



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, May 4, 2026
8:00 AM – 10:00 AM

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



AGENDA

Board of Directors	Monday, May 4, 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. April 6, 2026 SMMC Board Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- 1. Department of Pharmacy Dr. Alpa Sanghavi..... Verbal
Victor Armendariz

- 2. Emergency Medical Services System Overview Travis Kusman..... Verbal

- 3. Empowering Staff with Analytics Gabriela Behn..... Verbal

- 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.

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CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS
MEETING MINUTES
Monday, April 6, 2026
SMMC Board Room, 225 37th Ave., San Mateo, CA

Board Members Present

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

Staff Present

Jennifer Papa	Michelle Lee	Vicky Magana
Dr. Yousef Turshani	Rebecca Archer	Ally Hoppis
John Jurow	Jacki Rigoni	Jei Africa
Robert Blake	Emily Weaver	Rich Bailey
Rob Larcina	Rachael Rivers	Luis Sifuentes
Dr. Aileen Shieu	Nupoor Kulkarni	
Adam Ely		

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 April 6, 2026. QIC Minutes from February 24, 2026. Medical Executive Committee Minutes from March 10, 2026.	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	On March 18, over 150K diapers and 12K pairs of socks were given out to the community at the Diaper Drive. Thanks to AMR for their support. On April 23, a fundraising event will be held at Sapore Italian Restaurant in Burlingame. Please join us. The 22 nd annual Golf Tournament will be held on August 31 at the Green Hills Country Club in Millbrae.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from March 2, 2026. 2. SMMC Equity Update	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.

<p>Medical Staff Report Dr. Frank Trinh</p>	<p>Dr. Vinita Sanjay assumed the Credentials Chair when Dr. Chaikind retired at the end of March.</p>	<p>FYI</p>
<p>Transforming Sterile Processing Vicky Magana, RN</p>	<p>The Sterile Processing team serves over 20 sites and approximately 91K instruments. The instrument reprocessing cycle involves decontamination, inspection, sterilization, and storage.</p> <p>Phase 1: Decontamination Room:</p> <ul style="list-style-type: none"> • Manual removal of bioburden before mechanical wash <p>Phase 2: Inspection (Prep/Pack):</p> <ul style="list-style-type: none"> • Ensures instrument quality and functionality • Removes Bioburden • Verifies instrument counts • Prepares for sterilization <p>Phase 3: Sterilization:</p> <ul style="list-style-type: none"> • Steam or Hydrogen Peroxide Gas • Safe handling of sterile and non-sterile items <p>Phase 4: Storage:</p> <ul style="list-style-type: none"> • Documentation • Surgery preparation • Safe shipping 	<p>FYI</p>
<p>Building Trust and Support between Staff and Executives Dr. Aileen Shieu</p>	<p>Background: 2025 engagement survey improved overall; trust in executive team remains low; managers report lower trust than staff across multiple measures.</p> <p>Need: A consistent and reliable system of leadership communication and support that builds trust. Hypothesis: If executive leaders communicate more intentionally to staff and managers, staff likelihood to recommend and trust in executive leadership will increase.</p> <p>Possible take-aways</p> <ul style="list-style-type: none"> • Frontline trust increases with visibility • Managers show the opposite pattern (more positivity when less accurate about EMT size) • Managers experience EMT differently <p>Trust framework:</p> <ul style="list-style-type: none"> • Five characteristics foundational for building trust in organizations: <ul style="list-style-type: none"> ○ Competence ○ Reliability ○ Transparency ○ Care & Respect ○ Safety 	<p>FYI</p>

	<ul style="list-style-type: none"> • Focus for managers: Transparency, Reliability and Competence • Focus for staff: Care & Respect and Transparency <p>Pilot 1: Rounding with Managers -- Reliability, Care & Respect</p> <ul style="list-style-type: none"> • Added 1:1 manager check-ins during rounding • Focus on rapport and consistency • Strengthened follow-up after rounding <p>Pilot 2: Transparency, Reliability</p> <ul style="list-style-type: none"> • Strategy + finance updates at Department Managers Meeting • Adjusted based on feedback <p>Pilot 3: Get to know EMT – Transparency, Care, Respect</p> <ul style="list-style-type: none"> • Organizational chart shared during executive rounding • New series started in HEARTbeat (staff newsletter) <p>Pilot 4: Improve communication channels – Transparency, Competence</p> <ul style="list-style-type: none"> • Standardizing what we communicate • Standardizing how we communicate it • Creating a more consistent cadence • Aligning strategic and finance updates <p>Ongoing and new work</p> <ul style="list-style-type: none"> • Manager rounding • Manager meeting strategy + finance updates • Organization-wide rounding • Executive visibility (newsletter + orientation) • Quarterly Executive Brief 	
<p>Community Assistance, Recovery, and Empowerment (CARE) Act</p> <p>Ally Hoppis</p>	<p>CARE Act Overview: For adults living with untreated schizophrenia spectrum or other psychotic disorders or bipolar 1 with psychotic features. Referrals are made via a written petition to the court. One of California’s ten inaugural “CARE Champions”</p> <p>Supportive Services: MH and SUD treatment; Case management; Housing</p> <p>Petitioning of CARE: license behavioral health professionals; hospitals; public or charitable organization where services are provided or where respondent resides; First responders</p> <p>Eligible diagnosis: Schizophrenia spectrum disorders; other psychotic disorders; diagnoses not meeting eligibility</p> <p>CARE: is outpatient treatment; cannot force medication; does not guarantee housing for the homeless; is not criminal court; is not an emergency vehicle; services will continue after graduation</p>	<p>FYI</p>

