



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, February 2, 2026
8:00 AM – 10:00 AM

SMMC Board Room
225 37th Ave.
San Mateo, CA 94403



SAN MATEO COUNTY HEALTH

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MEDICAL CENTER**

AGENDA

Board of Directors

Monday, February 2, 2026

8:00 AM

San Mateo Medical Center Board Room, 225 37th Ave., San Mateo, CA 94403

This meeting of the San Mateo Medical Center Board of Directors will be held in the SMMC Boardroom, 225 37th Ave., 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. January 5, 2026 SMMC Board Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- | | |
|---|--|
| 1. Infection Prevention and Control and Employee Health | Dr. CJ Kunnappilly Verbal
Clark Telar |
| 2. Breakthrough and Strategy Update | Robert Blake..... Verbal |
| 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, January 5, 2026
SMMC Board Room, 225 37th Ave., San Mateo, CA

Board Members Present

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

Staff Present

Jennifer Papa	Michelle Lee	Dr. Amar Dixit
Dr. Alpa Sanghavi	Priscilla Romero	Emily Weaver
Dr. Yousef Turshani	Rebecca Archer	Enitan Adesanya
Gabriela Behn	Jacki Rigoni	
Robert Blake	Michele Medrano	
Rob Larcina	Jack Nasser	
Rachael Rivers	Rich Bailey	

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 8:18 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for January 5, 2026. QIC Minutes from November 25, 2025. Medical Executive Committee Minutes from December 9, 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	No report.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from December 1, 2025. 2. Bylaws of the San Mateo Medical Center Board of Directors	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	Dr. Trinh discussed how referrals are processed in Epic.	FYI

<p>Annual Financial Audit for FY 2024/2025</p> <p>Presented by Macias Gini & O'Connell</p>	<p>The Certified Public Accountant firm, MGO, presented their report related to the audit of the financial statements of the San Mateo Medical Center for the year ended June 30, 2025.</p> <p>In the course of the audit, there were no misstatements that were not recorded by management and no material adjustments identified. No significant issues arising from the audit were discussed or were the subject of correspondence with management.</p>	FYI
<p>Epic Update</p> <p>Dr. CJ Kunnappilly, Dr. Amar Dixit, Rich Bailey</p>	<p>Epic Wave 1 Scope and Functionality was the largest IT system implementation in history of SMC Health. It was a collaboration across SMMC, CHS, Public Health, BHRS, HIT, and ISD. It has resulted in improved patient experience and improved staff experience.</p> <p>Epic Wave 1: Proven Value at SMMC</p> <ul style="list-style-type: none"> • Unified inpatient and ambulatory clinical record • Improved safety, reliability, and clinician experience • Standardized workflows across core services • Strong adoption with measurable operational gains <p>Wave 1 connected the medical center. Everything around it is still fragmented and it can result in risk, inefficiency, and cost lives. We are essentially halfway on our Epic journey, which doesn't currently integrate with the many systems used in non-Epic divisions. Mosaic will result in One County Health:</p> <ul style="list-style-type: none"> • Unified longitudinal record • Real-time data across settings • Safer transitions of care • Scalable platform for the future <p>As regulatory and reporting requirements continue to grow, we need a platform that allows us to respond consistently and confidently across the enterprise. At the same time, our workforce is under strain, and modern, integrated tools are essential to supporting staff and maintaining quality care.</p> <p>Looking ahead through our Mosaic:</p> <ul style="list-style-type: none"> • Seamless care across the continuum for One County Health • Reliable data for quality, finance, and planning • Stronger clinician and patient/ client experience • Foundation for innovation, analytics, and AI 	FYI
<p>True North Update</p> <p>Dr. CJ Kunnappilly</p>	<p>Vision: Every patient will live their healthiest life.</p> <p>Mission: We partner with our community to provide excellent health care for patients including those experiencing social, environmental or economic challenges.</p>	FYI

	<p>Values: We commit to equity. We seek collaboration. We embrace learning. We inspire trust. We nurture ownership.</p> <p>What would success look like in 10 years? How can we measure progress:</p> <ul style="list-style-type: none"> • Patient self-assessment of health • SMMC quality index • SMMC patient experience • Number of assigned patients who are actively engaged in care • Likelihood to recommend SMMC as a great place to work <p>What do we need to do this year?</p> <ul style="list-style-type: none"> • All of the above plus the Cost per patient, per month <p>True North Equation = Strategy Deployment + Operational Effectiveness + “Big Rocks”</p> <p>Strategy Deployment: Developing a new standard (process, method) to meet customer needs in a way that is different from others.</p> <p>Operational Effectiveness: Improving a current standard (process, method)</p> <p>“Big Rocks:” The big projects that consume cross-organizational resources but will not create differentiation.</p> <p>Breakthrough Initiative addresses the top strategic barriers (or opportunities) to achieving our vision</p> <p>This year’s breakthrough objective is <u>Redefining our relationship with our patients</u></p> <p>Annual Organizational Plan</p> <p>Breakthrough Initiative Strategy: Rapidly make Operational changes based on Feedback.</p> <p>Big Rocks: Empower staff and leaders with actionable data.</p> <p>Big Rocks: Engage staff and leaders by building trust.</p> <p>Big Rocks: Operational changes to address state and federal changes.</p> <p>Operational Effectives: Council-led improvement work.</p>	
Financial Report Jennifer Papa, CFO	The November 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 includes highlights from 2025 and answered questions from the Board. Dr. Kunnappilly offered his congratulations to Dr. Grace Hassid who is the recipient of the Women in County Government Award for Public Service – Going the Extra Mile.	FYI
County Health Chief Report	Colleen Chawla reported on SMMC’s newly renovated health campus which officially opened in December. It marked the completion of a multiyear effort to modernize facilities and better serve San Mateo County	FYI

Colleen Chawla	residents. The updated campus consolidates medical care, social services and administrative functions at a more accessible site. It houses the public hospital, county coroner's office, and public health laboratory.	
County Executive Officer Mike Callagy	County Executive Mike Callagy announced the appointment of four experienced leaders to top positions in the County Executive's Office: Justin Mates and Adam Ely as Assistant County Executives Rocio Kiryczun and Nicholas Calderon as Deputy County Executives	FYI
Board of Supervisors Supervisor Noelia Corzo	Supervisor Corzo extended an invitation to attend the January 6 BOS meeting and the Reorganization of the Board of Supervisors is on the agenda. During the January 13, 2026 BOS meeting, the BOS Committee Assignments will be finalized.	FYI

Supervisor Corzo adjourned the meeting at 9:21 AM. The next Board meeting will be held on February 2, 2026.

