



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, November 3, 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, November 3, 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. October 6, 2025 SMMC Board Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- | | |
|---|--|
| 1. Primary Care Department | Dr. Alpa Sanghavi..... Verbal
Dr. Evelyn Haddad |
| 2. Patient Experience Department | Dr. Alpa Sanghavi..... Verbal
Jen Gordon |
| 3. Integrated Medication Assisted Treatment | Jei Africa..... Verbal
Mary Taylor |
| 4. Compliance Report | Gabriela Behn Verbal |
| 5. Financial Report | Jennifer Papa.... TAB 2 |
| 6. 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.

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CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS
MEETING MINUTES

Monday, October 6, 2025

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

Board Members Present

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

Staff Present

Jennifer Papa	Michelle Lee	Dr. Jeanette Aviles
Dr. Alpa Sanghavi	Priscilla Romero	Emily Weaver
Gabriela Behn	Neeraj Sonalkar	Jacki Rigoni
John Jurow	Jim Mehlhaff	Michele Medrano
Jack Nasser	Eva Balint	
Rob Larcina	Rachael Rivers	
Jen Gordon		

ITEM	DISCUSSION/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 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 October 6, 2025. QIC Minutes from July 22, 2025 and August 26, 2025. Medical Executive Committee Minutes from August 12, 2025 and September 9, 2025.	Jim Mehlhaff reported that the Board unanimously approved the Credentialing Report and the QIC Minutes and accepted the MEC Minutes.
Public Comment	None.	
Foundation Report John Jurow	John Jurow reported new donations from the Chan Zuckerberg Initiative and the Sand Hill Foundation. These are local organizations, and we are proud they have chosen to support us. On October 18 at the Congregational Church of the Peninsula in Belmont, the Foundation will host a fundraiser called, Chocolate Fest 2025. Please buy your tickets and support us.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from August 4, 2025. 2. Health Equity and Language Access Report.	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.

Medical Staff Report Dr. Frank Trinh	Dr. Trinh updated the Hospital Board members on the agenda items from the Medical Executive Committee meetings held on August 12 and September 9, 2025.	FYI
2025-2026 SMMC Strategy Update Jack Nasser, Neeraj Sonalkar, Jen Gordon, Dr. Jeanette Aviles, Dr. Alpa Sanghavi, Robert Blake	Mission: We partner with our community to maximize health outcomes for those who face challenges in accessing high-value, comprehensive medical care due to social, cultural, or economic barriers. • Patient likelihood to recommend facility • Access to care (% assigned members w/PC encounter annually) • Patient self assessment of health • All SMMC's patients will actively choose to come to us for all their integrated healthcare needs. Coastside Clinic has enough capacity to engage patients assigned to us but has lower engagement. Initial goal: learn as much as we could about the needs of our assigned patients on the Coast and then design systems to better meet them. Using an Actionable Feedback System Model, we will be: • Generating actionable insights • Designing an experiment • Running the experiment Coastside Clinic Local Experiment: • Sunday clinic experiments • Shifts in registration process to see impact the patients in clinic experience • Education slips to all patients with follow up information • WeCare customer service review with team members What do we know now? • Some things are appreciated but still learning about what moves the experience needle and drive patient experience What are we planning next? • Change in length of visit times for complex patients	FYI
Health Futures Lab Neeraj Sonalkar, Eva Balint	Health Futures Lab co-designs and pilots novel health futures in close collaboration with communities, payers, SMMC staff, service organizations, county units, community health researchers, health technology innovators, and investors/donors in San Mateo County. We exist because: • Our mission population – those who are facing social, economic, and environmental challenges – requires care that is tailored to meet their needs and aspirations. • We are committed to provide equitable care that enables the most vulnerable to be as healthy as the healthiest member in San Mateo County. • San Mateo Medical Center aspires to be a 'provider of choice' for the communities it serves. How we work: • Innovation Ecosystem Building: Conducting events, building relationships, participating in collaboratives and conferences • Health Future Pilots	FYI

	• Scale and Spread: Internal capacity building at SMMC, County Health group collaborations, publishing widely in state and national forums Three Phases of Co-Design: • Ethnography: Understanding deeply the beliefs, needs, and aspirations of people. • Community Co-Design: Co-creating new ways of seeing and experiencing health and care. • Care Pilot: Demonstrating new care models that meet success standards. Current Projects: • Camino a la Salud (Pathway to Health) is supported by grant from HPSM. • Youth Integrated BH Using Cultural Vectors	
Financial Report Jennifer Papa, CFO	The August 2025 financial report was included in the Board packet. 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.	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	The most recent federal government shutdown began on October 1. If the shutdown does not end soon, then some programs such as WIC will be impacted. We will be closely monitoring the situation.	FYI
County Executive Officer Mike Callagy	The South San Francisco Wellness Center project is on-schedule and on-budget with an expected move-in to be late 2026. Some staff of the 2000 Alameda de las Puglas building will move to SSF but we need additional space for County Health and other County tenants. The lease expires in 2031.	FYI
Board of Supervisors Supervisor Noelia Corzo	Supervisor Corzo expressed her gratitude to SMMC for hosting the CSAC site visit. They were impressed with the new construction at the San Mateo campus and we able to visit two offsite clinics as well. October is Domestic Violence Awareness Month. The Family Justice Center is slated to open in a new location next year and we are excited about it. And the Child Advocacy office has moved to a location that is better suited to the services they offer. On October 13, the Board of Supervisors will be discussing how to proceed with the Sheriff's office. More to come on this matter.	FYI

Supervisor Corzo adjourned the meeting at 9:58 AM. The next Board meeting will be held on November 3, 2025.

