



# AGENDA

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Board of Directors	Monday, March 2, 2026	8:00 AM
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San Mateo Medical Center Board Room, 225 37<sup>th</sup> Ave., San Mateo, CA 94403

This meeting of the San Mateo Medical Center Board of Directors will be held in the SMMC Boardroom, 225 37<sup>th</sup> 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](mailto:mlee@smcgov.org) by 9:00 AM on the business day before the meeting and such written comments should indicate the specific agenda item on which you are commenting.

## A. CALL TO ORDER

## B. CLOSED SESSION

### *Items Requiring Action*

- |                                       |                    |
|---------------------------------------|--------------------|
| 1. Medical Staff Credentialing Report | Dr. Frank Trinh    |
| 2. Quality Report                     | Dr. Abhishek Gowda |

### *Informational Items*

- |                                |                 |
|--------------------------------|-----------------|
| 3. Medical Executive Committee | Dr. Frank Trinh |
|--------------------------------|-----------------|

## C. REPORT OUT OF CLOSED SESSION

## D. PUBLIC COMMENT

Persons wishing to address items on the agenda and not on the agenda.

## E. FOUNDATION REPORT

John Jurow

## F. CONSENT AGENDA

### *Approval of:*

1. February 2, 2026 SMMC Board Minutes

## G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh



SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

# **BOARD OF DIRECTORS MEETING**

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

SMMC Board Room  
225 37<sup>th</sup> Ave.  
San Mateo, CA 94403

**H. ADMINISTRATION REPORTS**

- |   |  |
|---|--|
| 1. Department of Imaging  | Dr. Alpa Sanghavi..... Verbal<br>Jackie Pelka              |
| 2. Compliance Update  | Gabriela Behn..... Verbal                                  |
| 3. Operational Redesign in Response to State<br>and Federal Changes | Jennifer Papa.... Verbal<br>Rob Larcina<br>Michele Medrano |
| 4. Financial Report   | Jennifer Papa.... TAB 2                                    |
| 5. 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
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**K. BOARD OF SUPERVISOR REPORT**

Supervisor Noelia Corzo
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**L. ADJOURNMENT****ADA Requests**

Individuals who require special assistance or a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting, should contact Michelle Lee, at [mlee@smcgov.org](mailto:mlee@smcgov.org), as early as possible but not later than 9:00 AM on the business day before the meeting. Notification in advance of the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting, the materials related to it, and your ability to comment.

###

# CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS  
MEETING MINUTES  
Monday, February 2, 2026  
SMMC Board Room, 225 37<sup>th</sup> Ave., San Mateo, CA

**Board Members Present**

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

**Staff Present**

Jennifer Papa	Michelle Lee	Emily Weaver
John Jurow	Priscilla Romero	Jack Nasser
Robert Blake	Rebecca Archer	
Rob Larcina	Jacki Rigoni	
Jen Gordon	Neeraj Sonalkar	
Dr. Jeanette Aviles	Dr. Aileen Shieu	

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Dr. Kunnappilly 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 8:12 AM for the Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for February 2, 2026. Medical Executive Committee Minutes from January 13, 2026.	Rebecca Archer reported that the Board unanimously approved the Credentialing Report and accepted the MEC Minutes.
Public Comment	None.	
Foundation Report John Jurow	John Jurow reported that for the year end appeal, more new donors supported the Foundation than in years past. The Foundation is recruiting new Board members and hiring new office staff. David McGrew, retired SMMC CFO, will step into the role of Finance Partner as Elena Ricevuto steps down.  Gift Shop is targeted to open by the end of 2026.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from January 5, 2026.	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.

<p>Medical Staff Report Dr. Frank Trinh</p>	<p>Provider wellbeing task force is working on various projects. Contracted providers want to be able to use the fitness center at the hospital. There is work underway to make that happen and Drs. Trinh and Turshani are working together on this.</p>	<p>FYI</p>
<p>Infection Prevention and Employee Health Report  Clark Telar</p>	<p>The Infection Prevention &amp; Control and Employee Health Department covers the hospital, clinics, and Burlingame Skilled Nursing.</p> <p>Infection Prevention and Control: Risk Assessment; Program Implementation and Evaluation; Healthcare Associated Infection Syndromic Surveillance and Monitoring; Environmental Surveillance; Outbreak and High Consequence ID Response and Management; Education and Training; Regulatory/Accreditation Compliance.</p> <p>Employee Health: Hotline Services; Medical Surveillance and Health Screening; Prevention and Health Promotion; Immunization; Training; Employee Health Record Management; Regulatory/Accreditation Compliance.</p> <p>Successes: Hand hygiene compliance rates are high Healthcare-associated infections such as Central Line-Associated Bloodstream Infection (CLABSI) and Catheter-Associated Urinary Tract Infection (CAUTI) rates are at 0.0</p> <p>Key Challenges: Staff exposures to communicable diseases and emerging diseases; Immunizations: Environment of Care; Infection Prevention and Control Practices</p>	<p>FYI</p>
<p>SMMC Breakthrough and Strategy Update  Robert Blake, Rob Larcina, Jack Nasser, Jen Gordon, Neeraj Sonalkar</p>	<p>Breakthrough Effort: Redefining our relationship with patients Need Statement: SMMC’s mission population needs us to shift our relationship with them to be more proactive in aligning with how they want to interact with us and receive healthcare. Hypothesis: If we build our ability to solicit our patients’ preference and adjust to them in near-real-time, we will redefine our relationship with our patients so that they would choose us for their integrated health needs (and will spread the work through the community), leading to greater likelihood to recommend and engagement, which will improve patient self-assessment of health.</p> <p>Continued to work with Coastside Clinic as the initial site while adding Fair Oaks Health Center to have a larger number of patients to move the Breakthrough Metrics. Create actionable feedback packets for all clinics. Pursue revitalizing WE CARE as a welcoming strategy for our patients to affect likelihood to recommend.</p> <p>Patients need us to intentionally adjust systems to better meet their needs based on their feedback and partnership. If we create comprehensive actionable data packets and coach and support leaders to use this</p>	<p>FYI</p>