Minutes recorded by:
Michelle Lee

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

ADMINISTRATION REPORTS

Financial Performance Update

January 5, 2026



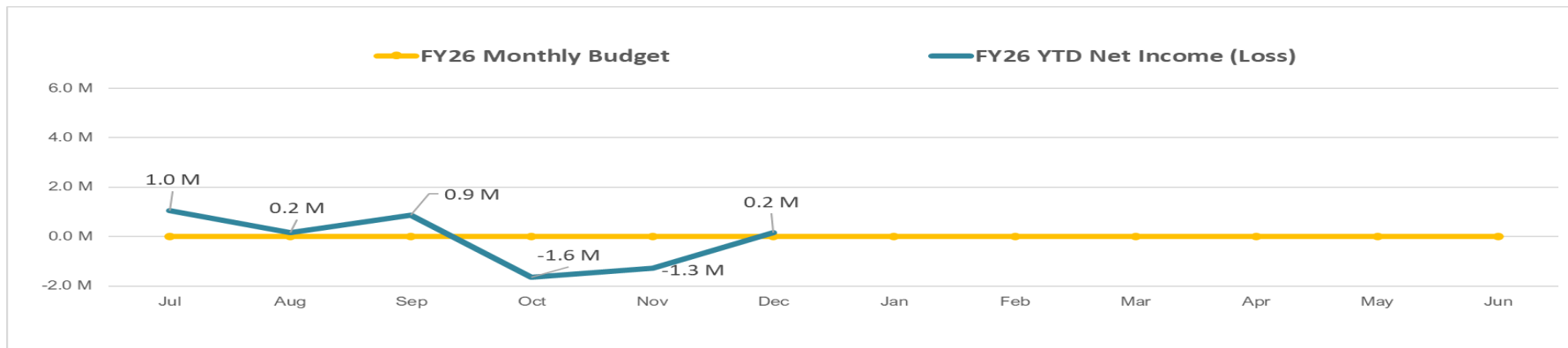
SAN MATEO COUNTY HEALTH
**SAN MATEO
MEDICAL CENTER**

Agenda

1. FY 25-26 December Results
2. Volume Trends
3. Cash Forecast
4. Patient Accounts Key Performance Indicators

Financial Results Summary – December 2025

December	Year-to-Date
\$1.4M With Epic Contribution	\$160K With Epic Contribution



- **General Exp:** \$2.4M favorable Dec
- **Labor Costs:** \$10.7M favorable YTD
- **FTEs:** (1,113 Actual | 1,231 Budget, Dec)

- **Fees and Purchased Svc:** -\$474K unfavorable Dec
- **Drugs:** \$1.5M unfavorable Dec

Summary – December is \$1.4M favorable to budget. YTD is near breakeven. We continue to plan for year-end use of prior year reserves established to fund EPIC. Total Labor and Non-Labor costs are ahead of budget year to date. Registry FTE continues decreasing since April 2025. The payer mix remains stable with Medi-Cal averaging 73%. Inpatient and clinic volume are stable within seasonal fluctuation.

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

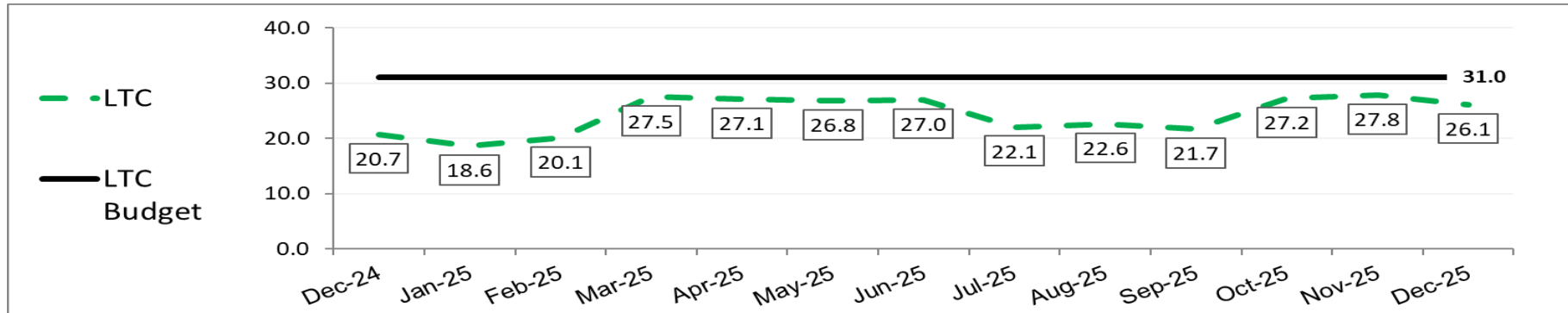
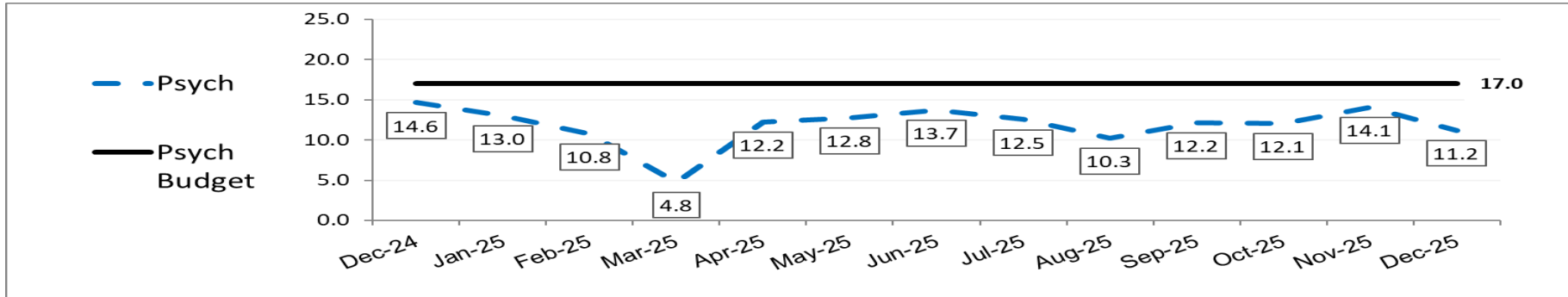
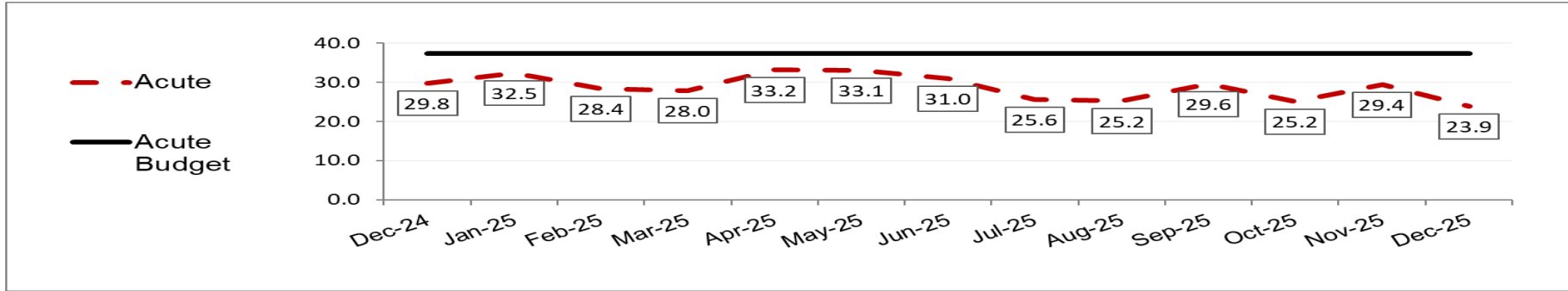


