



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, April 6, 2026
8:00 AM – 10:00 AM

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



AGENDA

Board of Directors	Monday, April 6, 2026	8:00 AM
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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 | 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. March 2, 2026 SMMC Board Minutes
2. DEI Update

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- | | |
|---|--|
| 1. Department of Surgery | Rob Larcina..... Verbal
Vicky Magana |
| 2. Building Trust and Support between
Staff and Executives | Dr. CJ Kunnappilly..... Verbal
Dr. Aileen Shieu |
| 3. CARE and the Petitioning Process | Jei Africa..... Verbal
Ally Hoppis |
| 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

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, March 2, 2026
Hospital Boardroom, 225 37th Avenue, San Mateo, CA

Board Members Present

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

Staff Present

Jennifer Papa
Rob Larcina
Dr. Alpa Sanghavi
Dr. Yousef Turshani
Gabriela Behn
John Jurow
Priscilla Romero
Jim Mehlhaff
Robert Blake
Michele Medrano
Jackie Pelka
Rich Bailey
Emily Weaver
Kenneth Madrigal
Maria Bermudez
Jacki Rigoni

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 to open the Open Session at 8:22 AM. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for March 2, 2026. QIC Minutes from January 27, 2026. Medical Executive Committee Minutes from February 2, 2026.	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	The Foundation had a strong year in 2025, with increased giving to expand support for food. Companion rides continue with support from Royal Ambulance. A new Foundation logo was introduced. David McGrew joined as Finance Partner. Free diaper distribution event for San Mateo County families on March 18, 10:00 AM – 2:00 PM at the San Mateo Event Center.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from February 2, 2026	It was MOVED, SECONDED and CARRIED unanimously to

		approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	Upcoming events include a Provider Appreciation event on March 24 and the Annual Medical Staff Dinner on May 6, 2026.	FYI
Department of Imaging Jackie Pelka	<p>The Imaging Department provides 24/7 services, supported by patient service assistants, radiology assistants, and 35 technologists specializing in multiple imaging modalities.</p> <ul style="list-style-type: none"> • Ultrasound, X-ray, MRI, and CT represent the highest imaging volumes. • Partnerships with Canada College, San Francisco City College and Contra Costa College support workforce development and contribute to successful hiring through our training programs. Recruitment efforts include adding Radiology Assistants, which improve patient throughput and reduce wait times. • Imaging services comply with regulatory standards from the American College of Radiology, California Department of Public Health – Radiologic Health Branch, and the Mammography Quality Standards Act. • The department participates in improvement councils focused on breast cancer screening and appropriate imaging use for low back pain and head trauma cases. • The Imaging Department is planning capital equipment upgrades to support growing imaging demand, including replacement of aging equipment and expansion of imaging capacity. <p>The presentation was followed by discussion on imaging services, including advocacy, capital and funding needs, technology, staffing, and patient access.</p>	FYI
Compliance Update Gabriela Behn Kenneth Madrigal	<ul style="list-style-type: none"> • Board composition changes continue to be reported in accordance with Corporate Integrity Agreement (CIA) and hospital board requirements. • 2026 Audit Work Plan approved by the Compliance Committee on January 14, 2026. • Audit focus areas include Medicare observation claims, simple visit coding accuracy, infusion services, and pharmacy and laboratory charge capture. • The Monitoring Work Plan includes developing standardized onboarding procedures for contracted and county-employed providers. • Board members and covered persons must complete training released March 2, 2026, by April 30, 2026 • Compliance training completion rates remain high (98%), reflecting strong organizational compliance culture. • Privacy incidents remain relatively stable, with most issues related to unauthorized disclosures and email/security-related risks. 	FYI
Operational Redesign in Response to State and Federal Changes Jennifer Papa, Rob Larcina, Michele Medrano	<ul style="list-style-type: none"> • Federal and state policy changes are expected to reduce Medi-Cal coverage, increase uninsured patients, and decrease safety net funding, disproportionately impacting vulnerable populations. • Organization is responding through operational redesign to maintain access, quality, and financial sustainability. • Efficiency efforts include process improvements focused on operational efficiency, supported by Management Operational Reviews (MORs). • Access strategies focus on optimizing capacity, expanding primary and specialty care, improving referral management, and supporting patient enrollment. 	FYI

	<ul style="list-style-type: none"> Revenue strategies include capturing value-based reimbursements, identifying new opportunities, and continuing advocacy efforts. <p>Current Pilots:</p> <ul style="list-style-type: none"> Efficiency – Inpatient Full-Time Equivalents (FTE) Management: Aligning staffing levels with patient census to reduce variance. Access – RN Visit Co-Management: Expanding RN roles to support timely patient care. Access – New Patient Connection Center Provider: Integrating Nurse Practitioner support for real-time patient needs. Revenue – No-Show Management: Reducing missed visits to increase reimbursable volume. <p>Future efforts:</p> <p>Efficiency: Prior authorization process improvements; Outpatient surgery block time utilization Access: Specialty holiday and weekend clinics; Specialty leakage reduction Revenue: HPSM P4P (Pay-for-Performance) capture Presentation followed by discussion on revenue cycle efficiency, access, and operational initiatives.</p>	
Financial Report Jennifer Papa, CFO	The January 2026 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. The board self-evaluation will be shared in the coming days.	FYI
County Health Chief Report Colleen Chawla	No report.	FYI
County Executive Officer Mike Callagy	Horizon is exploring a substance treatment program in San Mateo, though the initiative has encountered community opposition and further discussion is planned.	FYI
Board of Supervisors Supervisor Noelia Corzo	The Board of Supervisors retreat will be held tomorrow at CuriOdyssey. Updates were shared on Horizon funding (with a state decision expected in June) and hiring at the Family Justice Center for Assistant Director and Forensic Interviewers.	FYI
Board of Supervisors Supervisor Speier	An e-bike ordinance is under development and is anticipated to be considered next month.	FYI

Supervisor Corzo adjourned the meeting at 10:04 AM. The next Board meeting will be held on April 6, 2025.