	<p>data to continuously test changes in operations...then likelihood to recommend will improve to 85%, Patient engagement will improve to 63%.</p> <p>What we've learned about partnering with patients. Stronger outcomes are achieved through collaboration with patients and stakeholders. Aligning organizational goals with patient and community expectations builds trust. Patient partnership is foundational to delivering excellence in care.</p> <p>Coaching Clinic Teams to drive Experiments and pace: Ongoing testing of two parallel interventions – one-up coaching, and leveraging existing routines e.g., improvement huddles for coaching clinic teams. Spread to Fair Oaks Health Center and continue to spread across all ambulatory clinics by the end of the year. Lab result communication and referral management. Continued refinement of hours of operation. Looking for activities that focus on connection to what patients report as drivers for recommendation.</p>	
Financial Report Jennifer Papa, CFO	The December 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. Supervisor Canepa was recognized for his years serving as a SMMC board member. I look forward to Supervisor Speier's support as she comes on board.	FYI
County Health Chief Report Colleen Chawla	No report.	FYI
County Executive Officer Mike Callagy	The North County Wellness Center is on schedule to open towards the end of 2026. Mr. Callagy expressed the importance of safety for staff and community members when they visit County facilities and will be looking deeper into options for offering county wide security services.	FYI
Board of Supervisors Supervisor Noelia Corzo	<p>The Board of Supervisors Retreat will be held on March 3 at CuriOdyssey. There will be a lot of new items on the program and look forward to spending the day with you.</p> <p>The Family Justice Center has vacancies open and please let your network know to check them out.</p>	FYI

Supervisor Corzo adjourned the meeting at 9:13 AM. The next Board meeting will be held on March 2, 2026.

Minutes recorded by:  
Michelle Lee

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

# ADMINISTRATION REPORTS

# Financial Performance Update

## March 2, 2026



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

# Financial Results Summary

**January**

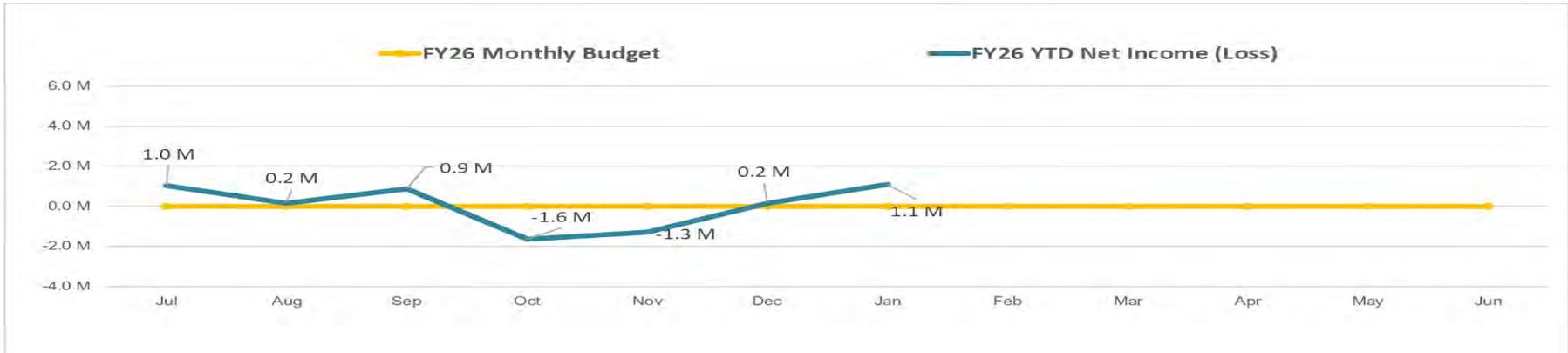
**\$1.0M**

With Epic Contribution

**Year-to-Date**

**\$1.1M**

With Epic Contribution



- **Non-Operating Rev: \$5.2M favorable**
- **FTEs: 1,108 Actual | 1,231 Budget**
- **Labor Costs: \$12.0M favorable YTD**

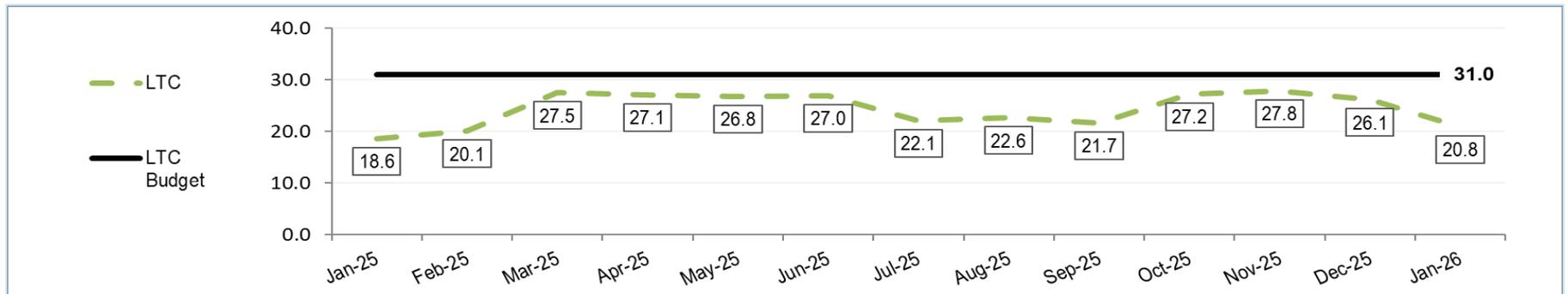
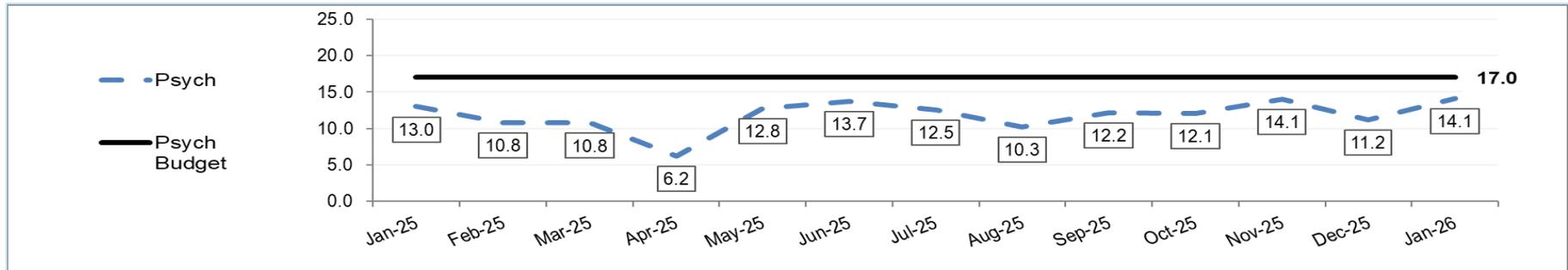
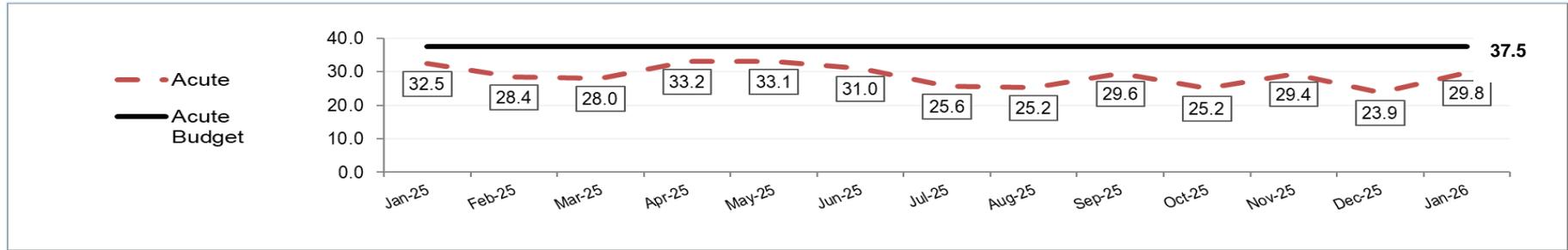
- **QIP/EPP: \$3.2M unfavorable**
- **Drugs: \$540K unfavorable**

