



SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

# **BOARD OF DIRECTORS MEETING**

Monday, July 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, July 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. June 2, 2025 SMMC Board Minutes

## G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

**H. ADMINISTRATION REPORTS**

- 1. Respiratory Care Services Robert Blake..... Verbal  
Rachel Daly
  
- 2. Language Services Dr. Alpa Sanghavi..... Verbal  
Abraham Rodriguez Hernandez
  
- 3. Aging and Disability Services Colleen Chawla.... Verbal  
Lee Pullen
  
- 4. Financial Report Jennifer Papa..... TAB 2
  
- 5. CEO Report Dr. CJ Kunnappilly..... TAB 2  
- Update on State and Federal budget impacts

**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, June 2, 2025

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

**Board Members Present**

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

**Staff Present**

Enitan Adesanya      Jolie Gordon-Browar      Gabriela Behn  
David McGrew      Dr. Amar Dixit  
Dr. Alpa Sanghavi      Rich Bailey  
Dr. Yousef Turshani      Rob Larcina  
Rebecca Archer      Adriana Furuzawa  
Robert Blake      Mary Stavn  
Maria Bermudez      Jei Africa  
Dr. Katalin Szabo      Ava Carter

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 8:23 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for June 2, 2025 QIC Minutes from April 22, 2025 Medical Executive Committee Minutes from May 13, 2025	Rebecca Archer reported that the Board unanimously approved the Credentialing Report and the QIC Minutes and accepted the MEC Minutes.
Public Comment	None.	
Foundation Report John Jurow	None.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from May 2, 2025	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	Dr. Trinh provided an update on the credentialing report, noting a few new additions in Tele-radiology, Department of Medicine, Emergency Department, and Psychiatry. The Medical Executive Committee discussed updates on construction improvement systems and Epic upgrade.	FYI

<p>Psychiatry Department Jolie Gordon-Browar Dr. Katalin Szabo</p>	<p>Dr. Yousef Turshani introduced Jolie Gordon-Browar who recently joined SMMC as the Deputy Director of Nursing for Acute Psychiatric Services. Jolie brings 40 years of experience in psychiatric nursing.</p> <p>Department of Psychiatry can be found on the 3<sup>rd</sup> floor of San Mateo Medical Center: Psychiatric Emergency Services, Acute Inpatient Unit, Consult Liaison Services, and Integrated Behavioral Health Clinic.</p> <p>In 2017 the Joint Commission established new guidelines to reduce risk of ligature suicide in psychiatric units. In 2020 San Mateo County approved necessary updates to Acute Psychiatric Inpatient Unit and Psychiatric Emergency Services to ensure compliance.</p> <p>Construction began in 2021, resulting in patients being relocated to other units as needed to accommodate ongoing work. Unit rotations continue as required. Project completion is expected by September 2025.</p> <p>Acute Inpatient Psychiatric Unit:</p> <ul style="list-style-type: none"> <li>• Unit is licensed for 34 acute psychiatric beds.</li> <li>• Census was reduced to 24 operational beds in preparation for construction.</li> <li>• Currently, 17 beds are open for admission during construction.</li> </ul> <p>All patient accessible areas have been upgraded to improve safety and reduce ligature risks. Key updates include:</p> <ul style="list-style-type: none"> <li>• Replacing ceiling tiles with solid ceilings</li> <li>• Installing ligature-resistant door handles</li> <li>• Removing door hinges, and slanting doors</li> </ul> <p>Additional improvements include rounded shower heads and valves, breakaway pull cords, curved sink fixtures with rounded edges, mirror-like safety film, and secure angled fire alarm covers. These changes address critical safety concerns, especially in bathrooms, where 50% of suicide attempts occur.</p> <p>To enhance the safety of minors while in Psychiatric Emergency Services a Youth Stabilization Unit was merged with the Ligature and Suicide Risk Mitigation construction project.</p> <p>Future Challenges:</p> <ul style="list-style-type: none"> <li>• CDPH is currently working on new staffing recommendations for acute psychiatric hospitals. These recommendations will likely expand requirements beyond the current nurse-to-patient ratio of 1:6 to include other disciplines, such as mental health technicians and social services staff.</li> <li>• The definition of “grave disability” (SB43) has been expanded to include chronic and mental health disorders. Psychiatry Department is working with Behavioral Health and Recovery Services on a pilot to identify gaps and improve care.</li> </ul>	<p>FYI</p>
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<p>Integr8 Health Update David Mcgrew Dr. Amar Dixit Rich Bailey</p>	<p>David Mcgrew took the opportunity to introduce Rich Bailey who will start his new role as Health Chief Information Officer later this month. Rich brings 23 years of experience.</p> <p>Goals:</p> <ul style="list-style-type: none"> <li>• Utilize the SMMC Improvement System as the structured framework guiding all improvement work.</li> <li>• Engage Front-Line Staff in Decision Making because their understanding of daily operations is critical to effective outcomes.</li> <li>• Stay True to Guiding Principles, which help navigate and support difficult decisions.</li> <li>• Go Live met target date of November 2, 2024, at 4:42am</li> </ul> <p>Guiding Principles:</p> <ul style="list-style-type: none"> <li>• Use of Epic functionality was reviewed- The team aims for 97% adherence to Epic foundation functionality, minimizing customization and aligning with Epic’s standard model.</li> <li>• On Budget, On Time –Epic will issue a \$600K credit for a successful install.</li> </ul> <p>Dr. Amar Dixit discussed key learnings after go-live and continues improvement.</p> <ul style="list-style-type: none"> <li>• Team recognized the implementation as the largest in SMC Health’s history.</li> <li>• Successes included system improvements, staff participation, cross-department collaboration, and support from Epic and Ellit.</li> <li>• Challenges included third-party contracting, high service ticket volumes, and coordination across Design Teams &amp; Divisions</li> </ul> <p>Improved patient experience through MyChart, which allows patients to stay connected with our system.</p> <ul style="list-style-type: none"> <li>• Number of patients are live on MyChart 18,600</li> <li>• Percent of patients seen on MyChart 35%</li> <li>• Messages sent to care team via MyChart 7,300</li> <li>• Prescription renewals requested via MyChart 3,500</li> <li>• Appointments scheduled via MyChart 700</li> </ul> <p>A total of 11 staff experience questions were reviewed. Percentile rankings reflected how SMC Health compares to peer organizations. Several items ranked in the 70th percentile or above, indicating user satisfaction.</p> <p>High scores included:</p> <ul style="list-style-type: none"> <li>• “The quality of the revenue cycle improved with Epic” – 86<sup>th</sup> percentile.</li> <li>• “I can easily and accurately capture changes” – 83<sup>rd</sup> percentile.</li> <li>• “The quality of patient care improved with Epic” – 79<sup>th</sup> percentile.</li> </ul> <p>Sources for improvement opportunities:</p> <ul style="list-style-type: none"> <li>• Improvement Councils</li> <li>• Service Now requests</li> </ul>	<p>FYI</p>
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	<ul style="list-style-type: none"> <li>• Epic’s AI tools</li> <li>• System Performance Reporting</li> <li>• Epic’s Level Up program</li> </ul> <p>Current improvement opportunities being evaluated:</p> <ul style="list-style-type: none"> <li>• Referrals Management</li> <li>• Stanford eConsults</li> <li>• Patient Discharge Instructions</li> <li>• MyChart (messaging, scheduling)</li> <li>• Ambient Listening</li> <li>• Cheers&gt;HelloWorld/Aura</li> <li>• Payer Platform</li> </ul> <p>Rich Bailey announced the successful completion of the first Epic upgrade on May 13, 2025. A 5-month Epic project involved evaluating, testing, and implementing over 1800 features, maintaining a 97% foundation record. He also provided an overview of the upcoming Wave 2 planning efforts.</p> <ul style="list-style-type: none"> <li>• Collaboration was key to the success of the Wave 1 go-live. Division leaders are now being engaged to apply those lessons to Wave 2.</li> <li>• Reforecasting the budget</li> <li>• Conducting Epic demos</li> <li>• Evaluating staffing needs</li> <li>• Submitting contracts to the Board of Supervisors <ul style="list-style-type: none"> <li>• Contingent Staffing - Completed</li> <li>• Epic License Amendments – August 12, 2025</li> <li>• Implementation Support – August 12, 2025</li> <li>• 3<sup>rd</sup> Party Software Amendments - TBD</li> </ul> </li> </ul>	
<p>Early Psychosis Coordinated Care and the Felton Institute Adriana Furuzawa</p>	<p>Jei Africa introduced the partnership with Felton Institute, noting that many of the clients served by Behavioral Health Recovery Services experience severe mental health conditions. Jei announced Mary Stavn’s promotion to Clinical Services Manager.</p> <p>Mary Stavn gave a brief overview of the Felton Institute and shared the Felton Institute is funded by a mix of state, federal, and local sources. She then welcomed Adriana Furuzawa Division Director at Felton Institute to present. Felton Institute’s core service areas include early care &amp; education, mental health, family support, justice services, training, research &amp; evaluation, and aging services. Its clients range from children and families to transitional age youth, adults, and seniors.</p> <p>(re)MIND supports individuals at risk for or newly experiencing schizophrenia-related psychosis. BEAM (Bipolar Early Assessment and Management) serves those with recent onset of mood disorders with psychotic features.</p>	