Minutes recorded by:
Maria Cuevas-Bermudez

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

SMMC Equity Update

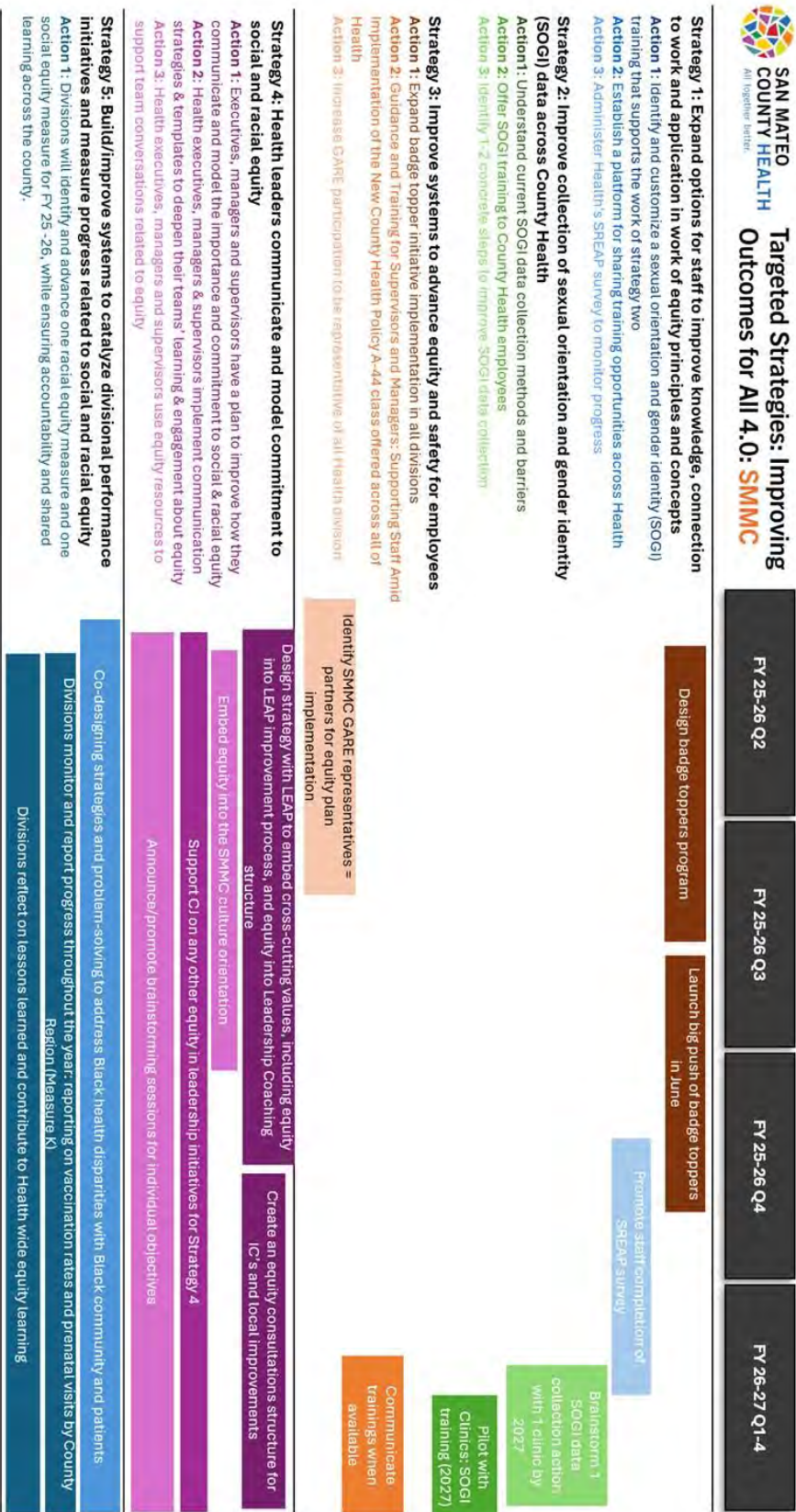
Equity Report - Highlights

San Mateo County Health is committed to improving health outcomes for all who live, work and play in SMC. This commitment is solidified by the Targeted Strategies: Improving Outcomes for All Plan 4.0 (TS 4.0). SMMC has designed a division-specific TS 4.0 plan with equity priorities to align with the larger equity ecosystem of San Mateo County. SMMC has identified three main priorities to address the five strategies of the TS 4.0 plan. The three equity priorities are (1) improving SMMC patient sexual orientation and gender identity (SOGI) data collection; (2) embedding SMMC's cross-cutting values, including equity and patient experience, into the SMMC improvement process; and (3) addressing Black health disparities with Black community members and patients.

Highlights

- **SMMC designs its TS 4.0 with equity priorities:** See timeline, (Figure 1.), for the three SMMC priorities, mapped to the five SMC Health TS 4.0 strategies.
- **SOGI Data Collection:** Following the LEAP improvement process, SMMC is pilot testing if staff pronoun badge toppers will support staff in asking patients' their SOGI information. This will involve providing staff with pronoun badge toppers, information on the toppers' role in promoting SMMC's commitment to being a welcoming environment for all and learning from patient-facing staff on their experiences of capturing SOGI information. With this experiment, SMMC will adjust and spread pronoun badge toppers and SOGI data collection resources across SMMC.
- **Language Services:** Patients have the right to receive information in their preferred language for patient safety and quality of care. SMMC continues to improve video and phone interpretation services for patients and staff by working closely with vendors to address technical issues, working with HIT and TSD to troubleshoot device needs, and by updating the language services data dashboard. SMMC is also finalizing an additional vendor for interpretation services.
- **Cross-System Collaboration:** SMMC is a partner in the SMC Health Government Alliance for Race and Equity (GARE) and in the SMC Health Equity Coordinating Council supporting all Health divisions in participating in the TS 4.0. These partnerships strengthen SMMC's learning from and partnering with other divisions on equity approaches and health outcomes. SMMC will also help shape the ecosystem of equity as these groups participate in respective strategic planning processes.

Figure 1. Timeline for SMMC TS 4.0 Plan



ADMINISTRATION REPORTS

Financial Performance Update

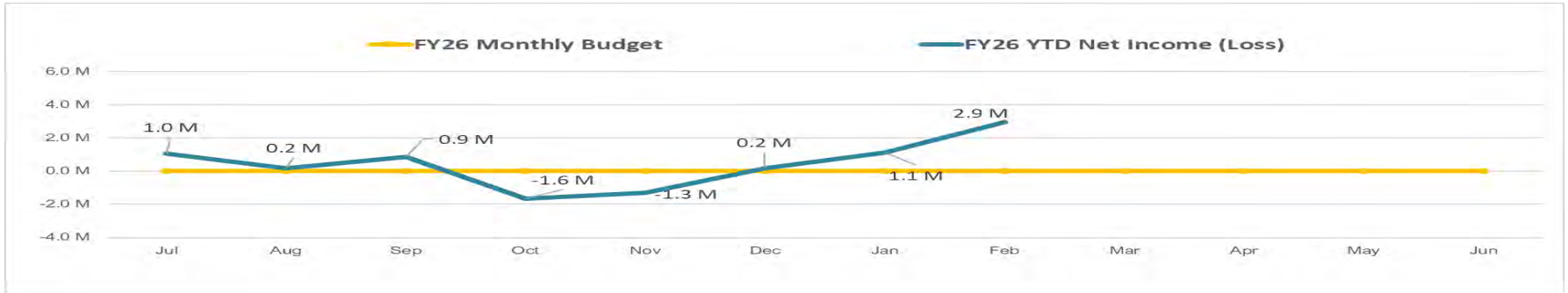
April 6, 2026



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

Financial Results Summary – February 2026

February	Year-to-Date
\$1.8M With Epic Contribution	\$2.9M With Epic Contribution



- **Supp. Revenue:** \$1.1M favorable (Feb)
- **Labor Costs*:** \$13.9M favorable (YTD)
- **FTEs:** 1,099 Actual | 1,225 Budget (Feb)

