

BOARD OF DIRECTORS MEETING

Monday, August 4, 2025 8:00 AM – 10:00 AM

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



AGENDA

Board of Directors

Monday, August 4, 2025

8:00 AM

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

This meeting of the San Mateo Medical Center Board of Directors will be held in-person in the Atrium Conference Room, 2000 Alameda de las Pulgas, San Mateo, CA. Remote participation of this meeting will not be available. To observe or participate in the meeting, please attend in-person.

*Written public comments may be emailed to mlee@smcgov.org by 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

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. July 7, 2025 SMMC Board Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

•••	1. Compliance	Gabriela BehnVerbal
	2. Financial Report	Jennifer PapaTAB 2
	3. CEO Report	Dr. CJ KunnappillyTAB 2
I.	COUNTY HEALTH CHIEF REPORT County Health Snapshot	Colleen ChawlaTAB 2

J. RESOLUTION

1. Adopt a Resolution regarding the Hospital Board's oversight of SMMC's Compliance Program as required by SMMC Corporate Integrity Agreement (CIA)

K. COUNTY EXECUTIVE OFFICER REPORT Mike Callagy

L. BOARD OF SUPERVISOR REPORT Supervisor Noelia Corzo

M. ADJOURNMENT

ADA Requests

Individuals who require special assistance or a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting, should contact Michelle Lee, at mlee@smcgov.org, as early as possible but not later than 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.

CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS MEETING MINUTES

Monday, July 7, 2025

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

Board Members Present	Staff Present			
Mike Callagy	Enitan Adesanya	Michelle Lee	Jennifer Papa	
Colleen Chawla	David McGrew	Priscilla Romero	Abraham Rodriguez-	
Dr. CJ Kunnappilly	Dr. Alpa Sanghavi	Rebecca Archer	Hernandez	
Dr. Frank Trinh	Gabriela Behn	Jacki Rigoni		
Dr. Gordon Mak	John Jurow	Rachel Daly		
Dr. Abhishek Gowda	Robert Blake	Lee Pullen		
Judith Guerrero				

ITEM	DISCJUSSION/RECOMMENDATION	ACTION
Call to Order	Colleen Chawla called the meeting to order at 8:00 AM and the Board adjourned to Closed Session.	
Reconvene to Open	The meeting was reconvened at 8:15 AM to Open Session. A quorum was present (see above).	
Session		
Report out of Closed	Medical Staff Credentialing Report for July 7, 2025.	Rebecca Archer
Session	QIC Minutes from May 27, 2025.	reported that the
	Medical Executive Committee Minutes from June 10, 2025.	Board unanimously approved the
		Credentialing Report
		and the QIC Minutes
		and accepted the
		MEC Minutes.
Public Comment	None.	
Foundation Report	John Jurow reported on highlights for the FY24-25.	FYI
John Jurow	 \$2.1M in donations, sponsorships, grants received from 289 contributors totaling 2431 donations 	
	 43 new donors contributed a total of \$607K 	
	 \$217K in assistance provided to 775 patients and their families through the Caring Hands in Health program 	
	 \$79K allocated to cover basic needs for 441 individuals. 	
	 \$55K directed to keep 116 people, including children, safely housed and off the streets. 	
	\$64K covered temporary lodging for recuperative care for 58 people	
	 \$35K addressed food insecurity by providing 268 food vouchers and 844 meals 	
	The Foundation's support directly enabled the hospital to save \$352K, with 6 out of 7 patients	
	remaining stable and avoiding readmission within 30 days	