	<p>Aftercare and alumni support are available, and the County participates in the national EPI-CAL &amp; EPINET network.</p> <p>Eligibility: Ages 14-35, San Mateo County Resident, Medi-Cal, other insurance or uninsured.</p> <p>Service Model: Early Detection</p> <ul style="list-style-type: none"> <li>• Community Outreach and Education</li> <li>• Psychosis Screening (PQ-B)</li> <li>• Rigorous Diagnostic Assessments (SCID V, SIPS)</li> </ul> <p>Core Interventions</p> <ul style="list-style-type: none"> <li>• Individual Psychotherapy (CBTp)</li> <li>• Medication Management for FEP</li> <li>• Intensive Care Coordination</li> <li>• Supported Employment and Education</li> <li>• Family Psychoeducation</li> <li>• Peer Support (Family &amp; Young Adult)</li> <li>• Occupational Therapy</li> </ul> <p>Providers deliver services in various settings, including in-person (clinic, home, school), by phone, and via video calls. Services are mostly utilized by individuals aged 14 - 35, with growing engagement from those over 25. On average, clients have 4 - 6 contacts per week with a Felton team member.</p> <p>The intensity of work is reflected in key outcomes such as client engagement and participation in educational activities, which help indicate symptom management and overall progress. For the BEAM program, performance outcomes focus not just on school attendance, but on engagement and success in school, even when behavioral challenges are present.</p> <p>Significant decrease in psychiatric emergency and inpatient stays for individuals enrolled for at least one year in early psychosis specialized care. This happened because of the intensive and directive work.</p> <p>The presentation was followed by a discussion regarding the referral process. Referrals are received through the website, school districts, and from friends or family members. It was emphasized that early identification is critical when psychosis is suspected.</p>	
<p>Financial Report Enitan Adesanya, CFO</p>	<p>The June 2025 financial report was included in the Board packet and Enitan Adesanya answered questions from the Board.</p>	<p>FYI</p>
<p>CEO Report Dr. Chester Kunnappilly</p>	<p>Dr. Kunnappilly presented the CEO report, which was included in the Board packet.</p> <p>He thanked staff for their contributions to the successful May celebrations, including Nurses Week, Healthcare Week, and the Medical Staff Dinner.</p>	<p>FYI</p>

	He also announced the retirement of Chief Nursing officer, Carlton Mills and introduced Rob Larcina as the Interim Chief Nursing Officer.	
County Health Chief Report Colleen Chawla	Colleen Chawla introduced Rich Bailey as the new Chief Information Officer, with a start date of June 22, 2025. Appreciation was also extended to Dave Mcgrew for serving as the interim Chief Information Officer.	FYI
County Executive Officer Mike Callagy	<p>The current budget outlook is cautious and tight, marked by significant uncertainty at federal and state level. Concerns include impacts on Medicaid, housing, SNAP, and other programs.</p> <p>There is uncertainty around Vehicle License Fee funding, with a decision expected soon. Legislators have indicated this may be the last year of support, requiring a long-term funding solution.</p> <p>While a recession remains uncertain, the county has increased reserves to help with potential short-term downturns.</p> <p>CEO Mike Callagy will be resuming visits to different County sites, making himself available to hear directly from employees and answer any questions they may have. Visits to HSA and clinic locations are planned throughout summer.</p>	FYI
Board of Supervisors Supervisor Noelia Corzo	<p>Supervisor Corzo briefly discussed the Charter Amendment update, noting that the process will continue with the appropriate next steps.</p> <p>Supervisor Noelia Corzo extended invitation for upcoming events: Pride Flag raising on June 5th at 9:30 am at 500 County Center in Redwood City and San Mateo County Pride Parade on June 14 at 11am - 5pm.</p> <p>A potential location has been identified near Bridgepointe in San Mateo for the Family Justice Center.</p>	FYI

Supervisor Corzo adjourned the meeting at 9:41 AM. The next Board meeting will be held on July 7, 2025.