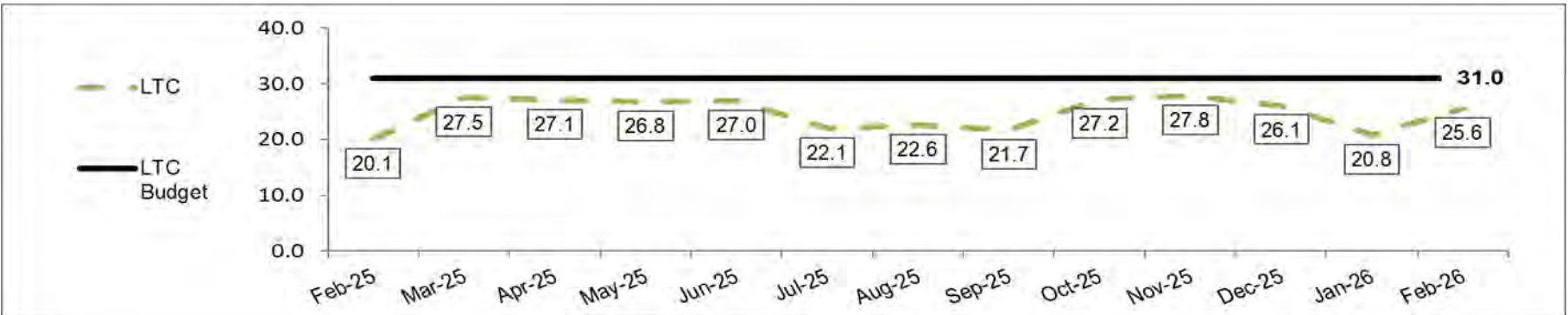
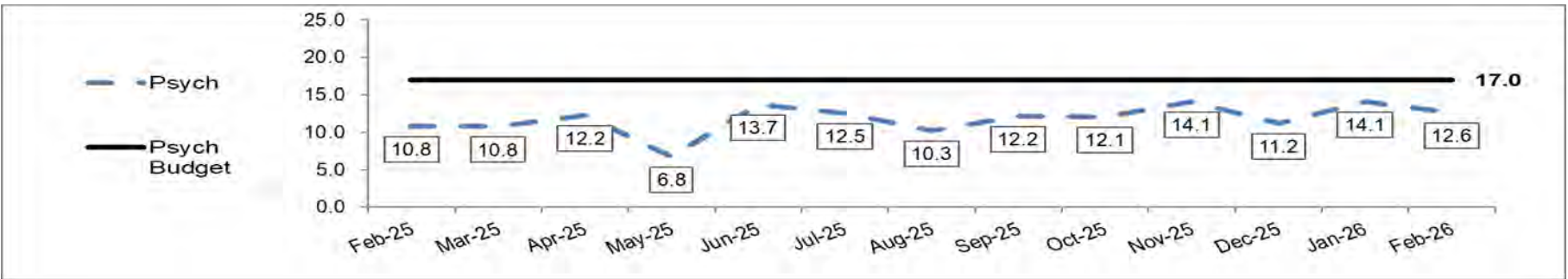
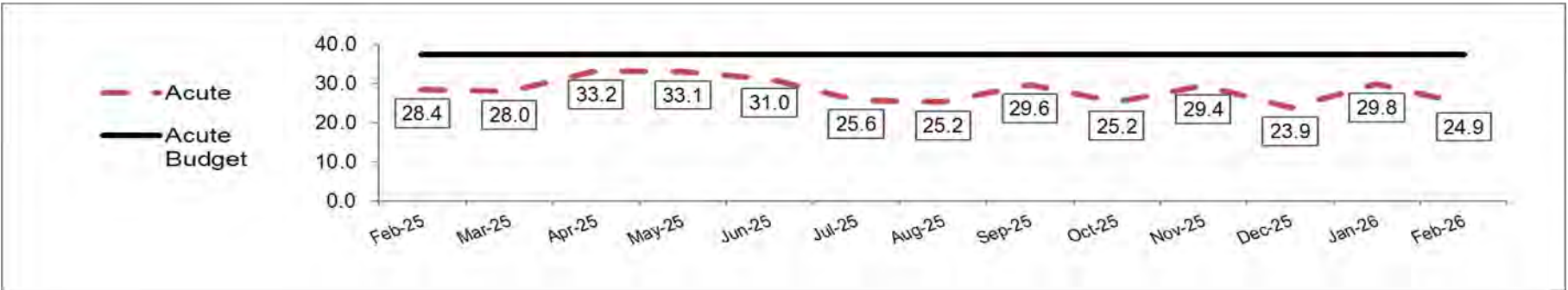
- **Other General Exp:** \$802K unfavorable (Feb)
- **Drugs:** \$511K unfavorable (Feb)

Summary – February is \$1.8M favorable to budget. YTD is \$2.9M 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 has leveled off. The payer mix remains stable with Medi-Cal averaging 73%. Inpatient and ED volume are stable within seasonal fluctuation.

*Labor costs include S&B, Registry, and Contract Providers.
Results include SMMC's planned contribution to EPIC recognized in FY25-26.

