. In total, the projected loss in assignments is approximately 6,000 Medi-Cal enrollees by June 2024. We anticipate the Medi-Cal expansion impacting the ACE 26-49 population will more than offset the loss due to disenrollments.

# San Mateo Medical Center Inpatient Days June 30, 2023

MONTH			
Actual	Budget	Variance	Stoplight
2,315	2,566	(251)	-10%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
28,519	31,222	(2,703)	-9%

<b>Patient Days</b>	2,315	2,566	(251)	-10%	28,519	31,222	(2,703)	-9%
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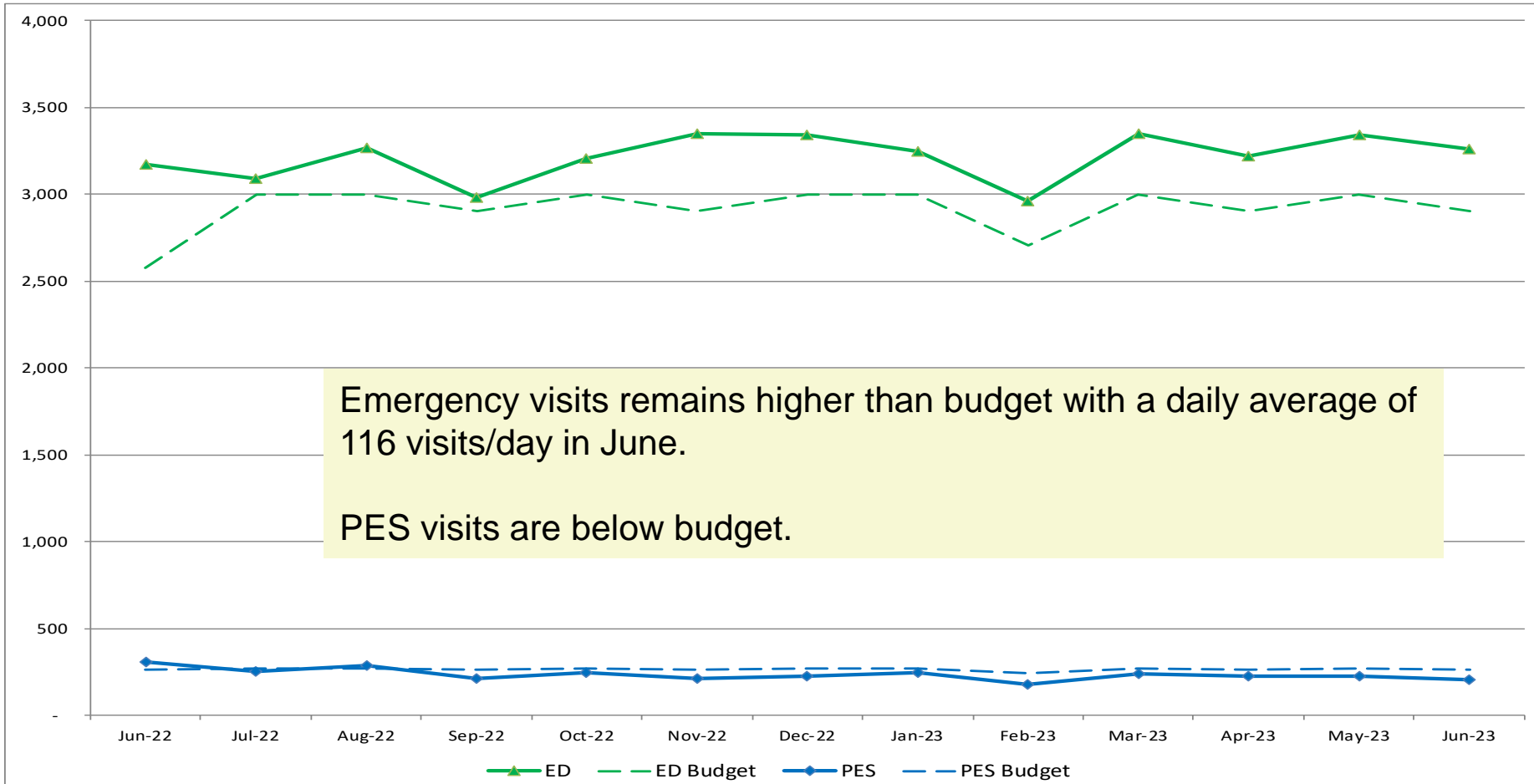


# San Mateo Medical Center Emergency Visits June 30, 2023

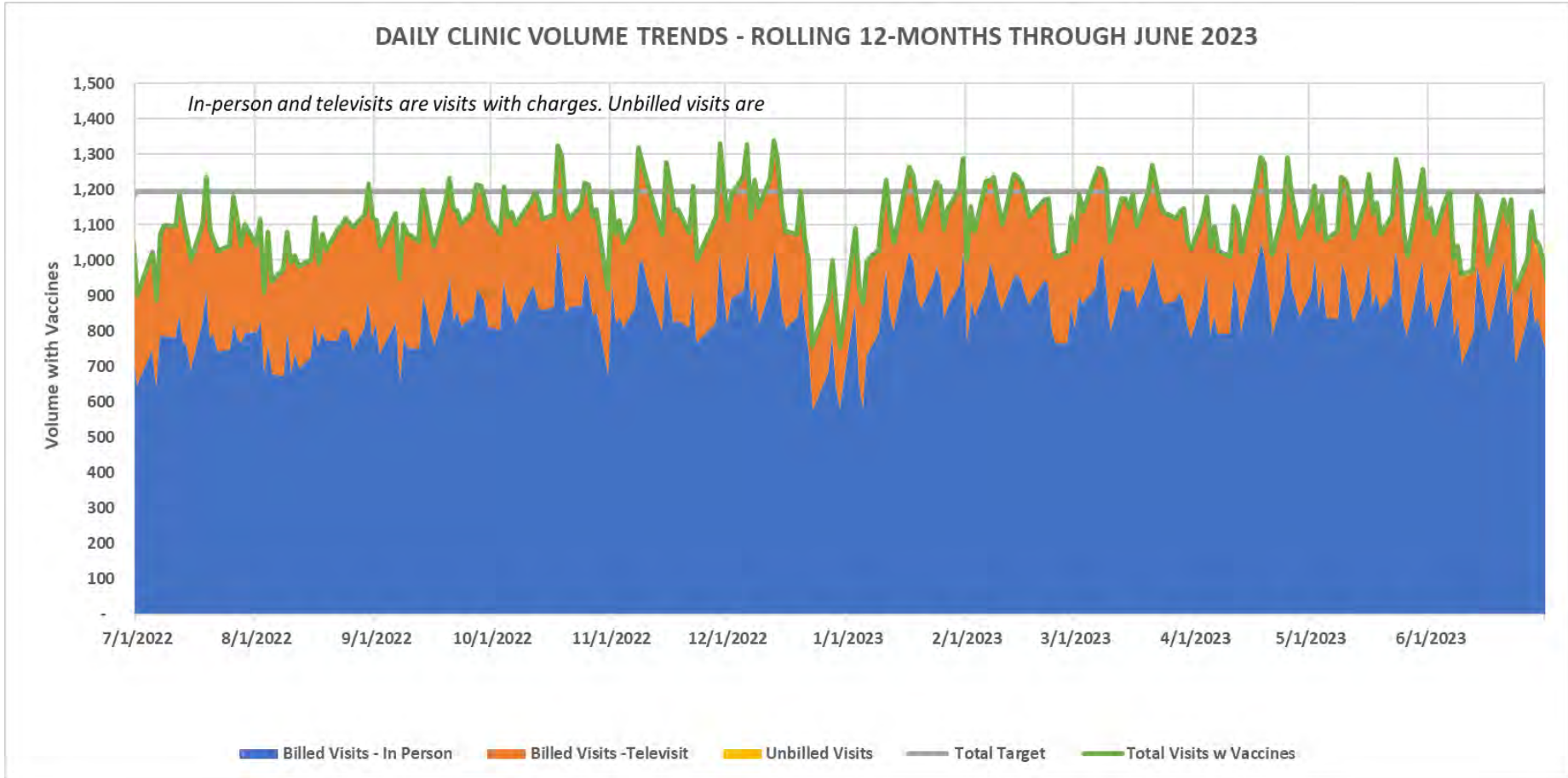
MONTH			
Actual	Budget	Variance	Stoplight
3,466	3,165	301	10%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
41,384	38,508	2,876	7%