Minutes recorded by:
Michelle Lee

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

ADMINISTRATION REPORTS

Financial Performance Update

November 3, 2025



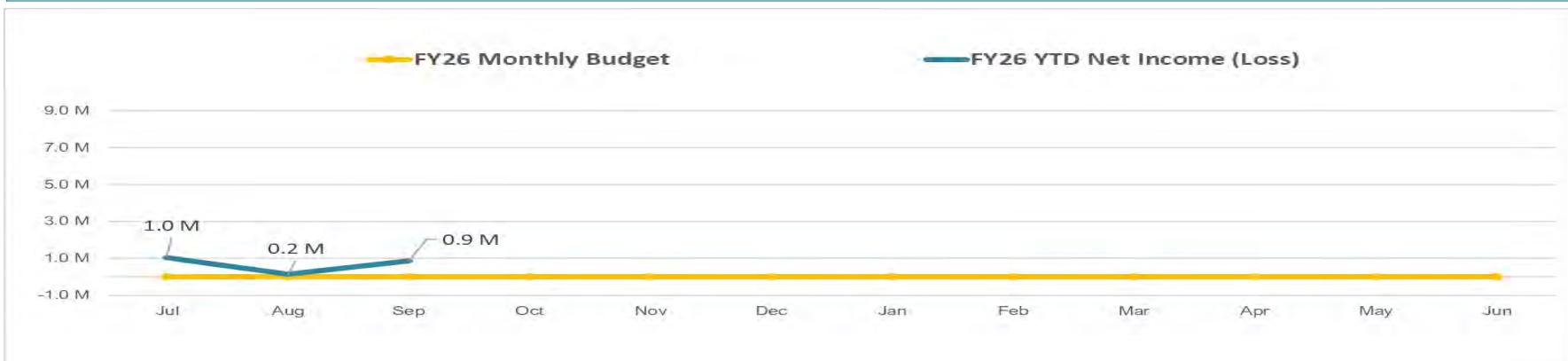
SAN MATEO COUNTY HEALTH
**SAN MATEO
MEDICAL CENTER**

Agenda

1. FY 24-25 September Update
2. Volume Trends
3. Cash Forecast
4. Patient Accounts Key Performance Indicators

Operating Results Summary – September 2025

Operating Margin	
September	Year-to-Date
\$704K	\$863K



- **Drug sales:** \$307K favorable Sept
- **Purchase Svc:** \$712K favorable Sept
- **Labor Costs:** \$2.4M favorable YTD
- **FTEs:** (1,156 Actual | 1,226 Budget, August)

- **Registry:** -\$2.5M YTD (Total labor costs remain favorable)

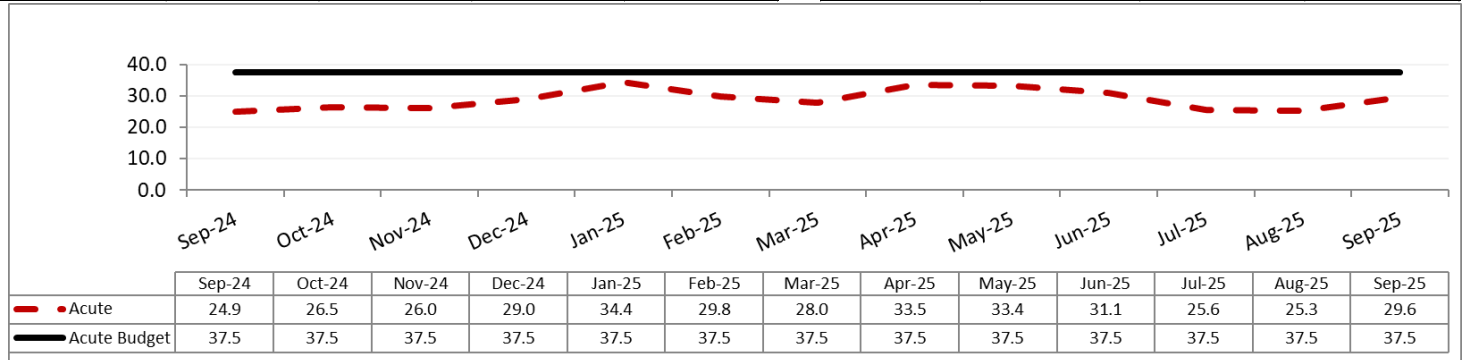
Summary – Fiscal year-to-date result remains favorable. Total Labor and non-labor costs (drugs, supplies) are ahead of budget year to date. Registry FTE use has been decreasing. The payer mix remains stable with Medi-Cal averaging 73%. Inpatient and clinic volume are stable within seasonal fluctuation.