Minutes recorded by:  
Maria Bermudez

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

# ADMINISTRATION REPORTS

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



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

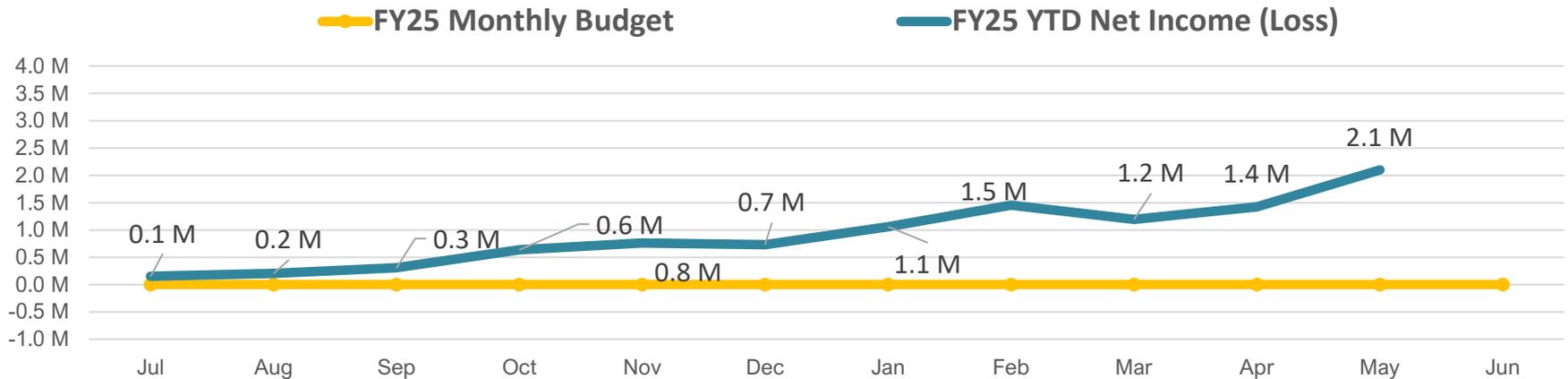
# Agenda

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

# Operating Results Summary

## Statement of Operations

May	Year-to-Date
\$678K	\$2.1M

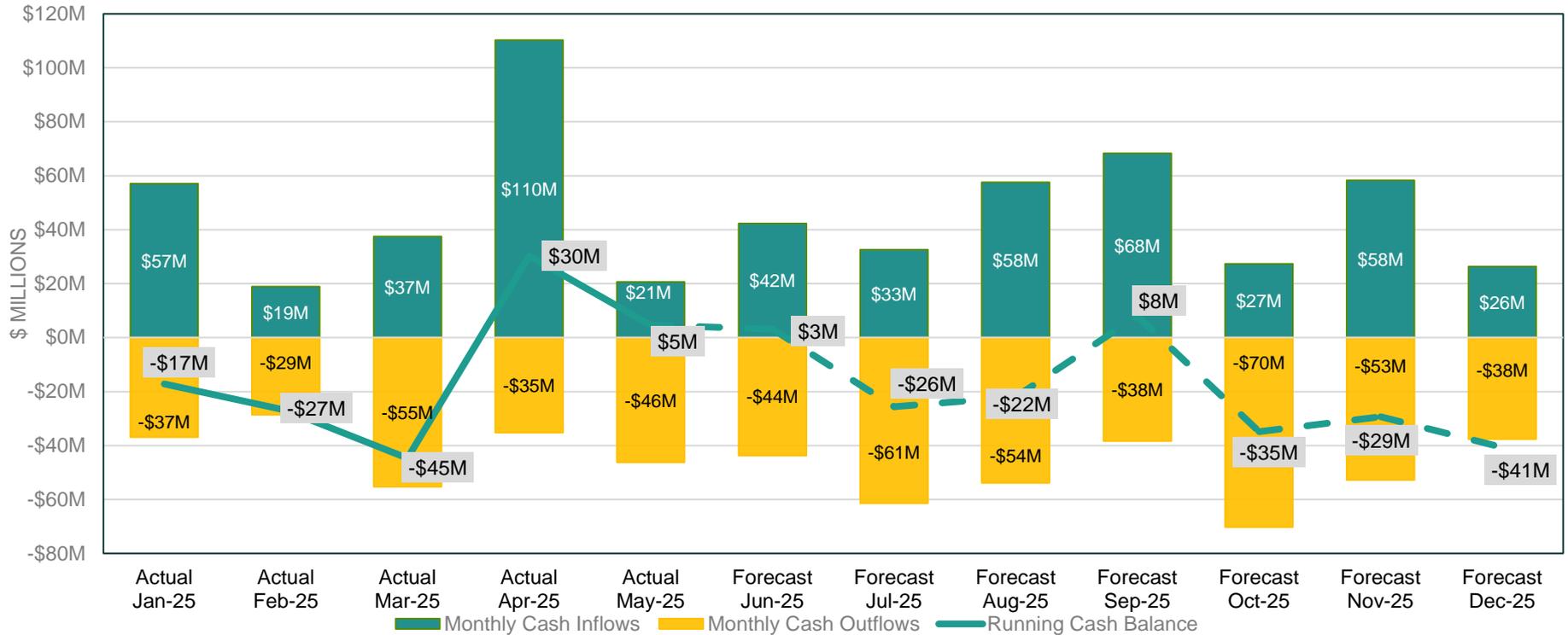


### Key budget performance areas

### We are ahead of budget

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

# Cash Position and Forecast

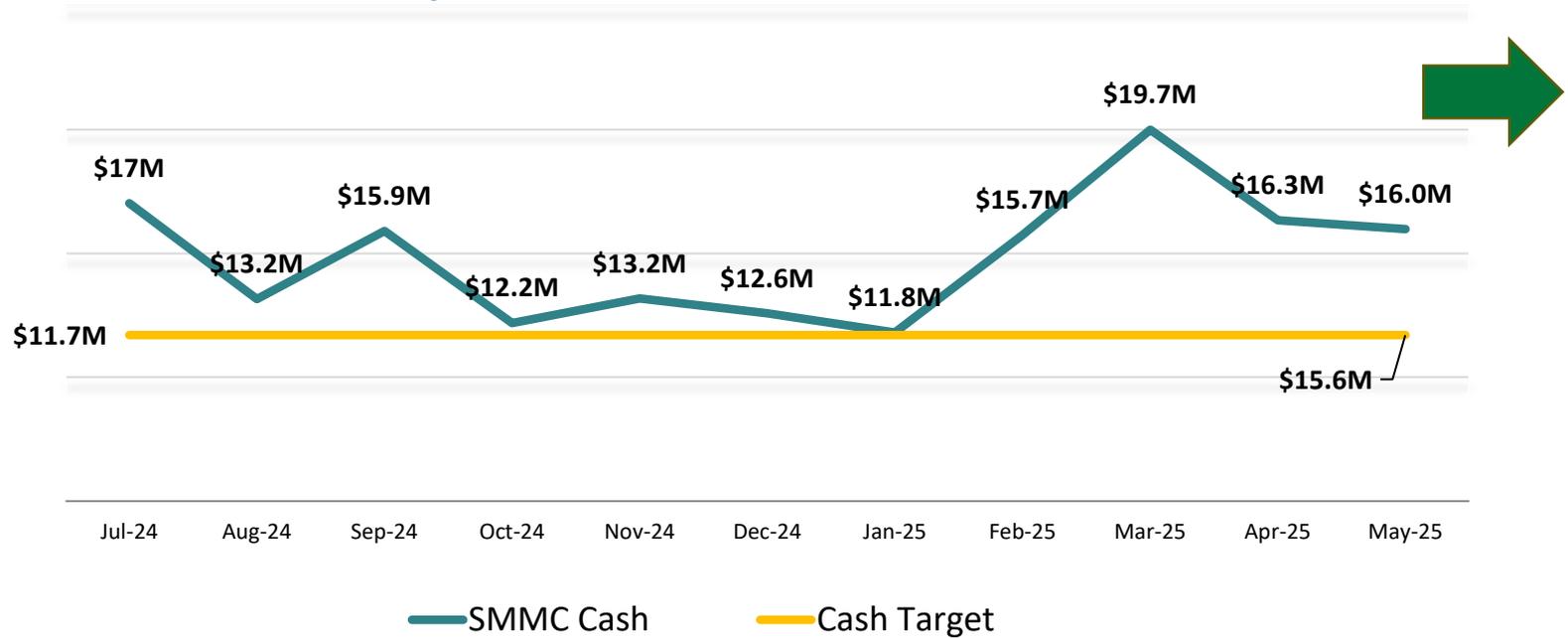


## Cash flow challenges & opportunities

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

- Cash forecast hasn't changed significantly from the previous month
- We anticipate an **IGT payout of \$23 million in July**, which will likely require temporary use of the County line of credit
