



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, October 6, 2025
8:00 AM – 10:00 AM

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



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

AGENDA

Board of Directors

Monday, October 6, 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

1. Medical Staff Credentialing Report
2. Quality Report

Dr. Frank Trinh
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. August 4, 2025 SMMC Board Minutes
2. Health Equity and Language Access Report

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- | | |
|--|--|
| 1. 2025-2026 SMMC Strategy Update | Dr. CJ Kunnappilly Verbal |
| 2. Health Futures Lab: Enabling Innovation at SMMC | Dr. CJ Kunnappilly Verbal
Neeraj Sonalkar |
| 3. Financial Report | Jennifer Papa.... TAB 2 |
| 4. CEO Report | Dr. CJ Kunnappilly..... TAB 2 |

I. COUNTY HEALTH CHIEF REPORT

- | | |
|------------------------|--------------------------|
| County Health Snapshot | Colleen Chawla.... TAB 2 |
|------------------------|--------------------------|

J. COUNTY EXECUTIVE OFFICER REPORT

Mike Callagy

K. BOARD OF SUPERVISOR REPORT

Supervisor Noelia Corzo

L. ADJOURNMENT**ADA Requests**

Individuals who require special assistance or a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting, should contact Michelle Lee, at mlee@smcgov.org, 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, August 4, 2025

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

Board Members Present

Supervisor David Canepa
Colleen Chawla
Dr. CJ Kunnappilly
Dr. Frank Trinh
Dr. Gordon Mak
Dr. Abhishek Gowda

Staff Present

Jennifer Papa	Michelle Lee	Dr. Amar Dixit
Dr. Alpa Sanghavi	Priscilla Romero	Maria Bermudez
Gabriela Behn	Rebecca Archer	Kenneth Madrigal
John Jurow	Jacki Rigoni	
Robert Blake	Heather Rudolph	
Iliana Rodriguez	Emily Weaver	

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Canepa 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 8:15 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for August 4, 2025. QIC Minutes from June 24, 2025. Medical Executive Committee Minutes from July 8, 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	John Jurow extended an invitation to the 21st Annual Golf Tournament. This year it will be on August 18, 2025 at the Green Hills Country Club in Millbrae.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from July 7, 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 of the Medical Executive Committee meeting held on July 8, 2025 which included an informative financial presentation from Dr. Kunnappilly.	FYI

Compliance Report Gabriela Behn	<p>Per the Corporate Integrity Agreement, the Hospital Board will consider adopting a Resolution regarding the Hospital Board’s oversight of SMMC’s Compliance Program.</p> <p>2025 Work Plan</p> <ul style="list-style-type: none"> • Auditing: <ul style="list-style-type: none"> ○ 3-Day Stay Requirement for SNFs – <u>Starting in September 2025</u> ○ Ambulatory Provider Coding – <u>Part of OIG Annual Audit</u> • Monitoring: <ul style="list-style-type: none"> ○ Supervision Requirements for NPs, PAs, MAs, and RNs – <u>Completed</u> <p>2025 Compliance Training had a completion rate of 96%</p> <p>Reportable Events per CIA</p> <ul style="list-style-type: none"> • Reported to OIC in June 2025 - \$146,459.97 	FYI
Financial Report Jennifer Papa, CFO	The June 2025 financial report was included in the Board packet and Jennifer Papa answered questions from the Board.	FYI
CEO Report Dr. CJ Kunnappilly	Dr. Kunnappilly presented the CEO report which was included in the Board packet and answered questions from the Board.	FYI
County Health Chief Report Colleen Chawla	Colleen Chawla reported on her visits to offsite clinics in the past months. She has enjoyed meeting staff and learning about each site’s unique patient population. She attended the annual SMMC Leadership Retreat last month and visited the Youth Services Center.	FYI
Resolution	<p>Approval of:</p> <ol style="list-style-type: none"> 1. Adopt a Resolution regarding the Hospital Board’s oversight of SMMC’s Compliance Program as required by SMMC Corporate Integrity Agreement (CIA) 	It was MOVED, SECONDED and CARRIED unanimously to approve the Resolution.
County Executive Officer Iliana Rodriguez	Iliana Rodriguez provided the County Executive Officer report to the Hospital Board. The office is working with County Departments on September budget revisions and will present them at the September 9, 2025 BOS meeting.	FYI
Board of Supervisors Supervisor David Canepa	Supervisor Canepa discussed the construction of the South San Francisco Wellness Center. Tomorrow will be the official “topping off” ceremony and he invited members to join him.	FYI

Supervisor Canepa adjourned the meeting at 9:15 AM. The next Board meeting will be held on October 6, 2025.

Minutes recorded by:

Michelle Lee

Minutes approved by:

Dr. Chester Kunnappilly, Chief Executive Officer

Health Equity Reporting & Language Services Update

Health Equity Reporting - Key Findings

SMMC continues to strengthen its health equity reporting to ensure disparities are identified, tracked, and addressed through targeted improvement efforts. Our current reporting priorities include unplanned readmissions, depression screening, and Social Determinants of Health (SDOH) screening, each linked to our goal of improving care quality and advancing equity for patients who experience the greatest barriers.

Key Findings

- **Readmissions:** Analysis of HCAI All-Cause Unplanned 30-Day Readmissions shows persistent disparities. Patients aged 50–64 with a mental health disorder are more than **four times more likely** to be readmitted than patients 65 and older with similar conditions. In addition, Black or African American patients experience readmission rates up to **3.3 times higher** than White patients, whether or not a behavioral health diagnosis is present. These patterns highlight the interaction between age, race, and behavioral health in shaping outcomes.
- **Depression Screening:** Focused outreach in partnership with Behavioral Health Recovery Services and MSW interns has expanded access and generated meaningful patient feedback on barriers to engagement. This work strengthens both our direct care and our organizational learning.
- **SDOH Screening:** Standardized screening is being scaled across food insecurity, housing stability, transportation, financial strain, and education (adolescent/child). Baseline measures are being finalized, including percent screened by domain, percent positive, and linkage to services and referrals.

System Integration

These metrics are being incorporated into SMMC's operational dashboards, ensuring leaders have **real-time visibility into disparities** and the ability to monitor the impact of interventions over time. This longitudinal view will enable us to not only identify gaps but also evaluate whether improvement projects—such as enhanced discharge navigation or targeted referral pathways—are closing inequities.

Chronic Disease Disparities: Hypertension & Depression

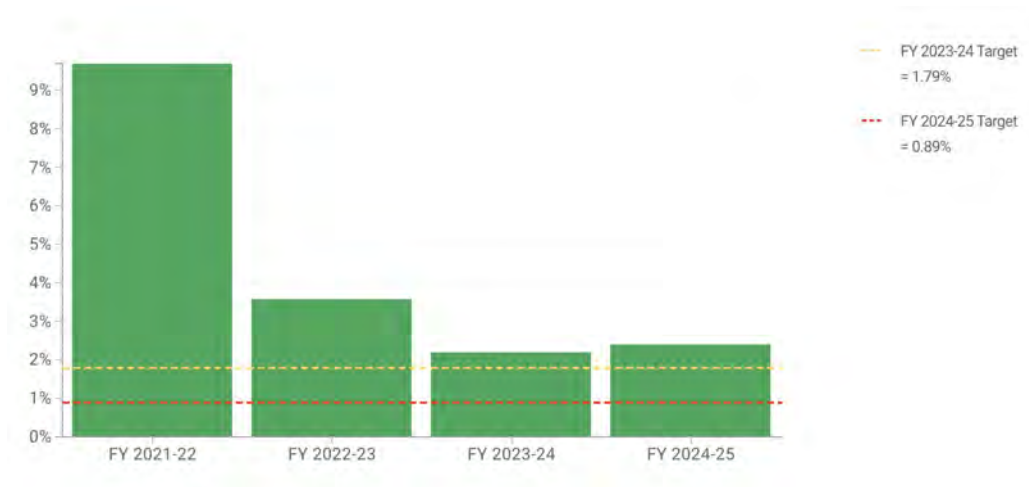
Hypertension Control

Since 2018, SMMC has prioritized closing hypertension control gaps for Black and African American patients through patient navigator outreach, social work intern engagement, council-based improvement processes, focus groups, and expanded telehealth services. These strategies have strengthened patient connections and built organizational capacity for targeted equity efforts.