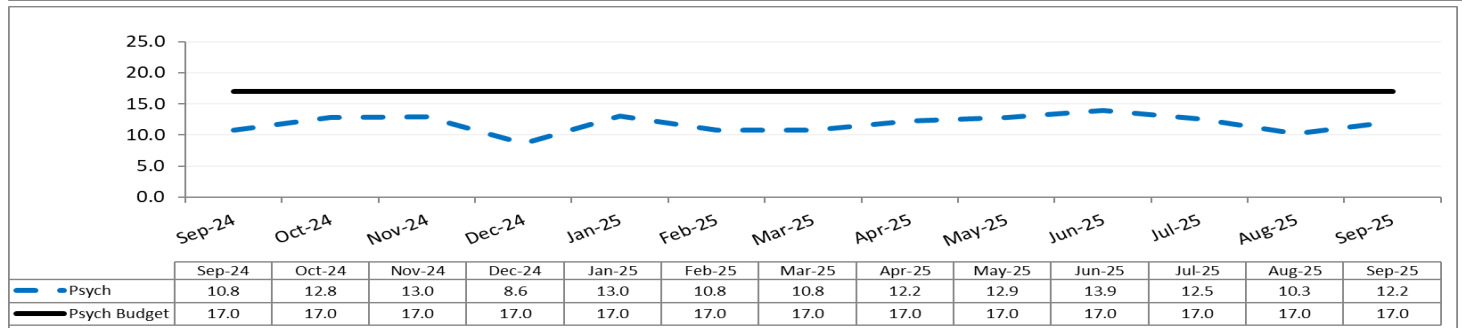
September 30, 2025

Patient Days	1,912	2,564	(652)	-25%	5,585	7,862	(2,277)	-29%
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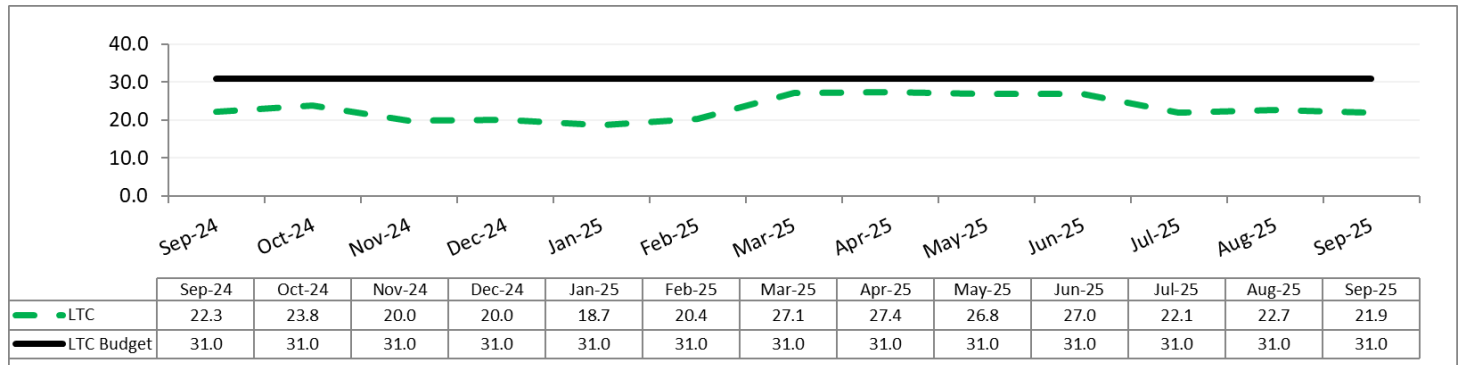
Acute



Psych



Long Term Care





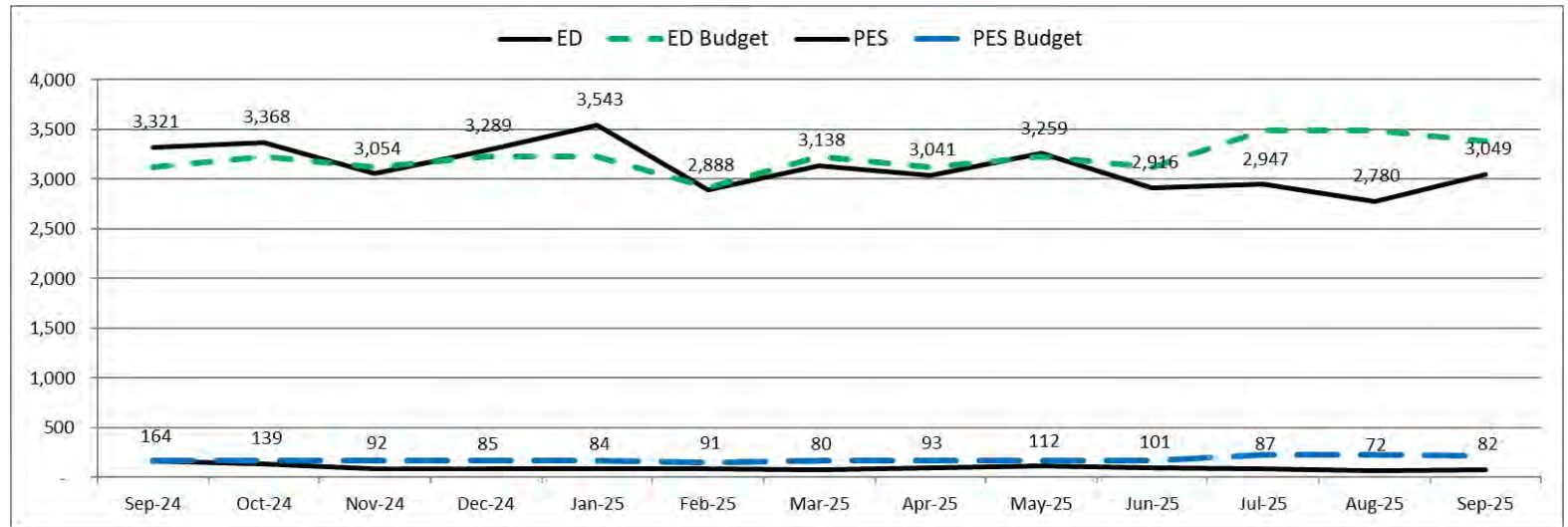
ED Visits September 30, 2025

	MONTH			
	Actual	Budget	Variance	Stoplight
ED Visits	3,131	3,599	(468)	-13%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
9,260	11,037	(1,777)	-16%