- **Cash flow trends are expected to remain positive through the end of FY 2025**, with monthly forecasts continuing to align with actual cash activity.

# Payment Collection Trend



## Payment Collection Performance

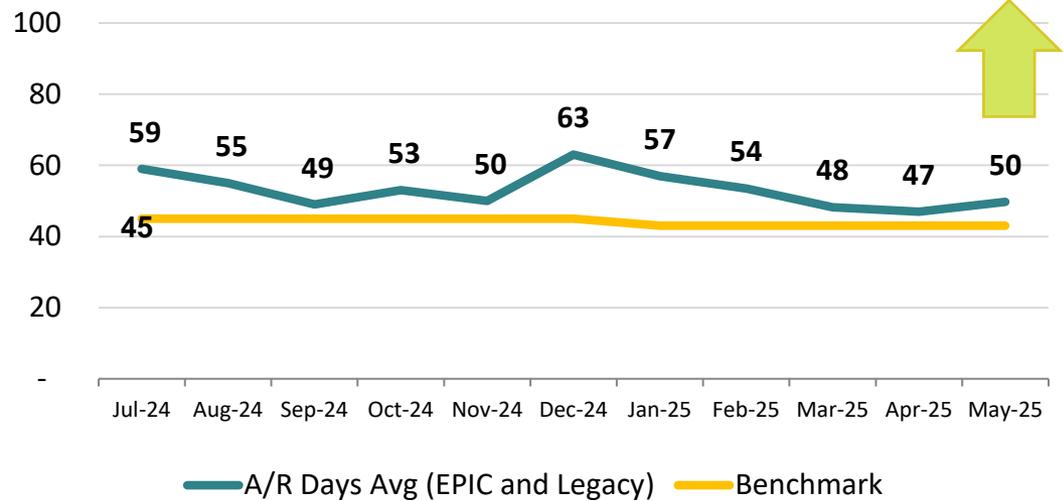
- Cash inflow from paid claims for patient services continues to exceed target
- **Fiscal year end impact:** State Medi-Cal payments are withheld until July 3rd

# Patient Accounts Receivable Key Performance

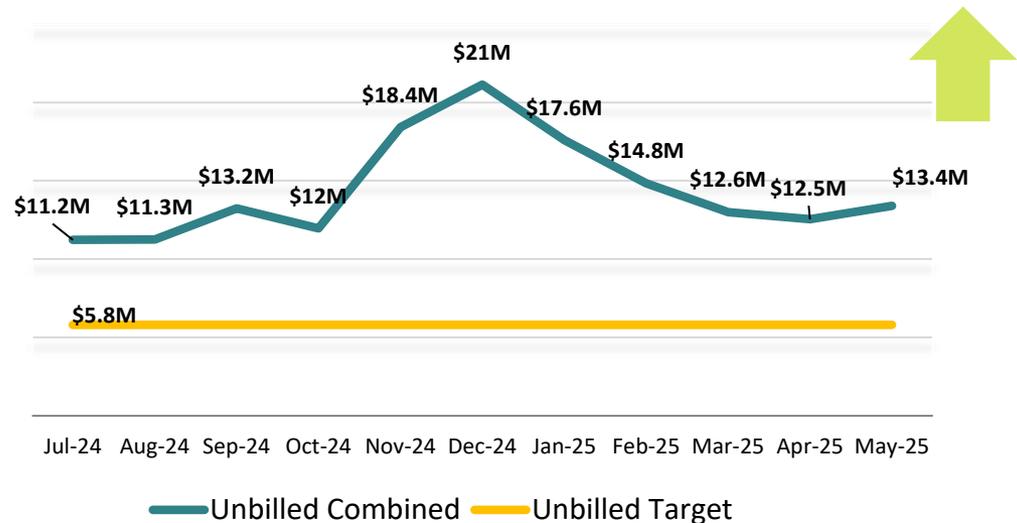
## Patient Receivable Performance

- Performance of **patient accounts receivable (AR)** continues to improve, trending toward industry best practice targets
- Prior to EPIC implementation, our **lowest AR Days Outstanding** was **62 days**
- The **unbilled patient account balance** prior to EPIC implementation was **\$19.3M**