Validated FY24–25 year-end data show the disparity gap at **2.4%**, compared to **2.2% in FY23–24**. While this modest increase reflects the challenges of sustaining progress during system transformation, outreach and engagement strategies helped ensure continuity of care. Looking forward, SMMC will

leverage **Epic's integrated data tools** to establish a new validated baseline and set a **10% reduction target** for hypertension disparities. Lessons learned from FY24–25 will also be applied to other measures, including colorectal and breast cancer screening.

Percent Gap in Controlled Hypertension Between Black Patients and SMMC Average Across All Populations

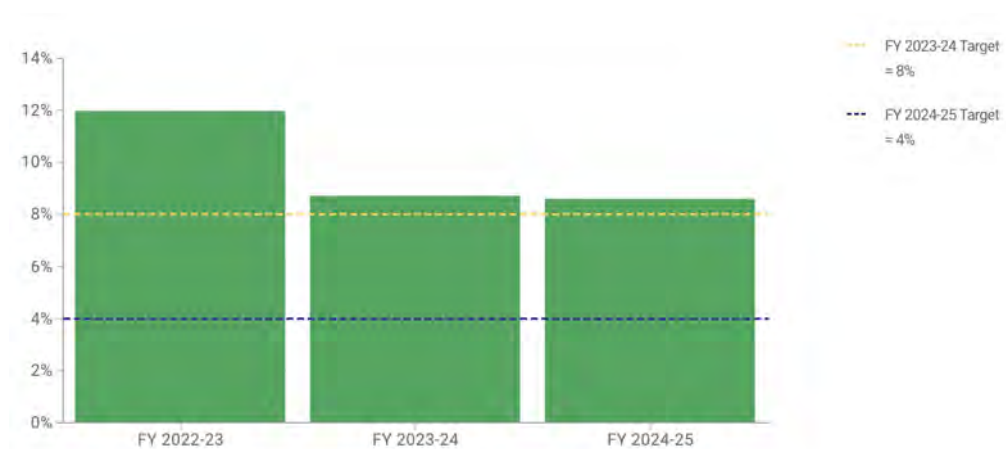


Depression Screening

SMMC has also focused on reducing disparities in depression screening for Black and African American patients by partnering with **Behavioral Health Recovery Services (BHRS)**, improvement councils, and MSW interns. These interns supported direct outreach and collected valuable feedback on barriers to care, which informed clinical teams and equity councils.

Validated FY24–25 data show a **depression screening disparity of 8.59%**, compared to **8.66% in FY23–24**. While this represents a modest improvement rather than sharp gains projected mid-year, the stability underscores the value of outreach strategies and council-based engagement. Moving ahead, SMMC will use **Epic's validated data streams** to strengthen screening workflows and rearticulate a **10% reduction target**. Health equity dashboard reporting will be used to track results, ensuring accountability and transparency.

Percent Gap in Depression Screening Between Black Patients and SMMC Average Across All Populations



Transition to New Measures

FY25 concludes the reporting cycle for hypertension control and depression screening disparities. Beginning in FY26, SMMC will transition to two new measures that reflect systemwide priorities in preventive care and population health equity:

- The percentage of children up to date with childhood immunizations.
- The percentage of prenatal patients with visits in the first trimester.

This transition reflects SMMC's commitment to advancing equity by ensuring early and equitable access to preventive services. The work and lessons of FY24–25 — maintaining engagement during the Epic transition, addressing data continuity gaps, and reinforcing the importance of Medical Record Number (MRN) reconciliation — provide a strong foundation for these new measures. With Epic now serving as the unified system of record, SMMC is well-positioned to pursue deeper improvements in both outcomes and equity.

Language Services Update

Language access is a critical component of equitable care at SMMC, and significant progress has been made this year to modernize systems, strengthen vendor oversight, and ensure patients with limited English proficiency have reliable access to interpretation.

- **RFP Process:** In April, SMMC launched a **Request for Proposals (RFP) for Language Services**. We are now in the final phase of the process, which includes **vendor equipment and software testing** across SMMC and its ambulatory clinics. The **selection committee is on track to make a final recommendation by October 20, 2025**, after which a new contract and implementation plan will be presented to the Board.
- **Equipment Modernization & Partnership with ISD/HIT:** In partnership with ISD and HIT, pilots are underway to strengthen device reliability for interpretation services, including **Dell 7350 re-imaging, 5 GHz driver installations, and BIOS 1.10 upgrades** across clinics. Importantly, ISD and HIT staff have also **shadowed providers and clinical staff at SMMC and Fair Oaks Health**

Center. This hands-on approach allowed them to experience first-hand the daily challenges of delivering care with interpretation tools, enabling **real-time problem solving and workflow improvements.**

Overall, SMMC is balancing **fiscal accountability with patient-centered access**, advancing both the technology and vendor infrastructure needed to sustain reliable language services. The lessons from FY24–25 will inform the forthcoming vendor partnership, ensuring that language access remains central to SMMC's equity and quality improvement agenda.

ADMINISTRATION REPORTS

BOARD OF DIRECTORS SAN MATEO MEDICAL CENTER

Financial Report: August FY 25-26

October 6, 2025



SAN MATEO COUNTY HEALTH
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MEDICAL CENTER**

Operating Results Summary – August 2025

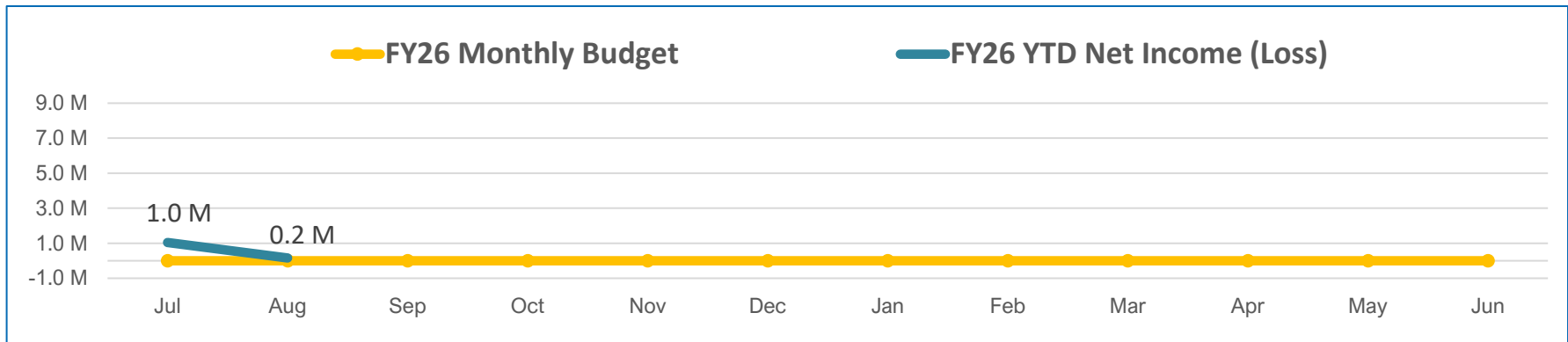
Operating Margin

August

(\$883.7K)

Year-to-Date

\$159.0K



- **Drug sales:** \$133K favorable August
- **Supplies:** \$120K favorable August
- **Labor Costs:** \$398K favorable YTD
- **FTEs:** (1,153 Actual | 1,226 Budget, August)

- **Registry:** -\$1.8M (Total labor costs remain favorable)

Summary – Fiscal year to date results are close to break-even and expected to remain here through the end of the fiscal year. Total Labor and non-labor costs (drugs, supplies) are ahead of budget year to date. Registry FTE use has been decreasing. The payer mix remains stable with Medi-Cal averaging 73%. Inpatient and clinic volume decreased slightly in August, reflecting prior year seasonal trends.