Financial Report Jennifer Papa, CFO	The February 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. Dr. Toby Maurer, who helped pioneer some of the dermatology telehealth medicine at SMMC, will be retiring and I look forward to celebrating her at the annual medical staff dinner.	FYI
County Health Chief Report Colleen Chawla	Colleen Chawla informed the board that she is now a member of the Data Exchange Framework Advisory Committee. The Data Exchange Framework implementation is led by the California Department of Health Care Access and Information in a public process guided by the DxF Stakeholder Advisory Committee. The SMC Health Snapshot will be undergoing format changes and if you have suggestions for improvement, please let us know.	FYI
County Executive Officer Adam Ely	Attempts to secure the vehicle license fee revenue from the State are ongoing. This is a substantial sum and the state budget subcommittee will hear the county's request later this month.	FYI
Board of Supervisors Supervisor Noelia Corzo	Tomorrow at the BOS meeting, there will be an important item regarding the location of the sobering center in Burlingame. The BOS will be considering purchasing a site for over \$10 million and this item is on the public agenda to encourage transparency.	FYI

Supervisor Corzo adjourned the meeting at 9:28 AM. The next Board meeting will be held on May 4, 2026.

Minutes recorded by:
Michelle Lee

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

ADMINISTRATION REPORTS

Financial Performance Update

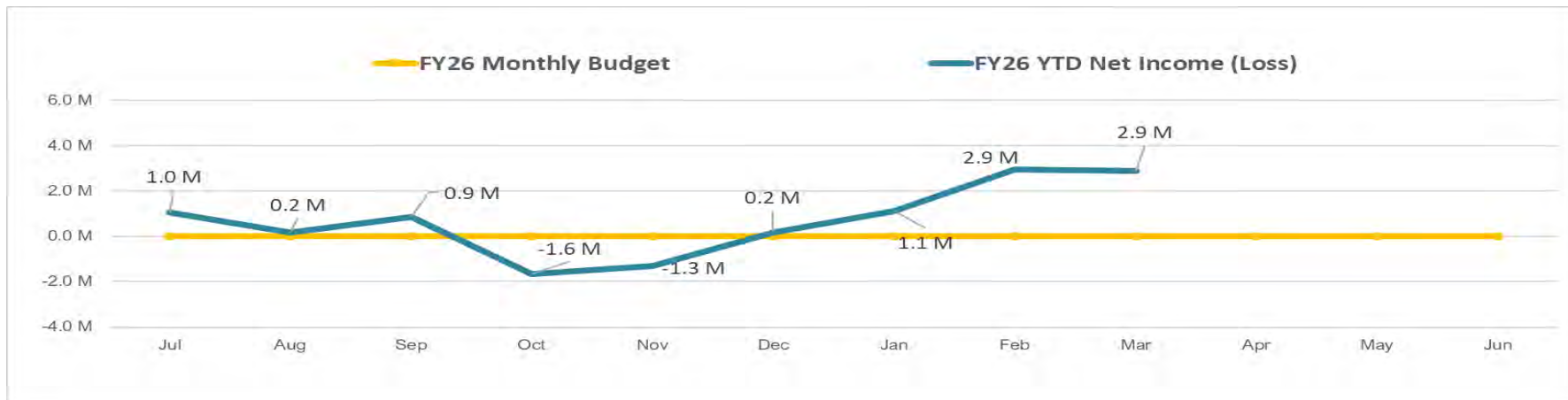
May 4, 2026



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

Financial Results Summary – March 2026

March	Year-to-Date
(\$61.8K) With Epic Contribution	\$2.9M With Epic Contribution