ED

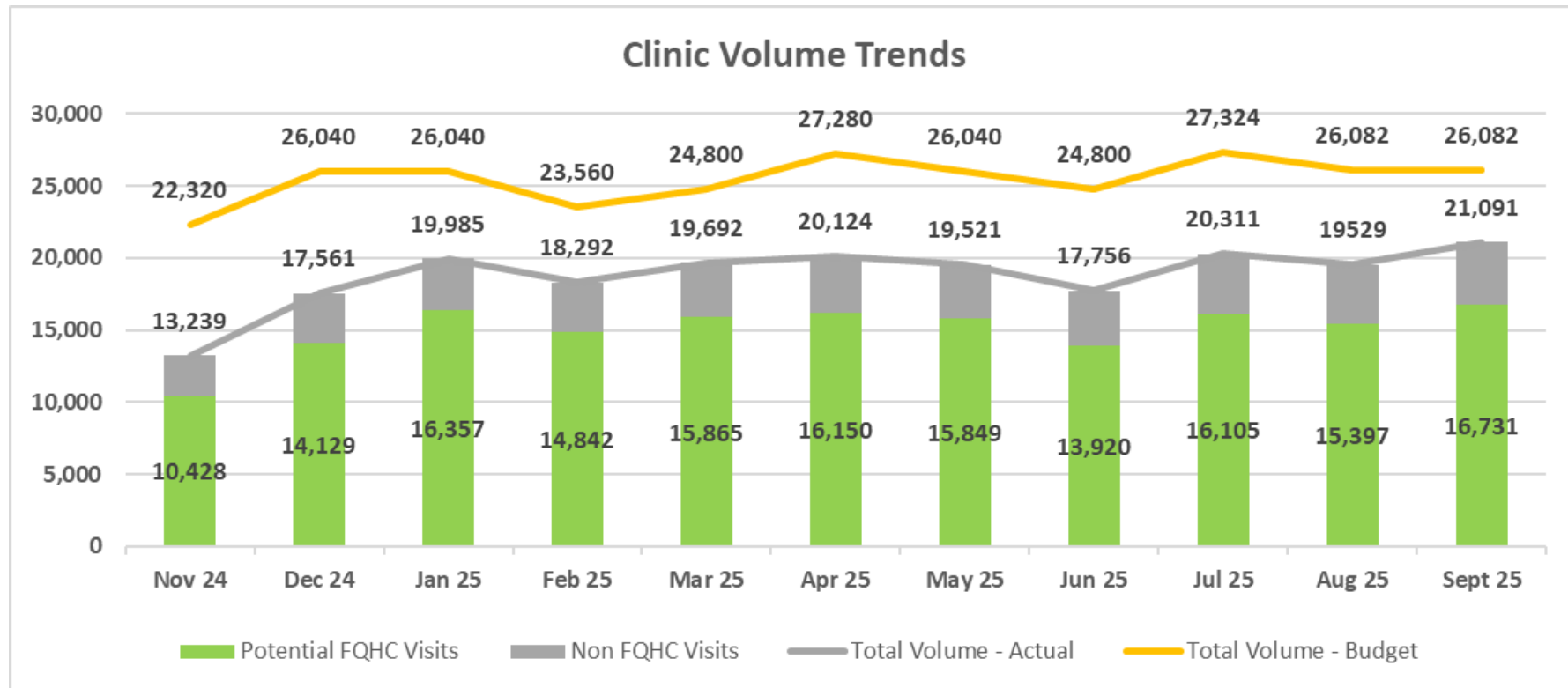
PES





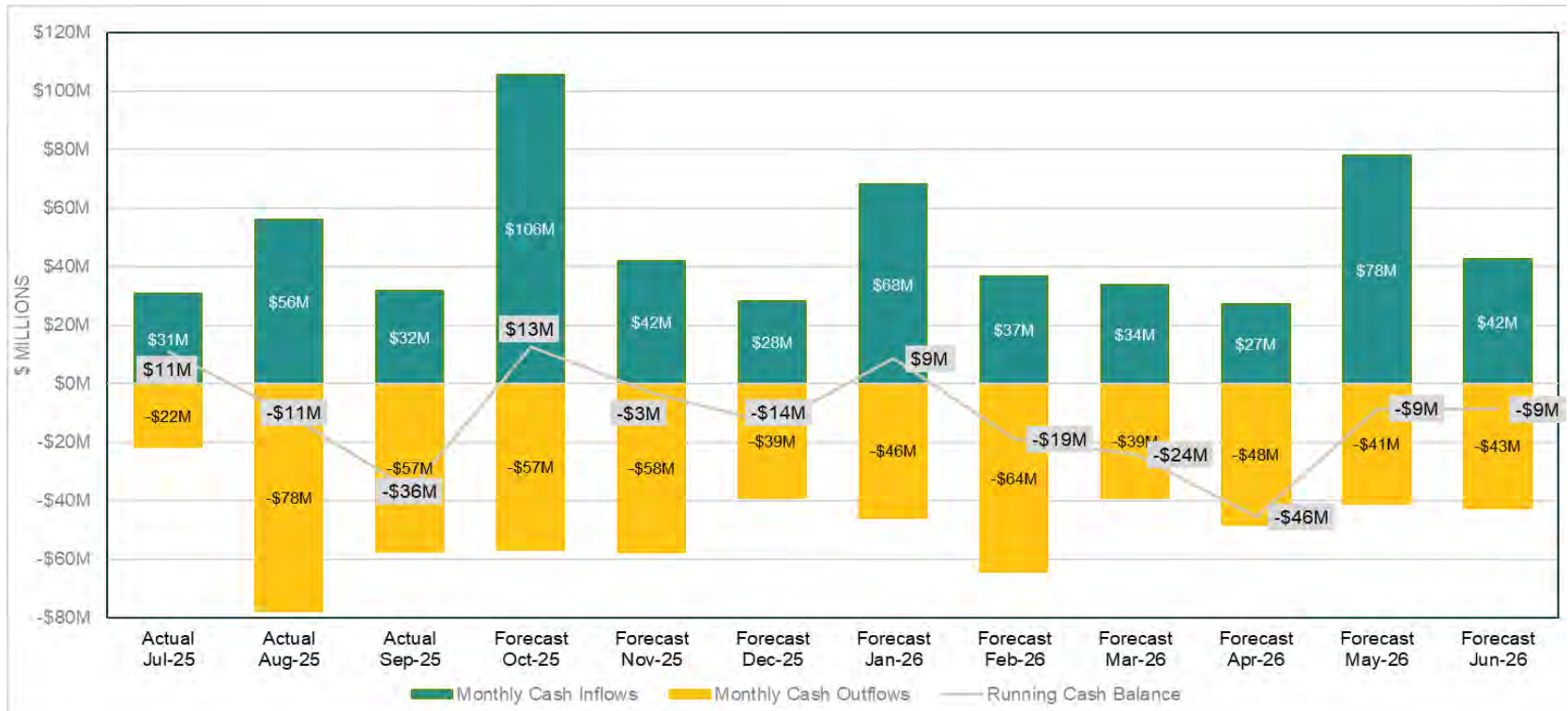
Clinic Visits

September 30, 2025



- Clinic visits per day volume increased post-EPIC. September volume in line with trended average.

Cash Position and Forecast



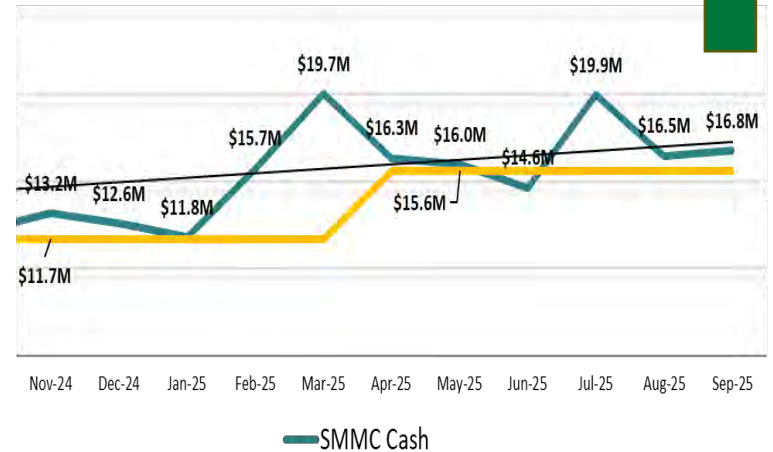
Cash flow challenges & opportunities

- Monthly variation in cash flow primarily due to supplemental payment programs.
- Expected cash in flow for October includes Global Payment Program, Enhanced Payment Program and Quality Incentive Pool Program.
- Change from September forecast related to DSH delay impact.