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Inpatient Days December 31, 2025

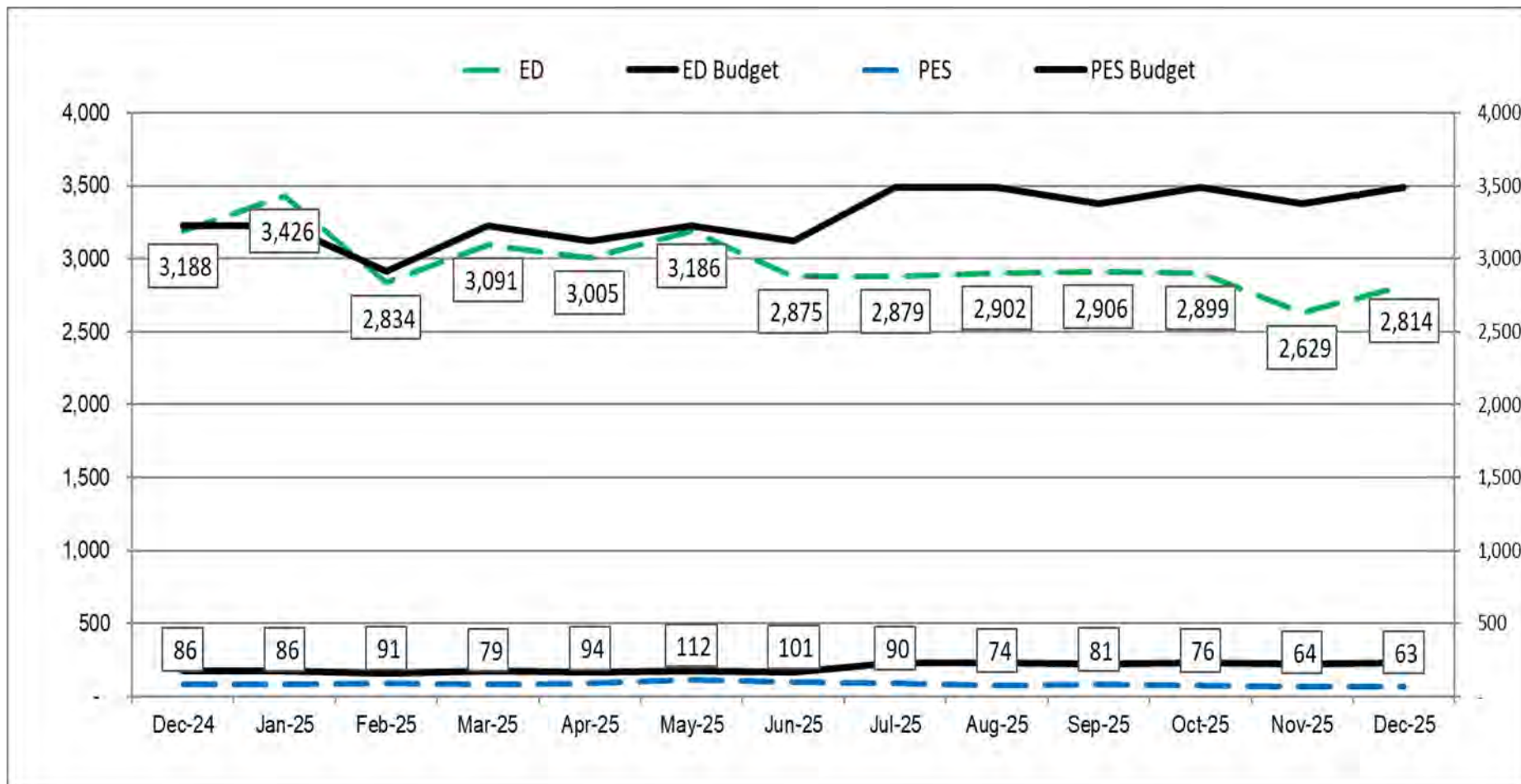
	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
Patient Days	1,898	2,649	(751)	-28%	11,607	15,723	(4,116)	-26%