*Labor costs include S&B, Registry, Contract Providers



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Cash Position and Forecast



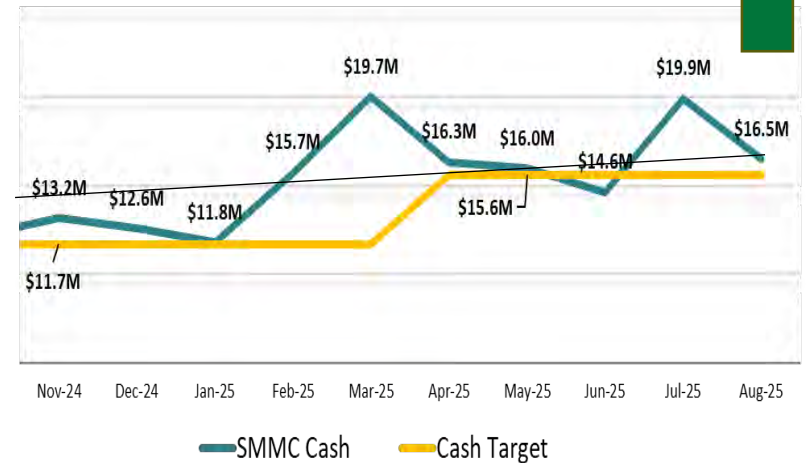
Cash flow challenges & opportunities

- Cash inflows are forecasted to decrease through December
- The highest use of the County line of credit is projected to take place in April 2026 due to supplemental payment timing.
- Efforts to manage the risk of maximizing the use of the County line of credit:
 - Focus on patient AR cash collection is yielding positive results.
 - Managing timing of cash disbursements to better align with timing of cash inflows.
- Interest free up to \$45 million and total limit is \$80M

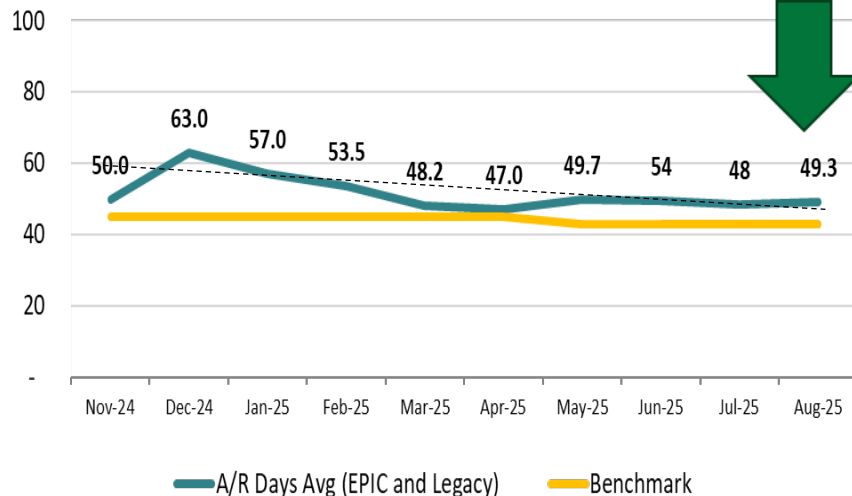
Patient Accounts Key Performance

- **Payment Collection Trend** – \$16.5 in payments posted in August. Expected to remain at or slightly above target.
- **A/R (Accounts Receivable) Days Outstanding** - Moving toward the industry best practice target of 45 days
- **Unbilled patient accounts** – New work queues pending implementation will reduce

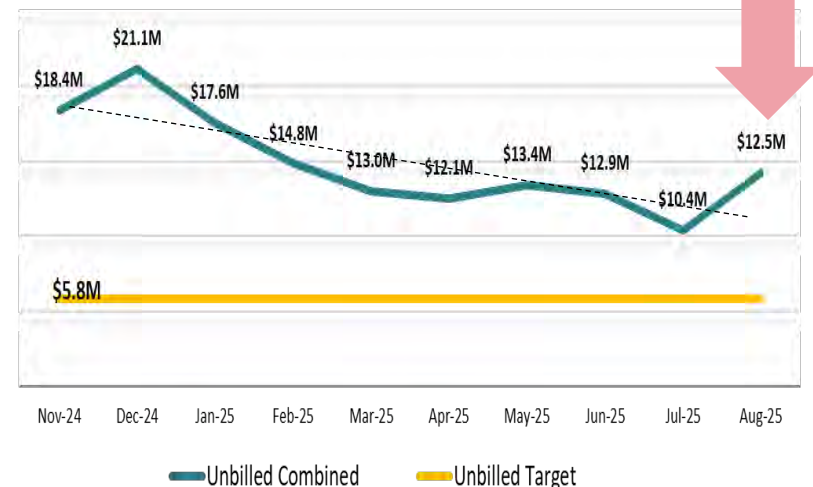
Payment Collection Trend



Patient Account Receivable (Days Outstanding)