	 With \$36K in critical support, the Foundation ensured 46 high-risk patients could transition home safely—leading to only 5 readmissions in 30 days, well below the 14% national average. Given the complexity of these cases, the rate would have likely been far higher without the Foundation's intervention 	
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from June 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 reported on the recent Medical Staff annual meeting and dinner.	FYI
Respiratory Services Rachel Daly	There are a total of 26 staff and their certifications include: Basic Life Support, Advanced Cardiac Life Support, Pediatric Advanced Life Support. They also have advanced certifications as Register Pulmonary Function Technologist; Asthma Educators; Advanced Cardiac Life Support Instructors; Acute Critical Care Specialists; Neonatal Pediatric Specialty. The department administers pulmonary medication, manages ventilators, and performs CPR. They are a part of the Code Blue Team and the Rapid Response Team. They administer to critical and non-critical needs of a patient's cardio/pulmonary functions. The department is focusing on the Respiratory Care Services Improvement Council: • 2 hours per week • Annual Department Policy Review • Annual Department Competencies • EPIC training • Asthma Education • PFT Testing Enhancements Partnership/Collaboration: Skyline College - Respiratory Therapy Students • Year-round clinical training • Preceptorship	FYI
Language Services Impact Report, FY24-25	 Goal: Ensure every patient receives care in their preferred language—every time. Patient population is 88,416. Spanish speakers are 49.6% and English speakers are 38.2%. Other major languages are Portuguese, Tagalog, Chinese Mandarin, Arabic, Turkish, Russian, Chinese Cantonese, Persian. 	FYI

Abraham Rodriguez- Hernandez	 There are more than 38 languages spoken by fewer than 100 patients each. Language services delivery In person = 7100 hours Over the phone = MERFi - 1,003,323 minutes. Voyce - 830,158 minutes Video Remote (VRI) = MERFi - 158,302 minutes. Voyce - 881,254 minutes 	
Aging and Disability Services Lee Pullen	Goal: Optimize the quality of life for older adults and people with disabilities in San Mateo County Protective Services • Adult Protective Services • Public Guardian/Conservatorship • Public Administrator Supportive Services • In-home Supportive Services (IHSS) • IHSS Public Authority • Enhanced Care Management/Cal-Aim ADS is the area agency on aging: Plan, Administer, Collaborate, and Advocate. Policy and Budget activies.	FYI
Financial Report Enitan Adesanya, Jennifer Papa	The May 2025 financial report was included in the Board packet and Enitan Adesanya answered questions from the Board.	FYI
CEO Report Dr. CJ Kunnappilly	Dr. Kunnappilly thanked David McGrew for serving as SMMC's CFO for many years and wished him well in retirement. He also thanked Enitan Adesanya for stepping into the interim CFO role while David supported the HIT team during Epic implementation. He welcomed new SMMC CFO Jennifer Papa. Dr. Kunnappilly updated the Board on recent state and federal budget issues. Next steps include: Continue advocacy around items with future implementation dates Await more information on SMC UIS population Fully calculate impacts as we receive more information Work to support clients in staying on Medi-Cal Identify all revenue opportunities Continue to work to improve efficiency using Epic and other tools	FYI
County Health Chief Report Colleen Chawla	Colleen Chawla reported the BHRS Psychiatry Residency Program will celebrate 60 years since it's establishment. It is 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 advanced mental health equity and improving access to care for vulnerable members of our community.	FYI

County Executive	Mike Callagy thanked David McGrew for his years of service to San Mateo Medical Center and welcome Jennifer	FYI
Officer	Papa.	
Mike Callagy		
	The Topping Off ceremony for the North County Wellness Center will happen in the first week of August. It will be a great kick off to getting the Center established to serve residents in the North County.	
Board of Supervisors	No report.	FYI

Colleen Chawla adjourned the meeting at 9:30 AM. The next Board meeting will be held on August 4, 2025.

Minutes recorded by: Michelle Lee Minutes approved by:

Dr. Chester Kunnappilly, Chief Executive Officer

ADMINISTRATION REPORTS

June Financial Performance Update to SMMC Board August 4, 2025



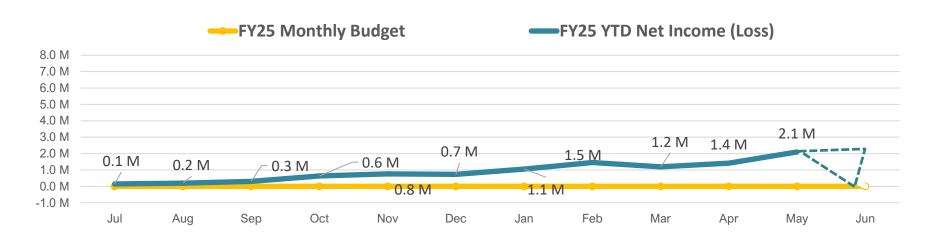
Agenda

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



Preliminary Operating Results Summary

FY 24-25 projected to end at break-even or slightly above

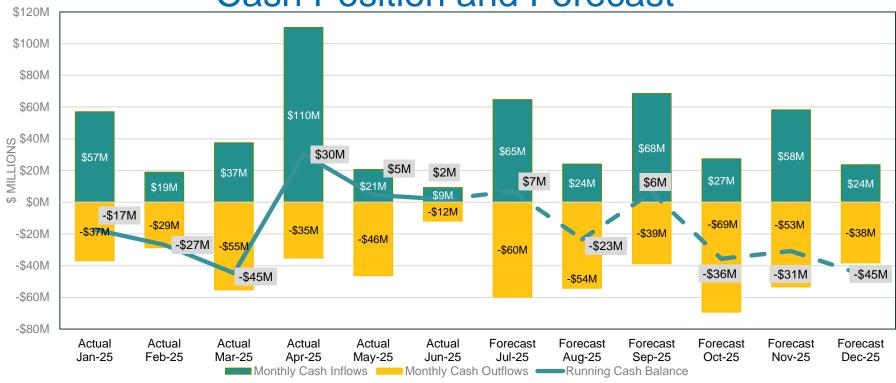


Outstanding Year-End Items Preliminary year-to-date results are positive, with room to absorb year-end adjustments and one-time items:

- County allocated charges
- S&B entries
- FQHC Reserves



Cash Position and Forecast



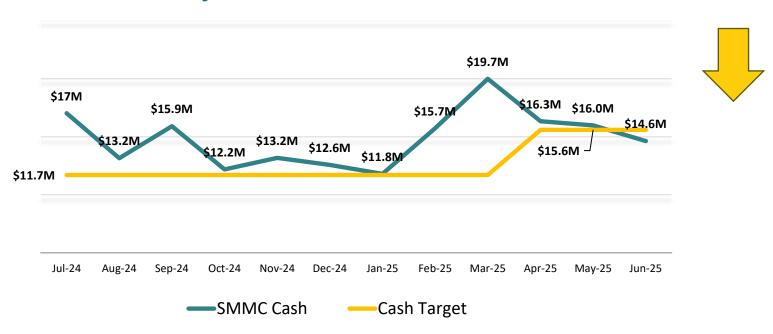
Year-end Cash Flow Results

- Cash forecast remains largely unchanged from the previous month
- As anticipated, utilization of the line of credit is projected to continue through the end of the calendar year in relation to the timing of cash outflows for Intergovernmental Transfers (IGTs)





Payment Collection Trend



Payment Collection Performance

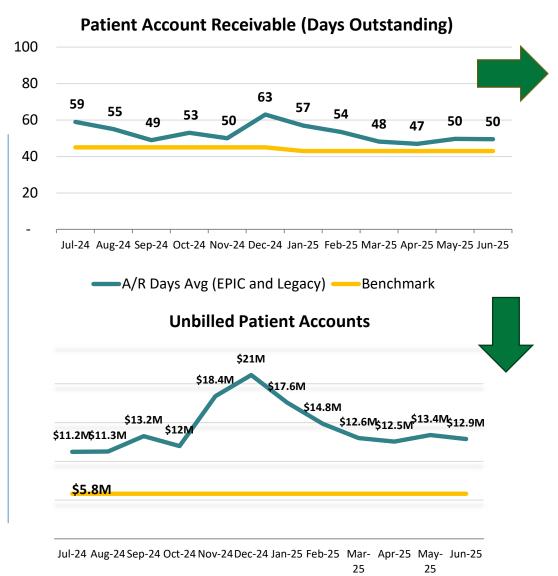
- Cash inflow from paid claims for patient services is stabilizing
- Decrease in June reflects the expected State Medi-Cal payment withhold due to fiscal year end
- July payment collection on track to exceed target



Patient Accounts Key Performance

Patient Accounts Performance

- AR Days Outstanding continues to sustain post-EPIC improvements, and moving toward the industry best practice target of 45 days
- The unbilled patient account balance is down since May
- A revenue cycle governance committee is launching in August to facilitate on-going improvement