- **Labor Costs:** \$16M favorable (YTD)
- **FTEs:** 1,085 Actual | 1,225 Budget (Mar)

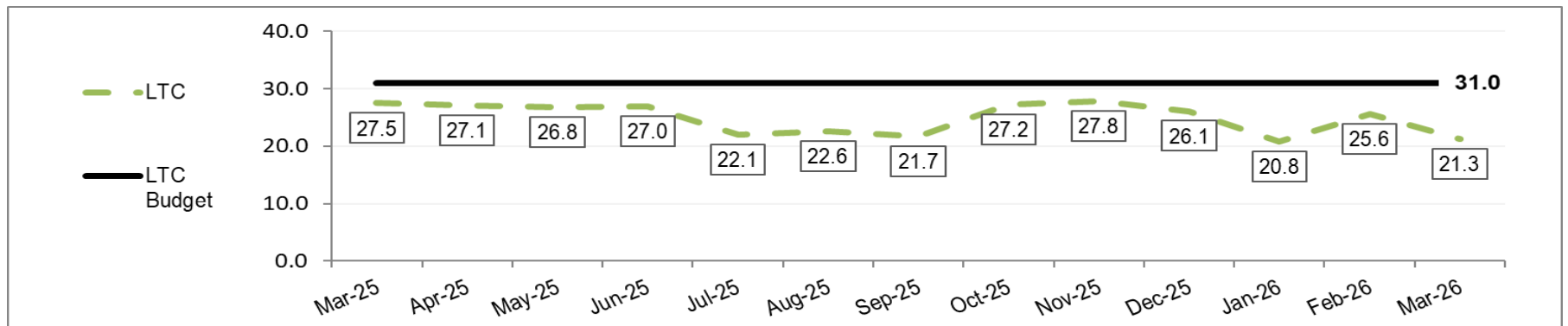
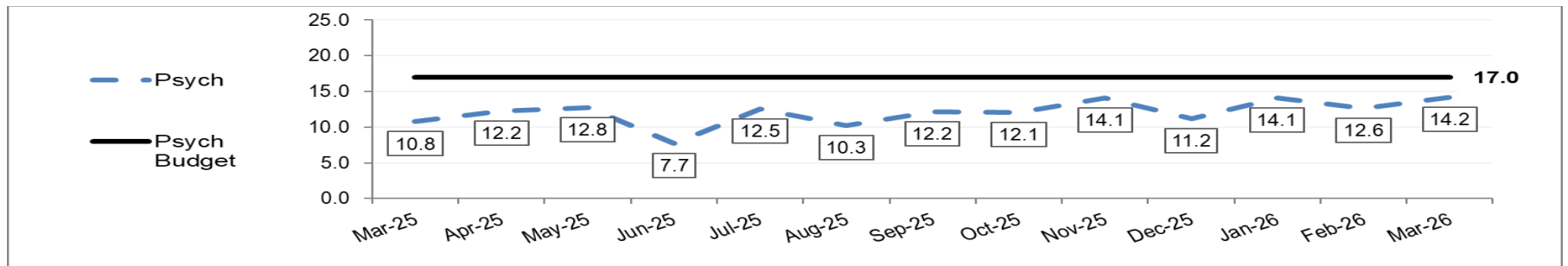
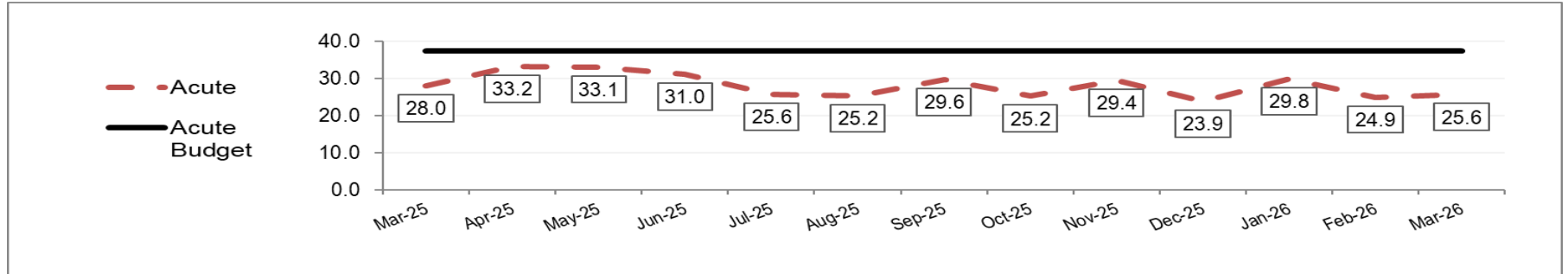
- **Supplies Exp:** \$430K unfavorable (Mar)
- **Drugs:** \$508K unfavorable (Mar)

Summary – March is close to budget. Year to date is \$2.9M favorable to budget. These results include one-time non-operating revenue. Salary and benefit costs are below budget, reflecting FTEs. Total labor and non-labor costs are ahead of budget year to date. Registry FTE reductions continue to be sustained. The payer mix remains stable with Medi-Cal averaging 74%. Inpatient and ED volume are stable within seasonal fluctuation.