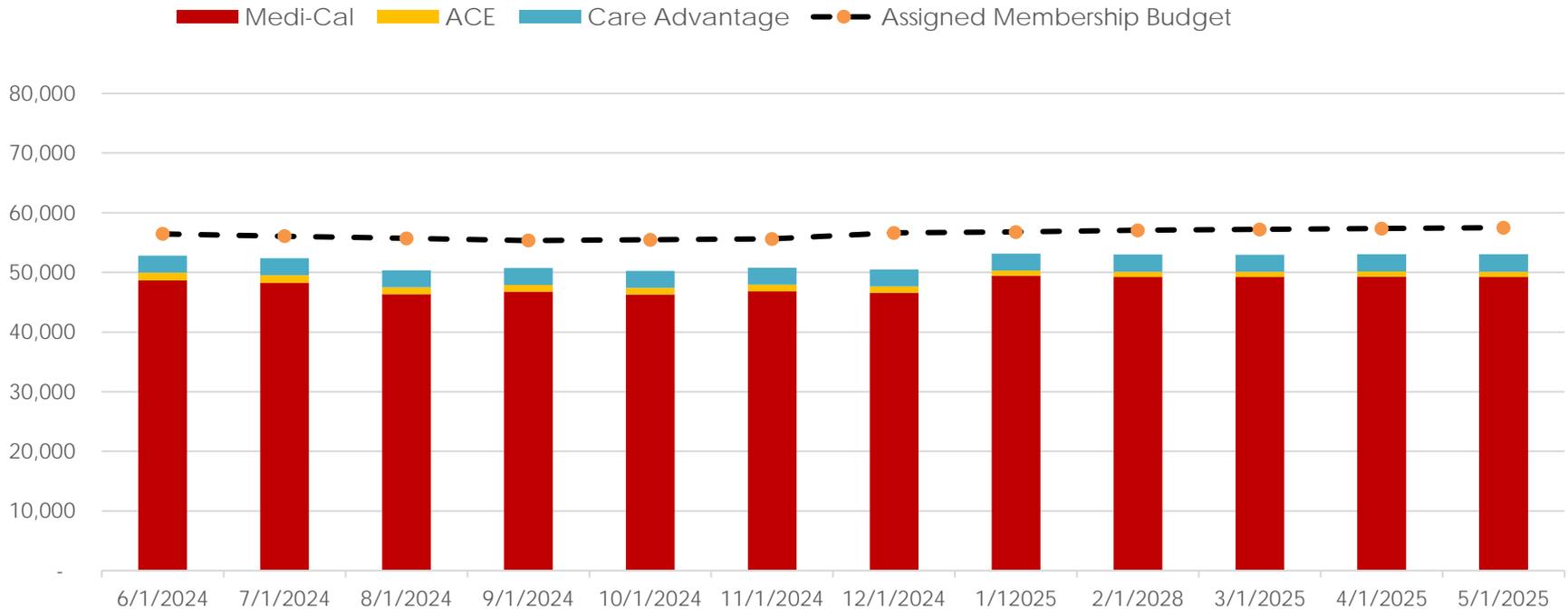
Patient Account Receivable (Days Outstanding)



Unbilled Patient Accounts



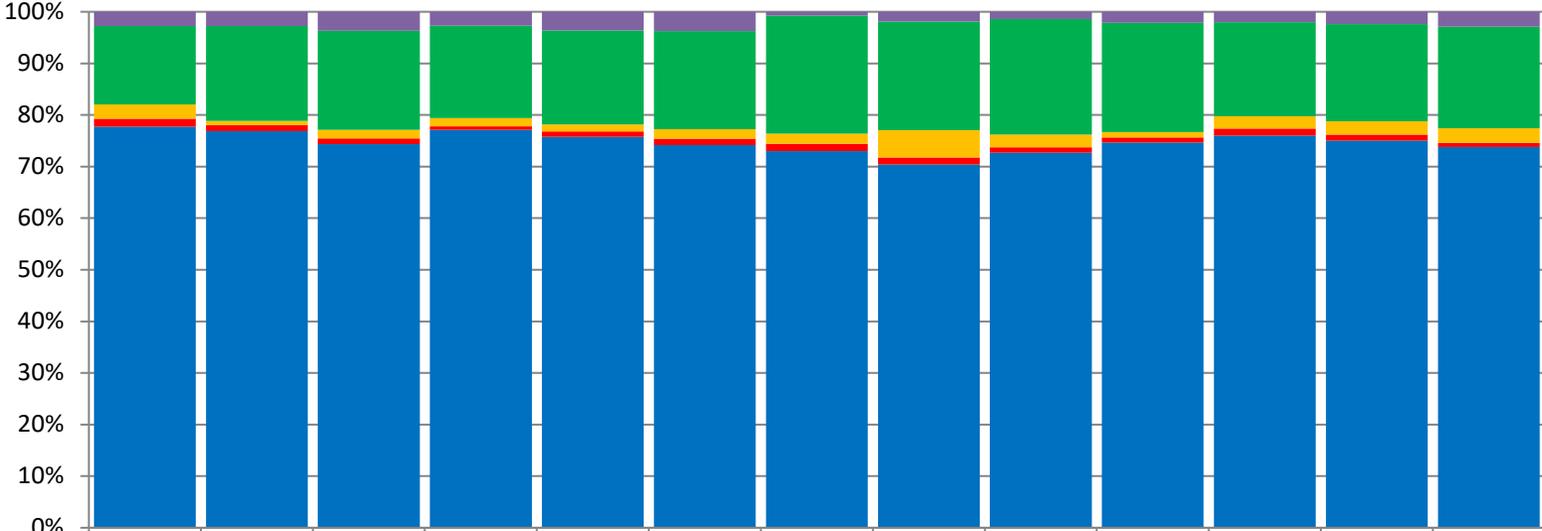
# HPSM Assignments



## 2025 Highlight

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

# Payer Mix



	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25
Other	2.7%	2.7%	3.6%	2.7%	3.6%	3.7%	0.7%	1.9%	1.4%	2.1%	2.0%	2.4%	2.9%
Medicare	15.2%	18.4%	19.2%	17.9%	18.2%	19.0%	22.4%	21.0%	22.4%	21.2%	18.2%	18.8%	19.7%
Self Pay	2.8%	0.8%	1.7%	1.6%	1.4%	1.9%	1.9%	5.3%	2.5%	1.0%	2.4%	2.6%	2.8%
ACE/ACE County	1.5%	1.2%	1.1%	0.7%	1.0%	1.2%	1.4%	1.4%	1.0%	1.0%	1.4%	1.2%	0.8%
Medi-Cal	77.7%	76.9%	74.4%	77.1%	75.8%	74.2%	71.4%	70.4%	72.8%	74.7%	76.0%	75.1%	73.8%

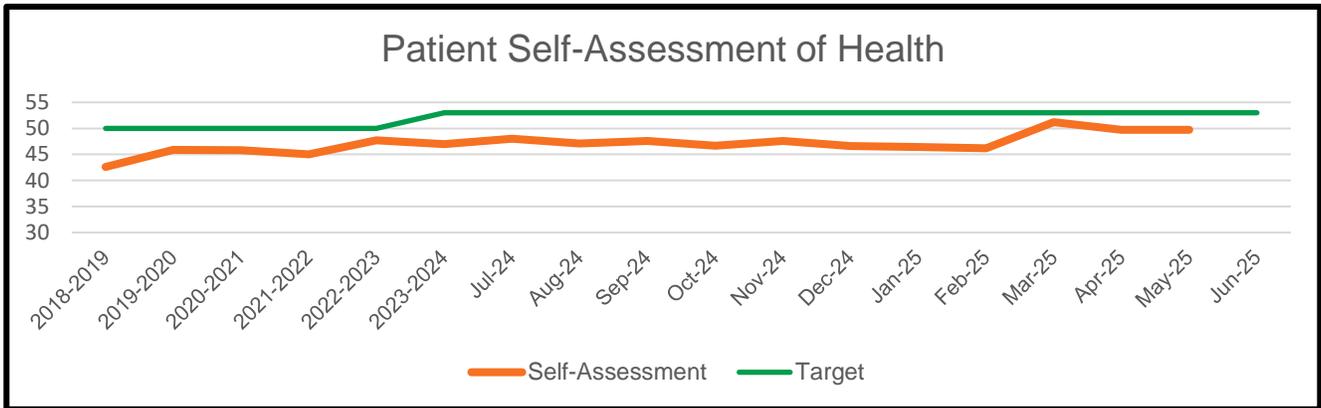
**NOTE:**  
 Medi-Cal includes Medi-Cal FFS and HPSM Medi-Cal  
 Medicare includes Medicare FFS and HPSM Care Advantage