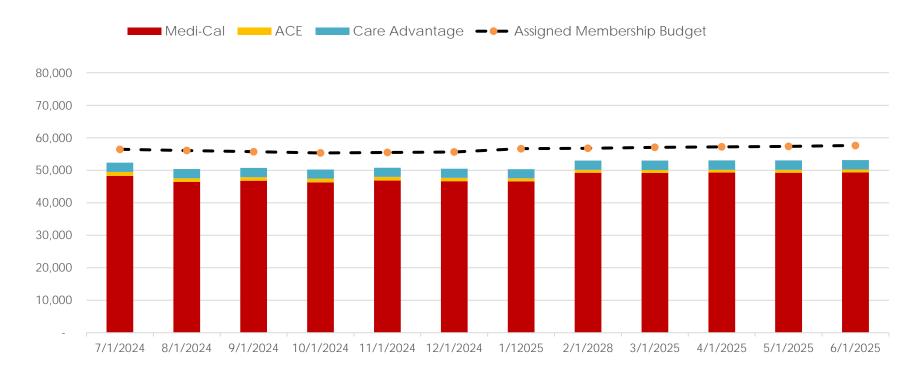
Unbilled Combined



Appendix



HPSM Assignments

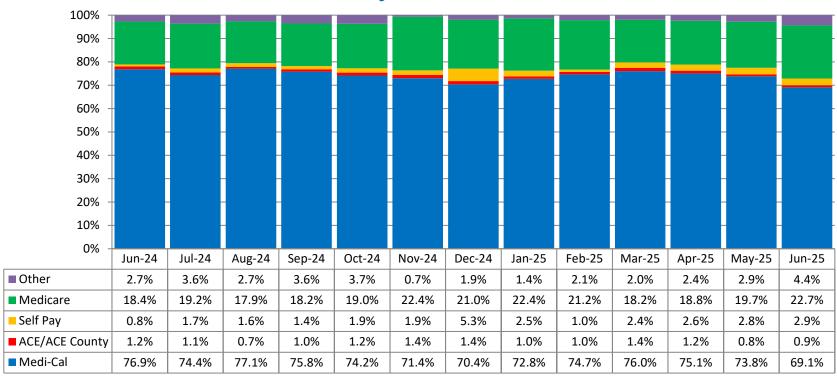


2025 Highlight

- The assigned membership mix remains stable, with total assignments averaging around 53,500 since July.
- We continue to monitor assignment levels for any impact related to federal policy changes.



Payer Mix



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

NOTE:

Medi-Cal includes Medi-Cal FFS and HPSM Medi-Cal Medicare includes Medicare FFS and HPSM Care Advantage

2025 Highlights

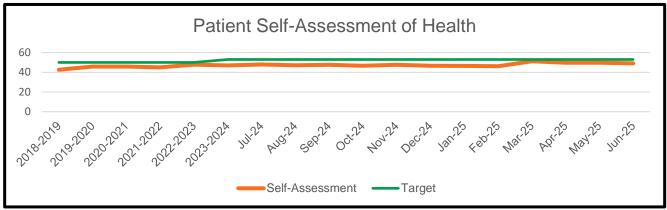
- Slight shifts in Medi-Cal, Medicare and Other payer mix.
 Efforts underway to streamline processes.
- Federal uncertainty may impact future payer mix.



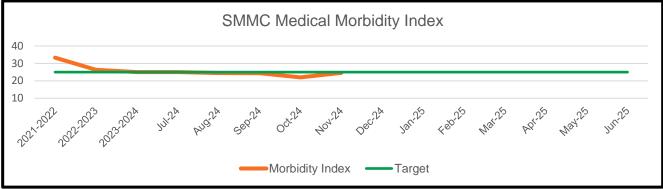
CEO Report August 2025





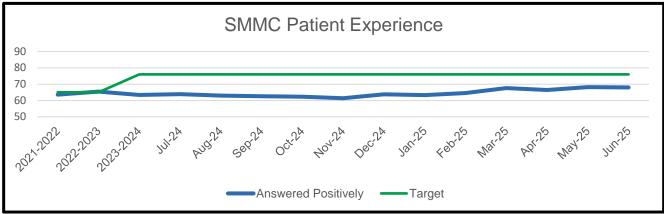


Patient Self-Assessment of Health: Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. Higher is better.