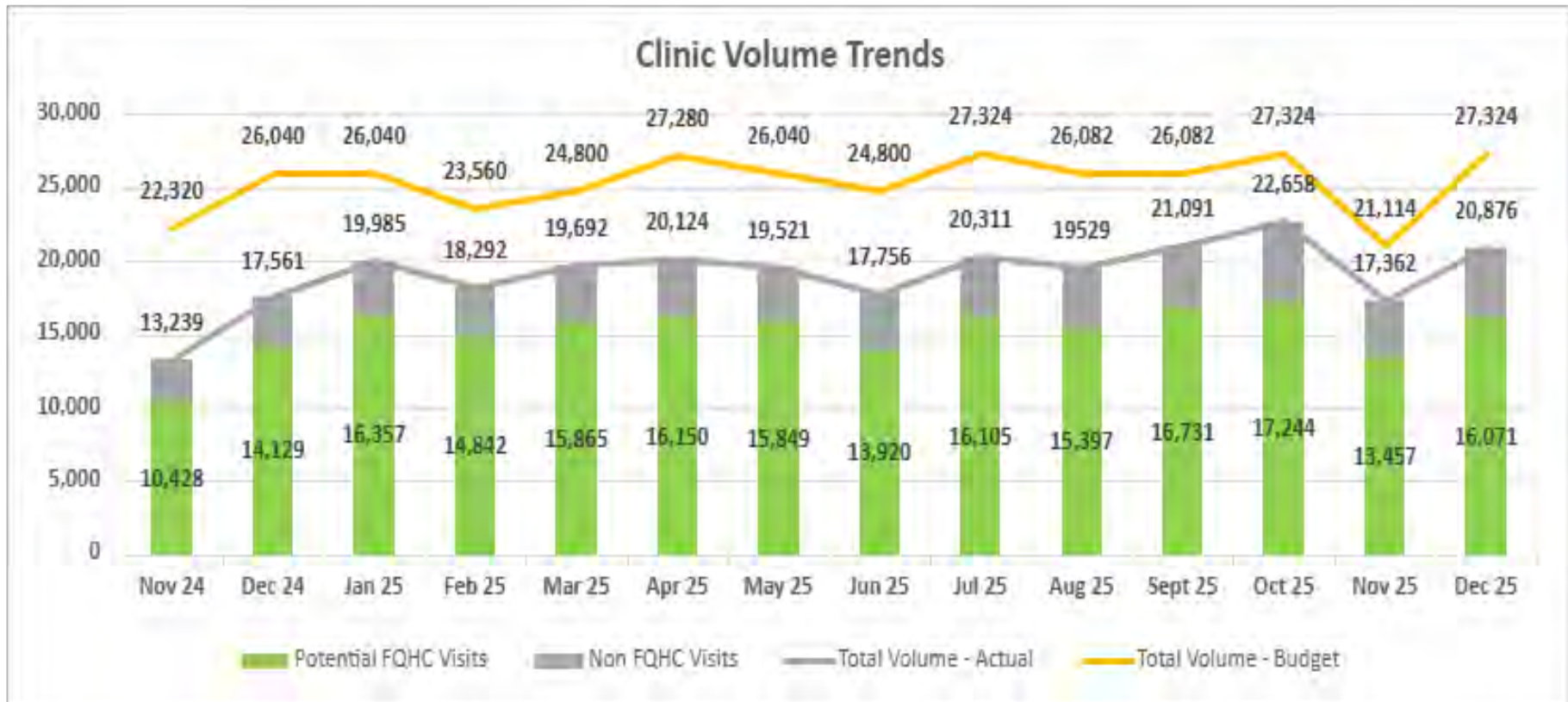
ED Visits December 31, 2025

	MONTH			
	Actual	Budget	Variance	Stoplight
ED Visits	2,877	3,719	(842)	-23%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
17,477	22,074	(4,597)	-21%

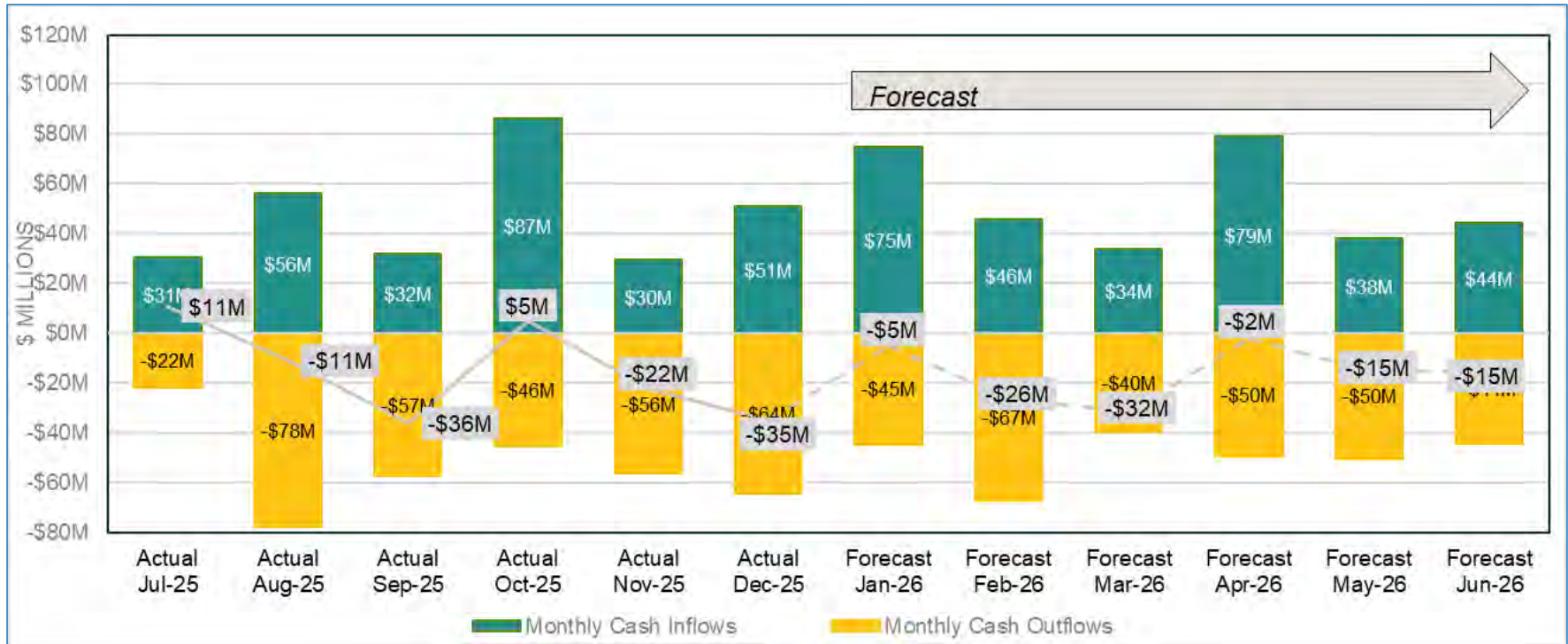


Clinic Visits December 31, 2025



- Clinic visits per day volume increased post-EPIC.
- December volumes returned to trend after a seasonal decrease in November