Unbilled Patient Accounts



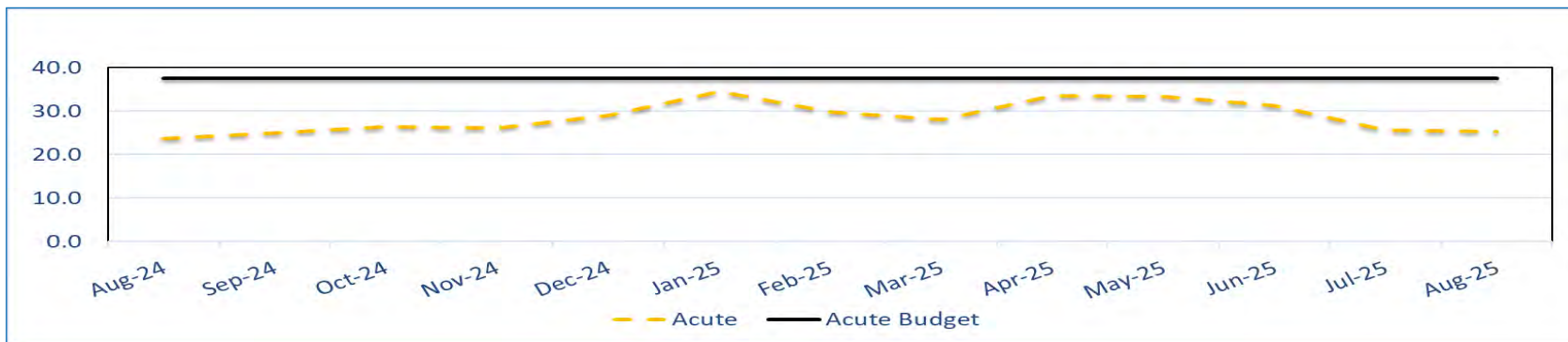
Operating Performance Update



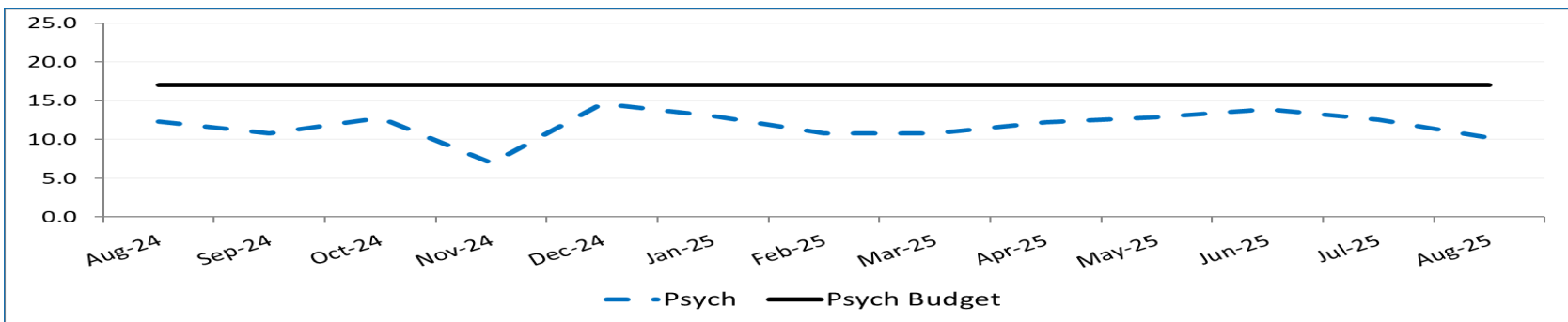
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Inpatient Days