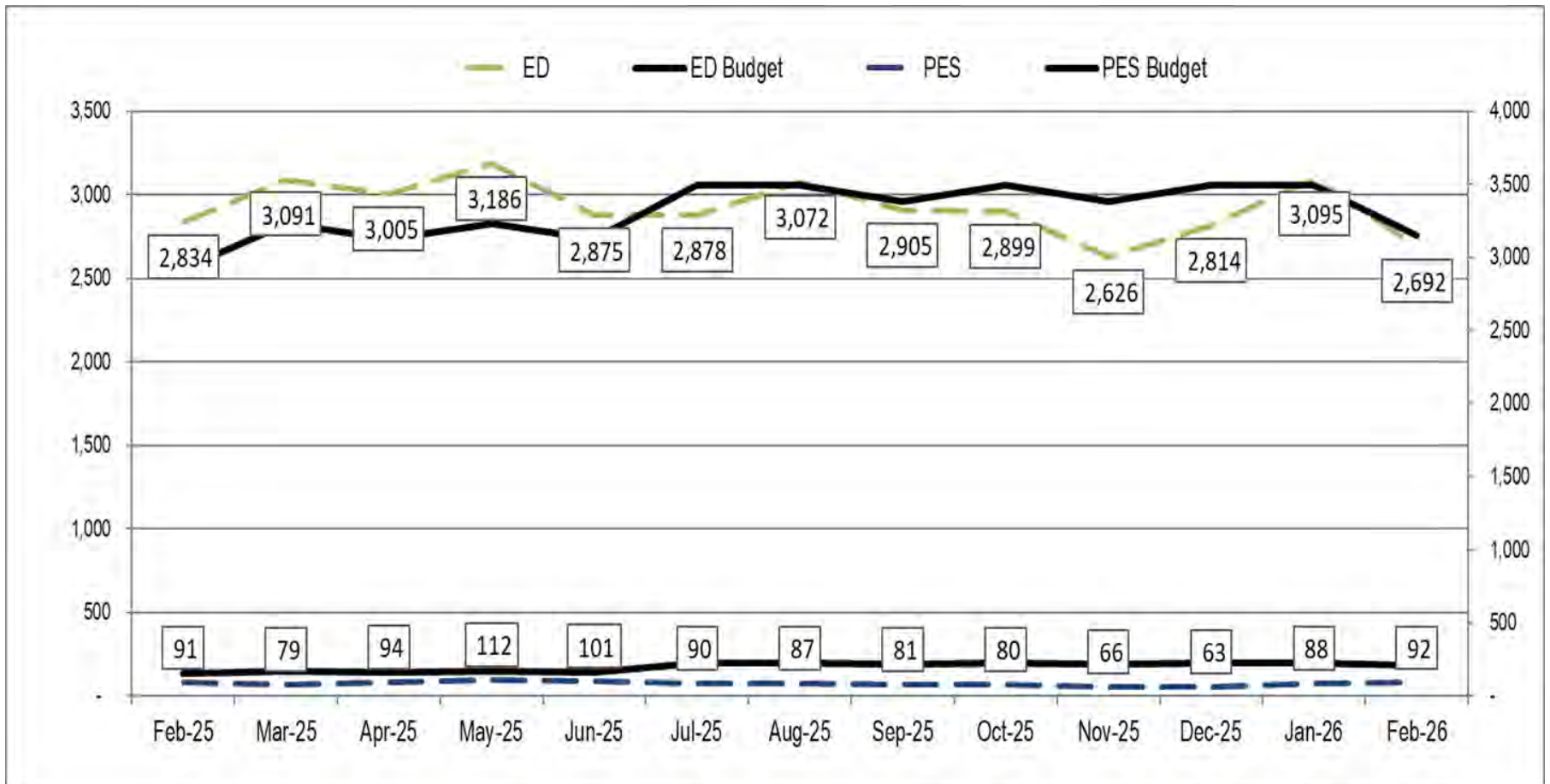
Inpatient Days

February		Year-to-Date	
Actual	Budget	Actual	Budget
1,769	2,393	15,384	20,765



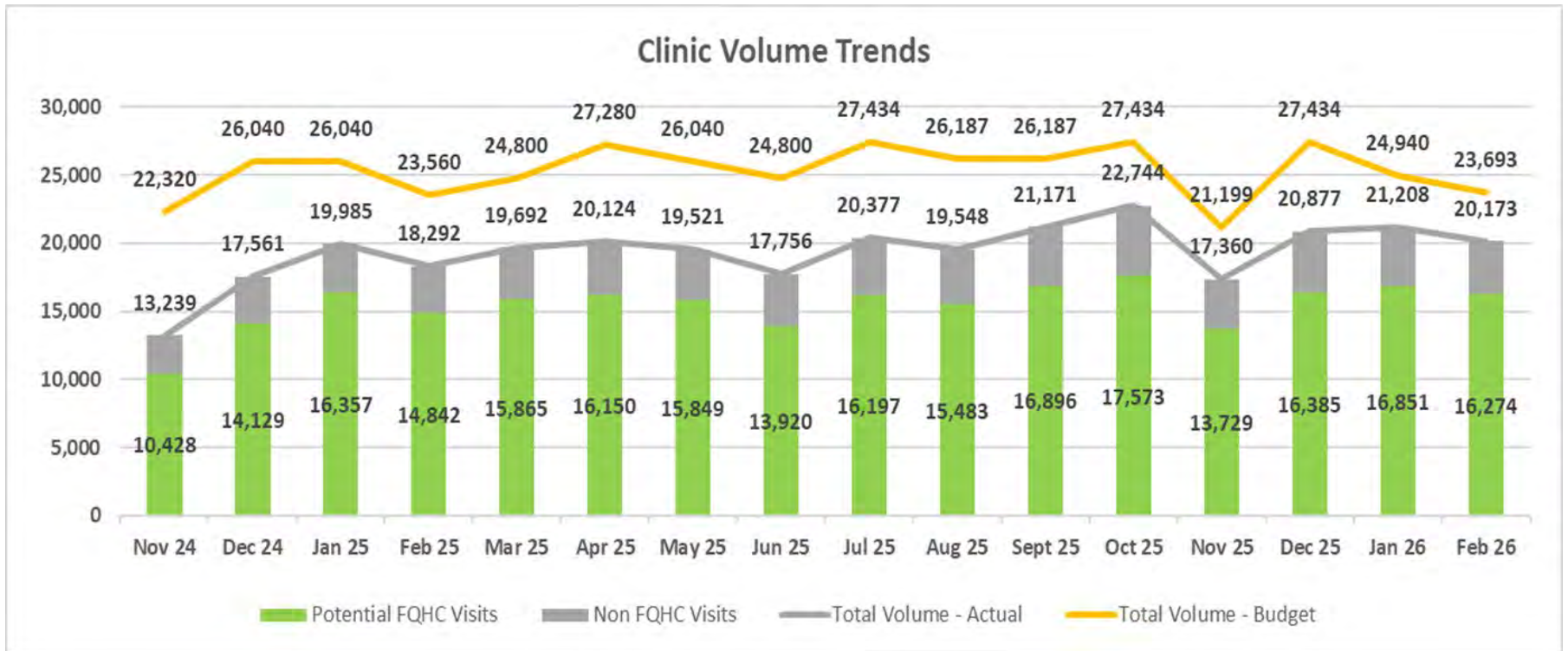
ED Visits

February		Year-to-Date	
Actual	Budget	Actual	Budget
2,784	3,359	23,628	29,152



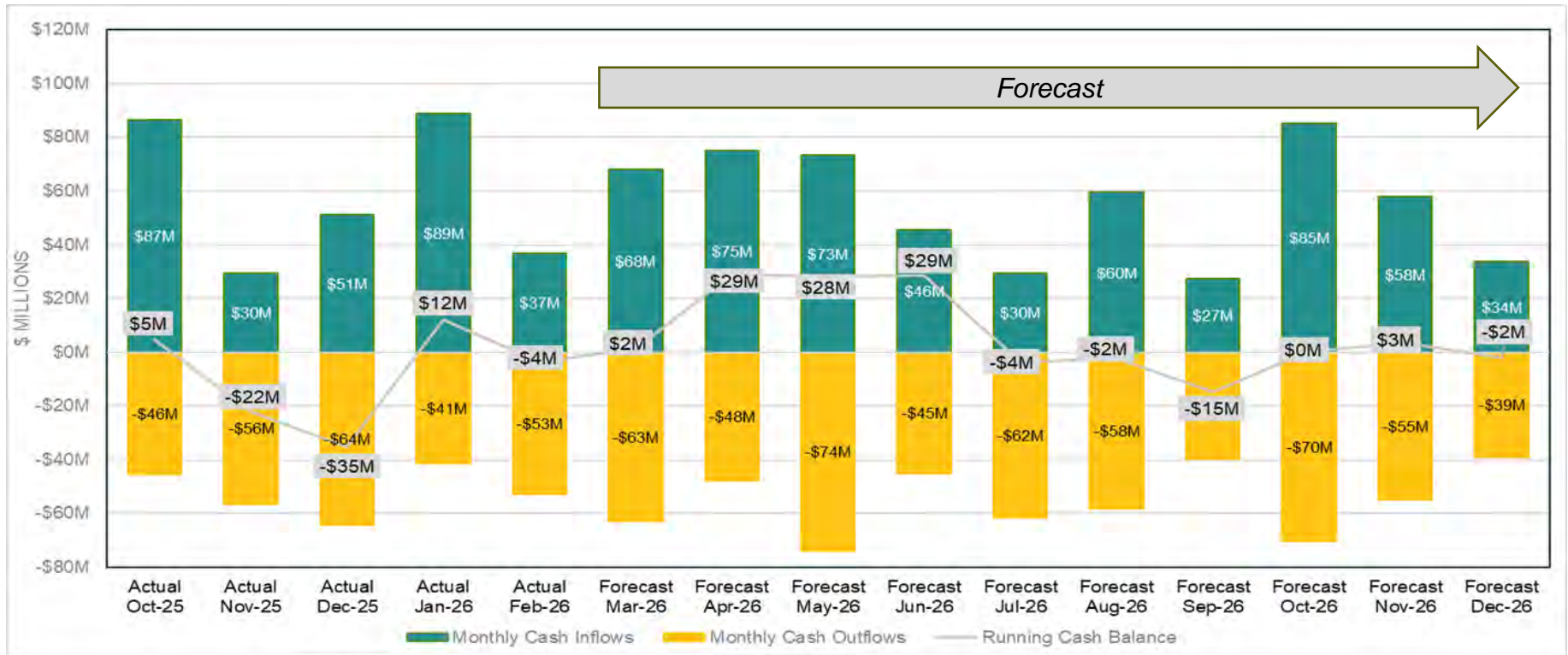
Clinic Visits

February		Year-to-Date	
Actual	Budget	Actual	Budget
20,173	23,693	163,458	204,508



- Clinic visit volume increased post-EPIC (November 2024). Volume has exceeded 1,000 visits per day for each month since September (except for December).