Cash Position and Forecast



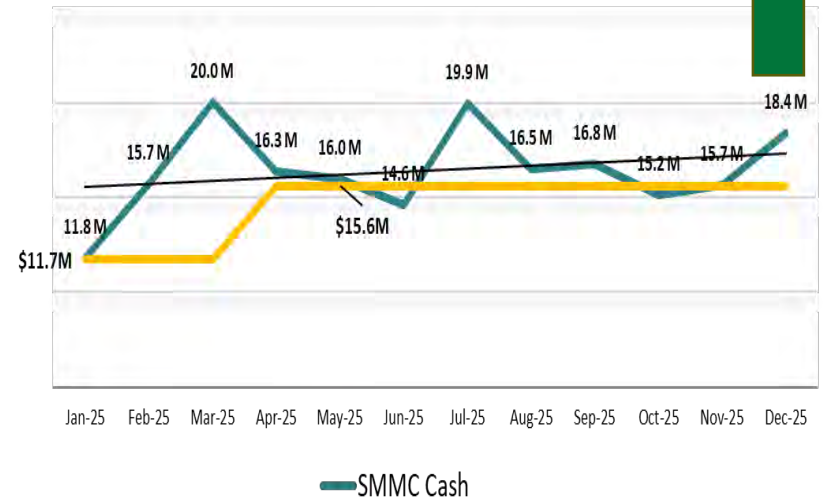
Cash flow challenges & opportunities

- Cash projection change from November reflects:
 - An unexpected delay in a payment previously reflected in December, related to a prior year reconciliation
 - Conservatively, expiration of the delay in Medicaid DSH cuts that are pending congressional action

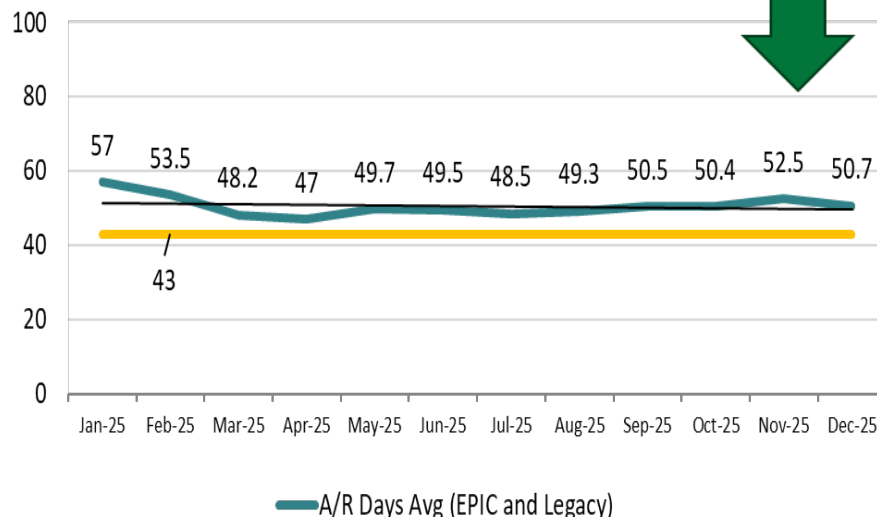
Patient Accounts - Key Performance Indicators

- **Payment Collection Trend** – Dec month-end cash increased due to batch release of claims.
- **A/R (Accounts Receivable) Days Outstanding** - Continue trending just above target, reflecting improvements since EPIC.
- **Unbilled patient accounts** – Unbilled patient account trend reversed and decreasing