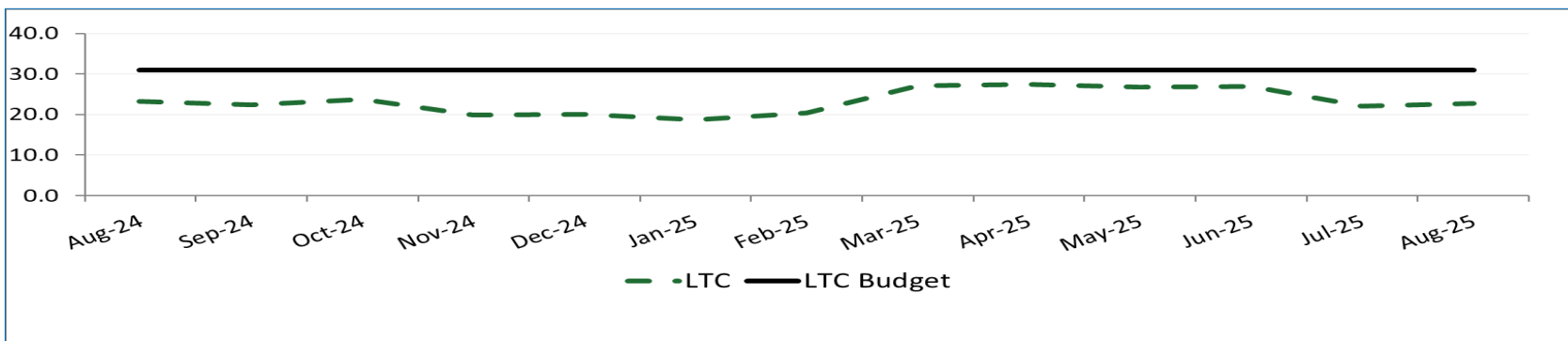
Acute



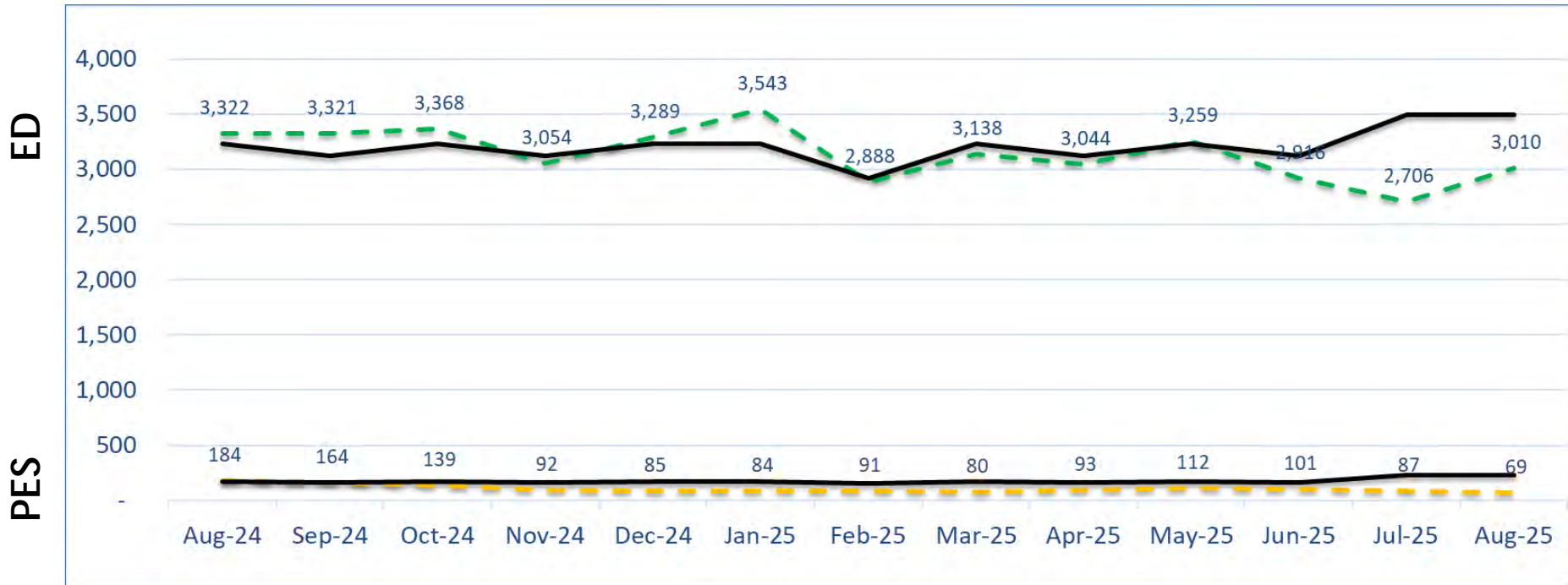
Psych



Long Term
Care

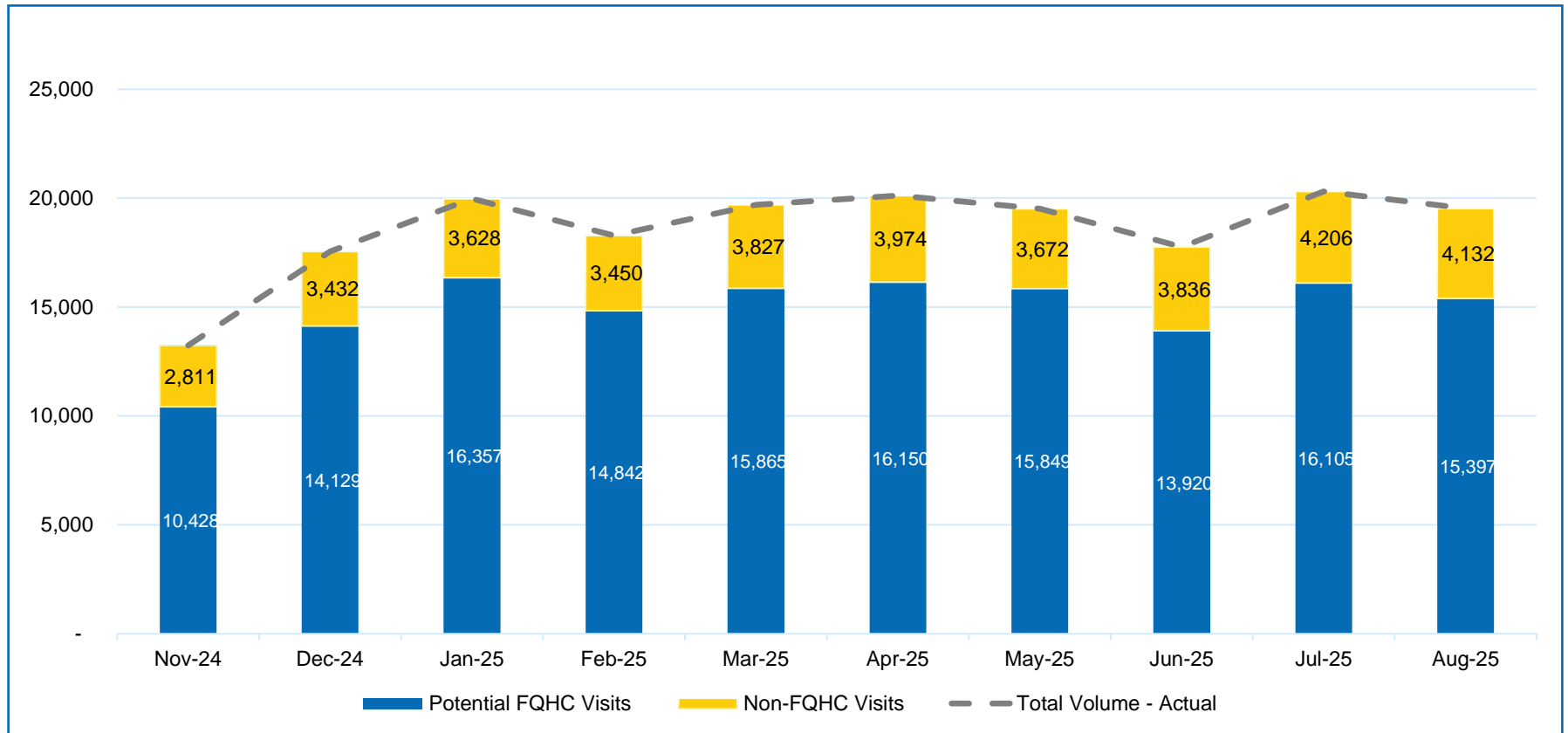


ED Visits



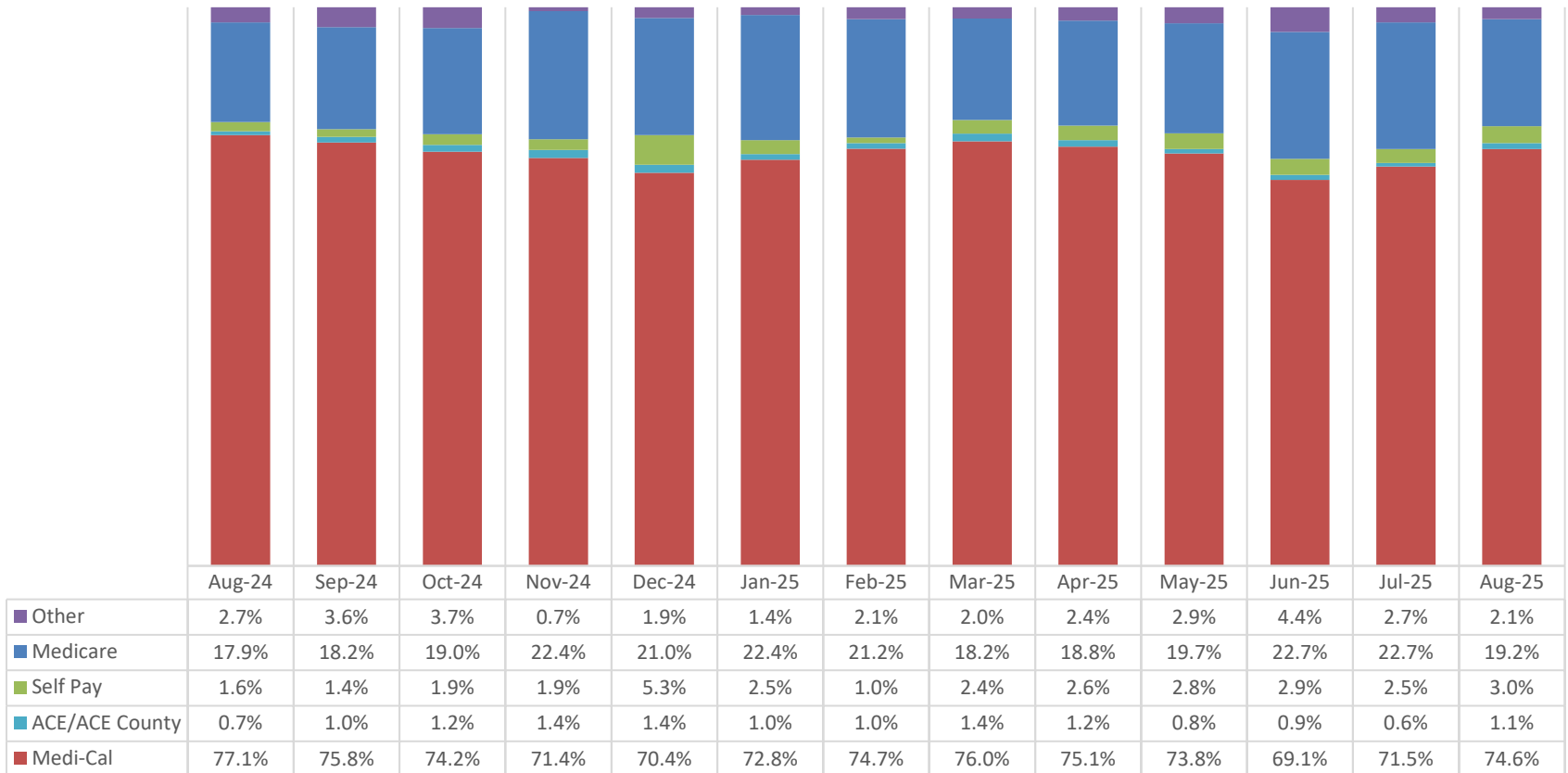
- ED visit volume increased since June and July. PES visit volume lower in August.

Clinic Visits



- Clinic visit volume increased post-EPIC. August volume in line with trended average.

Payer Mix



2025 Highlights

- Monitoring Medi-Cal, Medicare and Other payer mix changes for downstream impact of federal uncertainty.