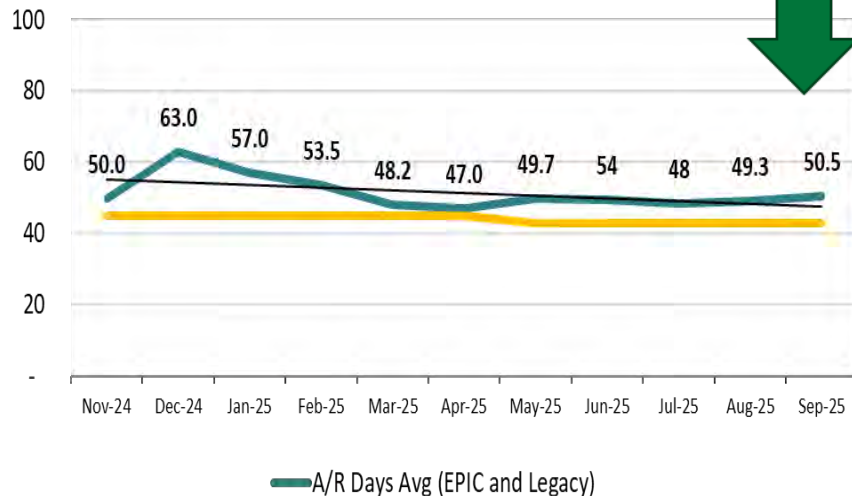
Patient Accounts - Key Performance Indicators

- **Payment Collection Trend** – Sept month-end cash goal exceeded.
- **A/R (Accounts Receivable) Days Outstanding** - Continue trending just above target.
- **Unbilled patient accounts** – Key drivers are denials causing stop-bills and bill holds.

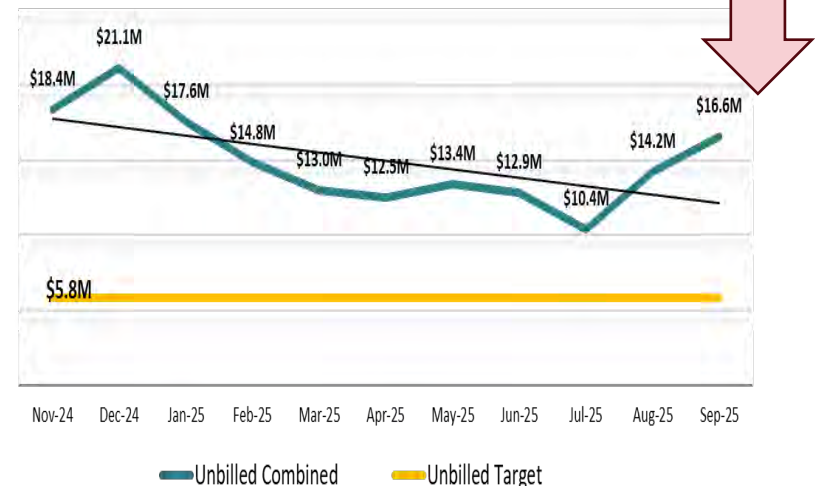
Payment Collection Trend



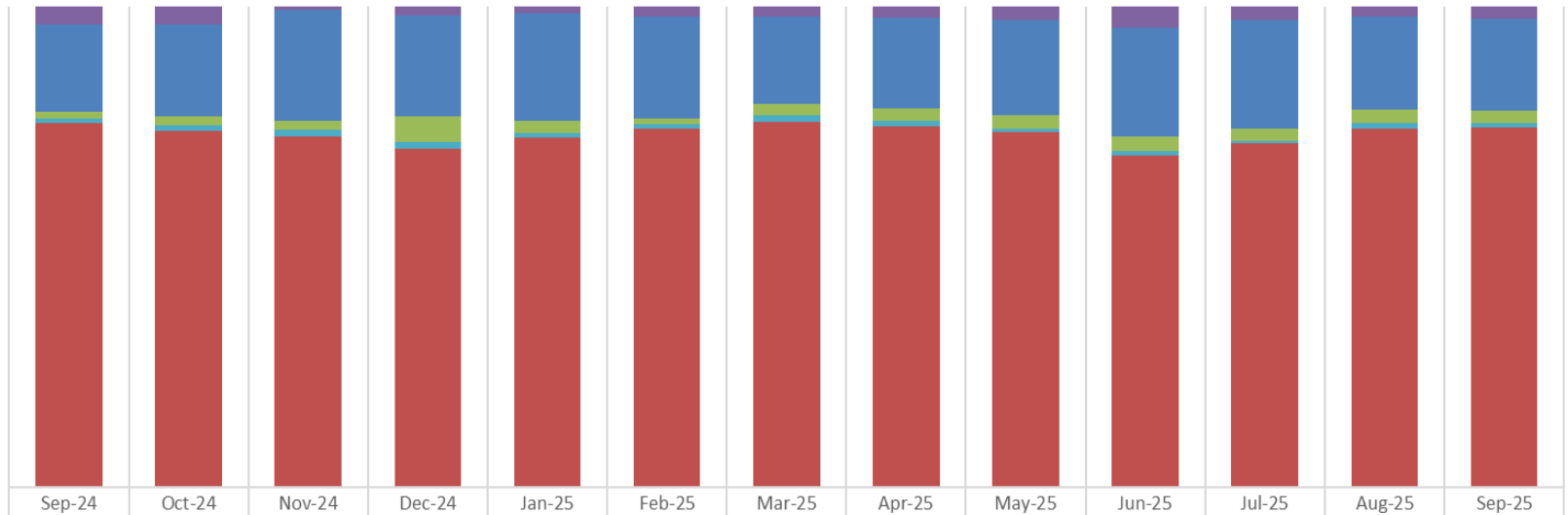
Patient Account Receivable (Days Outstanding)



Unbilled Patient Accounts



Payer Mix



	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25
Other	3.6%	3.7%	0.7%	1.9%	1.4%	2.1%	2.0%	2.4%	2.9%	4.4%	2.7%	2.1%	2.5%
Medicare	18.2%	19.0%	22.4%	21.0%	22.4%	21.2%	18.2%	18.8%	19.7%	22.7%	22.7%	19.2%	19.2%
Self Pay	1.4%	1.9%	1.9%	5.3%	2.5%	1.0%	2.4%	2.6%	2.8%	2.9%	2.5%	3.0%	2.4%
ACE/ACE County	1.0%	1.2%	1.4%	1.4%	1.0%	1.0%	1.4%	1.2%	0.8%	0.9%	0.6%	1.1%	1.0%
Medi-Cal	75.8%	74.2%	71.4%	70.4%	72.8%	74.7%	76.0%	75.1%	73.8%	69.1%	71.5%	74.6%	75.0%