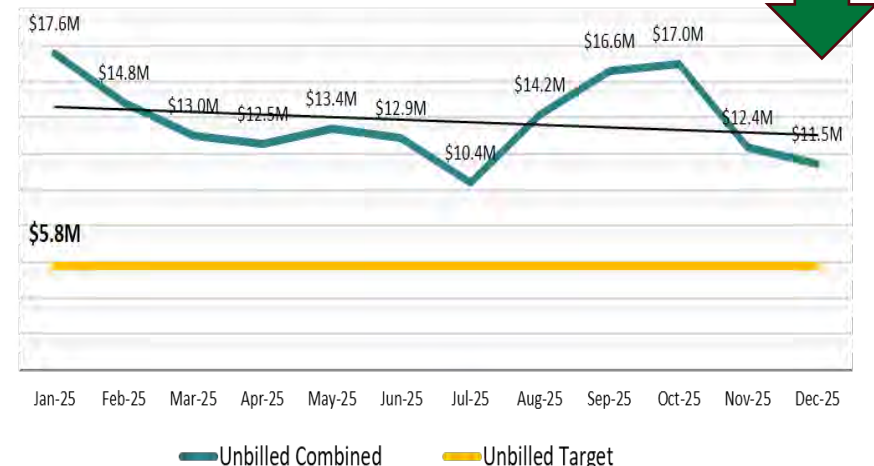
Payment Collection Trend



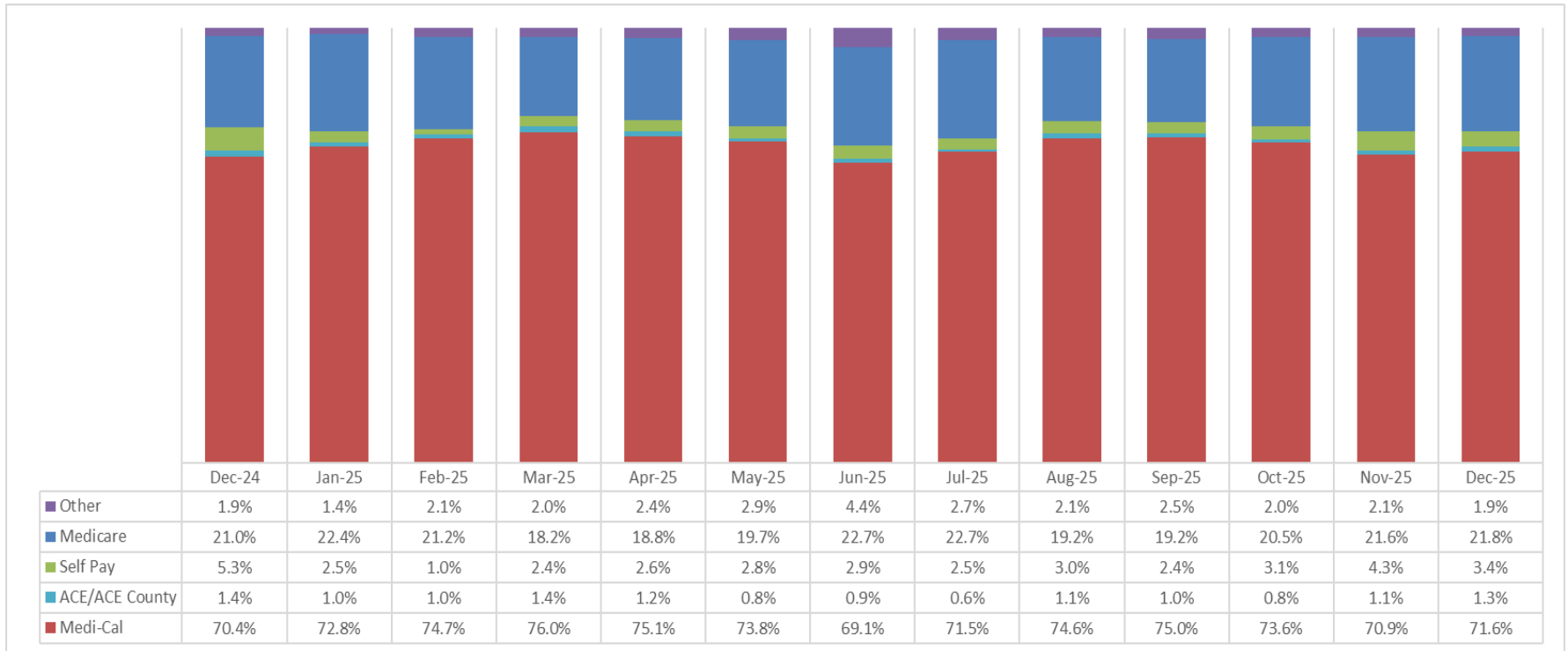
Patient Account Receivable (Days Outstanding)



Unbilled Patient Accounts



Payer Mix



NOTE:

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

Medicare includes Medicare FFS and HPSM Care Advantage

Highlights

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

HPSM Assignments



Highlights

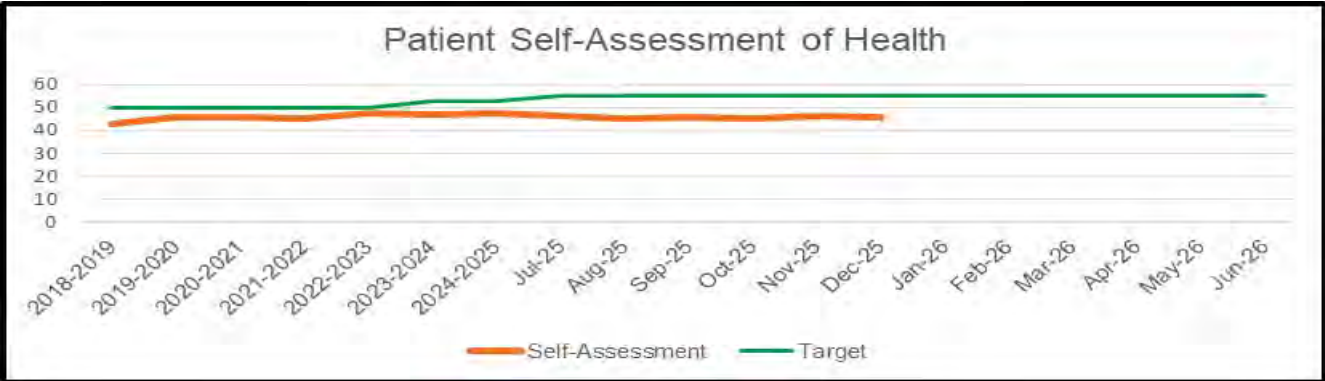
- Total assignments in December decreased slightly.
- Increase in patient count reflects post-EPIC access improvement.
- We continue to monitor assignment levels for any impact related to federal policy changes.