**ED Visits**

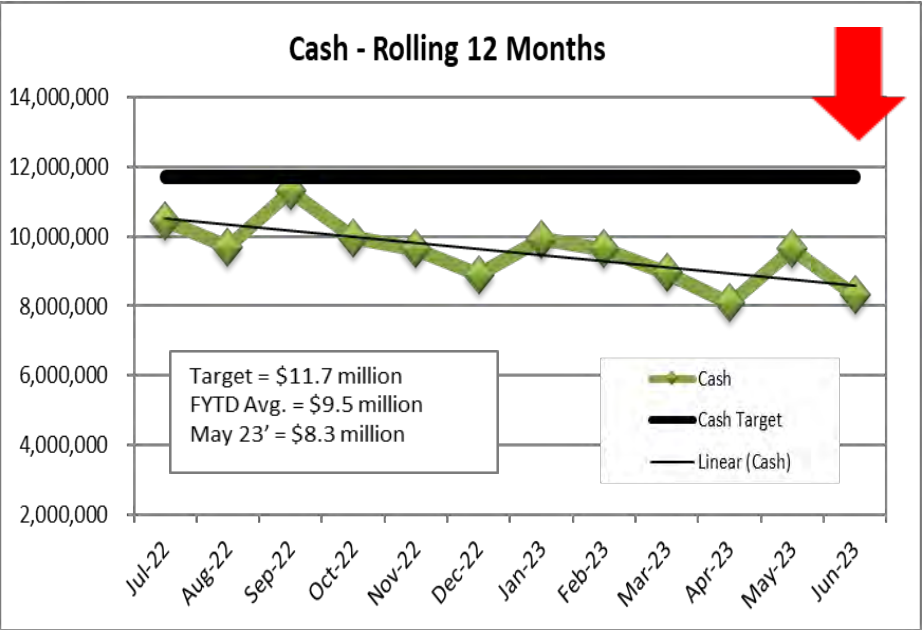
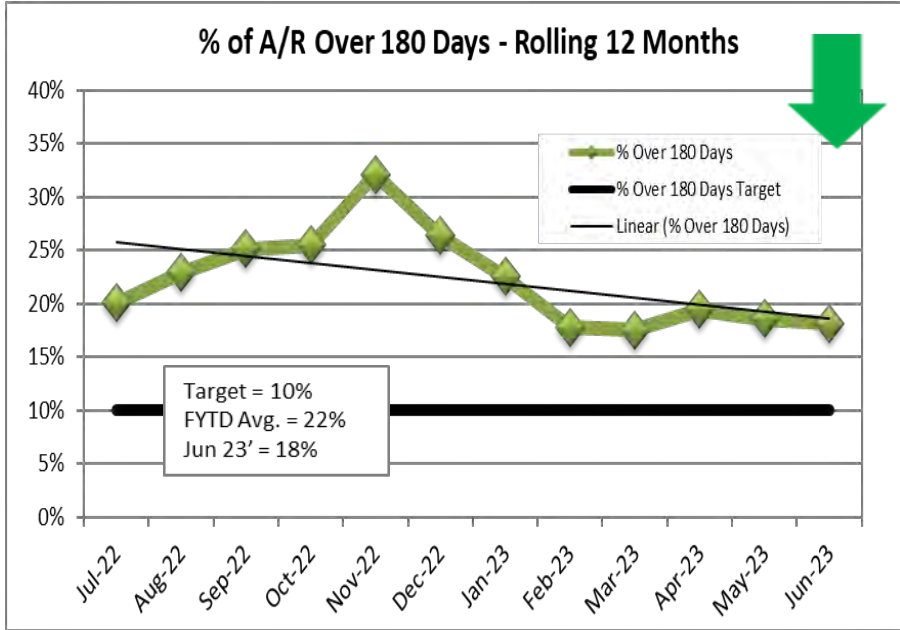
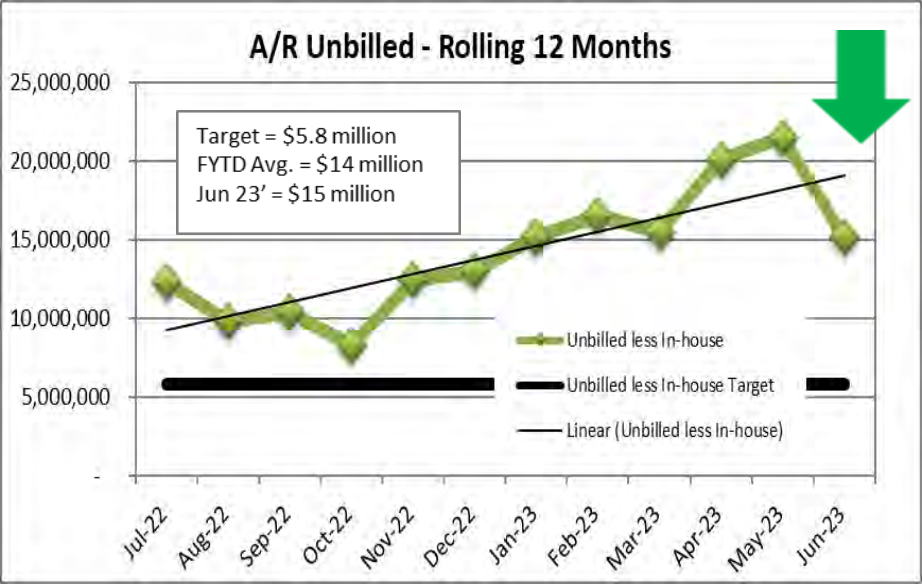
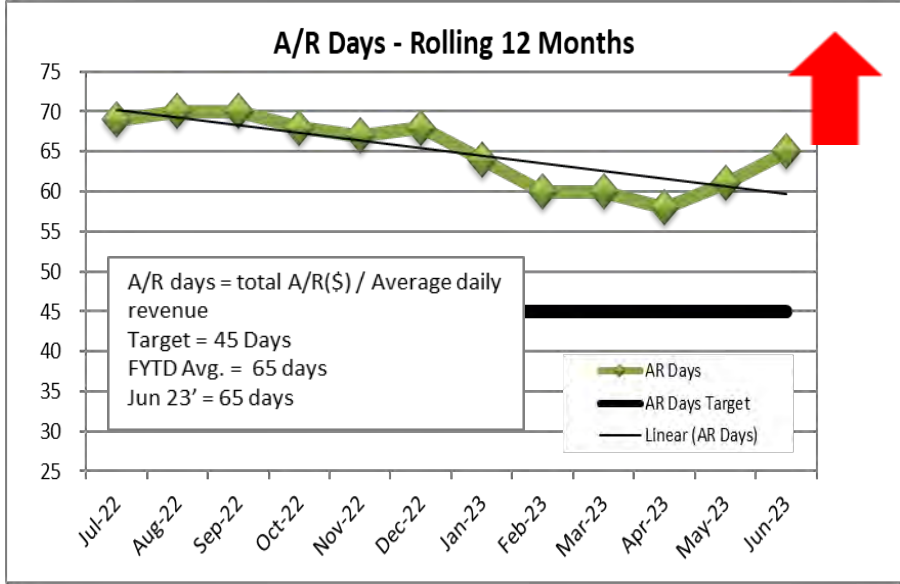


# San Mateo Medical Center Clinic Visits June 30, 2023



Televisits are running at 22.9% of total visits in FY23 as more patients are opting for in-person visits. Clinic televisits were 29% of total visits in FY22. Early in the pandemic the ratio was as high as 78%. Consistent with prior years, the average visit volume per day for June 2023 is lower than prior months reflecting seasonal trends.

# Fee-For-Service Revenue - KPIs



# 3<sup>rd</sup> Party Contracts – Revenue Cycle Operations

Contracted Services	Vendor	Epic Timeline Dependency	Status	BOS Agenda
<b>Eligibility</b> (insurance verification & registration accuracy)	Experian	Test system by early December 2023	<input type="checkbox"/> Converting contract from Cerner 3rd party to direct with Experian <input type="checkbox"/> In contract negotiations	9/12/2023
<b>Claims Processing</b> (claim editing & submission to 3 <sup>rd</sup> party payors)	RFP responses <ul style="list-style-type: none"> <li>• Trubridge</li> <li>• Experian</li> <li>• Inovalon</li> </ul>	Test system by early January 2024	<input checked="" type="checkbox"/> Vendor demos completed <input checked="" type="checkbox"/> Vendor selected 7/24 <input type="checkbox"/> In contract negotiation	Estimated 10/3/2023
<b>Legacy AR</b> (follow-up collections on legacy system accounts receivable)	TBD	Vendor on-boarded by August 2024	<input checked="" type="checkbox"/> RFP drafted <input checked="" type="checkbox"/> Plans reviewed with SEIU <input type="checkbox"/> RFP to be issued in August	Estimated July 2024





**San Mateo Medical Center**  
**Income Statement**  
**May 31, 2023**

	MONTH				YEAR TO DATE				
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight	
	A	B	C	D	E	F	G	H	
1 <b>Income/Loss (GAAP)</b>	388,549	0	388,549		1,410,996	0	1,410,996		
2 <b>HPSM Medi-Cal Members Assigned to SMMC</b>	46,276	41,356	4,920	12%	485,038	454,916	30,122	7%	
3 <b>Unduplicated Patient Count</b>	67,581	65,230	2,351	4%	67,581	65,230	2,351	4%	
4 <b>Patient Days</b>	2,454	2,652	(198)	-7%	26,204	28,655	(2,451)	-9%	
5 <b>ED Visits</b>	3,559	3,271	288	9%	37,905	35,343	2,562	7%	
7 <b>Surgery Cases</b>	282	296	(14)	-5%	2,543	3,071	(528)	-17%	
8 <b>Clinic Visits</b>	25,303	26,274	(971)	-4%	259,231	272,293	(13,062)	-5%	
9 <b>Ancillary Procedures</b>	75,633	75,791	(158)	0%	750,069	786,539	(36,470)	-5%	
10 <b>Acute Administrative Days as % of Patient Days</b>	22.0%	20.0%	-2.0%	-10%	22.0%	20.0%	-2.0%	-10%	
11 <b>Psych Administrative Days as % of Patient Days</b> (Days that do not qualify for inpatient status)	71.0%	80.0%	9.0%	11%	79.0%	80.0%	1.0%	1%	
<b>Pillar Goals</b>									
12 <b>Revenue PMPM</b>	127	135	(8)	-6%	118	135	(17)	-12%	
13 <b>Operating Expenses PMPM</b>	357	326	(31)	-9%	342	326	(16)	-5%	
14 <b>Full Time Equivalents (FTE) including Registry</b>	1,131	1,199	68	6%	1,150	1,199	49	4%	

**San Mateo Medical Center**  
**Income Statement**  
**May 31, 2023**

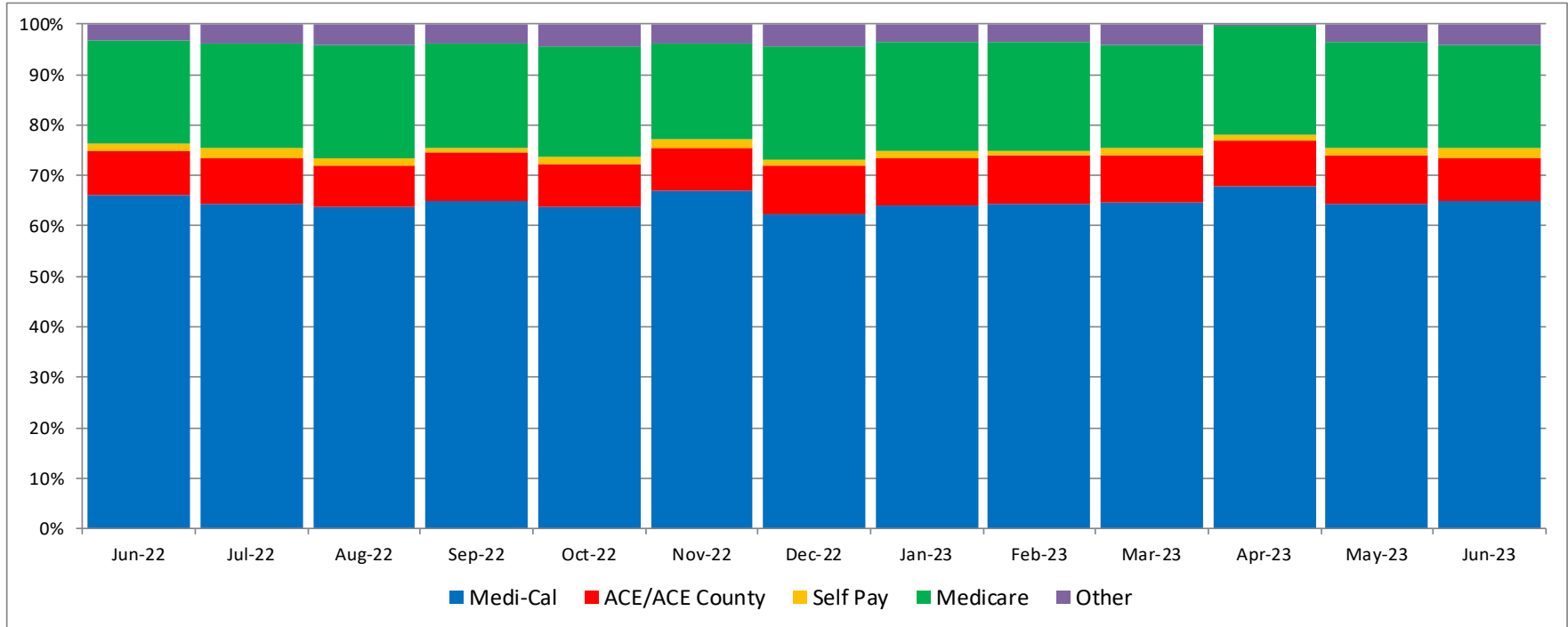
	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
21 <b>Inpatient Gross Revenue</b>	13,370,801	14,144,151	(773,350)	-5%	144,919,088	155,585,661	(10,666,573)	-7%
22 <b>Outpatient Gross Revenue</b>	32,675,302	28,232,137	4,443,164	16%	315,580,176	310,553,509	5,026,667	2%
23 <b>Total Gross Revenue</b>	46,046,103	42,376,288	3,669,814	9%	460,499,264	466,139,170	(5,639,906)	-1%
24 <b>Patient Net Revenue</b>	10,169,296	13,211,764	(3,042,468)	-23%	115,124,920	145,329,405	(30,204,484)	-21%
25 <b>Net Patient Revenue as % of Gross Revenue</b>	22.1%	31.2%	-9.1%	-29%	25.0%	31.2%	-6.2%	-20%
26 <b>Capitation Revenue</b>	473,289	389,867	83,422	21%	4,993,739	4,288,532	705,207	16%
27 <b>Supplemental Patient Program Revenue</b>	16,015,130	12,040,224	3,974,906	33%	159,404,090	132,442,460	26,961,629	20%
<i>Volume Based (GPP, EPP, VRR, AB915)</i>	6,301,978	5,371,667	930,311	17%	85,468,276	59,088,333	26,379,942	45%
<i>Value Based (QIP, HPSM P4P)</i>	6,355,097	3,820,025	2,535,072	66%	42,793,398	42,020,279	773,119	2%
<i>Other</i>	3,358,055	2,848,532	509,524	18%	31,142,416	31,333,848	(191,432)	-1%
28 <b>Total Patient Net and Program Revenue</b>	26,657,715	25,641,854	1,015,861	4%	279,522,749	282,060,397	(2,537,648)	-1%
29 <b>Other Operating Revenue</b>	3,290,681	1,181,890	2,108,790	178%	15,524,113	13,000,793	2,523,320	19%
30 <b>Total Operating Revenue</b>	29,948,396	26,823,744	3,124,651	12%	295,046,862	295,061,189	(14,327)	0%