Cash Position and Forecast

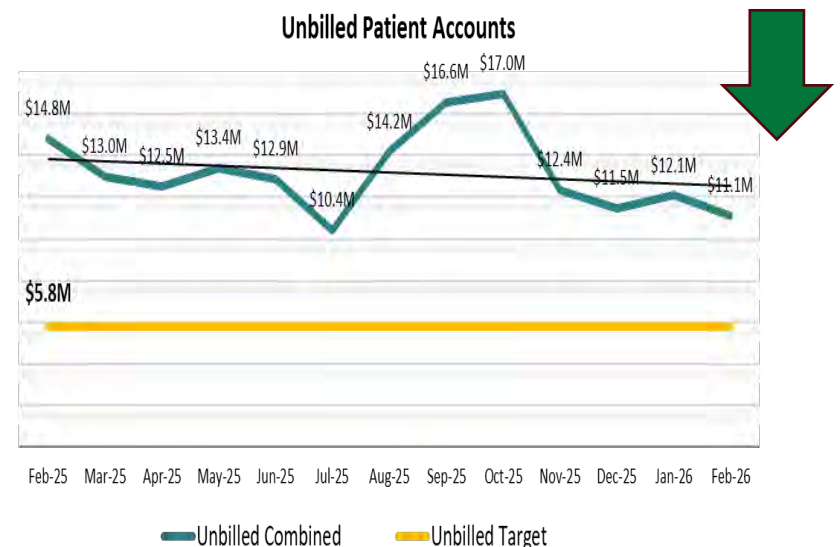
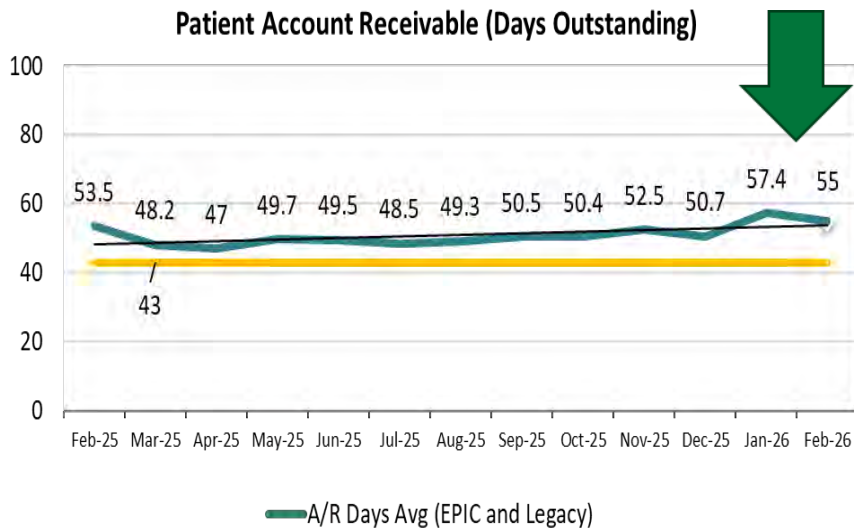
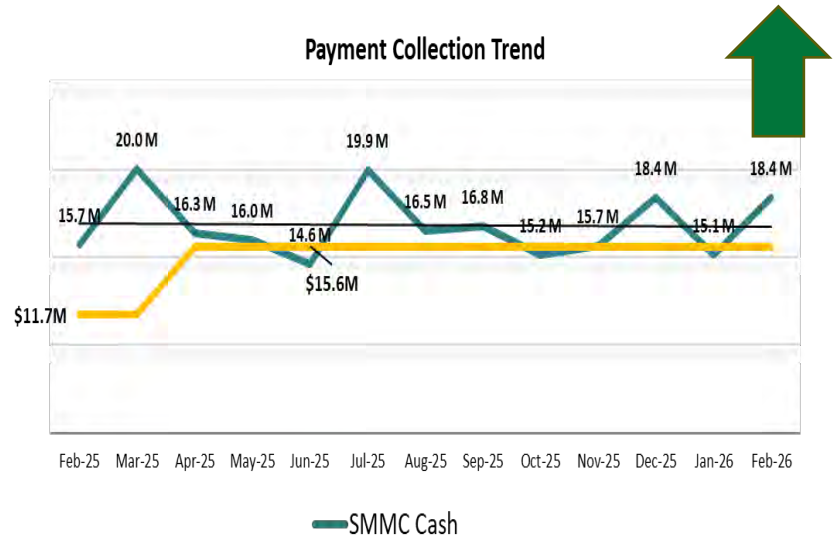


Cash flow challenges & opportunities

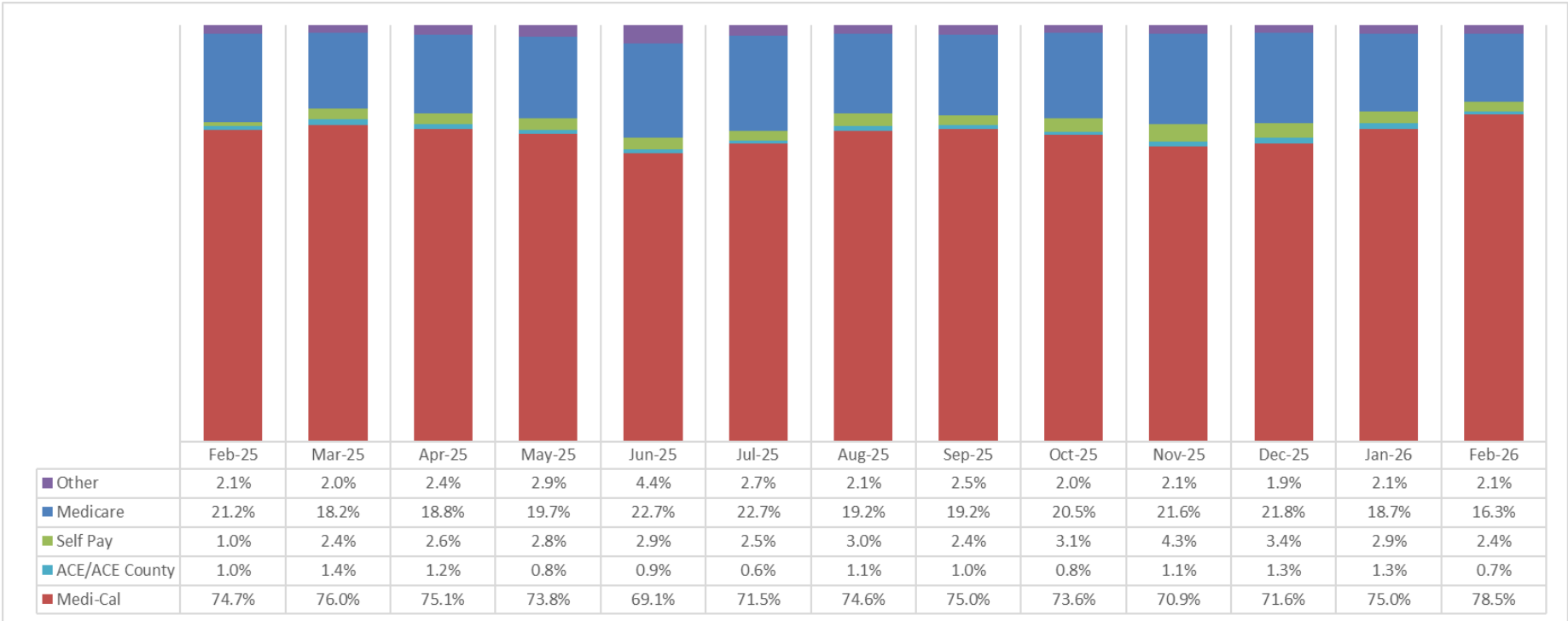
- Changes in cash inflows and outflows reflect supplemental payment program activity.
- \$42.8M in cash outflows for the Global Payment Program are included in March, followed by a cash inflow of \$62.9M expected in April.
- We continue to manage cash within the line of credit.