**Summary** – January is \$1.0M favorable to budget. YTD is \$1.1M favorable. These results include one-time non-operating revenue. Total Labor and Non-Labor costs (drugs, supplies) 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

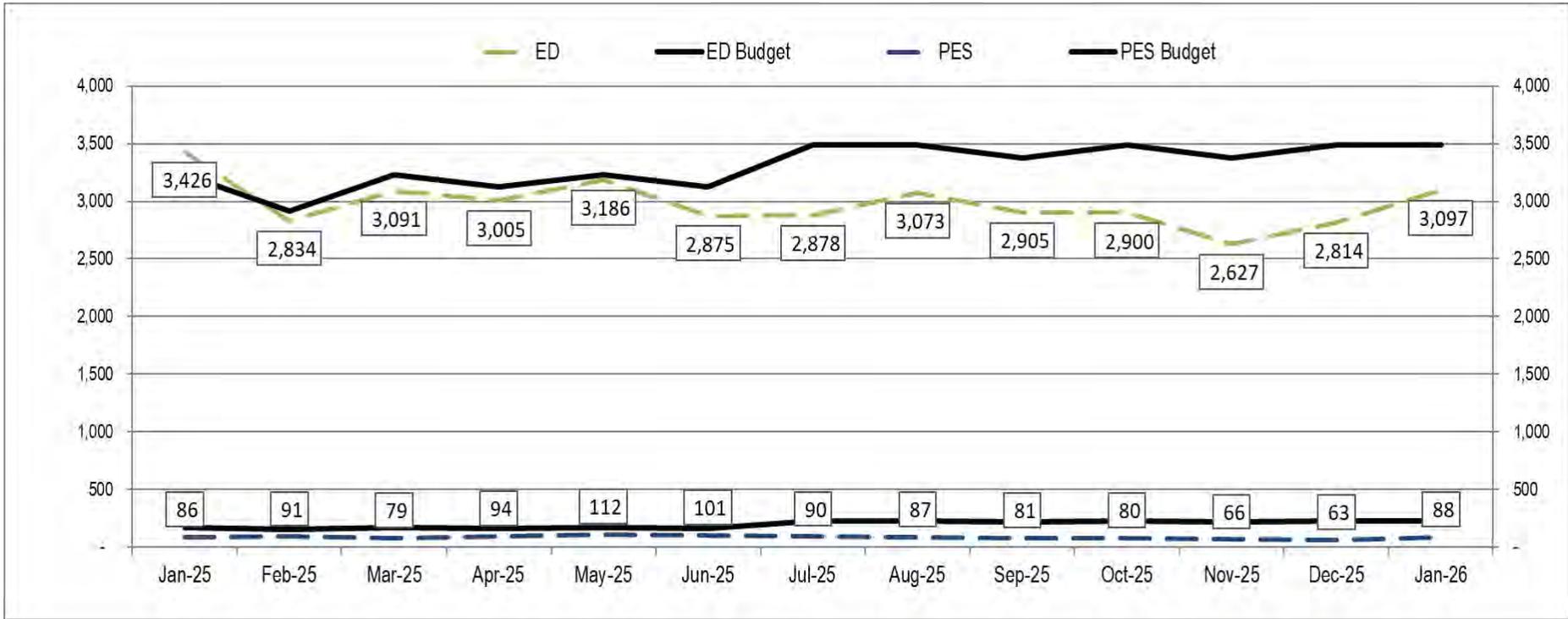
# Inpatient Days

January		Year-to-Date	
Actual	Budget	Actual	Budget
2,008	2,649	13,615	18,373



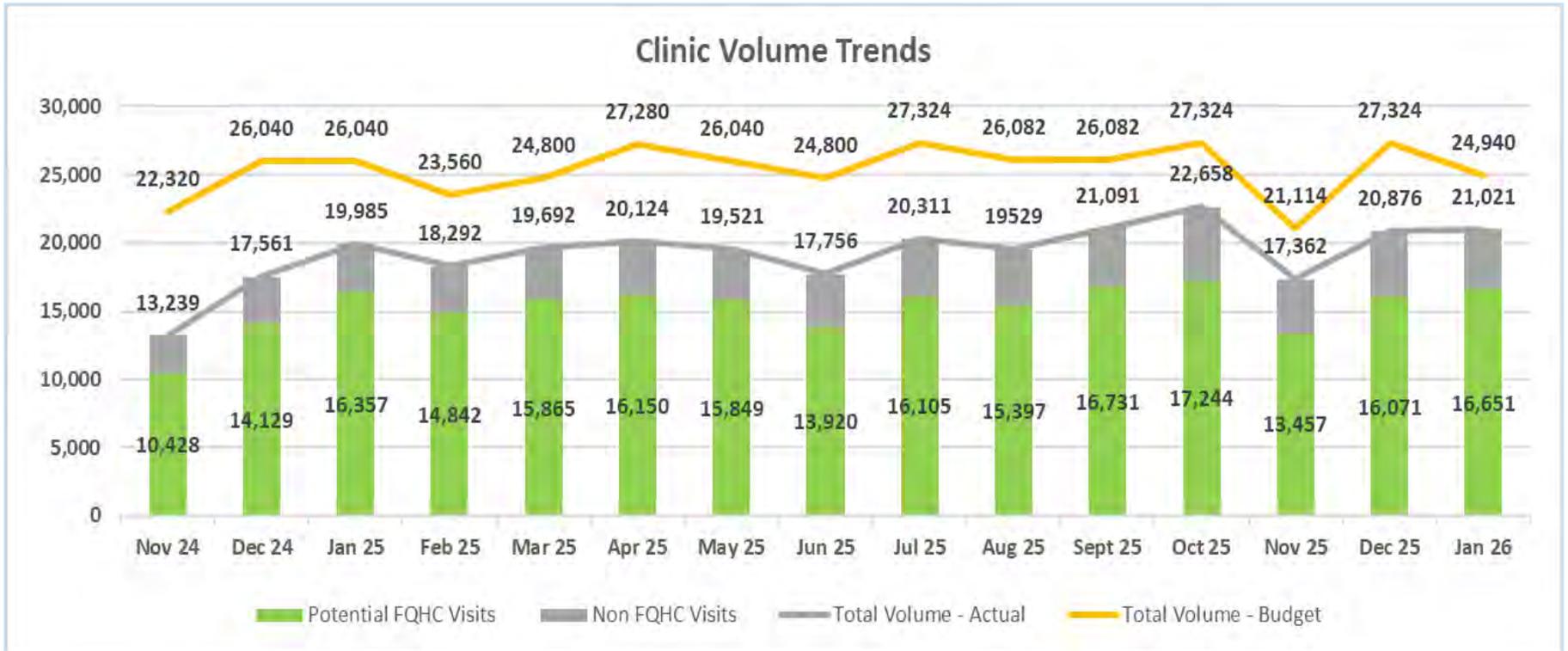