NOTE:

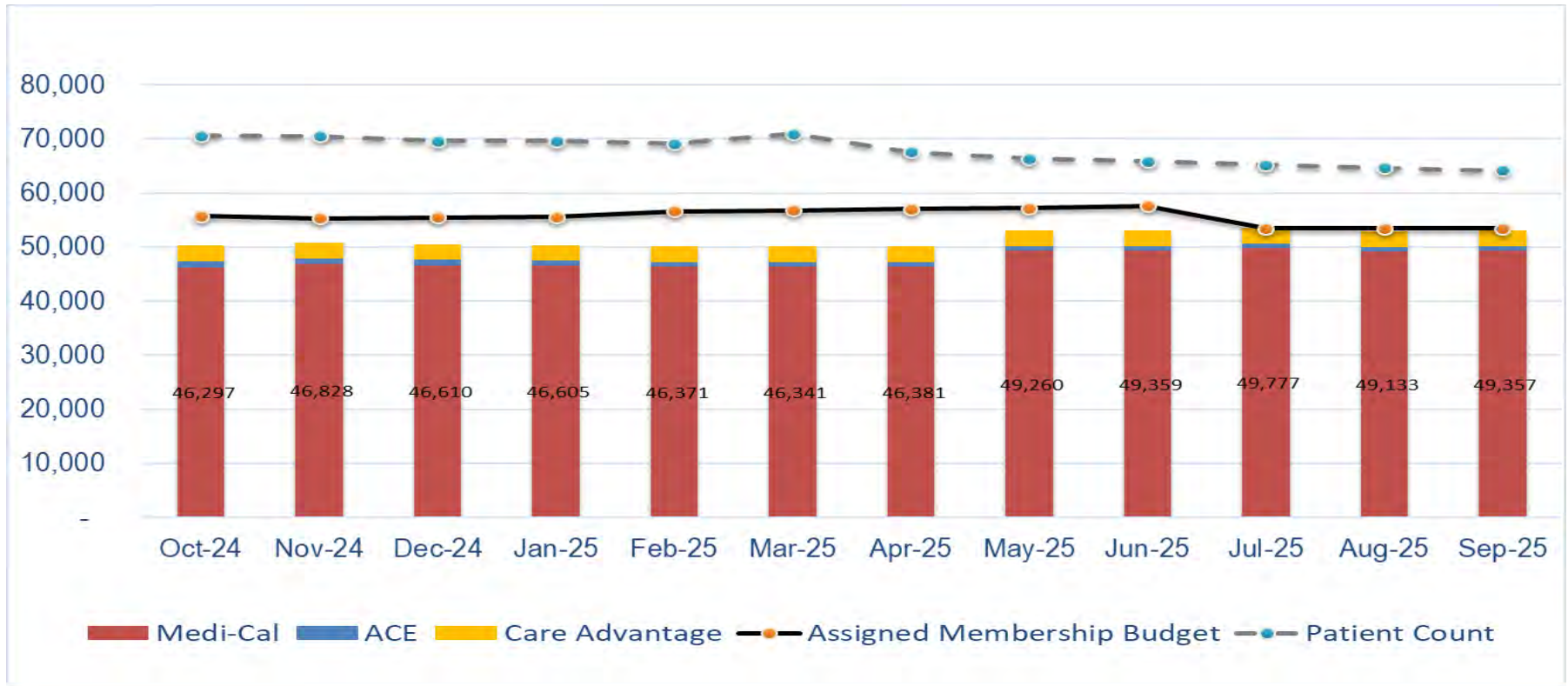
Medi-Cal includes Medi-Cal FFS and HPSM Medi-Cal

Medicare includes Medicare FFS and HPSM Care Advantage

2025 Highlights

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

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.
- Slight increase anticipated in August and September related to re-assignment of individuals assigned to Planned Parenthood