**San Mateo Medical Center**  
**Income Statement**  
**May 31, 2023**

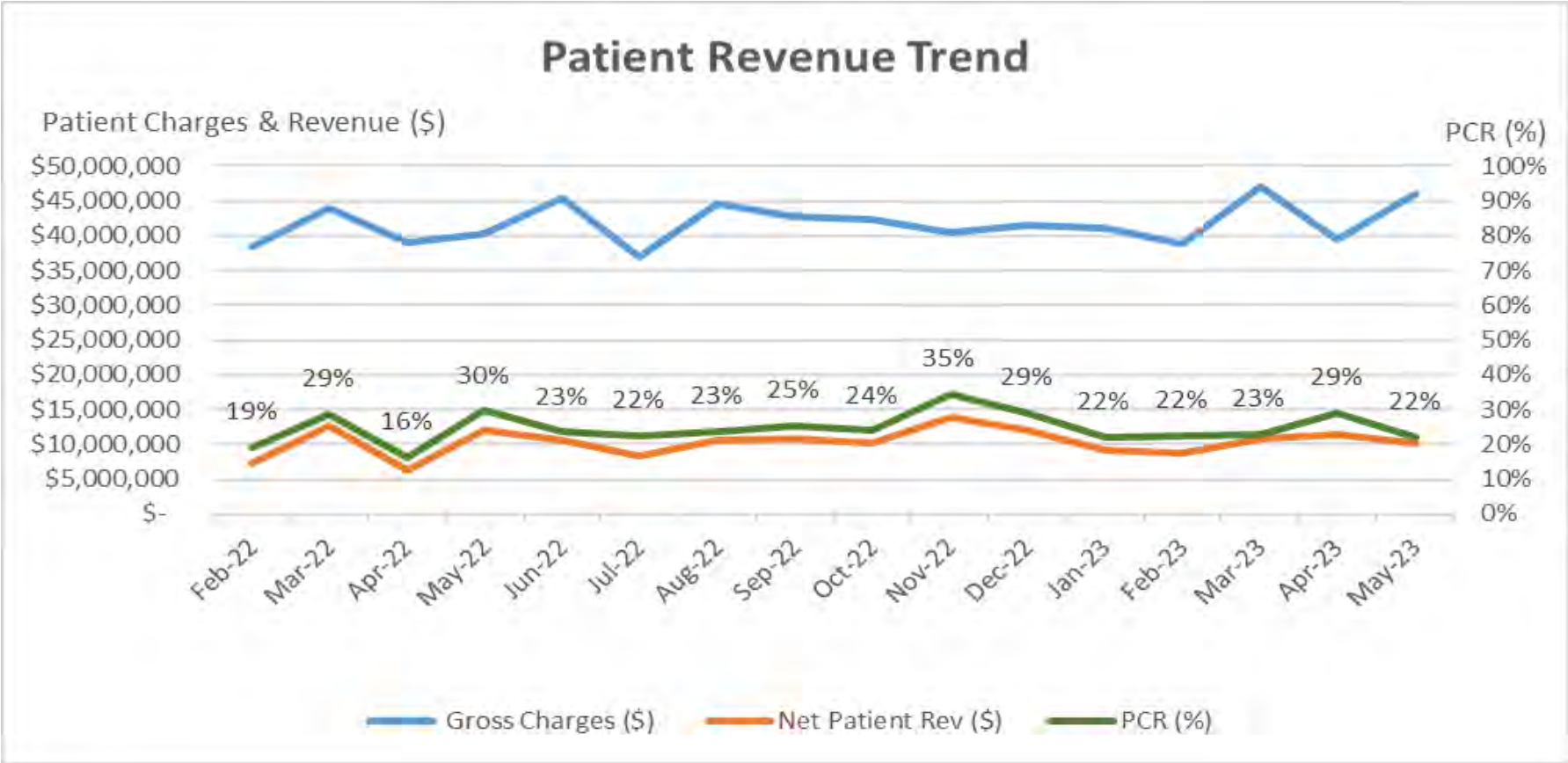
	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
<b>Operating Expenses</b>								
31 Salaries & Benefits	21,657,527	18,229,260	(3,428,267)	-19%	199,433,758	200,521,856	1,088,098	1%
32 Drugs	1,110,099	1,286,937	176,838	14%	14,741,849	14,156,311	(585,538)	-4%
33 Supplies	1,527,353	952,050	(575,303)	-60%	12,791,154	10,472,549	(2,318,604)	-22%
34 Contract Provider Services	4,640,721	4,685,379	44,658	1%	54,095,517	51,539,169	(2,556,348)	-5%
<i>Registry</i>	2,228,619	1,663,840	(564,779)	-34%	20,213,610	18,302,245	(1,911,365)	-10%
<i>Contract Provider</i>	2,055,909	2,357,106	301,197	13%	29,232,155	25,928,166	(3,303,989)	-13%
<i>ACE Out of Network</i>	323,001	564,839	241,838	43%	4,210,989	6,213,231	2,002,242	32%
<i>Other</i>	33,192	99,593	66,401	67%	453,763	1,095,528	641,765	59%
35 Other fees and purchased services	4,402,917	5,211,812	808,895	16%	58,833,896	57,329,935	(1,503,961)	-3%
36 Other general expenses	419,153	729,995	310,842	43%	8,035,799	8,029,948	(5,851)	0%
37 Rental Expense	166,918	247,893	80,975	33%	1,844,114	2,726,826	882,712	32%
38 Lease Expense	735,826	735,826	0	0%	8,094,089	8,094,090	0	0%
39 Depreciation	290,333	227,938	(62,395)	-27%	3,144,871	2,507,323	(637,549)	-25%
40 <b>Total Operating Expenses</b>	34,950,848	32,307,091	(2,643,757)	-8%	361,015,047	355,378,006	(5,637,042)	-2%
41 <b>Operating Income/Loss</b>	(5,002,452)	(5,483,347)	480,895	9%	(65,968,185)	(60,316,816)	(5,651,369)	-9%
42 <b>Non-Operating Revenue/Expense</b>	739,887	53,918	685,969	1272%	8,433,774	593,093	7,840,680	1322%
43 <b>Contribution from County General Fund</b>	4,651,114	5,429,429	(778,315)	-14%	58,945,408	59,723,723	(778,315)	-1%
44 <b>Total Income/Loss (GAAP)</b>	388,549	0	388,549		1,410,996	0	1,410,996	
(Change in Net Assets)								

**San Mateo Medical Center**  
**Payer Mix**  
**June 30, 2023**

Payer Type by Gross Revenue	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
Medicare	20.4%	22.7%	-2.3%		21.1%	22.7%	-1.6%	
Medi-Cal	64.8%	58.9%	6.0%		64.7%	58.9%	5.8%	
Self Pay	2.2%	1.6%	0.6%		1.4%	1.6%	-0.2%	
Other	4.1%	4.3%	-0.2%		3.7%	4.3%	-0.6%	
ACE/ACE County	8.5%	12.5%	-4.0%		9.1%	12.5%	-3.4%	
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>			<b>100.0%</b>	<b>100.0%</b>		



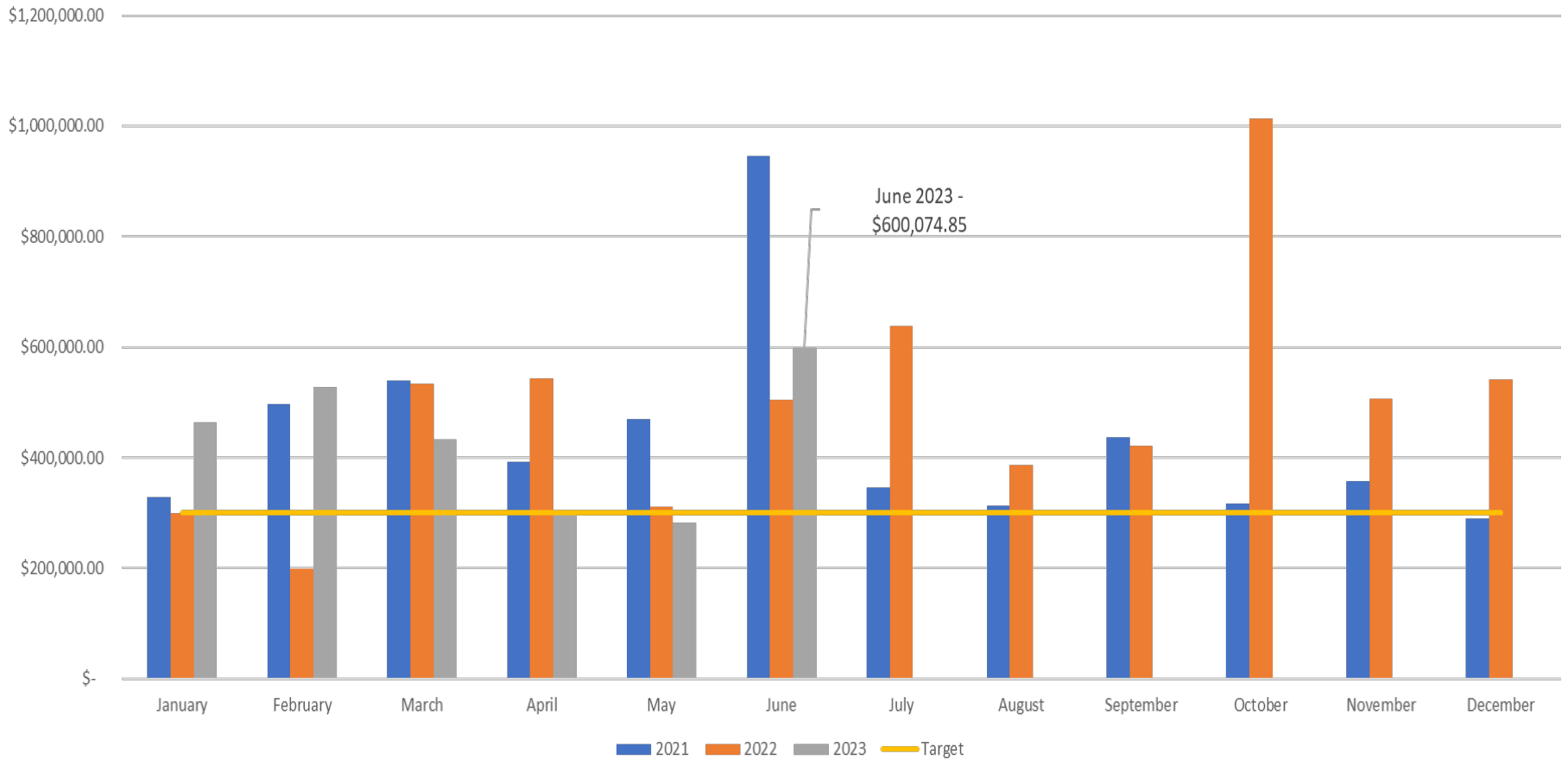
# Fee-For-Service Patient Revenue Trend



Budgeted PCR 27.5% (FY21), 33.9% (FY22), 31.2% (FY23)