# ED Visits

January		Year-to-Date	
Actual	Budget	Actual	Budget
3,185	3,719	20,849	25,793



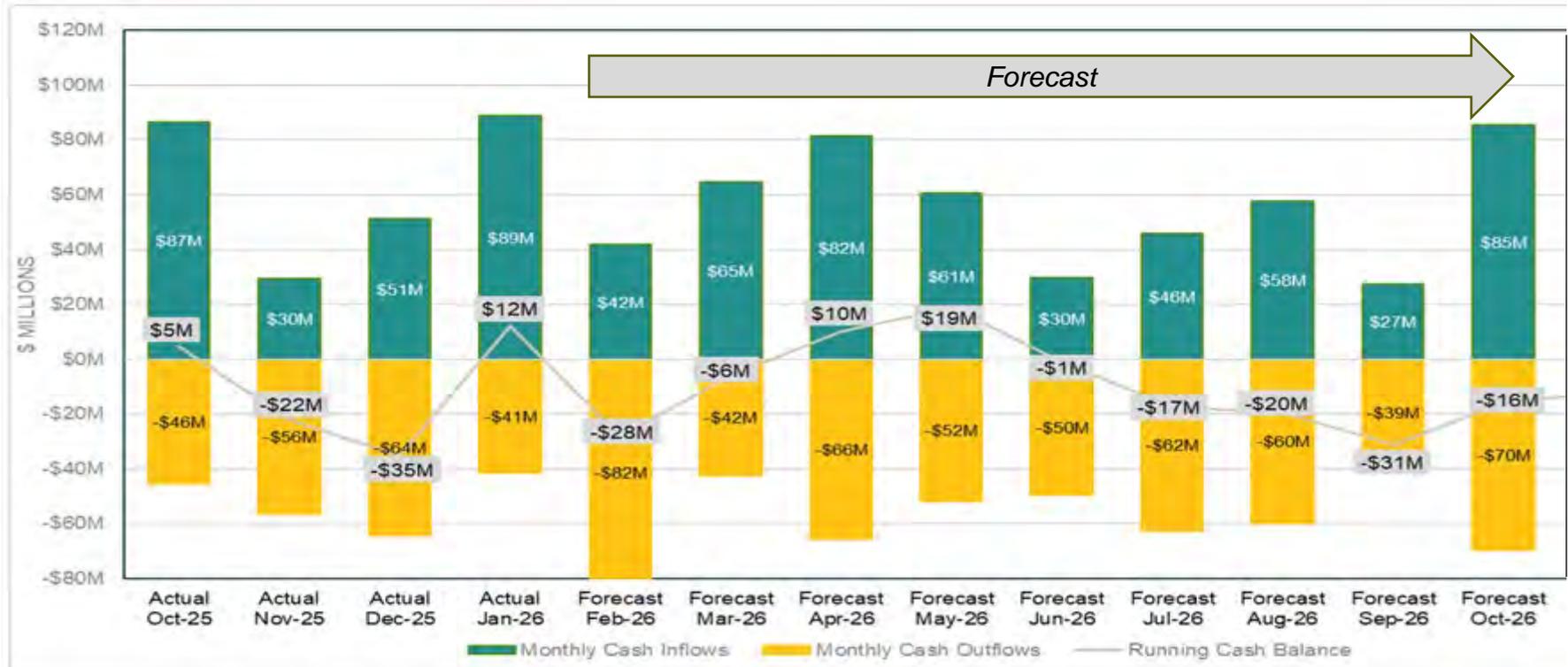
# Clinic Visits

January		Year-to-Date	
Actual	Budget	Actual	Budget
21,021	24,940	142,848	180,190



- Clinic visit volume increased post-EPIC (November 2024). Volume remains stable within reasonable fluctuation, exceeding 1,000 visits per day since September (except for December).