## 2025 Highlights

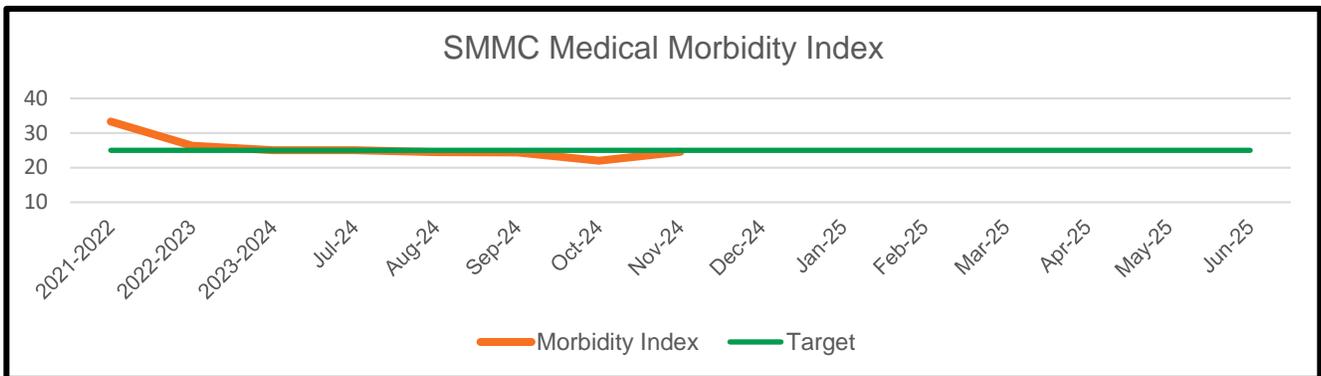
- Slight shifts in payer mix reflect changes in registration workflows. Efforts underway to streamline processes.
- Federal uncertainty may impact future payer mix.



Excellent Care



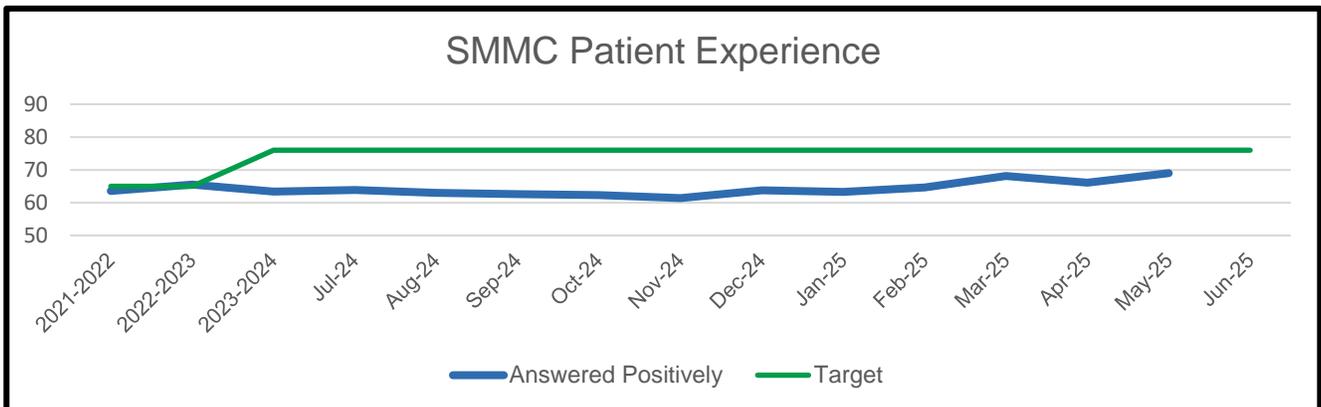
**Patient Self-Assessment of Health:** Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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