Patient Accounts - Key Performance Indicators

- **Payment Collection Trend** – Overall payment trend above 15.6M target.
- **A/R (Accounts Receivable) Days Outstanding** - Continue trending just above target, reflecting improvements since EPIC.
- **Unbilled patient accounts** – Unbilled patient account trend reversed.



Payer Mix

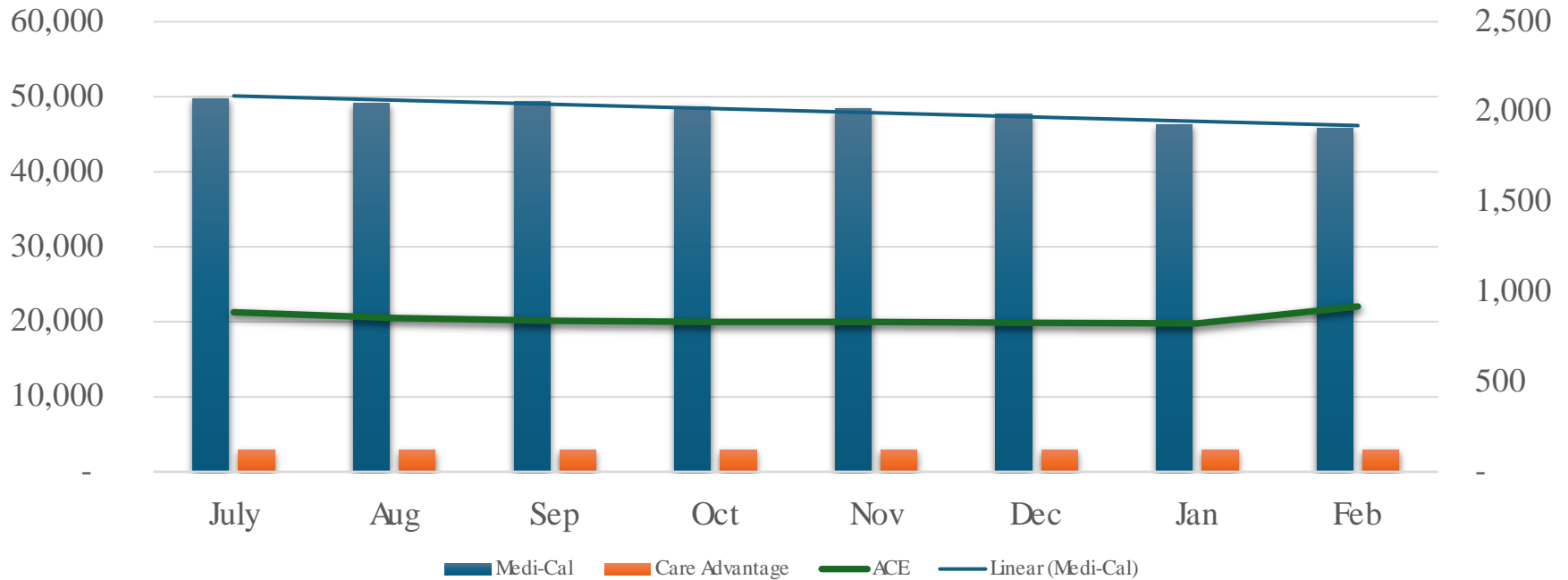


NOTE:
 Medi-Cal includes Medi-Cal FFS and HPSM Medi-Cal
 Medicare includes Medicare FFS and HPSM Care Advantage

Highlights

- Monitoring Medi-Cal, Medicare and Other payer mix for downstream impacts of HR1 and Medi-Cal program changes.

HPSM Assignments



Highlights

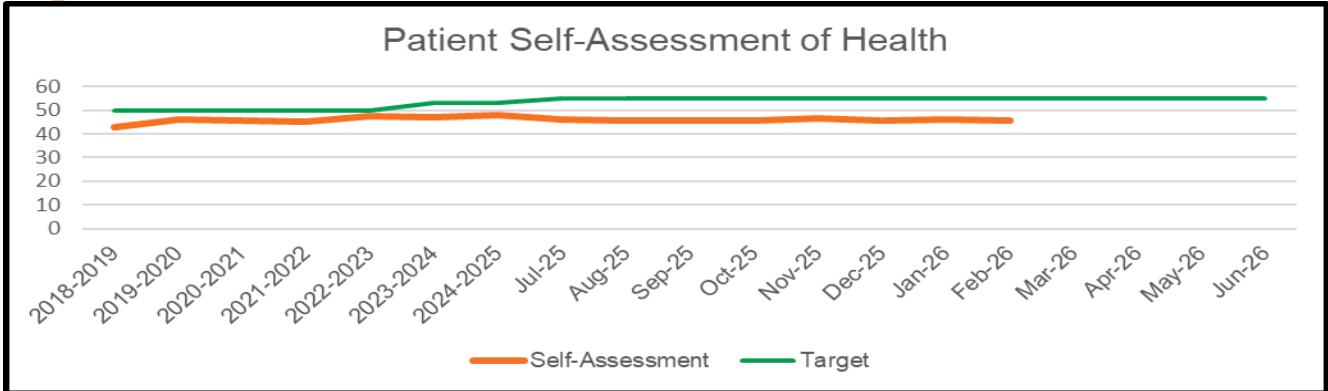
- Medi-Cal assignments for the month of February decreased by 463 over the prior month.
- Care Advantage assignments remain steady.
- ACE assignment trend not yet clear.