# Cash Position and Forecast

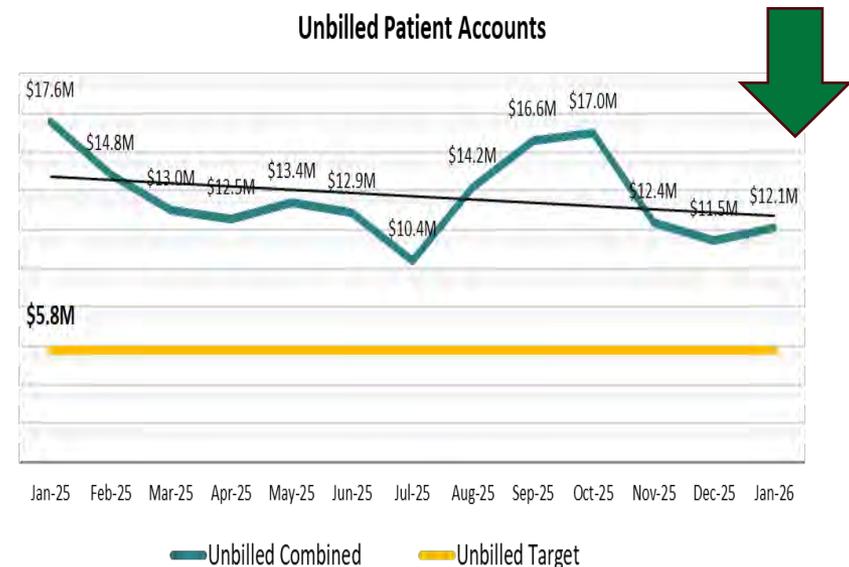
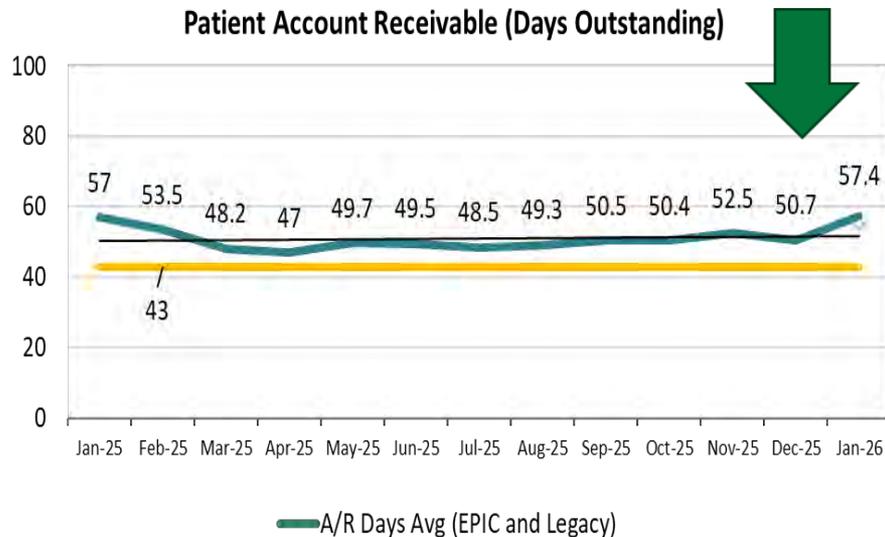
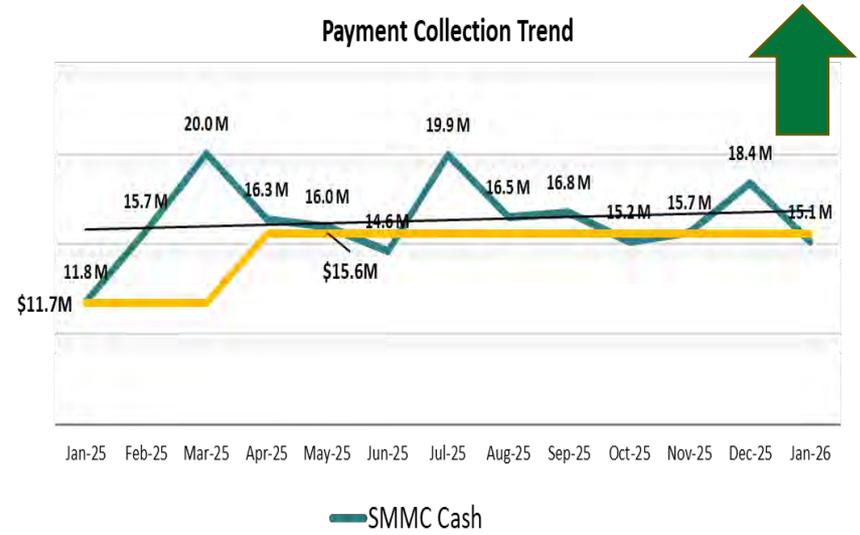


## Cash flow challenges & opportunities

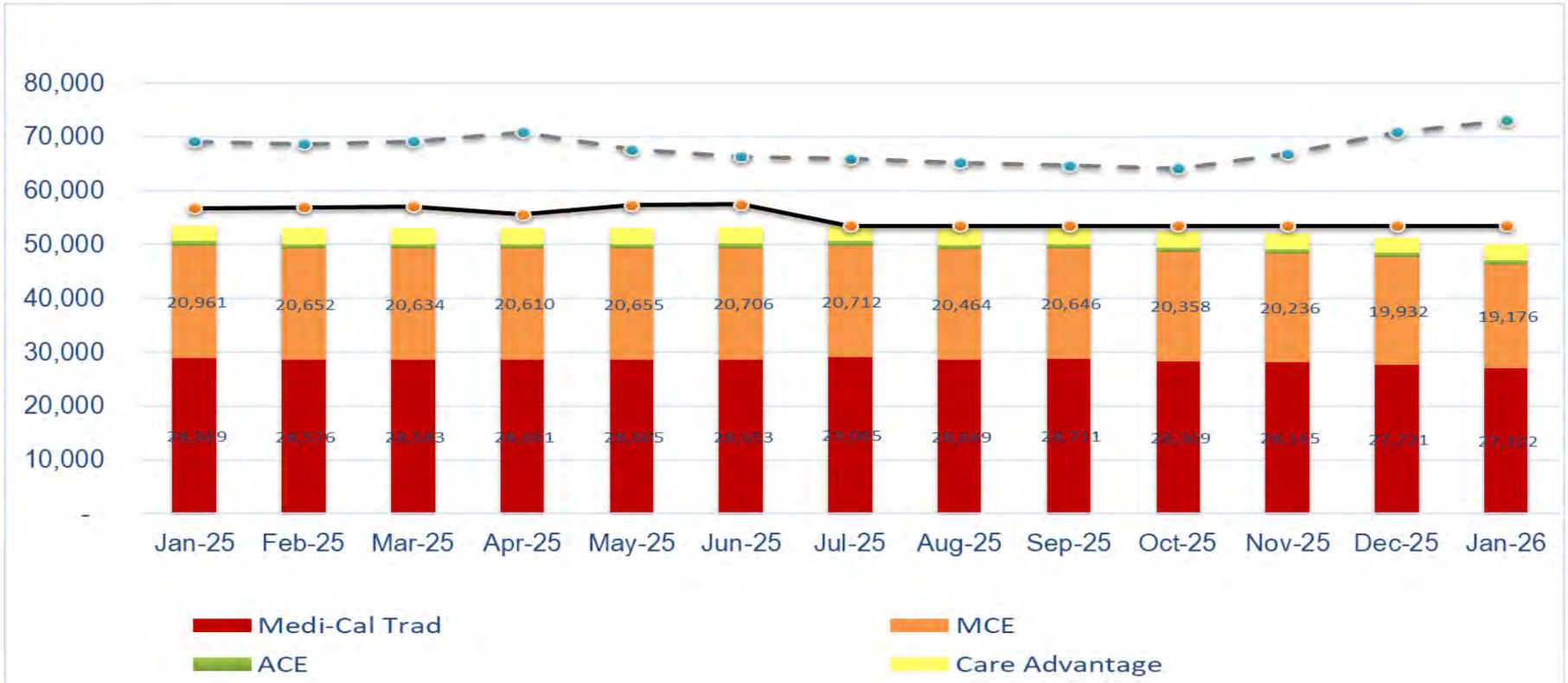
- \$40.6M in net supplemental revenues received in January.
- Fiscal year-end cash balance is projected at -\$1M compared to -\$15M reflected last month, due to Medicaid DSH cut delays.
- Expected to remain below \$45M use of line of credit to avoid paying monthly interest.