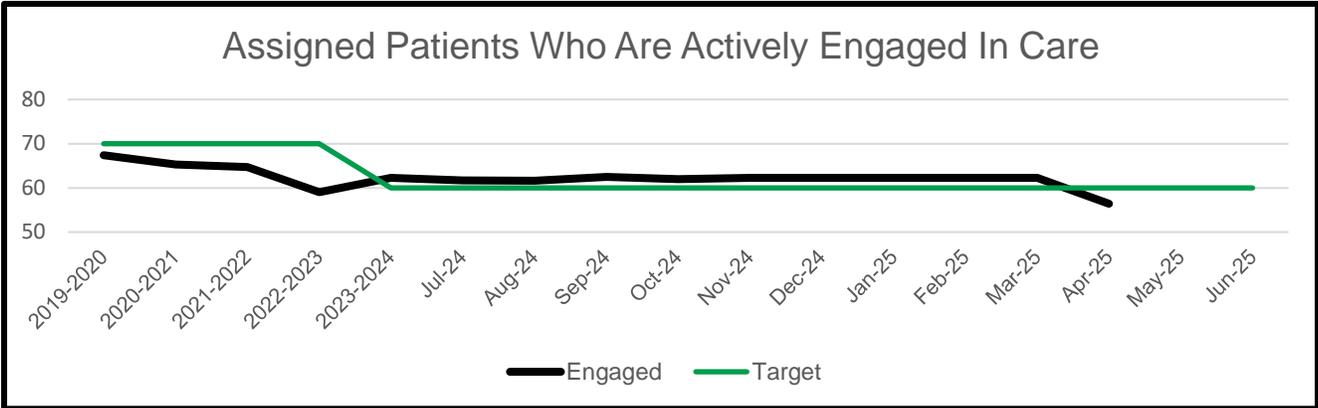


Patient Experience



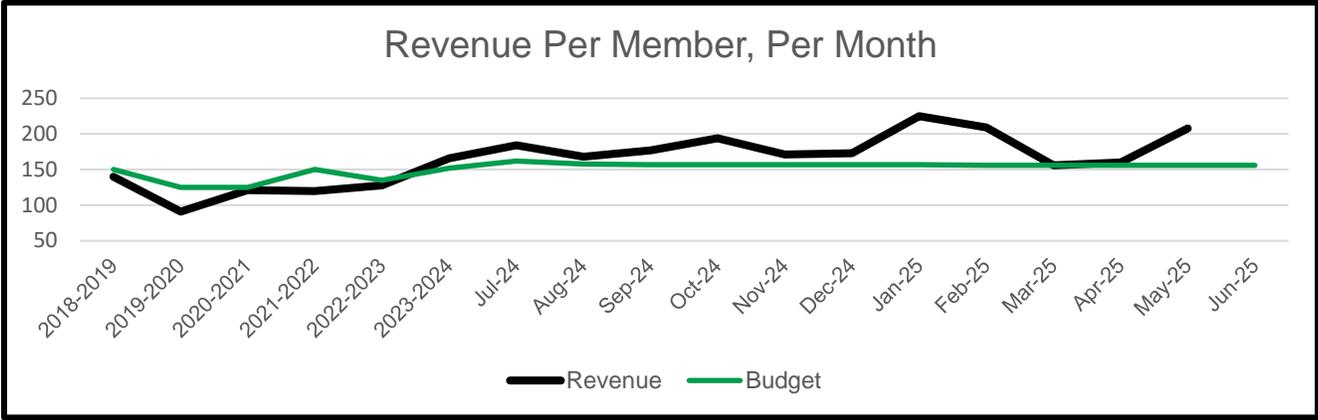
**Patient Experience:** Percentage of patients who answered affirmatively to the patient experience survey question: "Did the staff work together to meet your needs?" **Higher is better.**

 Access to Care

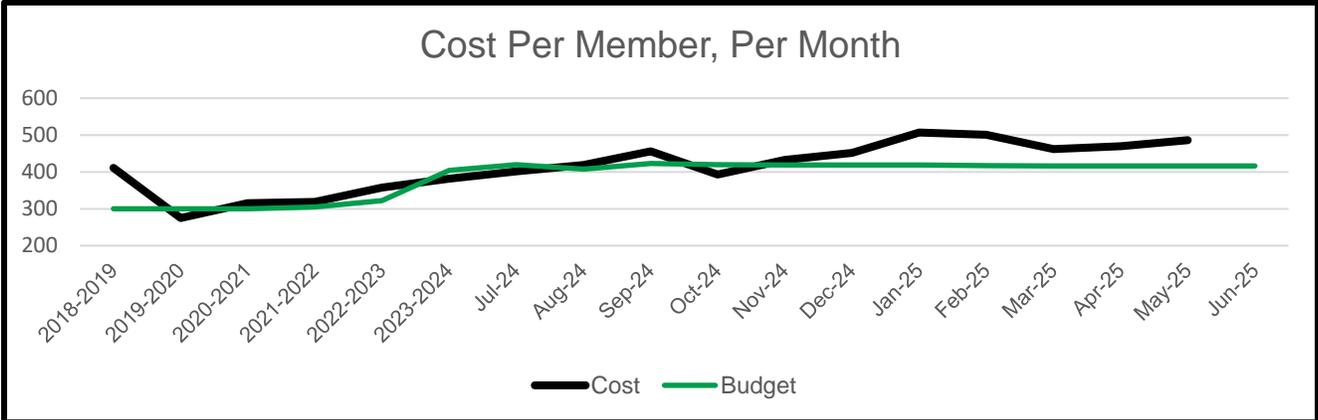


**Assigned and Engaged:** Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**

 Financial Stewardship

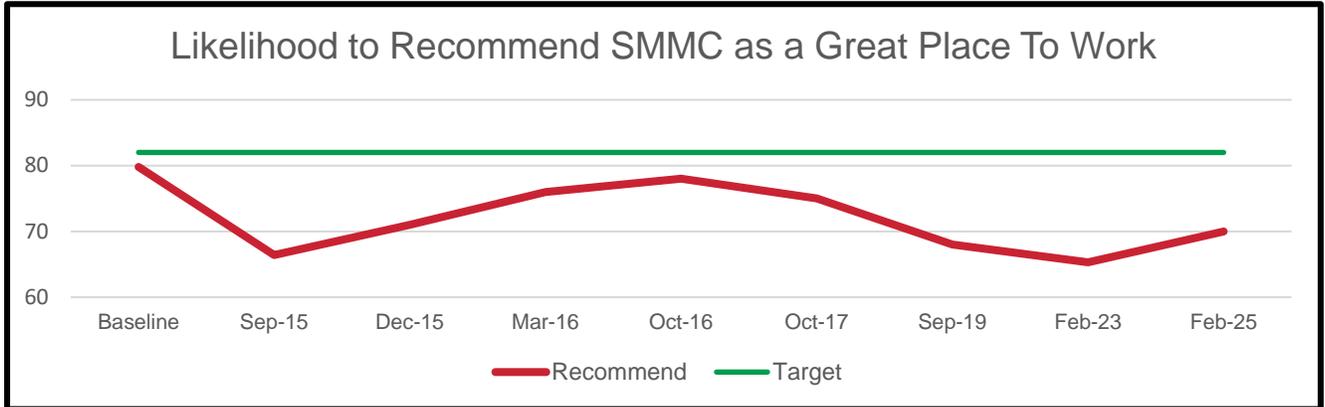


**Revenue Per Member, Per Month:** Total patient revenue divided by total number of assigned members. **Higher is better.**



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

 Staff Engagement



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

# Strategic Updates, Recognitions & Awards

## Annual Medical Staff Dinner

At the end of May, San Mateo Medical Center held its annual Medical Staff Dinner at the beautiful Domenico Winery in San Carlos. The evening brought together providers from across the system to reflect on the year's accomplishments, reconnect, and celebrate long-standing service milestones. During the business meeting, Dr. Frank Trinh, Chief of Staff, highlighted the year's key achievements, including the successful launch of Epic, the introduction of new service lines, and notable quality improvements across departments. I was also privileged to share my perspectives on the opportunities and challenges of the current moment and the important role SMMC plays in meeting those challenges. As Dr. Yousef Turshani, CMO, reminded us during his remarks, our mission goes beyond individual patient encounters, it's about building systems that serve our most vulnerable patients and speaking out against injustice.

The evening also featured heartfelt tributes to several long-serving and impactful providers, including Drs. Howard Belfer, Elizabeth Grady, Randy Wong, and Sonia ter Kuile, with peers sharing stories of dedication, mentorship, and impact.

The dinner offered more than recognition and reflection, it was a moment of community and care. As Dr. Esther Kim shared, "It was so fun to see some Fair Oaks representation at last night's dinner. It was a time of some heavy reflection on the current state of our nation and world, but also a reminder of our starting place, the importance of our work, and the inspiration we draw from colleagues who have been 'in this' for decades ahead of us. Once in a while, it is special to have someone take care of you because as providers, we take care of so many in and outside of work."