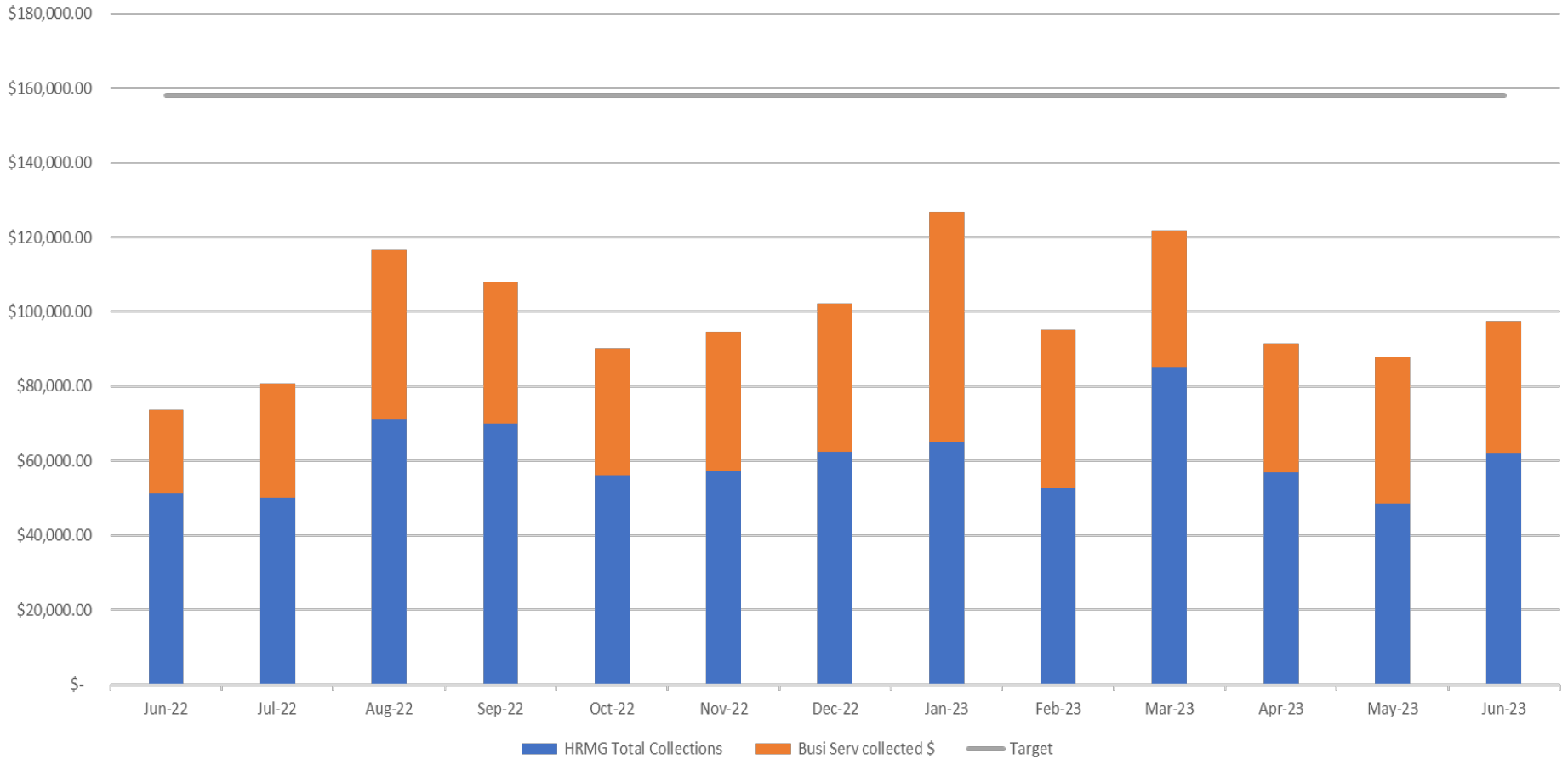
Gross patient revenue is hovering around \$42M/month. The collection rate (PCR) in FY23 is trending at average 25%. PCR surge in Nov 22 and dips earlier this year was due to one-time adjustments. PCR is expected to remain in mid 20s for the rest of this fiscal year.

# Fee-For-Service Commercial Collections



*July 2020 MMX began supporting PFS with Commercial Collections*

# Fee-For-Service Self Pay Collections

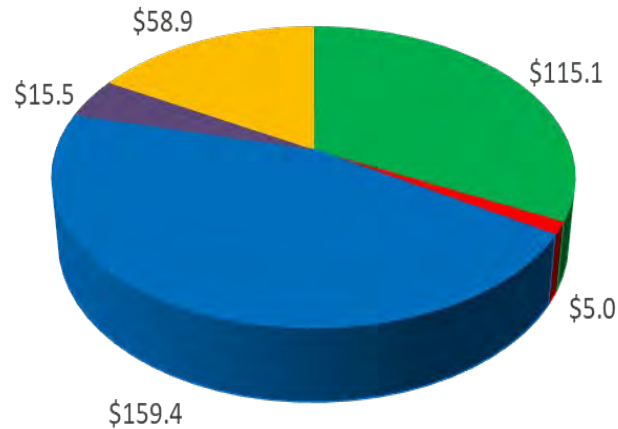


SMMC contracted with Healthcare Revenue Management Group to support SMMC's Business Services unit with collections of self-pay balances

# Revenue Mix

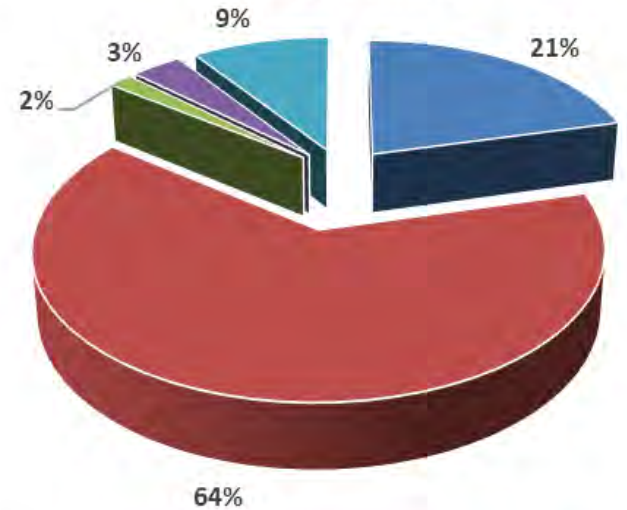
## Sources of Revenue

(Dollars in millions)



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

## Payor Mix



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

**Total YTD Revenue** of \$354 million consists of 45% in Supplemental Programs and 33% in Fee For Service

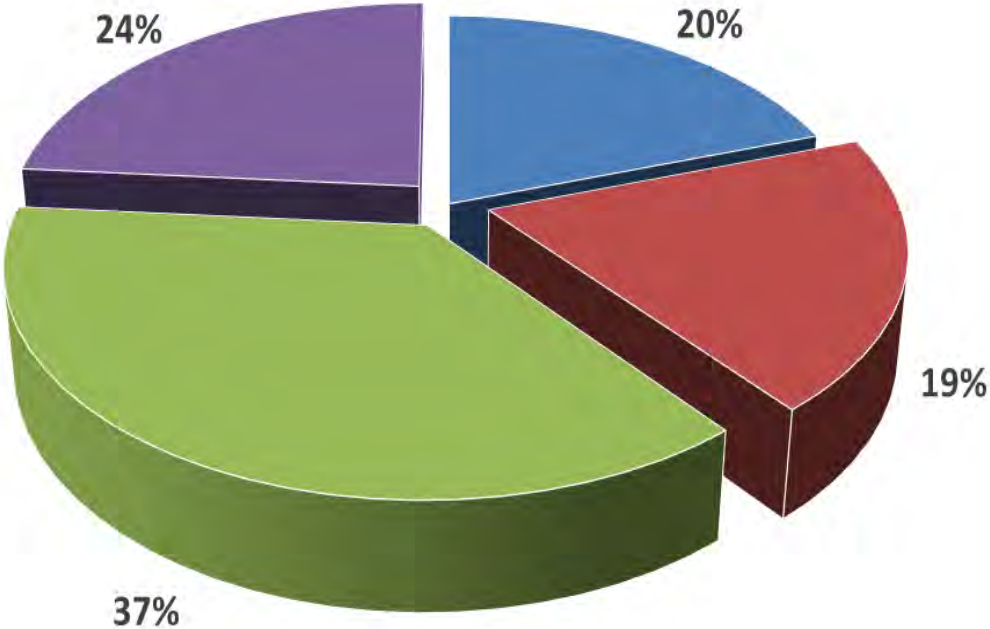
**Health Plan of San Mateo (HPSM)** represents 35% of our Operating Revenue