# Revenue Cycle Key Performance Indicators

- Payment Collection Trend** – The overall payment collection trend continues to exceed \$15.6M target. February expected to end at \$17M.
- A/R (Accounts Receivable) Days Outstanding** Increase in January reflects claims pending an automated processing solution.
- Unbilled patient accounts** – Consistent with inpatient and infusion charge volume in January.



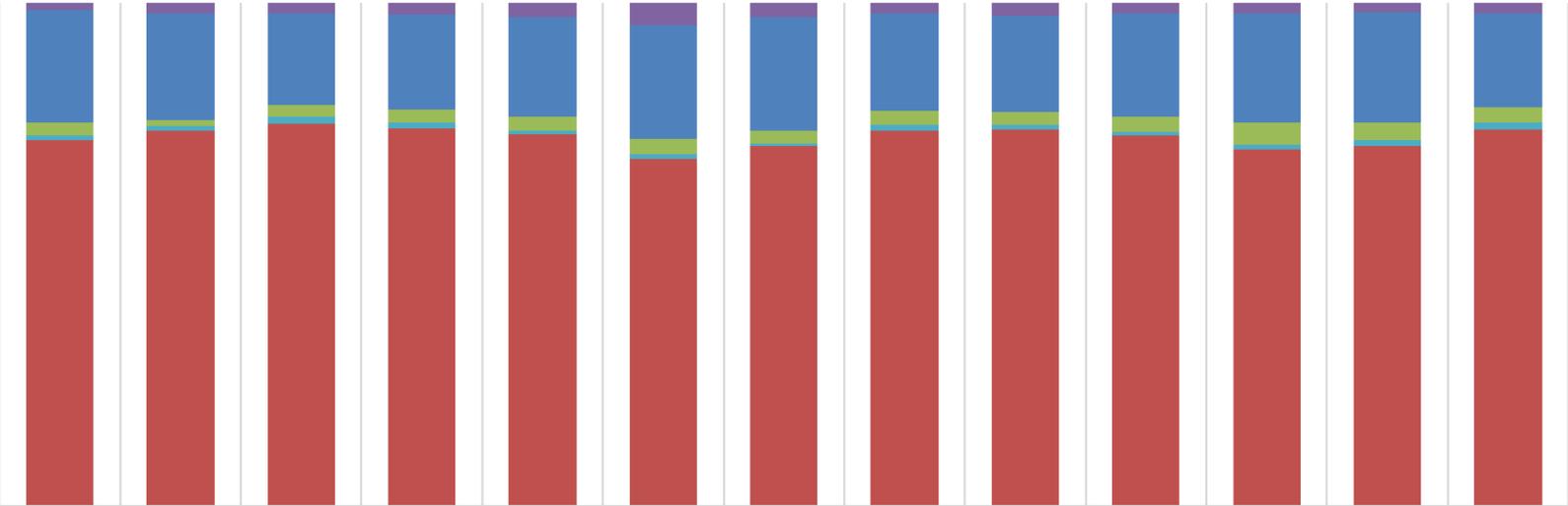
# HPSM Assignments



## Highlights

- Total assignments in January decreased 1,367, reflecting Medi-Cal changes.
- ACE assignments remained stable
- We continue to monitor assignment levels for any impact related to federal policy changes.

# Payer Mix



	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26
Other	1.4%	2.1%	2.0%	2.4%	2.9%	4.4%	2.7%	2.1%	2.5%	2.0%	2.1%	1.9%	2.1%
Medicare	22.4%	21.2%	18.2%	18.8%	19.7%	22.7%	22.7%	19.2%	19.2%	20.5%	21.6%	21.8%	18.7%
Self Pay	2.5%	1.0%	2.4%	2.6%	2.8%	2.9%	2.5%	3.0%	2.4%	3.1%	4.3%	3.4%	2.9%
ACE/ACE County	1.0%	1.0%	1.4%	1.2%	0.8%	0.9%	0.6%	1.1%	1.0%	0.8%	1.1%	1.3%	1.3%
Medi-Cal	72.8%	74.7%	76.0%	75.1%	73.8%	69.1%	71.5%	74.6%	75.0%	73.6%	70.9%	71.6%	75.0%

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

## Highlights

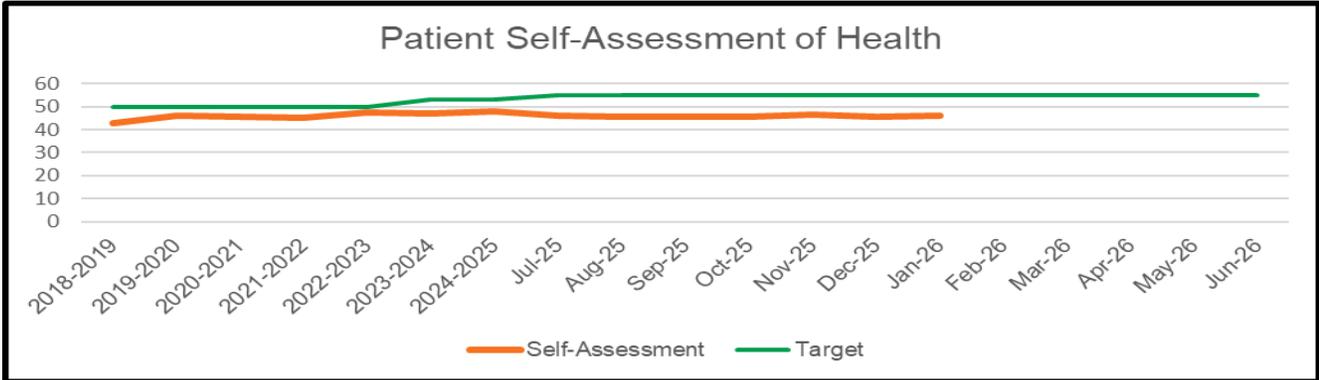
- The payer mix remains stable
- Changes in the Medi-Cal payer mix related to the downstream impact of federal uncertainty are not evident.