CEO Report

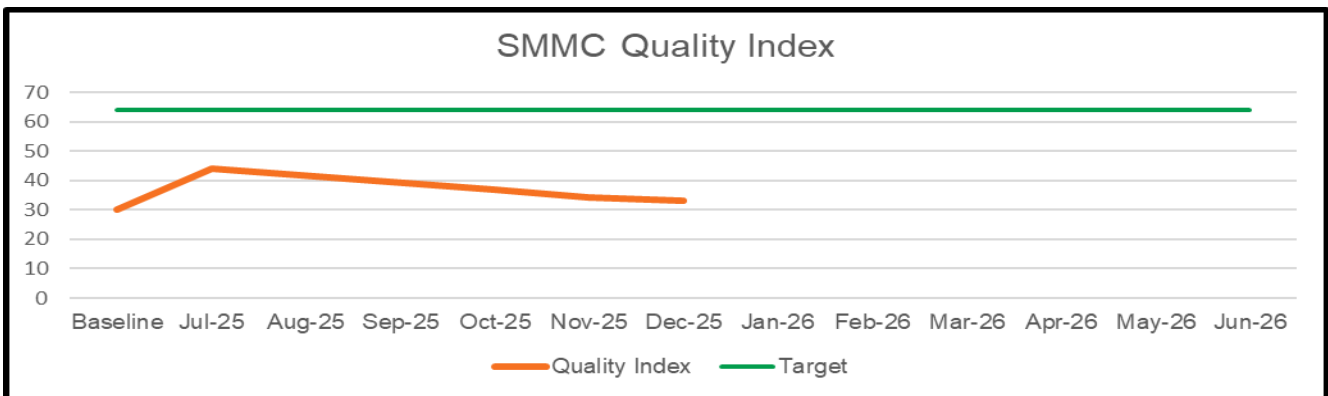
April 2026



Excellent Care

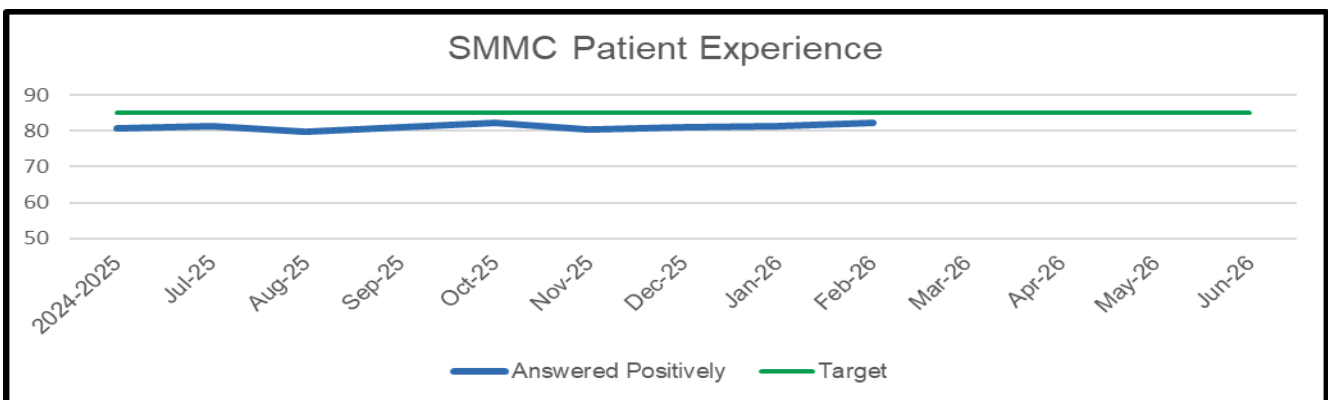


Patient Self-Assessment of Health: Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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.**

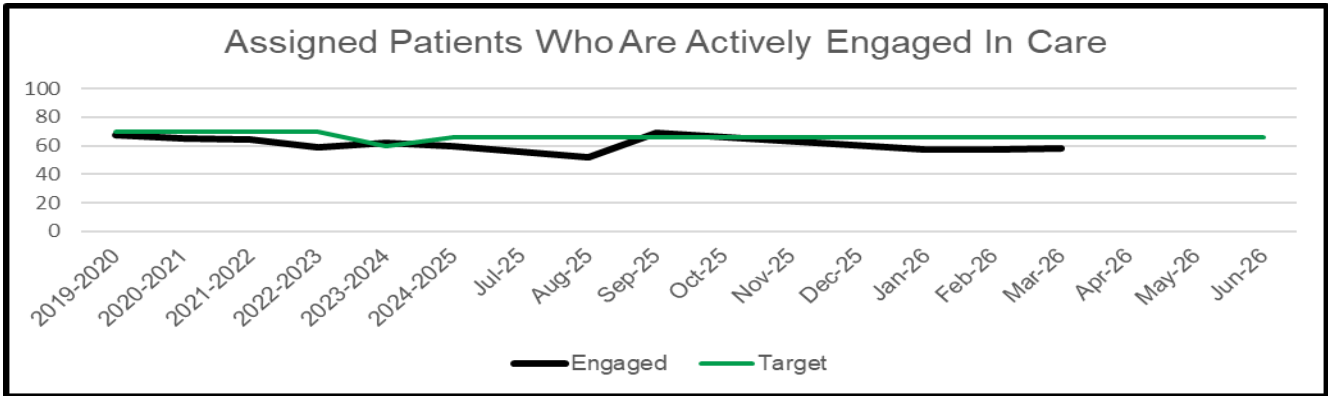
Patient Experience



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.**



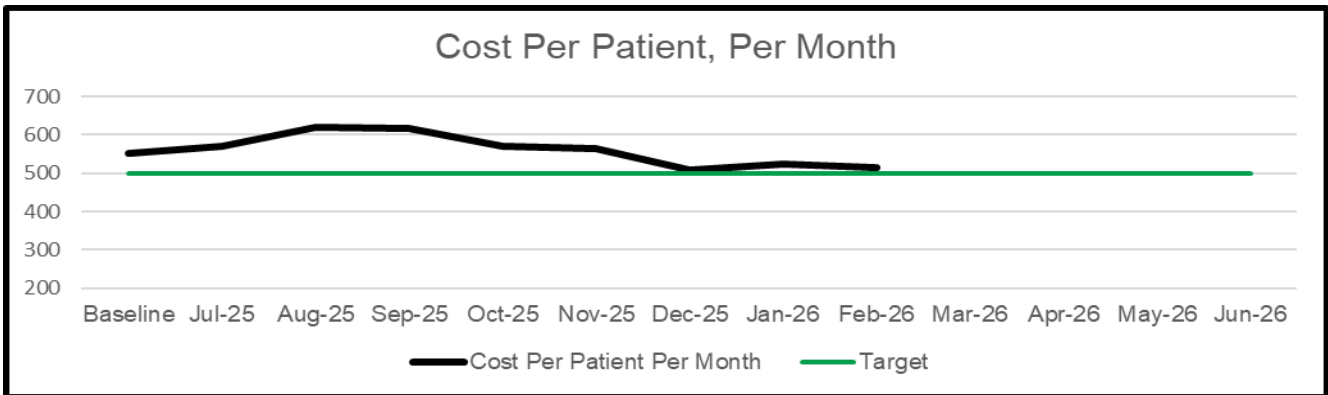
Access to Care



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.**



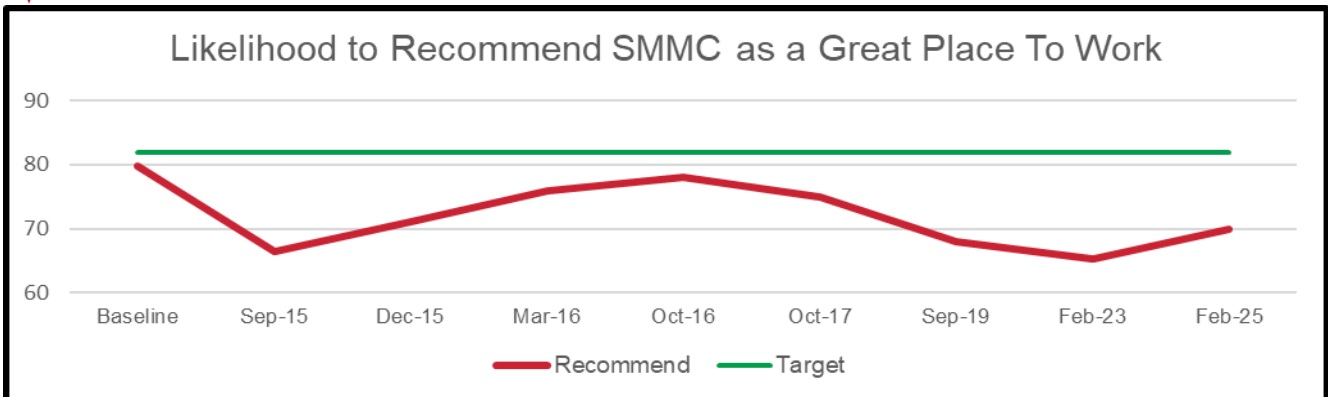
Financial Stewardship



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: Nurse Practitioners, Physician Assistants, Dentists, Physicians, and Surgeons gather for an evening of appreciation hosted by SMMC's Medical Staff Services.