- 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

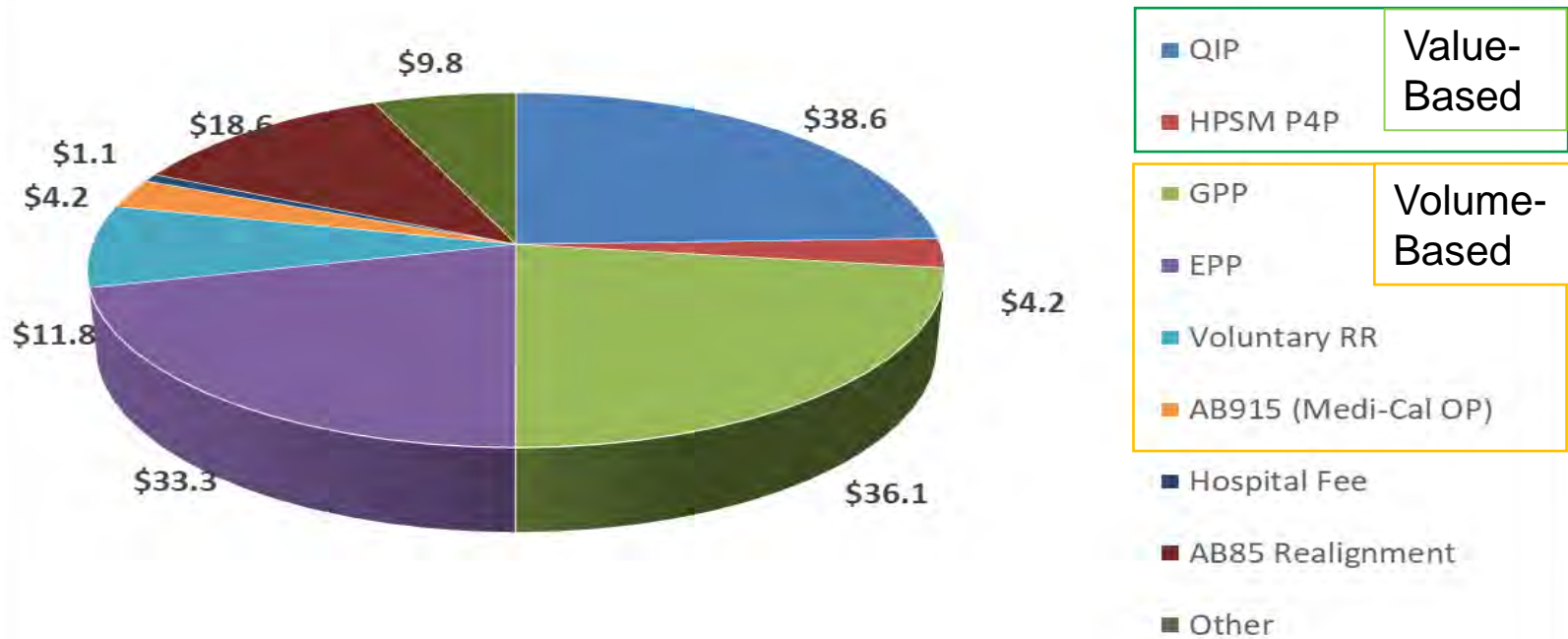
■ Hospital ED & Outpatient

■ Ambulatory Clinics

■ Ancillary Services

# Supplemental Revenue Mix

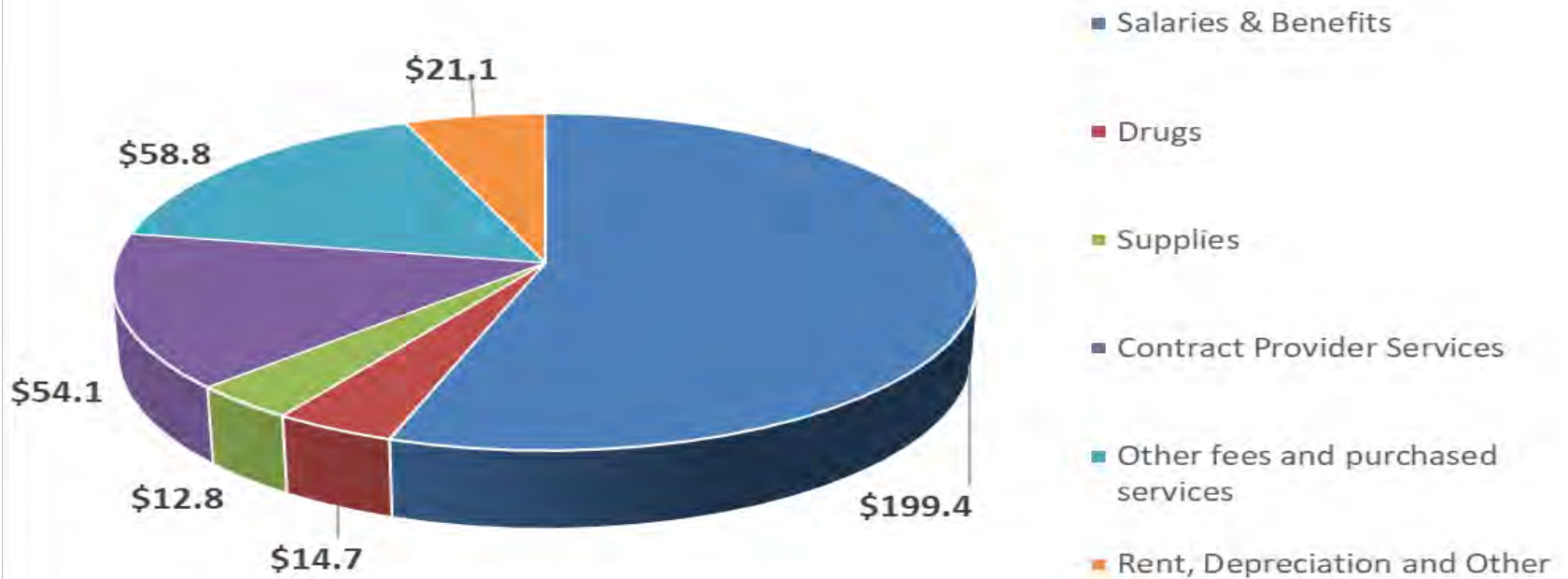
(Dollars in millions)



- **Value-Based** programs, including Capitation revenue, represents 27% of total revenue
- **Volume-Based** supplemental programs, plus FFS revenue, represent 54% of total revenue

# Total Operating Expenses

(Dollars in millions)



**Salaries & Benefits** represent 55% of total expenses

**Personnel costs\*** represent 70% of total expenses

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

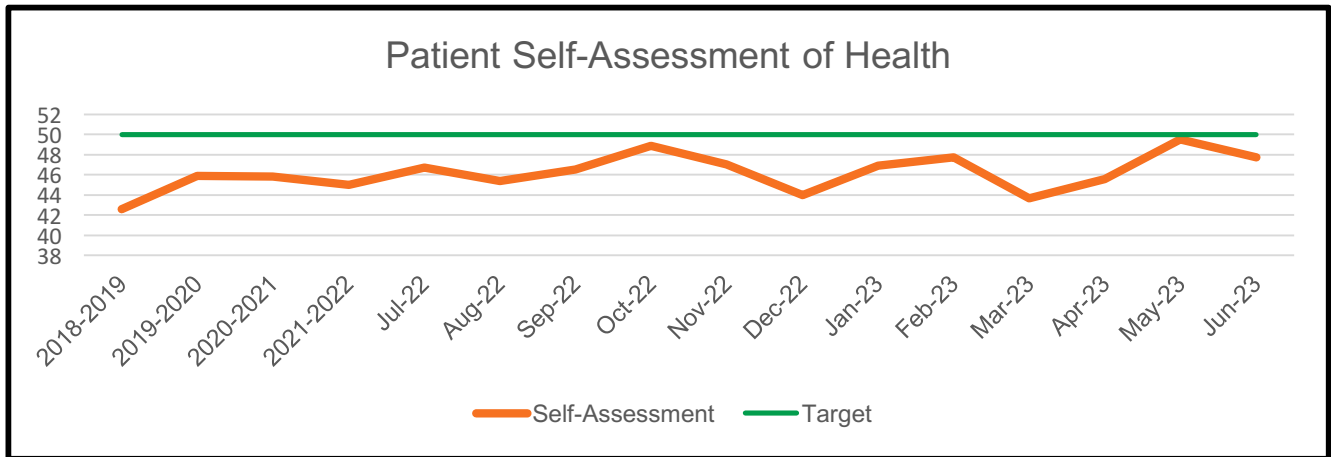
# Integr8 Health

## 3<sup>rd</sup> Party Contracts

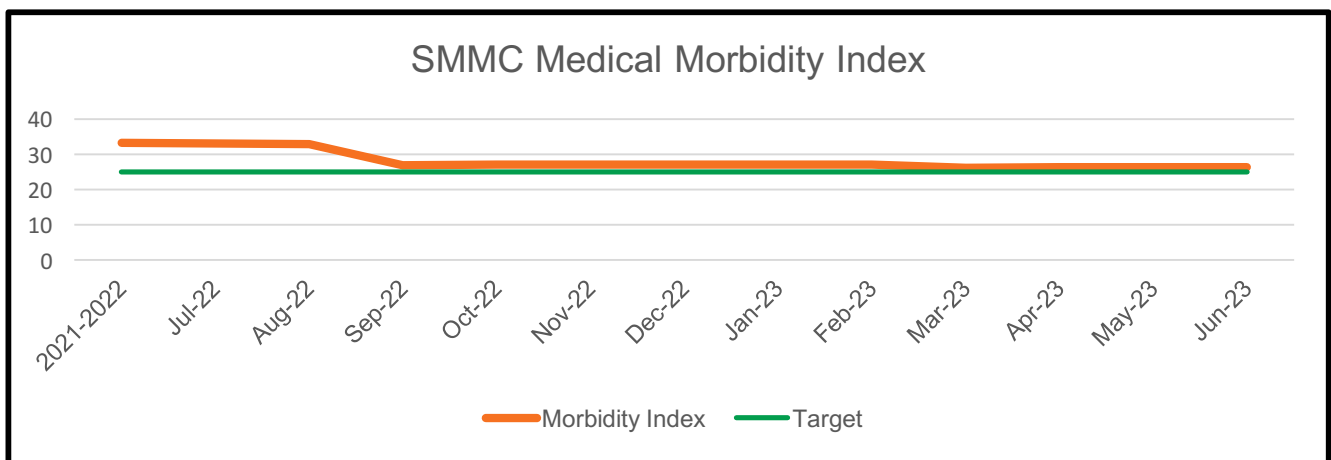
### Revenue Cycle Operations



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



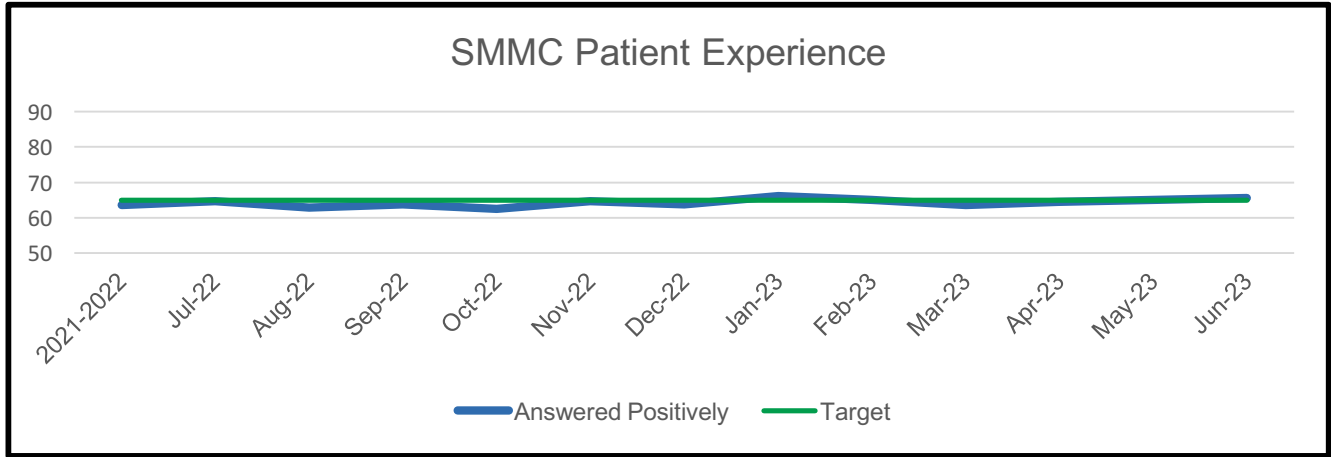
**Patient Self-Assessment of Health:** All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