# CEO Report

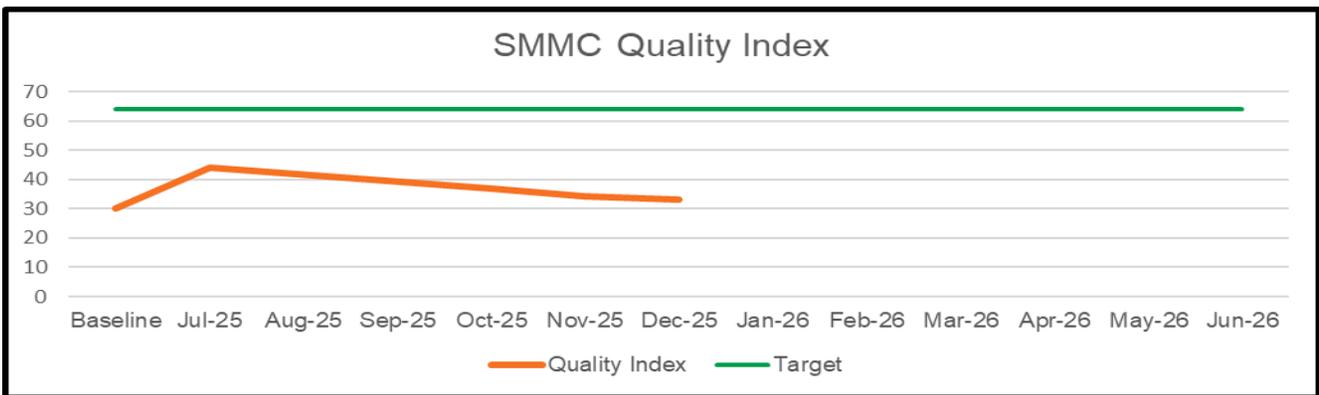
## March 2026



### Excellent Care

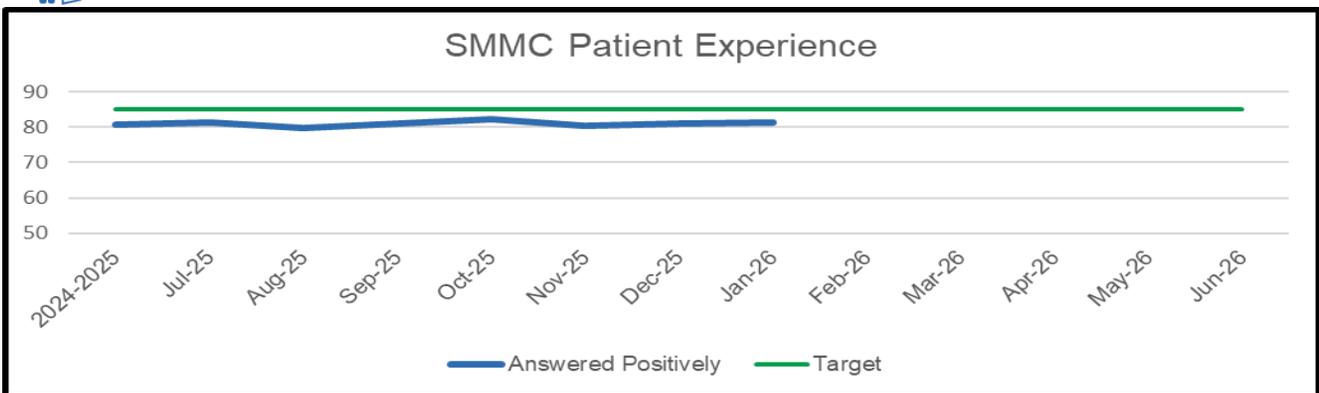


**Patient Self-Assessment of Health:** Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



**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.**

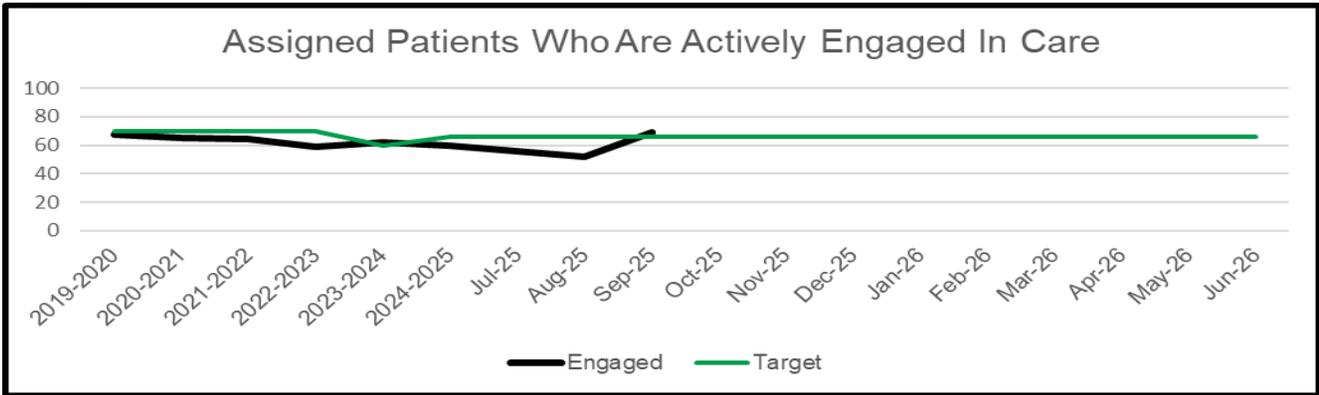
### Patient Experience



**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.**



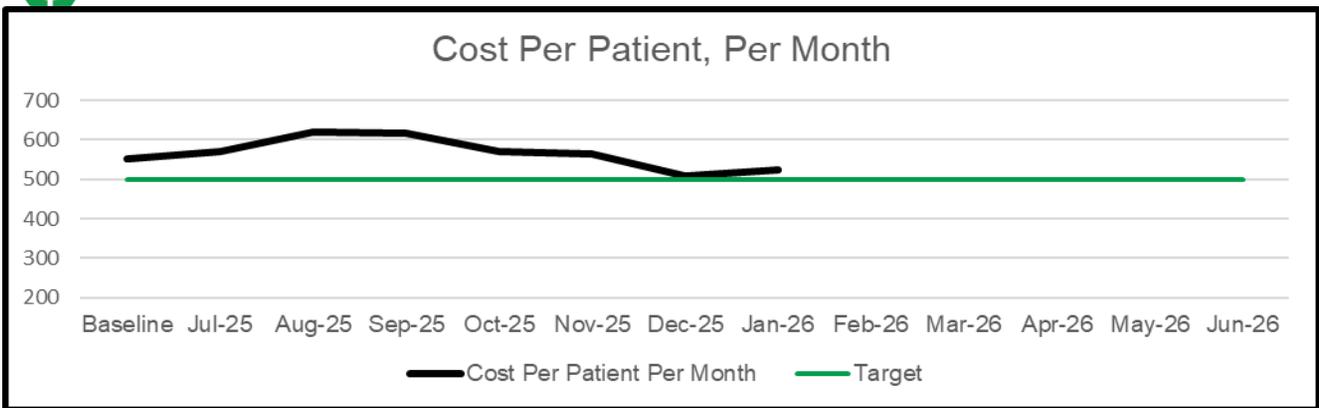
## Access to Care



**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.**



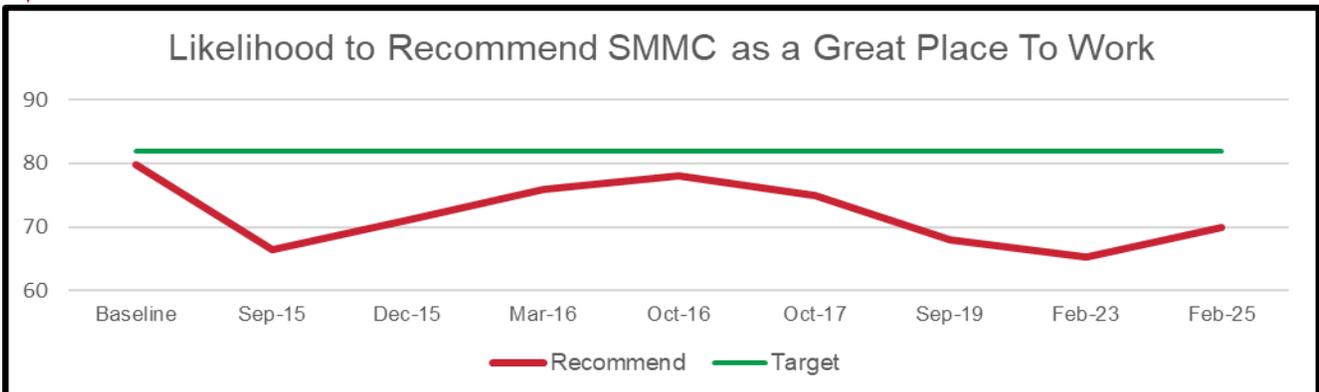
## Financial Stewardship



**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

## SMMC Launches Stanford eConsult to Promote Timely Treatment

In March, SMMC will launch the Stanford eConsult program, allowing primary care providers to consult with Neurology and Dermatology specialists at Stanford using AristaMD, which is accessible through Epic. The program offers secure, asynchronous, provider-to-provider electronic consultation for specific specialty conditions. Benefits of the program include:

- Improved access times compared to waiting for in-person specialty appointments.
- Enhanced collaboration and supportive, evidence-based decision-making, reducing avoidable delays in treatment.
- Quick guidance, strengthened care plans, and reduced unnecessary referrals.
- Empowering referring providers while preserving the primary care patient-provider relationship.

The eConsult program aligns with our broader vision of connected, whole-person care. By integrating specialty consultations directly into our workflows, we make the patient health journey more direct, coordinated, and efficient. This collaboration represents another step forward in interoperability and regional partnership, bringing high-quality expertise closer to the point of care.

The Stanford eConsult program was soft-launched in February and is expected to expand to all SMMC primary care providers in March. Thank you to the SMC Health IT team for their partnership in making this program a reality.

## Improvement System Updates

SMMC's improvement work continues to move productively and proactively into 2026. To ensure a sustainable cadence, we will be aiming for approximately two major improvement efforts per month. This will allow us to ensure we successfully take efforts that have already launched through stability, spread and into continuous improvement. In February, the Time Limited Conditions Improvement Council had an event focused on ensuring timely access to contraceptive care. Meanwhile, the Social Determinants of Health Improvement Council, in partnership with the Health Coverage Unit, had an event focused on screening patients for social needs further upstream and connecting them with resources if they screen positive. The products of those events will begin spread soon. We look forward to continuing to share regular updates on the impact of our improvement work with the board.