CEO Report

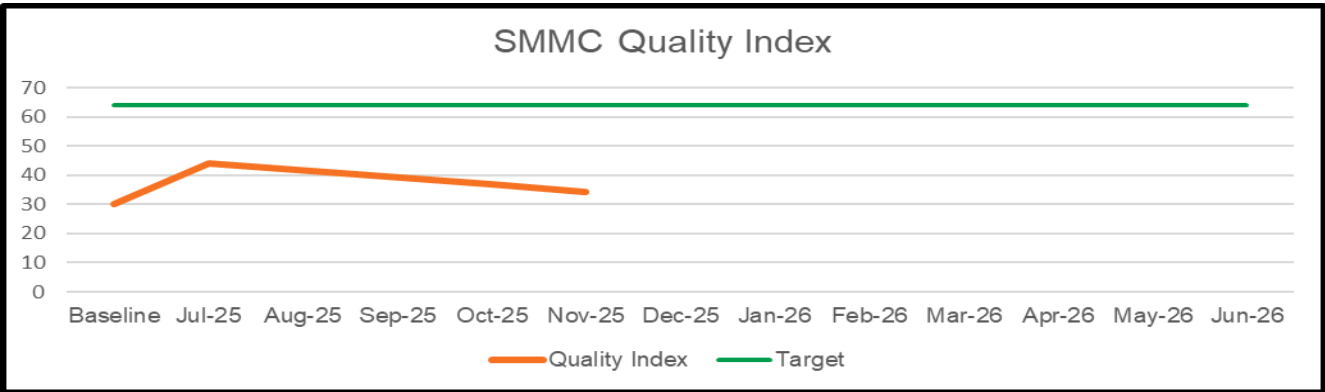
February 2026



Excellent Care

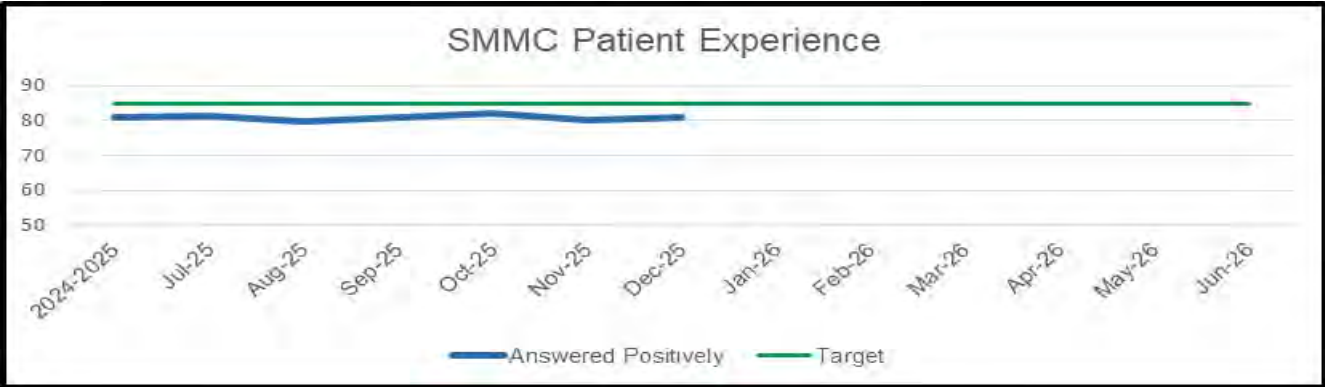


Patient Self-Assessment of Health: Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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.**

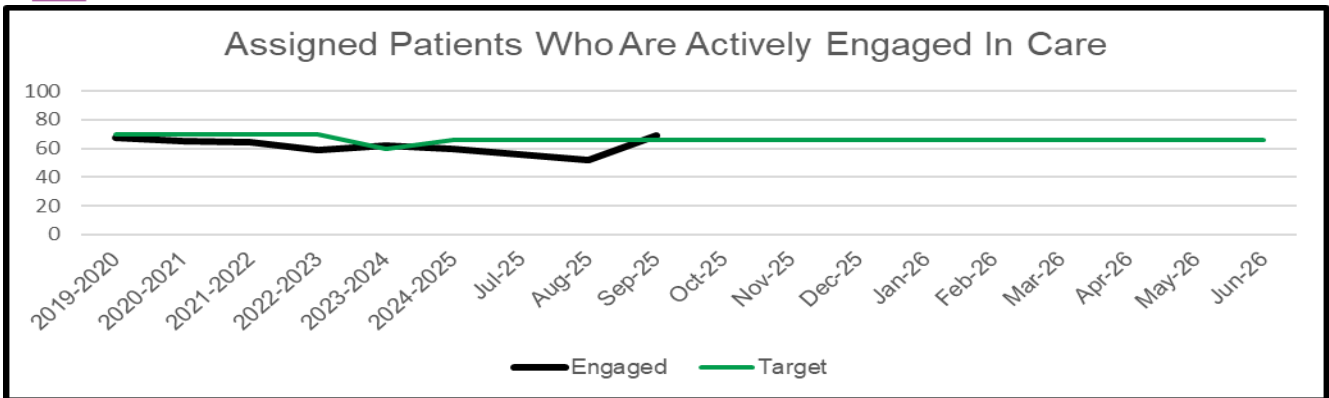
Patient Experience



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.**



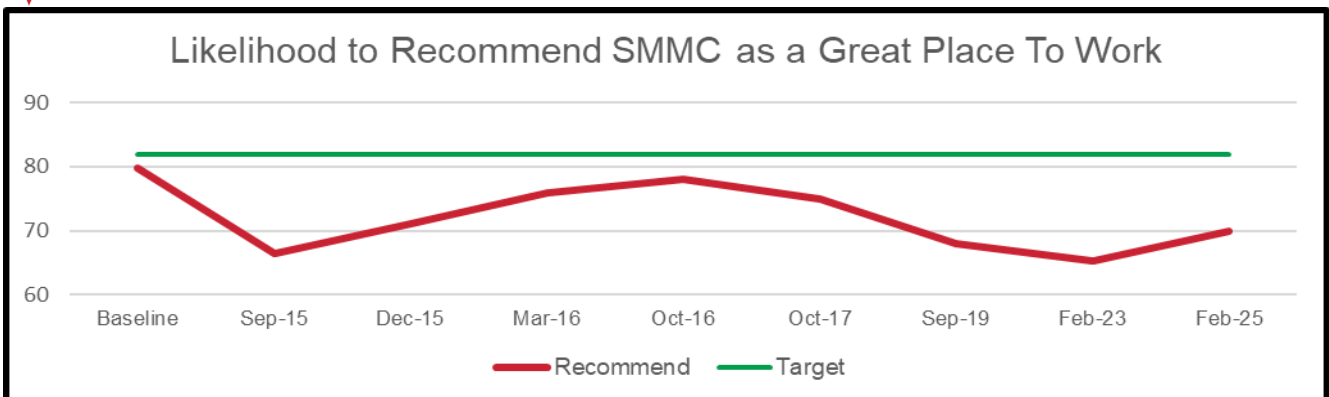
Financial Stewardship



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



Pictured above, left: American Medical Response's Community Outreach Team taught a hands-on CPR class for patients and community members at Fair Oaks Health Center.

CPR Course Offered in Spanish for Fair Oaks Community

Fair Oaks Health Center recently hosted a free CPR course in Spanish for community members. American Medical Response (AMR), who provides 911 emergency ambulance services countywide, facilitated the course with a total of 18 community members in attendance. The course offered caretakers and parents in our community an opportunity to learn a vital and lifesaving skill. The class was lively with participants asking great questions about the skills they learned and working with each other as they practiced CPR skills with mannequins. When asked why it was important to attend the training one participant said, "We can save lives. I have daughters, and I enjoy helping my community."

I am grateful to AMR's Community Outreach Team for facilitating this training and empowering our patients! I also want to thank Lupe Ramos, Senior Community Worker, for organizing the event.

SMMC Strengthens Patient Safety Culture

Last October, SMMC's Quality Assurance team launched our bi-annual Patient Safety Survey. More than 610 staff provided thoughtful and valuable feedback. Overall, the results show that we are making steady progress in strengthening our patient safety culture.