**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.**



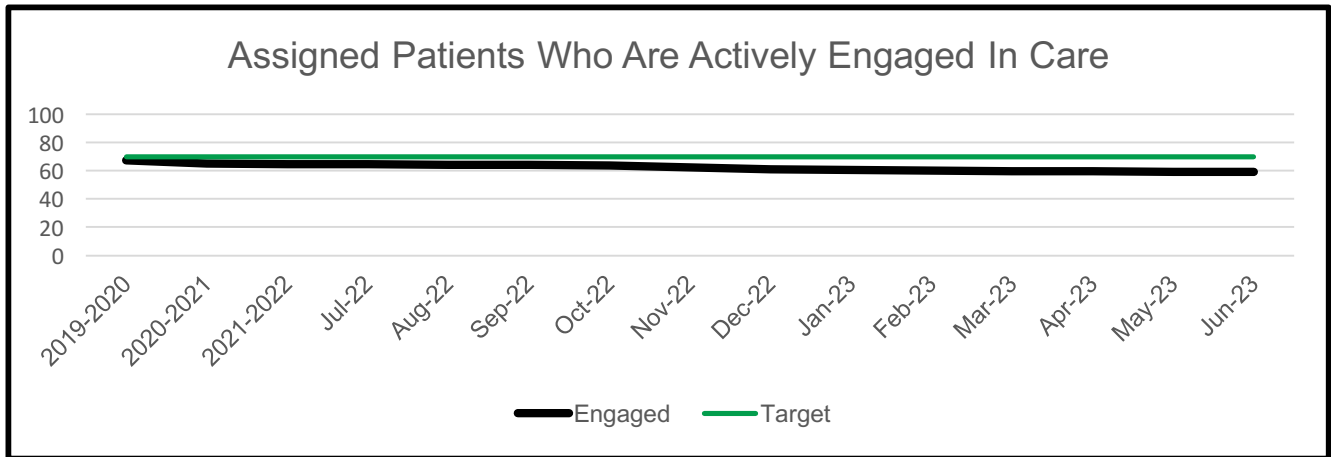
## Patient Experience



**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.**



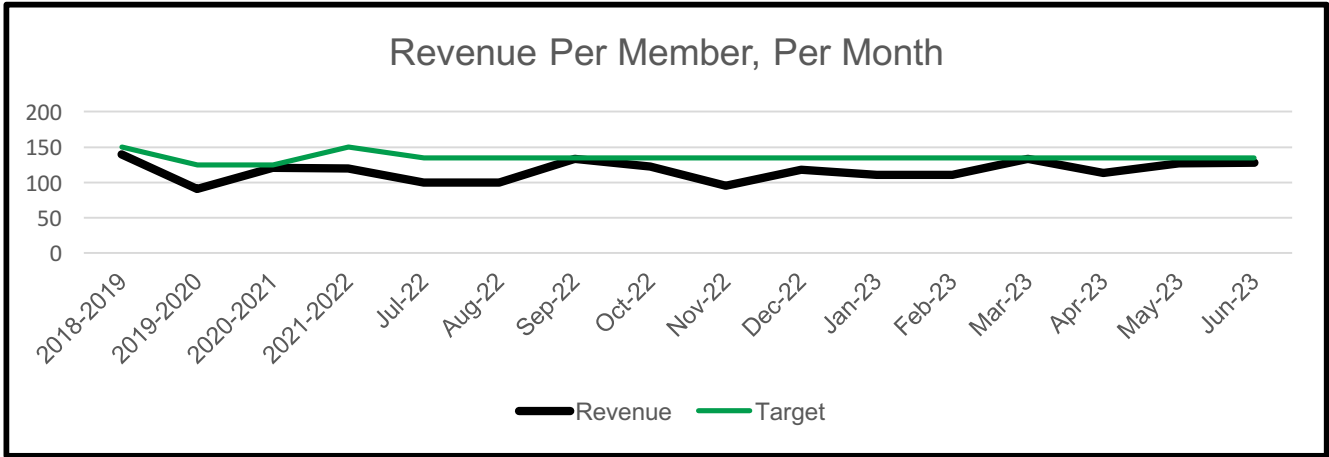
## Access to Care



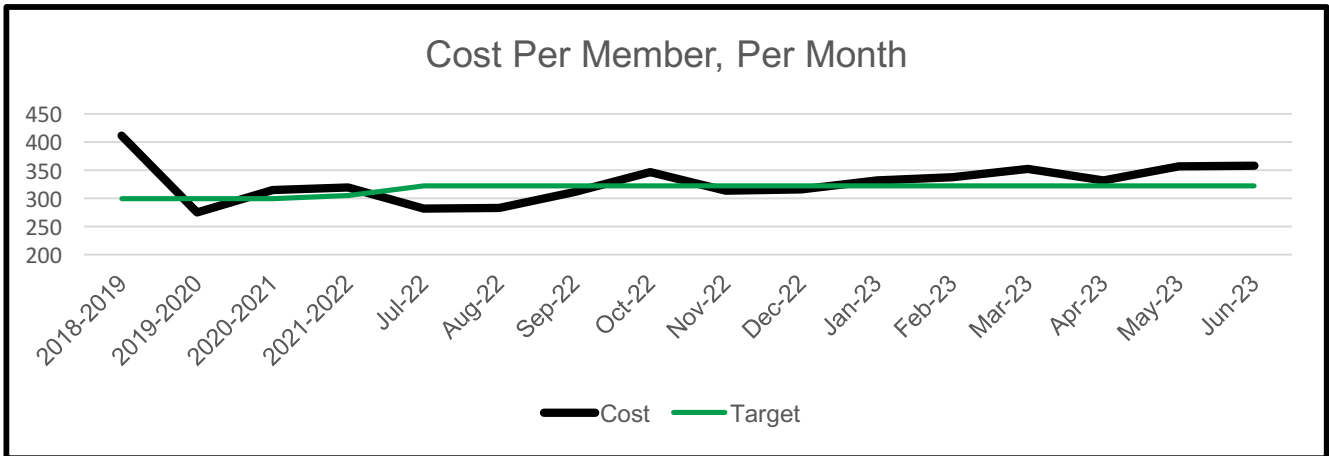
**Assigned and Engaged:** Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**



# Financial Stewardship

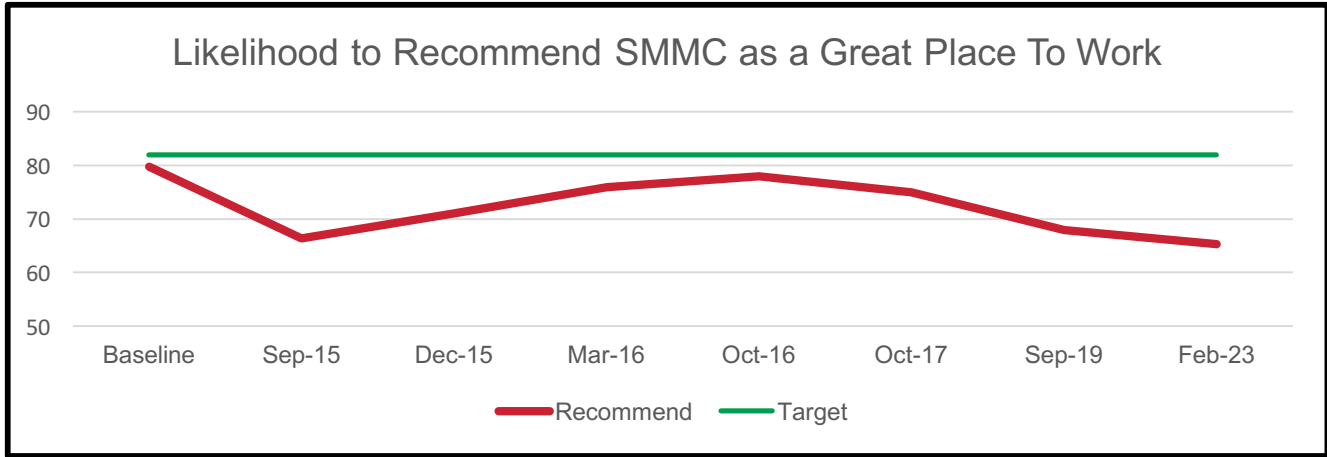


**Revenue Per Member, Per Month:** Total patient revenue divided by total number of assigned members. **Higher is better.**

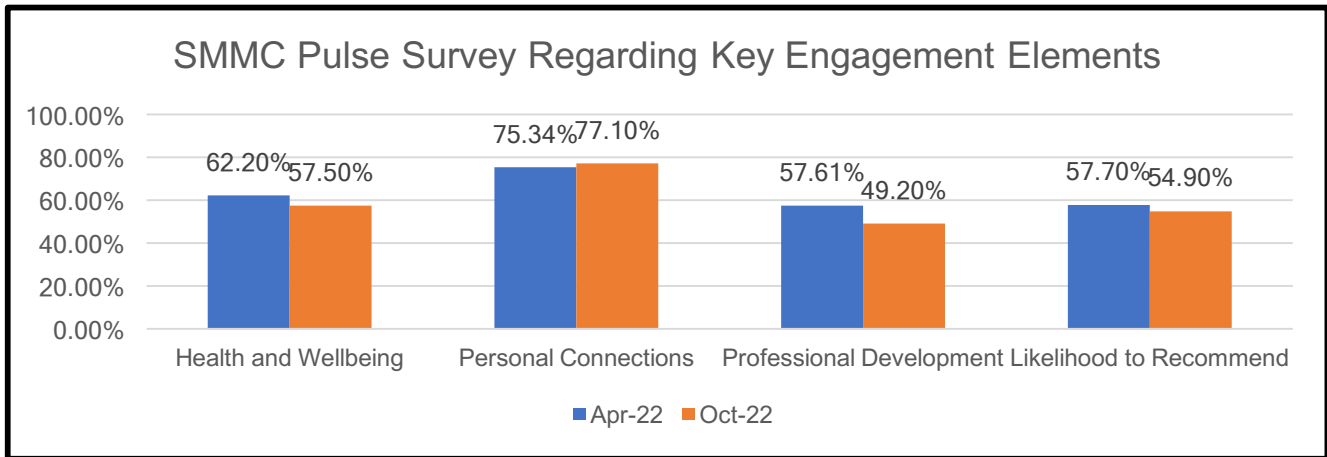


**Cost Per Member, Per Month:** Total cost divided by total number of assigned members. **Lower is better.**

# 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 GP Strategies staff engagement survey. **Higher is better.**



**SMMC Staff Engagement Pulse Survey:** Percentage of staff who agree or strongly agree that 1) organization actively supports health and wellness 2) staff member has personal connections at work 3) organization supports professional development 4) staff member would recommend SMMC as a great place to work. **Higher is better.**



## Strategic Updates, Recognitions & Awards



*Pictured above, left: Trish Erwin, Milagro Mora, Satya Chaudhary, and Lupe Gutierrez cut the ribbon at Fair Oaks Health Center's courtyard celebration. Above, right: Fair Oaks Health Center providers and management enjoying the new courtyard.*

### **Fair Oaks Health Center Redesigns Courtyard to be a Respite for Staff**

The Fair Oaks Health Center (FOHC) has always had a large patio, which staff could use during their breaks. The space, however, was difficult to enjoy with just a bench or two, no plantings, and no shaded areas.