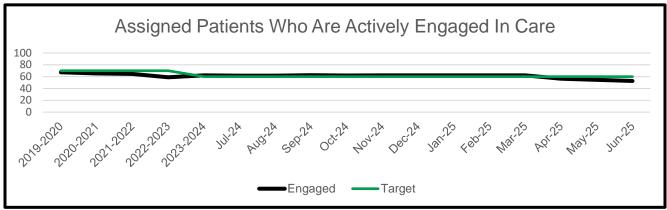
Medical Morbidity Index: The percentage of patients who meet one or more of the following criteria: Inadequately Controlled Diabetes, Inadequately Controlled Hypertension, Obesity, or a Positive Depression Screen. **Lower is better.**





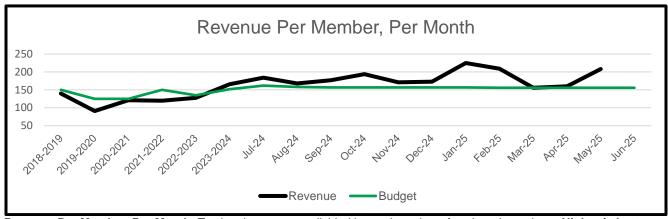
Patient Experience: Percentage of patients who answered affirmatively to the patient experience survey question: "Did the staff work together to meet your needs?" Higher is better.

Access to Care

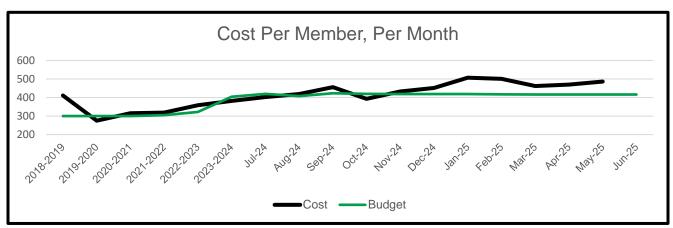


Assigned and Engaged: Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**





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



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

Staff Engagement



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

Strategic Updates, Recognitions & Awards

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

On Saturday, July 26th SMMC and the Golden Gate Harley Owners Group hosted their 16th Annual School Supply Run. There were nearly 700 backpacks donated to the event. We had nearly 150 families attend the event and distributed over 250 backpacks in the first hour alone. Any leftover backpacks will be distributed through our pediatric clinics.

The team was again excited to partner with the San Mateo County Library who set up a table at the event to share their offerings through the library.

Families also enjoyed a variety of games and treats at the event. Thank you to Bee Alonso, our Patient Experience Program Coordinator, who did a tremendous job organizing the event and to all the volunteers and partners (especially the HOGs) who came together to make it a successful event.

SMMC Named A "High Performer" by CHPSO

SMMC was recently named a high performer by the Collaborative Healthcare Patient Safety Organization (CHPSO). CHPSO is a federally designated patient safety organization (PSO) "dedicated to the elimination of preventable patient harm and improving the quality of health care delivery". The organization currently reports over 400 members (including SMMC) across the country. SMMC is one of a "select few" to be identified as a higher performer for consistently reporting high-quality patient safety data. Thank you to Lawrence Cualoping, our Quality Assurance Manager, and our entire Quality team for helping us share this data and earn this recognition.

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July 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	822 (June)	-3.3%	-36.3%
SMMC Emergency Department Visits	3,029 (June)	-9.2%	-14.5%

Rich Bailey Named CIO

County Health's deputy chief information officer Rich Bailey was named chief information officer in June. Since joining County Health in 2023, first as Epic revenue leader and then as deputy CIO, Bailey has led initiatives to standardize programs and processes while keeping staff, patients and partners at the center of every solution. Prior to joining County Health, he held leadership roles at Denver Health, MultiCare Health System and UCHealth, where he directed enterprise Epic implementations, led large-scale digital transformations and supported mission-critical revenue cycle operations.

He holds two master's degrees, one in clinical informatics management from Stanford University and one in human resource development from Drexel University. He is certified in multiple Epic modules across the clinical, access and revenue domains and is deeply engaged in the evolving role of artificial intelligence in health care systems.