NOTE:

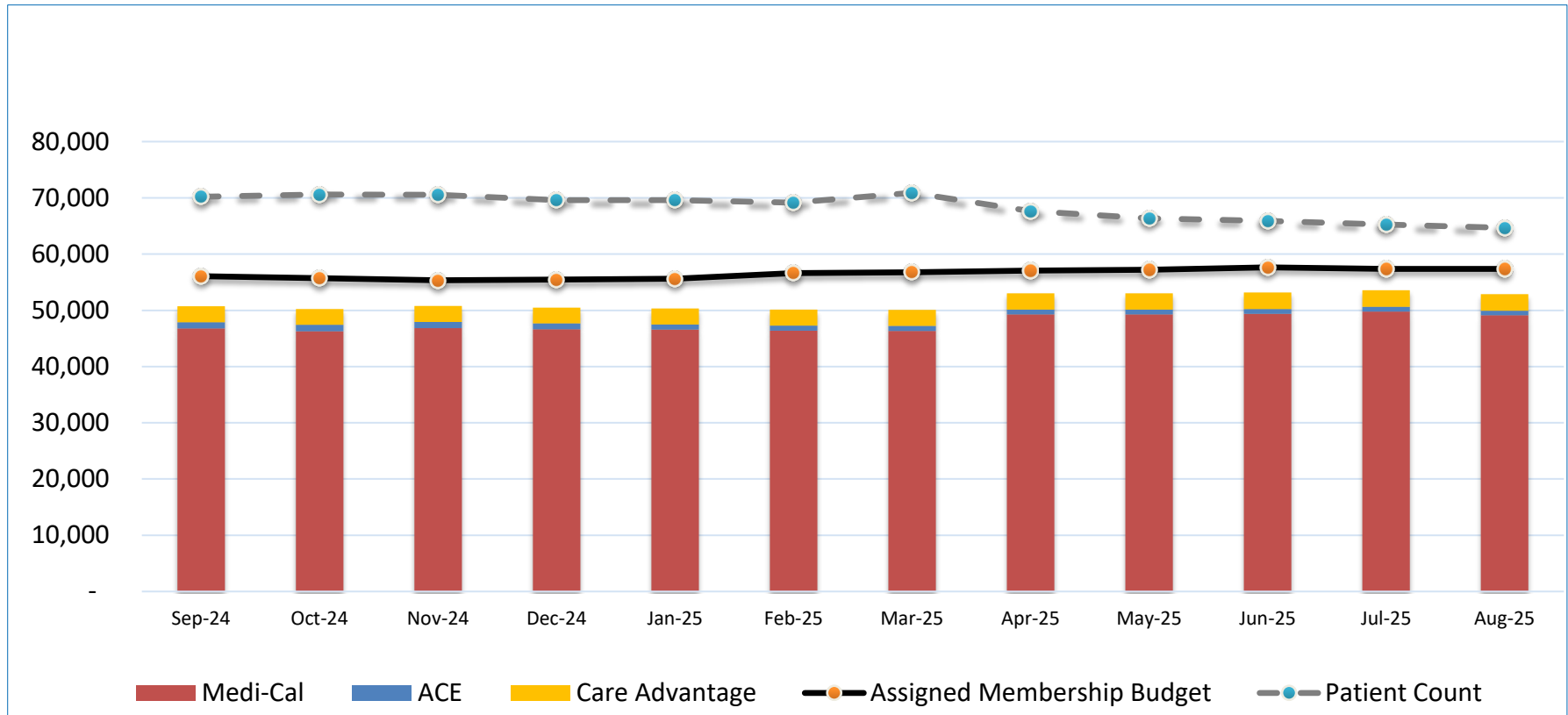
Medi-Cal includes Medi-Cal FFS and HPSM Medi-Cal
Medicare includes Medicare FFS and HPSM Care Advantage



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HPSM Assignments



2025 Highlight

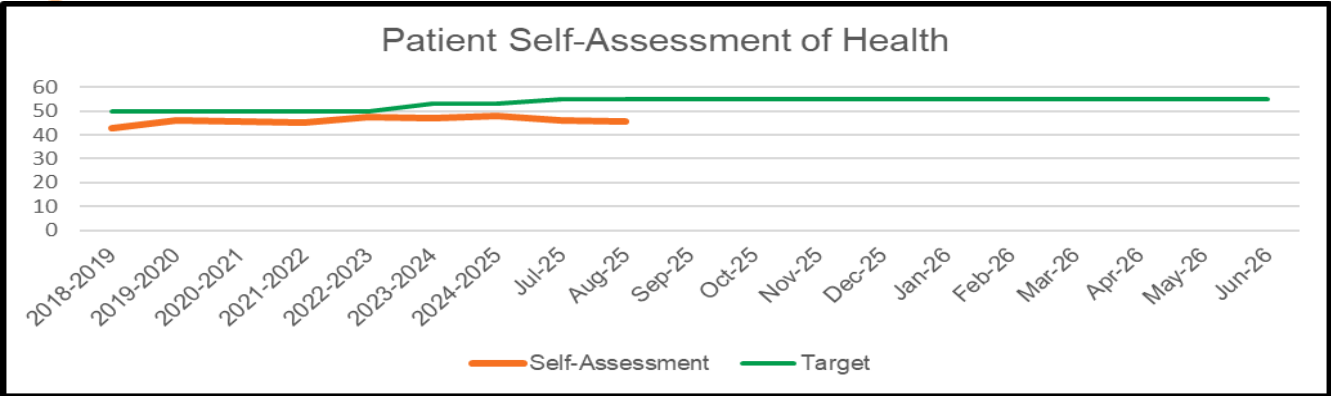
- Assignments averaged around 53,500 through June 2025.
- We continue to monitor assignment levels for any impact related to federal policy changes.