Trish Erwin, Clinics Manager, decided to transform the patio into a peaceful courtyard where staff can enjoy physical and mental refreshment whenever they need it. She partnered with Resilient Beginnings Network whose work focuses on trauma informed care and supporting the wellbeing of caregivers. The San Mateo County Health Foundation coordinated using the grant funds to outfit the courtyard with comfortable, weather-resistant furniture, umbrellas to provide shade, and multiple gardening containers for vegetables and fruit trees.

The clinic hosted a ribbon-cutting celebration for staff on Friday, June 23<sup>rd</sup>, complete with a catered breakfast, an espresso cart, music, and crafting.

Thank you to Trish Erwin for putting the wellbeing of her staff and providers at the forefront. Thank you to FOHC's resident gardeners: Blanca Osuna, Yoshio Hernandez, and Satya Chaudhary for creating a mini oasis. Thank you to the Foundation for their coordination, guidance, and support, and to the Resilient Beginnings Network for making this transformed respite space a reality. And a special thank you to all the staff and providers who continue to give their all for the health of our patients, even when they have been through so much themselves over the past few years.

## **SMMC Volunteers and Harley Owners Group (HOGS) Partner for Successful Backpack Drive**

On Saturday, July 29<sup>th</sup> SMMC and the Golden Gate Harley Owners Group hosted their 14<sup>th</sup> Annual School Supply Run. This year was one of our most successful yet in distributing backpacks and school supplies to members of our patient community. The success of this year's event was driven in part by generous support from a number of community partners. The San Mateo County Health Foundation partnered with 31<sup>st</sup> Union, a local video game developer, to donate 500 backpacks. The SMMC Volunteer Auxiliary donated 164 backpacks filled with school supplies. An additional 47 backpacks came from staff donations. In addition to their exciting arrival and enthusiastic support of the event, the HOGs donated 95 backpacks to the event. The event was staffed by 36 volunteers that included SMMC staff and local community volunteers.

Over 90 families attended the festivities which were held in the parking lot of the 39<sup>th</sup> avenue campus and included face painting, games, and refreshments in addition to the school supply distribution. Over 200 backpacks were distributed at the event. Families came from across the County. All supplies that were not distributed will be sent to our Pediatric and Teen clinics for distribution directly to patients there. Thank you to Bee Alonso, our Patient Experience Program Coordinator, who did a tremendous job organizing the event, Jen Gordon, our Patient Experience Manager and all the volunteers and partners (especially the HOGs) who came together to make it a wonderful and meaningful Saturday.

## **Introducing: Integr8 Health Guiding Principles**

The Health Executive Steering Committee recently approved guiding principles for Integr8 Health, our Epic implementation project. These principles will guide our work, provide constancy of purpose, and drive effective decision making within the project.

### **1. Keep the patient/client at the center.**

*Our focus is always on client- and patient-centered care, which includes their voice, and optimizes access and health outcomes.*

### **2. Prioritize safety.**

*All workflows ensure safety for patients, client, and staff.*

### **3. Promote integration and collaboration across the system.**

*Think systemically – across departments and divisions.*

### **4. If Epic has the functionality, use Epic.**

*The Foundation System provides a robust set of best-practice clinical and financial content sourced from the global Epic community.*

### **5. Make it easy to do the right thing.**

*Workflows will promote team-based care, optimize user capabilities, maximize usability, support policies, and eliminate waste.*

**6. Share opinions, but once a decision is made... support and celebrate it.**

*We will help each other overcome obstacles and trust our colleagues, who are subject matter experts supported by Epic, to make decisions that are best for clients, patients, and staff.*

**7. Keep the project on budget and on time.**

*We are grateful for dedicated resources and understand the importance of the project schedule and its impact on others.*

**8. Go-Live is not the end: it's the end of the beginning.**

*We embrace continuous improvement and know the future offers opportunity to adjust as we learn.*

**Medical Executive Committee Election Results**

During the recent medical staff elections, Frank Trinh, MD, was elected Chief of Staff for the 2023-2026 term. Dr. Trinh is an infectious disease specialist working in the mobile clinic operated by the Public Health, Policy and Planning division. Frank also works very closely with SMMC staff and patients, and recently was a member of one of the SMMC strategic planning workgroups. Scott Oesterling, MD, was elected as Vice Chief of Staff. Both Dr. Trinh and Dr. Oesterling have previously served as officers within the Medical Executive Committee.

We are very grateful for the strong leadership of Steve Hassid, MD, the immediate Past Chief of Staff, over the past several years. We also want to thank Brita Almog, MD, for her service as the Vice Chief of Staff. Thank you also to outgoing members of the Medical Executive Committee (MEC): Sonia Ter Kuile, MD, Cama Lock, PA, and Sara Okabayashi-Williams, NP, for their dedication and service to our medical staff.

Finally, congratulations to all those who were re-elected or newly elected to serve on the Medical Executive Committee.

**Medical Executive Committee Officers**

July 1, 2023 – June 30, 2026

**Chief of Staff:** Frank Trinh, MD

**Vice Chief of Staff:** Scott Oesterling, MD

**Immediate Past Chief of Staff:** Steve Hassid, MD

**Treasurer:** Gordon Mak, MD

**Department Chairs**

July 1, 2021 – June 30, 2024

**Emergency Medicine**

Serena Lee, MD (Chair)

Vacant (Vice Chair)

**Primary Care**

Mithu Tharayil, MD (Chair)  
Allen Tong, MD (Vice Chair)

**Psychiatry**

Katalin Szabo, MD (Chair)  
Vacant (Vice Chair)

**Medicine**

Suja Georgie, MD (Chair)  
Abhishek Gowda, MD (Vice Chair)

**Surgery**

Scott Lock, MD (Chair)  
Ken Fong, MD (Vice Chair)

**Members at Large**

*July 1, 2023 – June 30, 2026*

Grace Hassid, MD (Medicine – Infectious Disease)  
Currie Lee, MD (Surgery – Anesthesia)  
Vivian Levy, MD (Medicine – Infectious Disease)  
Zachary Plaut, MD (Psychiatry – Psychiatry)  
Tiffany Leung Tsurudome, DDS (Surgery – Dentistry)  
Khusheen Jaggi, MD (Medicine-Nephrology)

**Affiliate Staff**

*July 1, 2023 – June 30, 2026*

Ryan Keefe, PA (Emergency Medicine)  
Chris Balkissoon, DNP (Primary Care)

**SMMC Laboratory Services Shine in Joint Commission Survey**

From June 20<sup>th</sup> to June 22<sup>nd</sup>, SMMC welcomed a surveyor from the Joint Commission for our biennial Laboratory Services survey. This survey is separate from our overall hospital survey which occurs every three years. This survey focused on all areas where lab services are performed including Point of Care (POC) services (services performed by non-laboratory staff in the site where care is provided). As such, it included Respiratory Therapy, Nursing, and other staff in addition to Laboratory personnel. The organization was measured against 233 standards and 1009 Elements of Performance and only had 15 findings which is an outstanding result. The surveyor was highly complementary toward both the staff and the organization. Congratulations and Thank You to Chad Below, Clinical Services Manager for Laboratory Services, Linda Wallach, Director of Performance Improvement, our lab, respiratory, and nursing staff and everyone else who contributed to this successful result.

**SMMC Completes Successful Year in Quality Incentive Program**

SMMC recently submitted its final report for Performance Year 5 of the Medi-Cal Quality Incentive Program. This program is a “pay for performance program for California’s public

health care systems that converted funding from previously-existing supplemental payments into a value-based structure.” It was a highly successful year with SMMC capturing 100% of its available funding. In addition, 28 out of 40 metrics qualified for **overperformance** meaning that these metrics exceeded the 10% gap closure goal that was set by the Department of Healthcare Services (DHCS) and closed the gap to the 90th percentile benchmark nationwide by either 15% or 20% gap closure instead. Overall, 27 of SMMC’s reported metrics were **above** the 90<sup>th</sup> percentile for Medicaid performance across the country. Thank you to Kristin Gurley, Director of Performance Strategies, the SMMC Quality and Analytics team and the Health Business Intelligence Team who brought all the data together for a successful submission. Congratulations and thank you to all staff across the organization whose hard work and commitment to providing high quality care produced this outstanding result.

## Breakthrough Strategic Initiative and Integr8 Health Preparation Moves Forward

We continue to make great progress with our Breakthrough Strategic Initiative focused on Improving our Improvement System. We have now established and onboarded 10 improvement councils focused on the following 10 areas of patient need:

- 24/7 Monitored Medical Care
- 24/7 Monitored Psychiatric Care
- Cancer Screening and Treatment
- Chronic Disease Management
- Dental Health
- Disease Prevention
- Emergency Care
- Reproductive Care
- Social Determinants of Health
- Time-Limited Conditions

An Improvement Council is a collaborative group of subject matter experts who are accountable for patient outcomes within a value stream. They are empowered to identify and prioritize improvement opportunities, provide structured guidance, and support to Design Teams, and ensure continuous improvement.

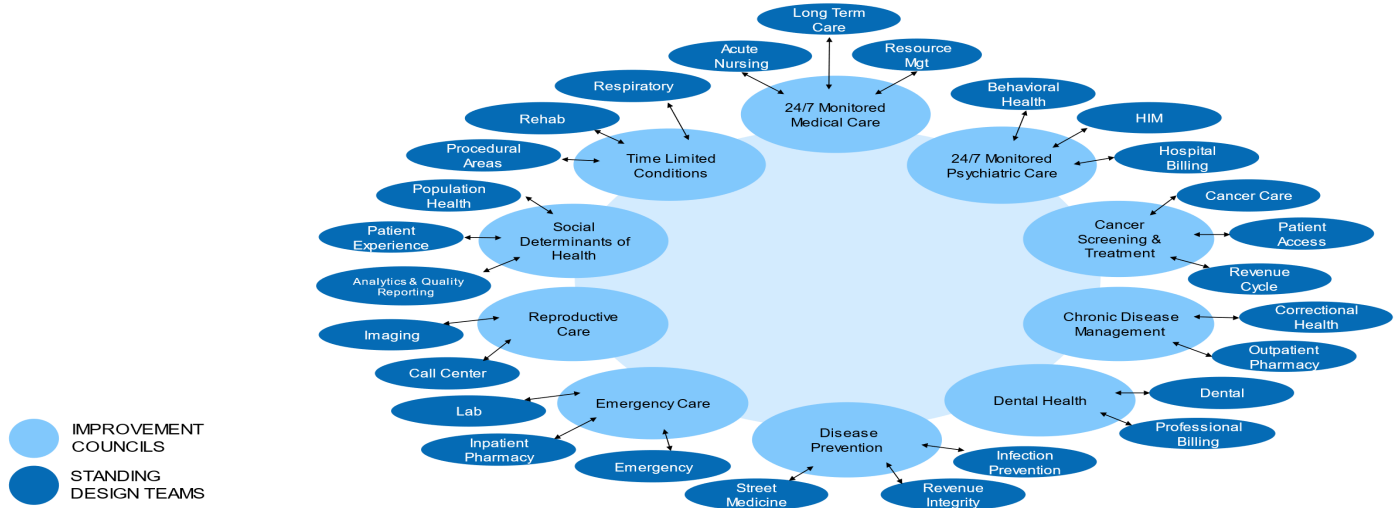
The teams have all completed at least one high level “Value Stream Mapping” event to better understand their area of need. A healthcare value stream is a set of all the actions required to take a patient from a state of less health to a state of more health (sustainably). Mapping helps the councils understand the steps involved in the process, potential bottlenecks, or other points of potential improvement, and all the staff who participate in the care. This will be critical information as improvement moves forward.