A first-generation college graduate from rural Colorado and Ohio, Bailey is an avid mentor to rising leaders in health technology and brings both empathy and precision to his work in the service of San **Mateo County's diverse communities. Outside of work, h**e enjoys skiing, swimming, hiking and music — and is a proud lifelong Shania Twain fan.

BHRS Launches Pet Support Program to Help Clients Enter Treatment

Behavioral Health and Recovery Services has received a grant to launch the Fostering Wellness Program. When someone needs mental health or substance use treatment or is at risk of losing housing, concern

for their pet's well-being can prevent them from seeking help. Many delay or avoid care because they have no one to look after their animals.

This new program, which is a partnership with Animal Control and Licensing, offers temporary care through a network of volunteer foster homes and dog walkers. By ensuring pets are safe and well cared for, clients may feel the peace of mind they need to prioritize their own health and recovery.

Volunteers are needed to provide short-term foster care — typically for 30 to 90 days. All animal lovers are welcome, especially those able to foster dogs and cats. The program covers food and veterinary care. Volunteers just need to provide a safe and loving environment. To learn more or to sign up as a volunteer, please email FosteringWellness@smcgov.org.

County Health Studying State and Federal Changes to Medi-Cal Eligibility and Funding

Recent state and federal changes to Medi-Cal eligibility, enrollment and reimbursement beginning in 2026 and rolling out over several years are expected to reduce the number of people eligible for Medi-Cal and affect how safety-net health systems are funded. Key Medi-Cal changes include monthly premiums for undocumented adults, more frequent eligibility checks, new work requirements, and a return of the asset test. At the same time, federal changes will reduce access to care and provider reimbursements, particularly for services provided to undocumented and uninsured individuals. While many details are still being worked out, County Health leaders developed these points to answer staff questions and address concerns from clients, community partners and colleagues.

- San Mateo County Health continues to provide services and is committed to our mission. We encourage residents to seek the care and services they need.
- Recent state and federal actions will bring changes to Medi-Cal and other safety net programs in the coming months, with additional proposed changes rolling out over the next several years.
- Many of the details about how these policies will be implemented are still unclear. San Mateo
 County Health is actively monitoring the situation so we can assess the impacts on our clients,
 services, and staff.
- We know that some staff may have questions about how these changes could affect their roles or programs. We are committed to sharing updates as we learn more and advocating for policies that protect access to care and services for all San Mateo County residents.

County and Health leaders are working hard to better understand how the changes will impact county residents and staff while responding in a way that is grounded in our values.

RESOLUTION

RESOLUTION NO. 5

BOARD OF DIRECTORS, SAN MATEO MEDICAL CENTER, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

RESOLUTION

RESOLVED, by the Board of Directors of the San Mateo Medical Center,

County of San Mateo, State of California, that

WHEREAS, pursuant to its Corporate Integrity Agreement (CIA) with the federal Office of the Inspector General (OIG) San Mateo Medical Center is required to oversee compliance with the requirements of the CIA and pass an annual resolution attesting to that oversight; and

WHEREAS, this Hospital Board has been presented with and reviewed all relevant documents and other materials in its oversight of the compliance program and in support of making this resolution during the relevant Reporting Period (July 29, 2024 through July 28, 2025).

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Hospital Board has made a reasonable inquiry into the operations of San Mateo Medical Center's Compliance Program, including the performance of the Compliance Officer and the Compliance Committee. Based on its inquiry and review, the Hospital Board has concluded that, to the best of its knowledge, San Mateo Medical Center has implemented an effective Compliance Program to meet Federal health care program requirements and the obligations of the CIA.

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Noelia Corzo Hospital Board Chair, Board of Supervisors	Date
David Canepa, Board of Supervisors	Date
Mike Callagy, County Executive Officer	Date
Colleen Chawla, Chief, San Mateo County Health	Date
Dr. Chester Kunnappilly, CEO, San Mateo Medical Center	Date
Dr. Frank Trinh, Chief of Staff, San Mateo Medical Center	 Date
Dr. Abhishek Gowda Vice Chief of Staff, San Mateo Medical Center	Date
Dr. Gordon Mak, Medical Staff Member-at-Large, San Mateo Medical Center	Date
Judith Guerrero, Community Member	 Date