## Skilled Nursing Recognized for Customer Experience

Congratulations to our Skilled Nursing team in unit 1A who was recently awarded the Activated Insights Customer Experience Award in several areas of service. Activated Insights, a nationally recognized customer satisfaction firm, conducted interviews with patients over the past year, assessing satisfaction across multiple services aspects. The 1A team was recognized for meeting individuals' needs, safety and security, activities, and overall customer service. The unit was also recognized for cleanliness, dining services, laundry services, and therapy services, which is a reflection of their partnership with Food & Nutrition, Environmental Services, Rehabilitation, and Creative Arts and Recreation Therapy.

This recognition places 1A in the top 15% of skilled nursing care providers nationally, reflecting strong dedication to continuous improvement and exceptional care. Congratulations to the 1A team and everyone across the organization who made this possible.



## February 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	772 (January 2026)	0.4%	-14.0%
SMMC Emergency Department Visits	3,185 (January 2026)	10.7%	6.8%

### Life Saving Naloxone Now Available for Free at Sequoia Station



The San Mateo County Overdose Prevention Coalition, organized by San Mateo County’s Behavioral Health and Recovery Services (BHRS), launched the Naloxone Stand Box program. This initiative provides newspaper box sized units to local organizations for free public distribution of Naloxone, a lifesaving medication that can reverse the effects of an opioid overdose within two to three minutes.

Behavioral Health and Recovery Services announced that the Naloxone box at the Sequoia Station in Redwood City is operational. Members of the public began accessing the box even as it was being installed.

Naloxone is a safe nasal spray that is easy to use, making it possible for anyone, family, friends, and bystanders to provide lifesaving aid. Although first responders carry naloxone, the medication can be administered even before calling 911, as seconds count if someone is experiencing an overdose.

Further information about the program is available in Dr. Brown’s interview at the KTBU Studio <https://www.ktvu.com/video/fmc-jbnd5vqbevehjhy7>

Additional details about the program can be found on the County press release page: [Overdose Prevention Coalition Launches Naloxone Program, Expands Free Access in County | County of San Mateo, CA](#)

## **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 the community an opportunity to learn vital and lifesaving skills. 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.”

Lupe Ramos, Senior Community Worker, and the AMR Community Outreach Team played a key role in the training’s success and in empowering community members.

(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.)