A primary responsibility of Improvement Councils is to support design teams. A design team is a group of people who work closest to the patient, client, or customer who have designated time to come together and use scientific problem solving to understand a problem, imagine an ideal state, design and pilot a target state, and help spread the improved workflows to prevent harm and/or improve patient outcomes.

As part of our preparation for Integr8 Health, our Epic implementation, we have identified the need for a specific type of design team, a standing design team. A standing design team meets regularly over longer periods of time to focus on a series of related problems or workflows.

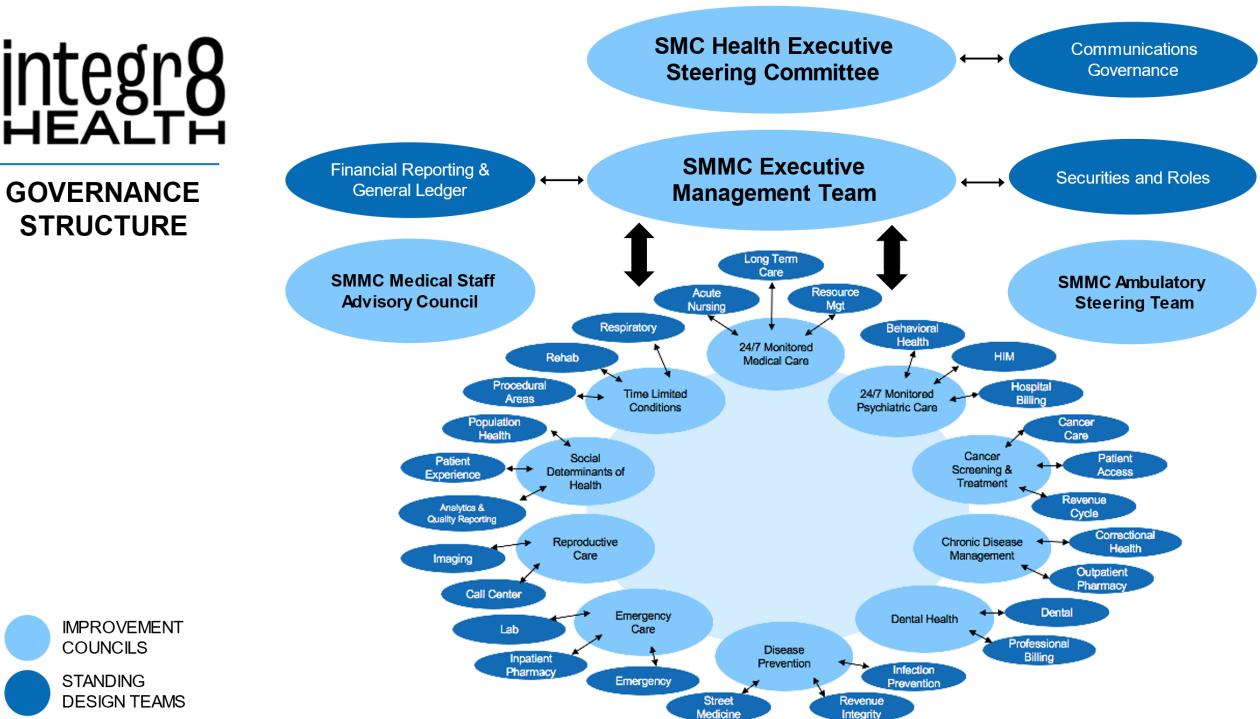
The current state of our Improvement Council structure is visually represented below:

## IMPROVEMENT COUNCILS & STANDING DESIGN TEAMS



This structure will be the central and most vital portion of our overall Integr8 Health Governance Structure. The full governance structure is visually represented below:

**integr8 HEALTH**  
GOVERNANCE STRUCTURE



We look forward to continuing to update the board as our efforts progress.

## **SMMC Improves Coding and Data Accuracy with New AI Solution**

SMMC contracted with CorroHealth to support providers and nurses and improve overall coding accuracy for clinic visits. CorroHealth uses a combination of Artificial Intelligence (AI) and certified coders to review medical record documentation and assign correct coding for procedures and office visits. CorroHealth went live on Tuesday, August 1<sup>st</sup>.

Ambulatory providers continue to thoroughly document everything that happens during a patient's clinic visit. They select the appropriate diagnosis codes and lock their notes, just as before. If the patient has come for a nurse visit, nurses only need to add the diagnosis code to the medical record.

Then CorroHealth takes over! Relying on AI and certified coders, CorroHealth completes the procedure codes and office visit codes based on the provider's notes. The CorroHealth solution is smart enough to change a diagnoses code if the one chosen isn't supported by the documentation. This helps us avoid inaccurate medical records, billing, and data collection.

This solution helps us better track and trend coding and allows us to see areas for improvement in documentation in the ambulatory setting. The Health Information Management (HIM) department provides feedback and follow-up education for providers, if needed.

The improved coding accuracy ensures claims generated from patient care have the most complete and specific codes, which, in turn, makes our reporting data more accurate both internally and externally. Data accuracy ensures we meet patient needs for care and better understand the health of our patient population to ensure quality and equity in the services we provide.

We are thrilled to be able to bring this solution to SMMC to support our care teams and improve our clinic coding and data accuracy to better serve our patients.

## **SMMC Chief Medical Officer Recognized by American Medical Student Association**

Dr. Yousef Turshani, SMMC's Chief Medical Officer and a member of the American Board of Pediatrics Board of Directors, received the 2023 Racial Justice in Medicine Award from the American Medical Student Association (AMSA). The AMSA Racial Justice Award in Medicine was created in 2019 "to recognize those who have done outstanding work to improve race or ethnicity disparities in health care." Dr. Turshani was recognized for his work to identify and reduce bias in board-certification examination items (i.e., questions). Dr. Turshani received the award at AMSA's Future Physicians for Change Conference held in Phoenix, Arizona in June. Dr. Turshani is also a key champion for racial equity efforts at SMMC. Congratulations Dr. Turshani and thank you for your local and national leadership!



**July 2023**

# 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	23,153 (June)	0.1%	4.8%
SMMC Emergency Department Visits	3,466 (June)	-2.6%	2.2%

## Public Health, Policy and Planning Recognized as Champions for Equity

Public Health, Policy and Planning (PHPP) has been recognized by the Center for Healthy Communities of the California Department of Public Health as one of the Champions for Equity (C4E) for their community collaboration framework proposal. C4E recognizes local public health jurisdictions that prioritize health equity to advance environmental, policy, and systemic change. The proposal focused on



strengthening and expanding external community engagement structures that promote systemic change to reduce health inequities. PHPP developed a community-centered collaboration process that engaged 354 people through 28 community input sessions and interviewed six jurisdictions in the region. PHPP worked with 10 community-based organization leaders and representatives. After this process, the community proposed five recommendations for building trust and five

recommendations for a community engagement structure. To read more about the proposal and the deliverables as a result of this community partnership, visit the [Community Collaboration Process](#) website.

## Public Health Laboratory & Edison Clinic Publish Article with Stanford University in Journal of Clinical Virology



Morris Jones, assistant director of Public Health Lab; Jennifer Lin, Edison Clinic medical director; and Vivian Levy, STI controller, collaborated with Stanford University on an article in the *Journal of Clinical Virology* studying the [Prevalence of Mpox \(Monkeypox\) in patients undergoing STI screening in northern California.](#)

The study tested 1,848 samples from 1,645 individuals. All specimens were collected at the Edison Clinic and processed at the PHL before being sent to Stanford for mpox testing. The study found that mpox can be detected as part of routine STI screening without mpox lesions. Currently, the only United States Food and Drug Administration (FDA) approved test for mpox requires there to be lesions that can be swabbed.

The research confirmed that mpox can occur asymptotically, highlighted the risks of pregnancy complications associated with mpox, and suggested that the rates of women with mpox may have been underestimated. Findings provided meaningful information to inform further research and understanding of how to detect infections.

## 23 Mothers Graduate from the Nurse-Family Partnership Program

Family Health Services' Nurse-Family Partnership (NFP) program hosted a graduation ceremony for 23 mothers at Central Park in San Mateo. This was the second graduation since January 2023 with many clients having started the program at the height of the pandemic. To graduate, they had to complete 40 visits with a registered nurse either in-person, video, or phone for over two years.

To help first-time low-income mothers get the support and expertise they need, a registered nurse visits participants every week from the start of their first or second trimester of pregnancy until their child is 2.5 years old. Participants have seen improved pregnancy outcomes, child health, and development, along with steps toward economic self-sufficiency for the family.



## County Health Relocation Results in Donations to Community Organizations

County Health made its excess furniture, office equipment, and other materials available to local schools, nonprofits, and community organizations, as staff move out of the 37th and 39th Avenue locations in San Mateo and into other facilities. As County Health's office footprint shrinks and staff consolidate into other spaces, many of the materials in the old locations are working and in good condition but no longer needed by staff. Providing an opportunity to minimize what goes to landfills while helping the community.

Working closely with the Office of Sustainability, County Health gave away tables, chairs, whiteboards, office supplies, monitors, printers and cartridges, bookcases, filing cabinets, and paper towel and soap dispensers to over 30 community organizations, who have toured to the space, identified equipment they can use, and transported it back to their facilities.

**“Repurposing the equipment and furniture we can no longer use is best for the environment and a great way to support local schools, community organizations, and other nonprofits that serve our community,”** said Peter Shih, senior manager for delivery system planning, who is overseeing the initiative.

## County Health Hiring for Integr8 Health Project



As County Health moves forward to implement the Epic electronic health record (EHR) system starting in San Mateo Medical Center, Correctional Health Services, and Public Health Policy and Planning, Health IT has hired 34 new staff to join the effort. The project has been named Integr8 Health because the new system will support the patient serving Health divisions to provide more integrated care to advance positive health outcomes for their patients. Working with Epic Systems Corporation, Integr8 Health will empower providers, nurses, and staff to advance excellent care and health equity by redesigning clinical workflows to make patient information

accessible to providers on the care team throughout County Health and in other health care systems. By choosing Epic, County Health joins its Bay Area partners in implementing one of the most widely used EHRs in the world.

New staff will undergo comprehensive training to become Epic experts equipped with the specific tools, knowledge, and frameworks necessary to navigate the intricacies of Integr8 Health successfully.

Following their training, they will work closely with staff and providers to understand current workflows, determine pain points and long-term goals, and then configure and test future workflows using the Epic EHR.

Building and configuring the new EHR system is expected to begin this fall.

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