An Evening of Connection, Appreciation, and Community

In honor of National Doctor's Day, SMMC's Medical Staff Services Department hosted a provider appreciation event, bringing together approximately 75 providers from across our hospital and clinics. Representing a wide range of disciplines, including nurse practitioners, physician assistants, dentists, and physicians, the group reflected the many roles that contribute to patient care across both ambulatory and inpatient settings. The evening created space for something that can be hard to find during the workday, time to connect. It was a chance to step away from clinical responsibilities and get to know colleagues in a different way. Some providers met for the first time despite years of shared patients, referrals, or hearing each other's names across departments. Those moments of putting faces to names and building new connections, were just as meaningful as the friendly competition of golfing and conversation throughout the evening.

This gathering comes at the end of a year marked by significant change and progress. With our first full calendar year on Epic, teams across SMMC have strengthened how they work together, from improving transitions of care to expanding access through MyChart. These efforts, along with the everyday work that often goes unseen, continue to make a difference for our patients and for one another.

What stood out most during the event was the sense of community. Whether through mentorship, clinical collaboration, or simply stepping in to support a colleague, there is a shared commitment across SMMC that extends beyond individual roles. When teams feel connected, it not only strengthens the work environment but also improves patient care. Over the past year, SMMC welcomed 93 new providers while also recognizing the lasting contributions of those who are retiring. Their impact continues to be felt across the organization. Thank you to everyone who helped make the evening possible and to all who continue to contribute to the culture of respect, teamwork, and care that defines SMMC.

Closing a Care Gap: SMMC Launches Virtual Urgent Care Option for New Patients

Entering a new healthcare system, or transitioning from one to another, can be tricky. Sometimes new patients have an urgent care need before they've had a chance to connect with their new primary care provider. SMMC has created a new program to help bridge that care gap. The program includes a Nurse Practitioner, based in adult primary care, who supports new, unestablished patients by meeting their urgent care needs in a virtual setting. When a new patient calls the SMMC New

Patient Connection Center with mild to moderate care needs such as a urinary tract infection or a rash, they are triaged and connected to the Nurse Practitioner to provide care via telehealth or be referred to a different level of care, if needed.

This critical service meets patients' immediate needs and can help keep them out of the emergency department. It also supports continuity of care when the patient is established in one of our clinics.

Francesca Maffei, NP, who recently joined SMMC with years of experience providing virtual care, will work closely with the ambulatory and call center teams to refine this new program based on patient need and feedback. This work is an exciting example of how we can effectively incorporate our patients' voice into our improvement work so we can help them live their healthiest lives.

Improvement System Updates

March was another busy month for SMMC's Improvement System. The Emergency Care Improvement Council completed the spread of two new pieces of operator standard work (OSW). One is focused on ensuring a standard and effective response when a Rapid Response is called (A "Rapid Response" is called when a patient's condition deteriorates. This allows a team to rapidly intervene and prevent further deterioration). The second focused on the communication of HIV results to patients. These two OSWs now move into the continuous improvement phase. We continue to have a significant amount of new OSW spreading through the organization. The Disease Prevention Council is spreading work related to effective and consistent tracking of abnormal pap smears. Time Limited Conditions is spreading work intended to ensure that SMMC patients have timely access to Contraceptive Care. The Social Determinants of Health Council continues to spread work that supports efforts to screen patients for social needs (i.e. food insecurity) when they first engage with SMMC (even before their first primary care visit) and connect them with resources. The Chronic Disease Management Council has multiple efforts spreading, these include Nurse-driven protocols to better manage Hypertension, incorporating Patient Values into Chronic Disease Management, improving timely access to eye care for patients with diabetes, and workflows to ensure appropriate support for those patients who screen positive for depression.

In addition to the spread of the work above, in March, new improvement efforts were launched by the Disease Prevention Improvement Council focused on the safe identification and management of high consequence infectious diseases (high consequence infectious diseases are defined as novel or reemerging infectious agents that are easily transmitted from person-to-person, have limited or no medical countermeasures (such as an effective vaccine or prophylaxis), have a high mortality, require prompt identification and implementation of infection control activities (for example, isolation, special personal protective equipment), and require rapid notification to public health authorities and special action). In addition, the Emergency Care Improvement Council launched improvement work focused on ensuring timely and complete communication between clinics and the Emergency Department when a patient is sent to the Emergency Department for further care.

I am excited to see all of this work moving forward and will continue to share regular updates with the board.

##



March 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	918 (February 2026)	18.9%	4.7%

County Health Joins UC Davis Briefing on Bird Flu in Marine Mammals

San Mateo County Health joined a March 12 UC Davis press briefing on the avian influenza outbreak affecting marine mammals along the San Mateo County coast. Infectious Diseases Staff Physician Dr. Catherine Sallenave reinforced the public health message that risk to the general public remains very low, while urging residents to avoid contact with sick or dead wildlife and keep pets away from affected animals. The briefing followed confirmation of **California’s first H5N1 cases in northern elephant seals at Año Nuevo State Park** in San Mateo County and reflected coordination among researchers, wildlife agencies and public health partners. [Watch the press conference.](#)

State Award Supports New Substance Use Treatment Capacity in San Mateo County

Horizon Services, Inc. received a \$25.5 million conditional award through California’s Bond Behavioral Health Continuum Infrastructure Program for the proposed Horizon Recovery Center in San Mateo. County Health contracts with Horizon for substance use treatment services, and the project would help fill a critical service gap created by the closure of the county’s former sobering center last year.

The center would bring 69 licensed beds to the county, including short-term sobering, withdrawal management and residential treatment services in one location. The project would give first responders a safe place to bring people in crisis instead of hospital emergency rooms or jail, while expanding access to ongoing care for residents who need support with substance use recovery. As with other Bond BHCIP Round 2 projects, the award is conditional and project details may evolve as the facility moves through final state review.

Health Chief Appointed to Statewide Data Exchange Framework Advisory Committee

San Mateo County Health Chief Colleen Chawla has been appointed to California's new Data Exchange Framework Stakeholder Advisory Committee, where she will represent county public health departments. The committee was established in early 2026 to advise the state on the development, implementation and administration of the Data Exchange Framework.

The Data Exchange Framework, created through state law, is intended to improve how health and social services information is shared across California to support more connected, whole-person care. The framework includes a statewide Data Sharing Agreement and common policies and procedures for exchanging information.

Colleen's appointment brings a local public health perspective to a statewide effort that will shape how health information is shared across California. Advisory committee meetings are open to the public, with the first meeting scheduled for April 16, 2026.