Two surveys were administered: one for clinic staff and one for hospital and support staff. Responses were compared to 2023 to identify key trends and areas of progress. On the hospital survey, staff highlighted teamwork, communication of errors, and leadership support for safety as "excellent." In the clinics, scores improved significantly in five areas: overall perception of patient safety and quality, staff training, communication of errors, organizational learning and teamwork.

Based on suggestions from staff, we will be focused on improving communication to staff about safety reports (general data, resolution, etc.) and addressing challenges in hand-offs between departments and units. I want to thank Linda Wallach, Director of Quality Assurance, and our Regulatory Readiness Committee for their leadership and commitment to patient safety.

Improvement System Updates

SMMC's improvement work has gotten off to a strong start in 2026 with two major efforts in January. The first, sponsored by the Chronic Disease Management Improvement Council, sought to improve our ability to support patients with diabetes in accessing critical vision screening and care. This effort resulted in a number of changes including incorporating diabetic retinal screening into the flow of

routine clinic visits. We look forward to monitoring the impact of this work. Toward the end of the month, the Time Limited Conditions Improvement Council sponsored work focused on access to contraception. The specific focus is to provide timely access to contraceptive options through alternatives to a provider visit. February is looking even busier, and we look forward to sharing that work with the board as it develops.

SMMC Receives Community Partnership Award for Improving Health of Latina Women

San Mateo Medical Center (SMMC) will receive a 2026 Community Partnership Award from Stanford University on March 3, 2026, for their work to improve the health of Latina women. Vida Sana y Completa (Healthy and Complete Life) is a research partnership between SMMC and Stanford University evaluating the impact of providing food resources in addition to lifestyle education and support rather than education and support alone.

This longitudinal study championed by Dr. Rakhi Singh, Supervising Provider at FOHC and Dr. Jeanette Aviles, Medical Director of Primary Care, in partnership with Wei-ting Chen, PhD and Lisa Rosas, PhD both of Stanford University began in 2022. Through their research, the team developed a model for community-based diabetes prevention that connects Latina women to behavior coaching, nutrition education, peer support and healthy food.

I want to thank Dr. Singh and Dr. Aviles for their leadership in this critical work.

Emily Weaver Selected to Participate in Harvard Leadership Training Program

Emily Weaver, Deputy Director for Ancillary Services, has been selected as one of a small number of San Mateo County participants in the 2026 Harvard Kennedy School's Senior Executives in State and Local Government Executive Education Program. The program, held at the Harvard Kennedy School of Government, is geared toward enabling and empowering government leaders with the skills necessary to navigate the challenges of public sector work. The program will be held over several weeks this coming summer. Congratulations to Emily for being selected for this program.

Thank You to San Mateo County Supervisor David Canepa

After nearly nine years on the San Mateo Medical Center Hospital Board, Supervisor David Canepa will be leaving the Hospital Board for new board and committee assignments. This change came as part of the routine annual reorganization of the Board of Supervisors. In addition to serving as a Director on the Hospital Board, Supervisor Canepa also served as its chair for approximately two years. I want to thank Supervisor Canepa for his ongoing support of the Medical Center and specifically thank him for his active and insightful engagement on the Hospital Board. We wish him all the best moving forward.

Welcoming Supervisor Jackie Speier to the Hospital Board

As Supervisor Canepa departs from the Hospital Board, we want to welcome Supervisor Jackie Speier who will now join Supervisor Noelia Corzo as the second member of the Board of Supervisors on the Hospital Board. Supervisor Speier is a long-time supporter of the Medical Center through her previous time on the Board of Supervisors, her time as our local Congresswoman, and now again on the San Mateo County Board of Supervisors. I have been personally privileged to witness her vigorous support of the most vulnerable County residents through the years. We look forward to having her on the Hospital Board.



January 2026

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	769 (December 2025)	1.3%	-14.6%
SMMC Emergency Department Visits	2,877 (December 2025)	6.7%	-16.3%

Environmental Health Services Responds to New Fuel Tank Requirements



Environmental Health Services has been overseeing fuel tank replacements at gas stations across San Mateo County ahead of the January 1, 2026, state deadline to strengthen protections for soil and groundwater. The 2014 law requires underground fuel tanks to be double walled to reduce the risk of leaks and contamination. Single-walled tanks must be replaced.

As older single-walled tanks are taken out of service, Environmental Health Services oversees soil sampling and groundwater testing to ensure environmental hazards are identified and addressed. This work helps prevent petroleum contamination from impacting water sources and nearby communities. EHS also oversees permitting and installation of the new tanks to ensure safety.

Since 2015, the [State Water Resources Control Board](#) has provided over \$183 million in grants and loans to support gas station owners in removing single-walled tanks.

Emergency Medical Services Enhances Wheelchair Transport Safety

Emergency Medical Services has [strengthened practices](#) to ensure people who use specialized or motorized wheelchairs are reunited with their equipment when transported by 911 ambulances. The new resources allow a patient or first responders to request separate transport of a wheelchair to the same hospital destination when the wheelchair cannot be secured safely inside the ambulance.

American Medical Response wheelchair-accessible vans and South San Francisco Fire Department utility vehicles now collect and deliver wheelchairs directly to the hospital where the patient is being treated. This approach reduces the risk of costly loss or damage to essential mobility equipment and supports dignity and continuity of care for residents who depend on wheelchairs.

Emergency Medical Services developed these enhanced protocols with input from the Emergency Medical Care Committee and the Stanford Medicine Alliance for Disability Inclusion and Equity. This collaboration reflects **County Health's** commitment to improve outcomes for all county residents and to ensure that the emergency response system addresses the needs of people with disabilities.

BHRS Celebrates Health Ambassador Graduation Milestone



Behavioral Health and Recovery Services celebrated the graduation of a new Health Ambassador cohort in December, marking a milestone as the program surpassed 100 graduates. The event brought together Health Ambassadors, community partners and staff to recognize the growing network of trusted messengers who help bridge systems and communities across San Mateo County.

Health Ambassadors draw on lived experience and cultural connection to reduce stigma, share information and help individuals and families navigate behavioral health services. Surpassing 100

graduates reflects the program's sustained impact and its role in expanding access to care, strengthening trust and supporting recovery in communities that face barriers to accessing mental health and substance use services.