With nearly 100 providers in attendance, the evening was a celebration of shared purpose and deep commitment to health equity, compassion, and healing. Thank you to everyone who attended. A special thank you to Priscilla Padilla Romero and her team in the Medical Staff Office and others who helped plan the event.

Congratulations to the newest members of our Medical Executive Committee:

- Dr. Evelyn Haddad (Primary Care), Chair of Primary Care
- Dr. Abhishek Gowda (Pain Medicine), Vice Chief of Staff
- Dr. Karen Li (Psychiatry), Member-at-Large
- Dr. Sanjay Bindra (Cardiology), Member-at-Large

## Congratulations to Divy Ravindranath, MD

Dr. Divy Ravindranath recently received the Henry J. Kaiser Family Foundation Award for Excellence in Clerkship Teaching from Stanford. Dr. Ravindranath is a Clinical Associate Professor (Affiliate) of Psychiatry and Behavioral Sciences at Stanford and a Clinical faculty, Emergency and Consultation Liaison in Psychiatry at San Mateo Medical Center. Stanford Medicine's annual awards are given to faculty, staff, residents and students at Stanford Medicine in recognition of their outstanding contributions during the 2024-2025 academic year.

## SMMC Laboratory Services Shines during Joint Commission Survey

SMMC's Laboratory Services underwent their routine biennial Joint Commission Survey June 3 to 5, 2025. There were two surveyors who visited all relevant units including the lab itself and clinical areas (ED, inpatient, and outpatient) where lab specimens are collected, and certain tests are done. At the end of the three days, the surveyors were extremely complimentary in their comments. They pointed to the lab staff and leadership as a "fantastic and wonderful team." They stated they learned a great deal during their 3 days with us, including best practices they plan to share with other organizations. Specifically, they said: "the way you are using your electronic systems is beautiful." They referred to our piloting of new Epic functionality around close-looped critical results reporting

as a “game changer.” Our organization was evaluated against over 860 elements of performance and there were only **five** findings, most of which the surveyors acknowledged had already been corrected or were in the process of being corrected. Overall, the surveyors referred to their visit as a “fantastic and wonderful” experience. Congratulations and thank you to everyone who made this such a successful survey.

### **Jennifer Papa Named Next Chief Financial Officer at SMMC**

I am excited to announce that Jennifer Papa, SMMC’s Hospital and Clinics Finance Manager, has been selected as SMMC’s next Chief Financial Officer succeeding Dave McGrew who will officially retire July 7, 2025.

Jennifer joined SMMC in 2018 as a Financial Services Manager II and was SMMC’s primary liaison to the Health Plan of San Mateo (HPSM). In 2022, she was promoted to Hospital and Clinics Finance Manager where she continued and deepened her role with HPSM while also taking leadership of SMMC’s Financial Planning and Analysis team. Jennifer also represents SMMC as the Chair of the Policy and Technical Advisory Committee of the California Association of Public Hospitals and Health Systems (CAPH). In addition, she is a member of CAPH’s Health System Operations Committee. Prior to joining SMMC, Jennifer served as a Management Analyst and subsequently a Financial Services Manager I in San Mateo County Health. Jennifer also gained important operational experience as a member of SMMC’s initial Ambulatory Steering Team. As we look to the future, Jennifer brings valuable knowledge, experience, and skills in public health system financing, including the financing of federally qualified health centers, and deep experience in Medicaid, having previously worked as a consultant specializing in Medicaid financing in Washington DC for over 10 years. Jennifer will officially assume the role of CFO on July 6, 2025.

### **Thank You to Enitan Adesanya, WOC-Chief Financial Officer**

As we welcome Jennifer Papa into her new role as CFO, I also want to take this opportunity to thank Enitan Adesanya, who has served as work-out-of-class CFO while Dave McGrew has been serving as interim Chief Information Officer for SMC Health. Enitan has done an outstanding job leading our financial services during this time and has been an amazing contributor to our Executive Management Team. We have all benefited from his experience, insights, and humor during his time in the CFO role. Enitan’s work-out-of-class assignment will end July 5, 2025, when he will return to his duties as SMMC’s controller where he will continue to play a vital role for the Medical Center.

### **Rachael Rivers named WOC Deputy Director of Inpatient Nursing**

Rachael Rivers recently accepted the role of work-out-of-class Deputy Director of Nursing, Inpatient Services. Rachael has consistently demonstrated a deep commitment to patient care, team development, and the values that define our organization. She has been instrumental in mentoring colleagues, supporting on-the-ground decision-making, and upholding high standards of care across our units.

Rachael has 22 years of nursing experience in adult critical care, primarily in Level 1 trauma hospitals, with a focus on clinical expertise in neuro and surgical trauma, experience in utilization review, insurance billing, and primary care. She began her journey at SMMC as a traveler for a year and accepted a staff position in 2017. She has extensive experience as a critical care nurse, charge/relief charge nurse, preceptor, and mentor.

During her tenure at SMMC, Rachael has displayed incredible growth in her role as a leader, serving as Clinical Service Manager I for the ICU, Med-Surg Unit, and Infusion Center. Rachael champions bridging healthy relationships across departments and uniquely breaks down siloed complexities, connecting people to work cohesively and collaboratively. I am excited to have Rachael step into this executive role.

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**June 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	850 (May)	-1.8%	-40.1%
SMMC Emergency Department Visits	3,337 (May)	6.4%	-10.7%

## Psychiatry Residency Program Celebrates Recent Graduates and Expands Community Impact

Behavioral Health and Recovery Services Psychiatry Residency Training Program recently celebrated the graduation of four residents: **Dr. Ben Burton, Dr. Jacob Johnson, Dr. Vince Nocera and Dr. Kara Wang**. Over the past four years, these physicians have provided high quality psychiatric care across a range of community settings. Their clinical skill, compassion and commitment to public service have left a lasting impression on both the program and the patients they served.



“Ben, Jacob, Vince and Kara collectively demonstrate remarkable clinical acumen, thoughtfulness, wisdom, compassion and care for the community,” said **Brendan Scherer, MD**, director of the program and a graduate from 2004. “We are incredibly proud of them and very sad to see them go.”

The Psychiatry Residency Program continues to offer academic and public health opportunities to qualified physicians. This year, the program reintroduced Process Group for first-year residents. Cultural awareness and system-based learning remain important parts of the curriculum. In April, residents toured San Quentin State Prison and had the opportunity to learn directly from incarcerated individuals and the psychiatry team working inside the facility.

The program also hosted the MHEART 2025 conference this spring, with a focus on mental health care in carceral settings, youth substance use, peer support and public psychiatry. The event featured panels and presentations from current residents, alumni and partners from across the county and Stanford University.

The program is also approaching a major milestone: 60 years of training future psychiatrists. One of the few in the country with a dedicated focus on public psychiatry, the program continues to train future leaders who are committed to advancing mental health equity and improving access to care for vulnerable members of our community.

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