CEO Report

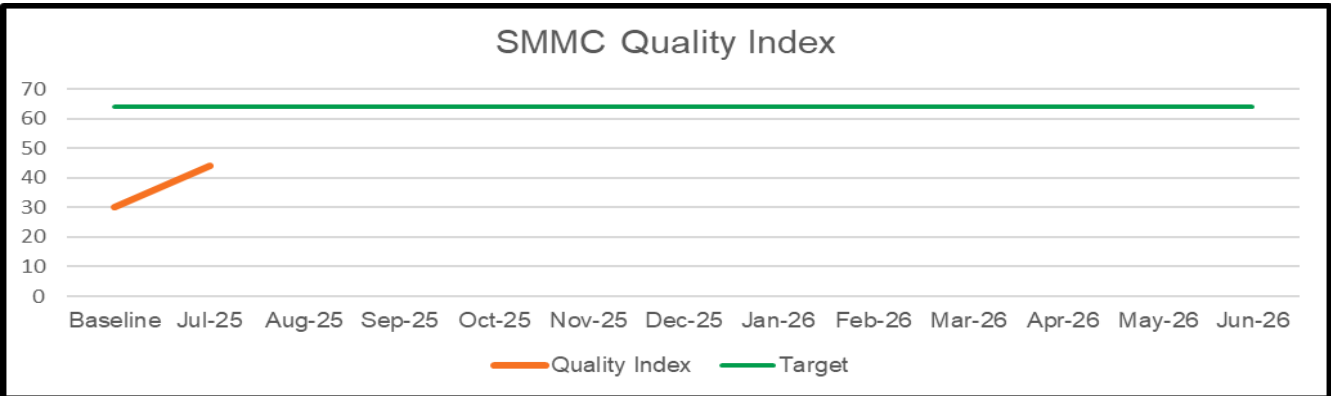
October 2025



Excellent Care

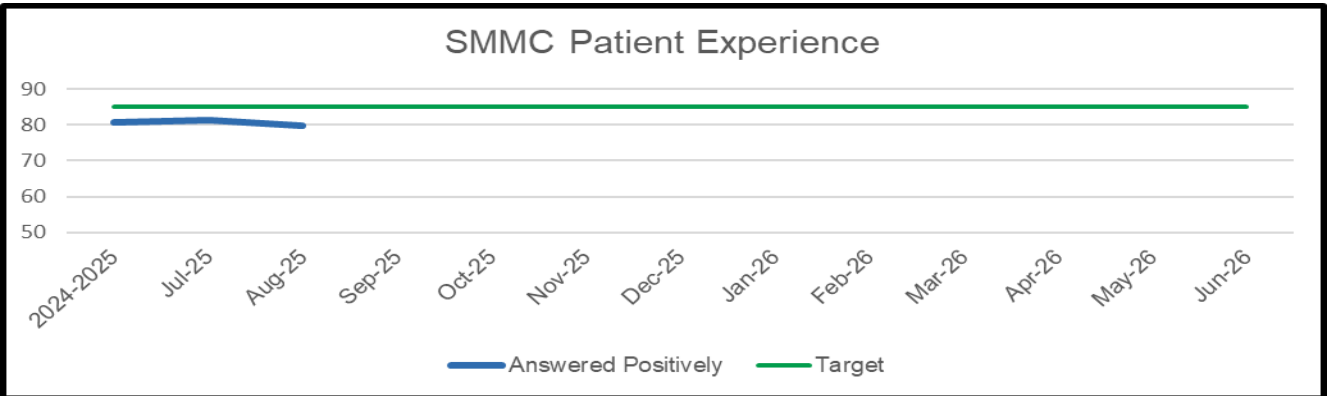


Patient Self-Assessment of Health: Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



Quality Index: This represents the percentage of SMMC Quality Incentive Program Metrics above the 90th percentile of national Medicaid performance and Health Plan of San Mateo Performance Metrics at goal. **Higher is better.**

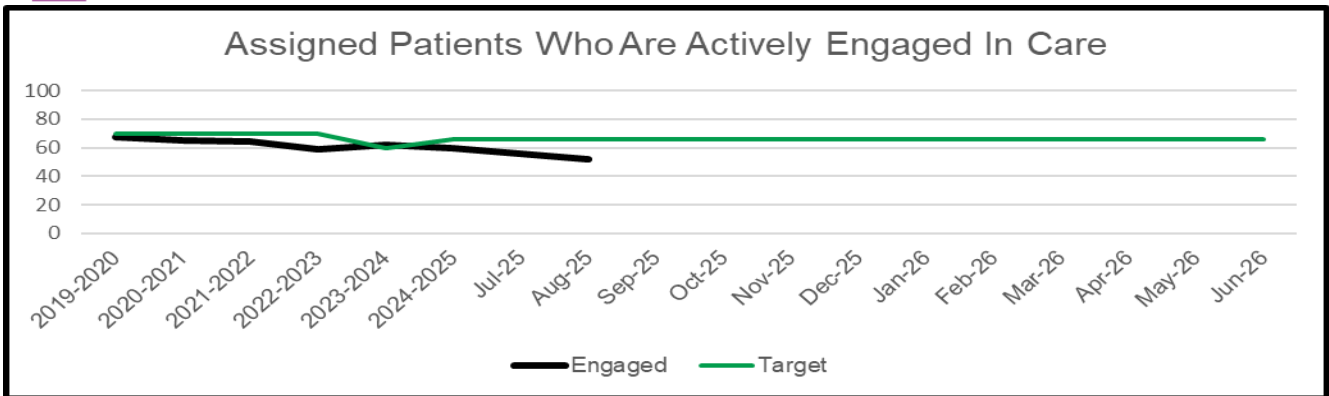
Patient Experience



Patient Experience: Percentage of patients who answered affirmatively to the patient experience survey question: "Would you recommend this facility to friends and family?" **Higher is better.**



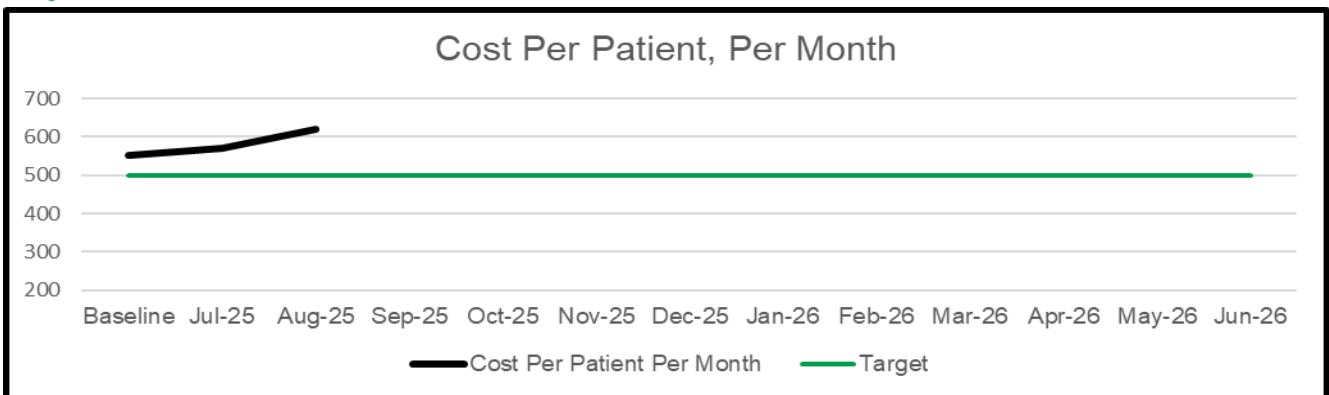
Access to Care



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.**



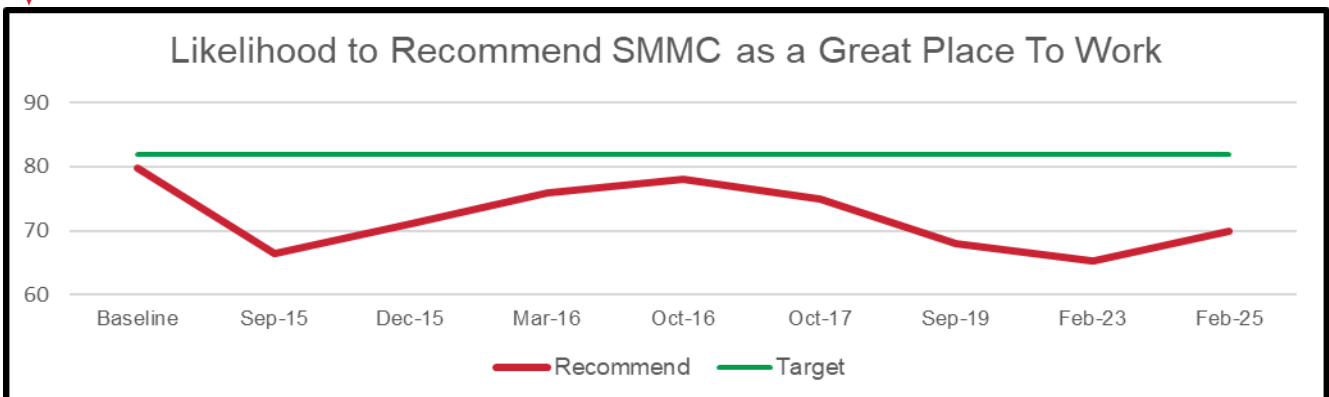
Financial Stewardship



Cost Per Member, Per Month. Total cost divided by total number of unique patients seen. **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.**

Strategic Updates, Recognitions & Awards

SMMC Improvement System Continues to Move Forward

Our six Improvement Councils continue to do amazing work, and October will be a busy month. Our Time Limited Conditions Council will be completing their Value Stream Mapping event this month which will mean that all six Councils will have completed their maps. The Value Stream Map provides deeper understanding of the workflows, processes and operators within a Value Stream. Completion of these maps allows the Council to better understand the gaps in our current systems and envision transformative future states that they can work toward.