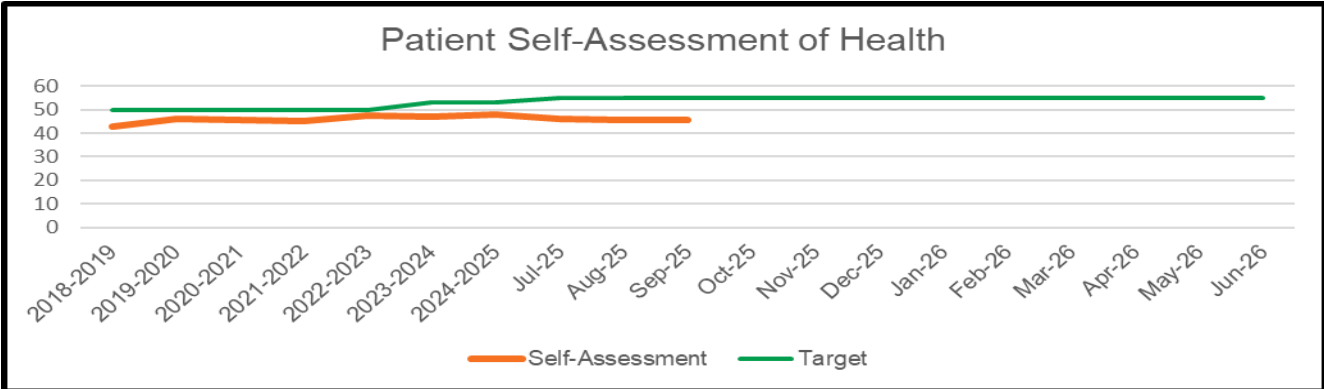


CEO Report

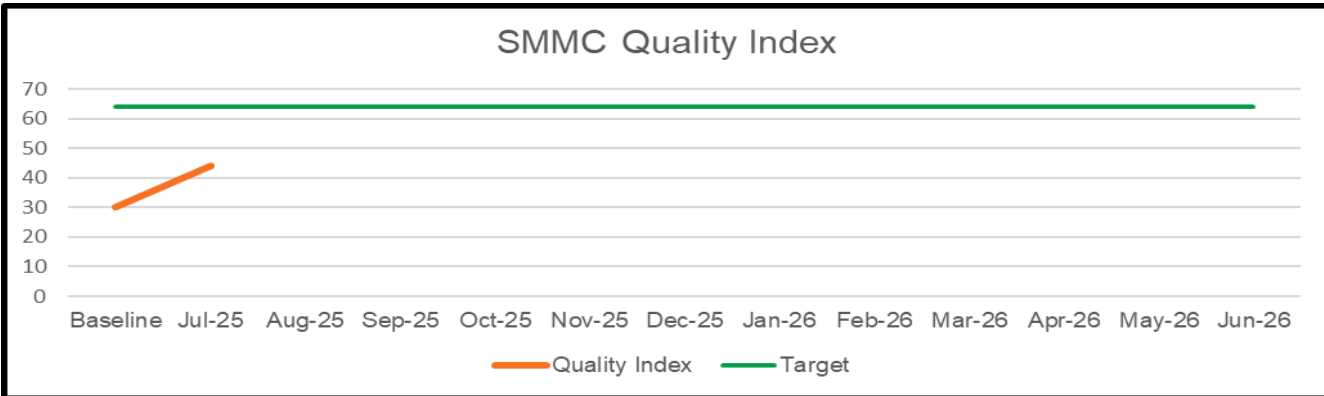
November 2025



Excellent Care

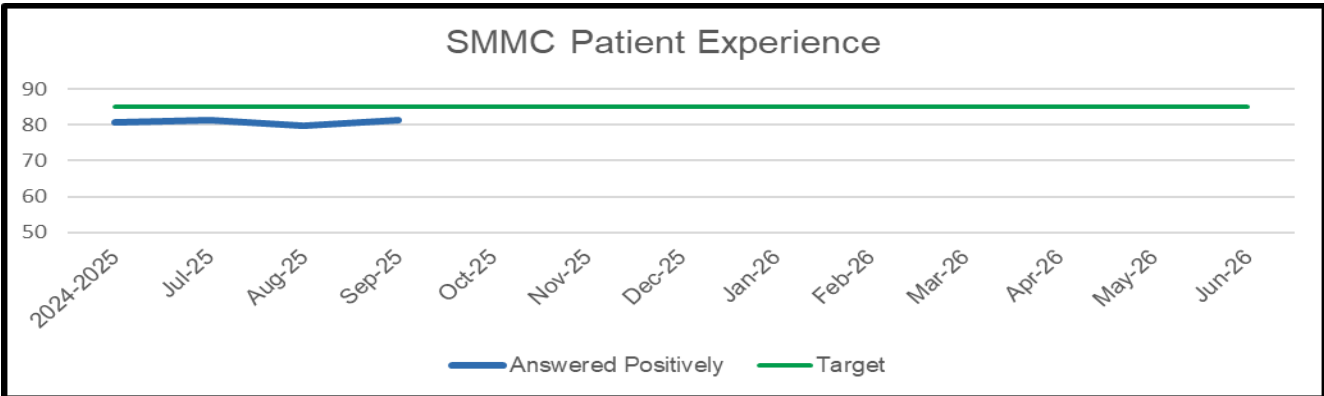


Patient Self-Assessment of Health: Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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.**