We also have a number of improvement events planned this month. Our Social Determinants of Health (SDOH) Council is planning an improvement event focused on supporting our frontline staff to connect patients to resources addressing SDOH needs. Our Chronic Disease Management Council will be sponsoring an improvement event focused on supporting patients in identifying and expressing their values and goals in their treatment plans. Finally, our Emergency Care Council will sponsor an event focused on standardizing our Rapid Response efforts. A “Rapid Response” is called when a patient’s condition deteriorates. This allows a team to rapidly intervene and prevent further deterioration.

There are many more efforts in the improvement pipeline and look forward to sharing them with the board as they move forward.

SMMC Receives Recognition from Stanford Medicine

SMMC was recognized with an Outstanding Community Partner Award by Stanford Medicine at their 23rd annual Community Health Symposium. This award was in recognition of our many areas of partnership with Stanford Health including working together on a variety of issues in response to the COVID pandemic and ongoing work in the area of Long COVID. We also enjoy many partnerships in the area of Graduate Medical Education. Thank you to the Medical Staff and everyone who supports the efforts within this partnership.

SMMC Wellness Champions Recognized

Congratulations to Lorena Alvarado, Medical Services Assistant in Specialty Services, Trish Erwin, Clinic Manager for Fair Oaks Health Center, Cassandra Manuel, Supervising Nurse Practitioner in the Keller Center and Kathy Reyes, SMMC Staff Wellbeing and Engagement Officer, who have all been recognized as Wellness Leaders by the County Wellness Committee. Through the Annual Wellness Leader Awards program, the County recognizes “employees who create a healthier work environment”. County employees are invited to submit nominations, and the County Wellness Committee then selects the recipients. Lorena, Trish, Cassandra and Kathy will be recognized and celebrated along with other County Wellness Leaders at two events: the Annual Wellness Luncheon (scheduled for October 20th) and the Board of Supervisors meeting on October 21st. We are grateful to these individuals for their leadership in supporting the well-being of all our staff members. Congratulations on the well-deserved recognition!

###



September 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	808 (August)	-4.0%	-36.8%
SMMC Emergency Department Visits	3,079 (August)	10.2%	-12.2%

EMS Leads First Skilled Nursing Facility Evacuation Exercise



On Sept. 4, San Mateo County Health's Emergency Medical Services (EMS) division led Operation Unwired, the first full-scale evacuation exercise of a skilled nursing facility in the county. The event took place at Brookside Skilled Nursing, where staff and resident and community volunteers participated in a scenario to test a simulated evacuation of the facility and transfer of patients to other skilled nursing facilities and hospitals.

The exercise brought together Brookside staff, local police and fire departments, ambulances from San Mateo and Santa Clara counties and Public Safety Communications, all coordinated by EMS. The event tested emergency plans, patient triage and evacuation protocols and coordination among agencies.

The need to evacuate a care facility might come from a power outage, flood, earthquake, fire or other emergency. The exercise was designed to ensure that responding agencies can support and transport patients with complex needs.

County Health Urges Residents to Follow State Vaccination Guidance

As respiratory virus season approaches, San Mateo County Health follows the vaccination guidance from the California Department of Public Health (CDPH) for COVID-19, influenza and RSV. With regional, state and local partners, San Mateo County Health is committed to providing vaccination guidance from trusted scientific, health care and public health organizations. The CDPH recommends vaccines for the following groups:

- COVID-19: All children 6-23 months; all children 2-18 years with risk factors or who were never vaccinated; all children in close contact with others with risk factors and those who choose to be protected. All adults 65 years or older and 18-64 with risk factors; all adults in close contact with others with risk factors and those who choose to be protected; All women pregnant, planning, postpartum and lactating.
- Influenza: All children 6 months or older; all adults 18 years or older; All women pregnant, planning, postpartum and lactating.
- RSV: All children 8 months or younger; all children 8-19 months with risk factors. All adults 75 years or older and all adults 50-74 years with risk factors All women pregnant between 32-36 weeks gestational age.

"These vaccines are especially important to protect people who are most at risk for getting seriously sick, including young children, older adults and those who are pregnant," said Dr. Kismet Baldwin-Santana, San Mateo County health officer. "The CDPH recommendations are clear. In addition to the high-risk groups, everyone over 6 months who chooses protection from COVID-19 should get vaccinated." To schedule a vaccine appointment, contact your health care provider, local pharmacy or visit myturn.ca.gov. More info is [here](#).

North County Wellness Center Hits Construction Milestone

The County's Project Development Unit celebrated a topping off ceremony in early August for the North County Wellness Center. The tradition commemorates the placement of the final structural beam, which marks a milestone on the way toward completing the \$140 million facility. When it opens in 2027, the North County Wellness Center will significantly expand the County's capacity to deliver medical care and mental health and substance use services, along with social, legal and other government services.

It includes 16 primary care exam rooms, with four dedicated specialty care exam rooms and two procedure rooms. Six new dental chairs alone will provide an additional 5,500 dental visits annually. The facility will offer services from San Mateo Medical Center, Behavioral Health and Recovery Services, Human Services Agency, the District Attorney's Office, the Tax Collector's Office and the Probation Department.

The North County Wellness Center will be California's first health care facility built with renewable cross-laminated timber, which will dramatically reduce its carbon footprint, compared to a traditional steel and concrete structure. The use of mass timber creates a reassuring environment that helps muffle noise and calm the senses.



County Health Leaders Visit East Palo Alto's David Lewis Center

As part of her effort to visit County Health facilities, Health Chief Colleen Chawla joined Behavioral Health and Recovery Services Director Dr. Jei Africa for a visit to the David Lewis Reentry Center in September.



The center, named in honor of community leader and activist David E. Lewis after his death in 2010, serves as a one-stop resource for people returning from jail or prison. In partnership with the city of East Palo Alto and community organizations, it provides case management, mental health and substance use services to reduce recidivism and support stability. Founded out of Lewis' legacy of recovery and reentry work, including his co-founding of Free at Last, the center continues his vision of offering hope, resources and a pathway to successful reintegration for justice-involved individuals.

(Left to right in photo: Davis Bass, office assistant; Jose Cabrera, peer support specialist; Colleen Chawla, County Health chief; Tennille Tucker, supervising mental health clinician)

Blood Pressure Monitor Kits Now Available at Libraries

San Mateo County Health's Healthcare for the Homeless/Farmworker Health program has partnered with San Mateo County Libraries to make blood pressure monitor kits [available for checkout](#) at all 13 San Mateo County library branches.

Each kit includes a battery-operated blood pressure monitor, a personal log for tracking readings and multilingual educational materials in English, Spanish, Chinese, Russian and Tagalog. These tools help users understand their blood pressure readings and take proactive steps toward better heart health.

"Nearly half of U.S. adults have high blood pressure, often without realizing it," said Jim Beaumont, director, Healthcare for the Homeless/Farmworker Health Program at San Mateo Medical Center. "By offering free access to these kits, we're helping our community members take control of their health in a simple and accessible way."

###