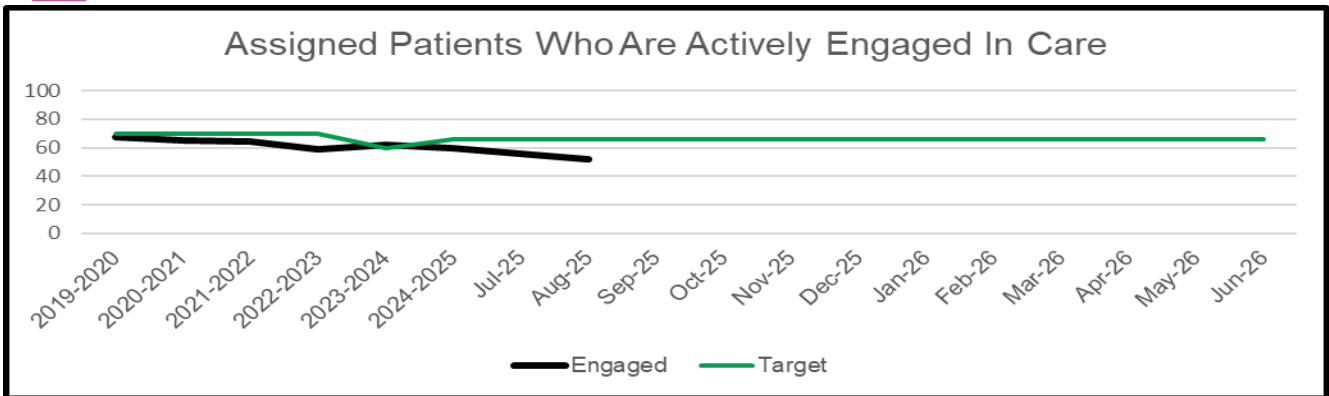
Patient Experience



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.**



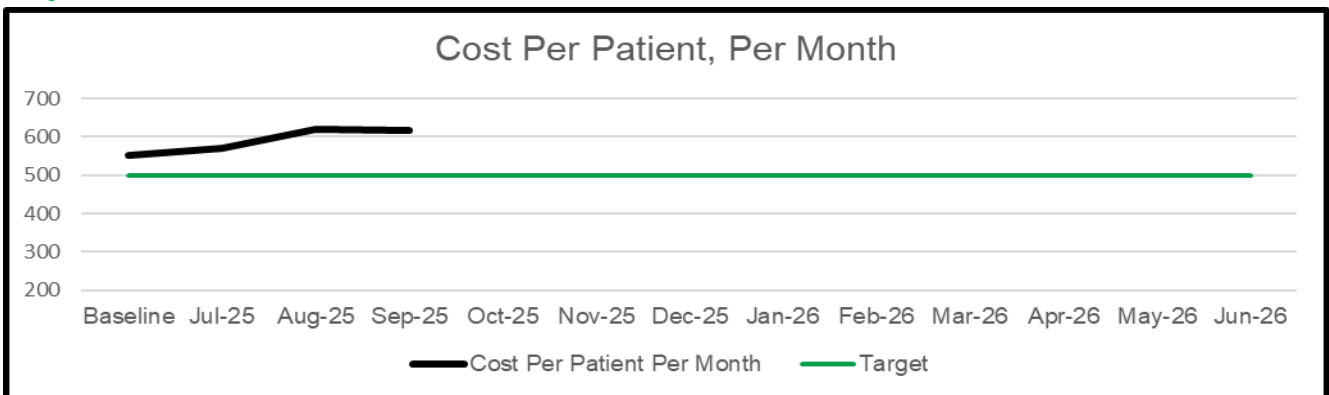
Access to Care



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.**



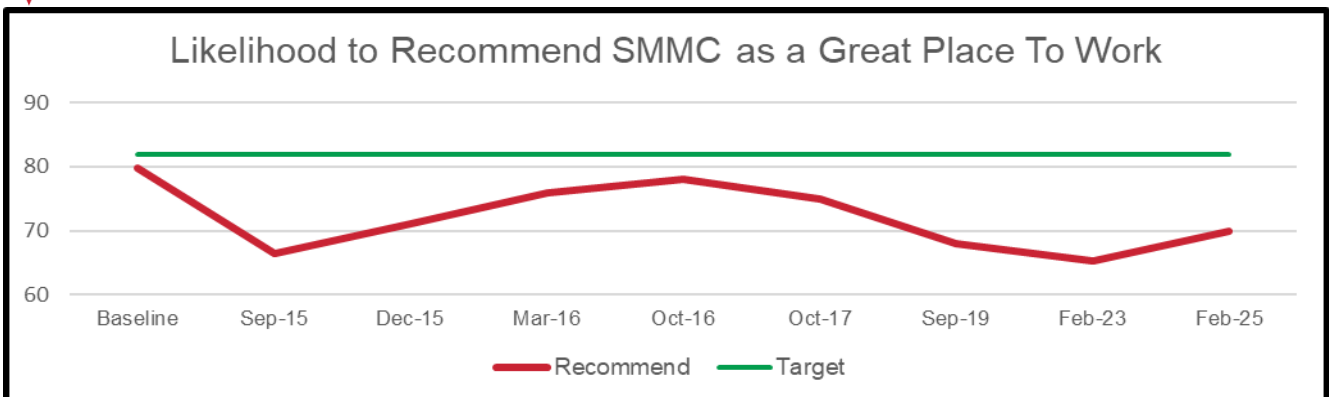
Financial Stewardship



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 Updates

As I mentioned in my last report to the board, October was a busy improvement month at SMMC. Several of our Councils organized and executed improvement efforts. Our Time Limited Conditions Council completed their Value Stream mapping event providing them additional insight regarding improvement opportunities within the value stream.

Our Social Determinants of Health Council commissioned a Design Team to empower those staff members who are often the first to engage with clients in connecting them to those who can best meet their needs. As a product of this event, Greeters at San Mateo Medical Center will be trained on a new Operator Standard Work (OSW) outlining how to support patients and community members who present to them with social needs.

Our Chronic Disease Management Council commissioned a Design Team focused on incorporating patient values and goals into chronic disease treatment plans. As a result of this event, there is new Operator Standard Work (OSW) supporting Primary Care Providers that includes talking points and a handout that they can use to more effectively explain Diabetes to those who have been newly diagnosed with the disease. This OSW also sets the stage for co-creating a treatment plan with the patient. The event also created a checklist to support educators in documenting patient values and goals and incorporating them in those co-created treatment plans.

As the month closed, a team supported by our Emergency Care Council 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.) We look forward to continuing to share progress as more of these improvement efforts move forward.

###

October 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	788 (September)	-2.5%	-37.4%
SMMC Emergency Department Visits	1,845 (September)	-40.1%	-47.0%

San Mateo Medical Center Campus Renovation Complete



The expansion and seismic upgrades at San Mateo Medical Center are complete, as part of a major renovation to bring modern, accessible and sustainable facilities to the campus. The project adds new administration areas and renovated hospital space, along with improved public areas, including outdoor seating, a cafeteria and gender-neutral restrooms. It also houses the Coroner's offices and morgue along with new space for San Mateo County Health Foundation and the Health Coverage Unit.

The updated campus reflects County Health's commitment to equity, access and environmental stewardship, with features such as ADA improvements, EV charging stations, rooftop solar and advanced energy management. County department heads joined Health Chief **Colleen Chawla** and County Executive Officer **Mike Callagy** for a tour on Oct. 20th. The new facilities will open to the public on Oct. 28th.

County Health Joins Bay Area Health Officials in Urging Vaccinations; Masking Required in Skilled Nursing Facilities

San Mateo County Health joins Bay Area health officials in [advising residents](#) to stay up to date with COVID-19 and flu vaccines as the winter respiratory virus season begins. Vaccination remains the best way to reduce the risk of serious illness.

To protect vulnerable residents in skilled nursing facilities, San Mateo County Health Officer **Dr. Kismet Baldwin-Santana** has issued an order requiring staff, workers and visitors in patient-care

areas to wear a face mask during winter respiratory virus season. The requirement applies to patient rooms, lobbies, waiting rooms and hallways and is intended to safeguard older adults and others at higher risk of complications.

The recommended vaccines will continue to be covered by health care insurers regulated by the state of California and can be received at local pharmacies and from health care and other authorized vaccine providers.

Family Health Services' immunization program is working with local community organizations to provide COVID-19 and flu vaccines to residents without insurance. Here are the remaining locations and times for these clinics (also available [here](#)):

East Palo Alto	Ravenswood Family Health Network , 1885 Bay Road Ages: 3 years and older; No COVID availability; Thursday: Drive Thru; Sat: Walk In. (Closed Nov 27 – Nov 29)	Oct. 4 to Dec. 6 Saturdays: 9:00 – 12:00 PM Thursdays: 8:30 – 11:30 AM
East Palo Alto	WIC Clinic , 2160 Euclid Avenue Ages: 2 years and older	Wednesday, Nov. 5 2:30 – 5:30 PM
Foster City	Sana Sana Health Fair , Foster City Community Center, 1000 E Hillsdale Boulevard Ages: 3 years and older	Saturday, Nov. 15 1:00 PM – 4:00 PM
Menlo Park	St. Anthony's Padua Dining Room (St. Anthony Church) , 3500 Middlefield Road Ages: 3 years and older	Saturday, Nov. 8 11:00 AM – 1:00 PM
San Mateo	College of San Mateo Campus, Health and Wellness Building # 5, Third floor , 1700 W. Hillsdale Boulevard Ages: 3 years and older	Saturdays, Nov 1, 8 and 15 11:00 AM – 2:00 PM
Pacifica	Fil-Am Seventh Day Adventist Church , 533 Hickey Boulevard Ages: 3 years and older	Saturday, Nov. 8 2:00 pm – 5:00 pm

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