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

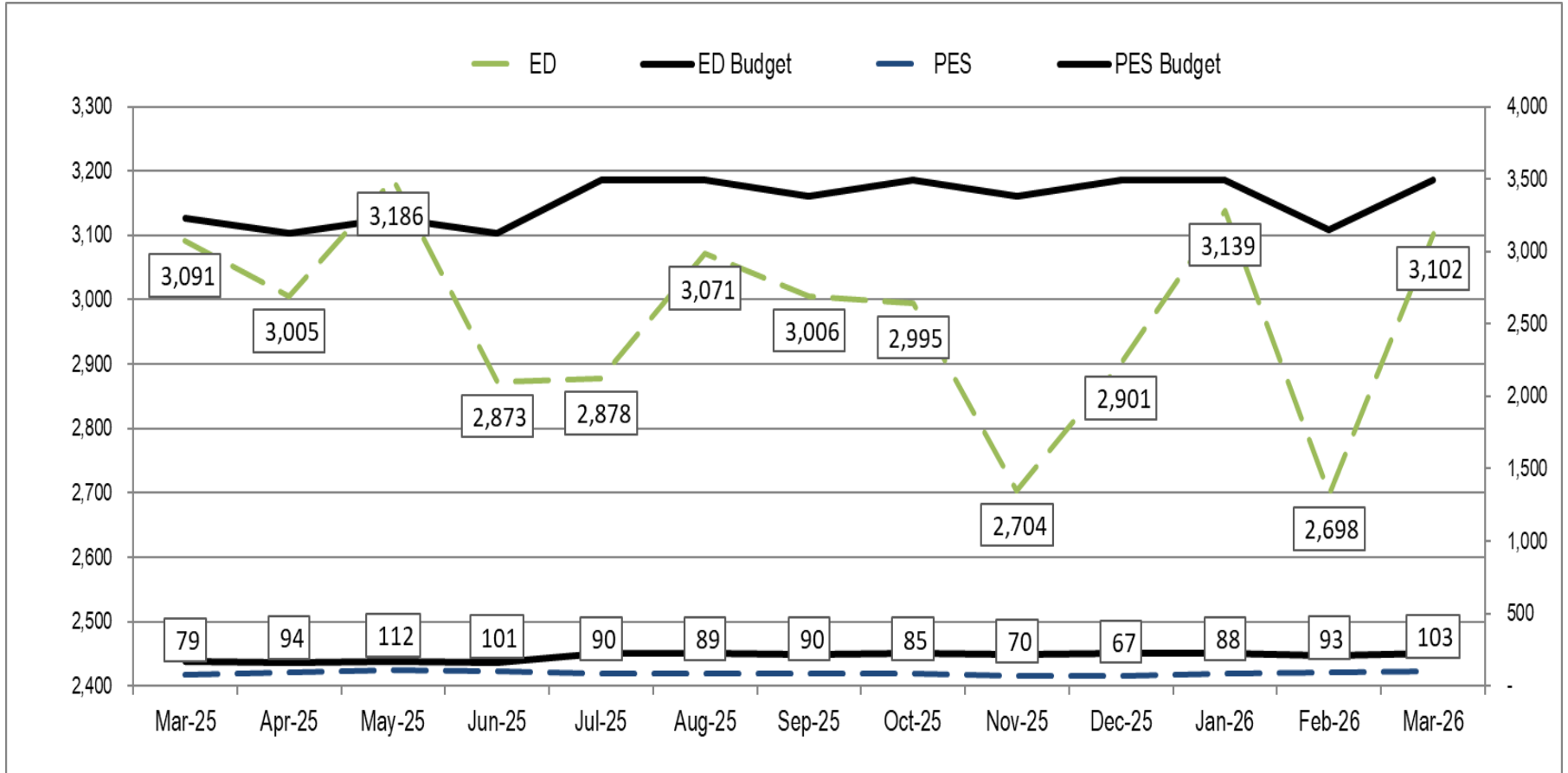
Inpatient Days

March		Year-to-Date	
Actual	Budget	Actual	Budget
1,891	2,649	17,275	23,414



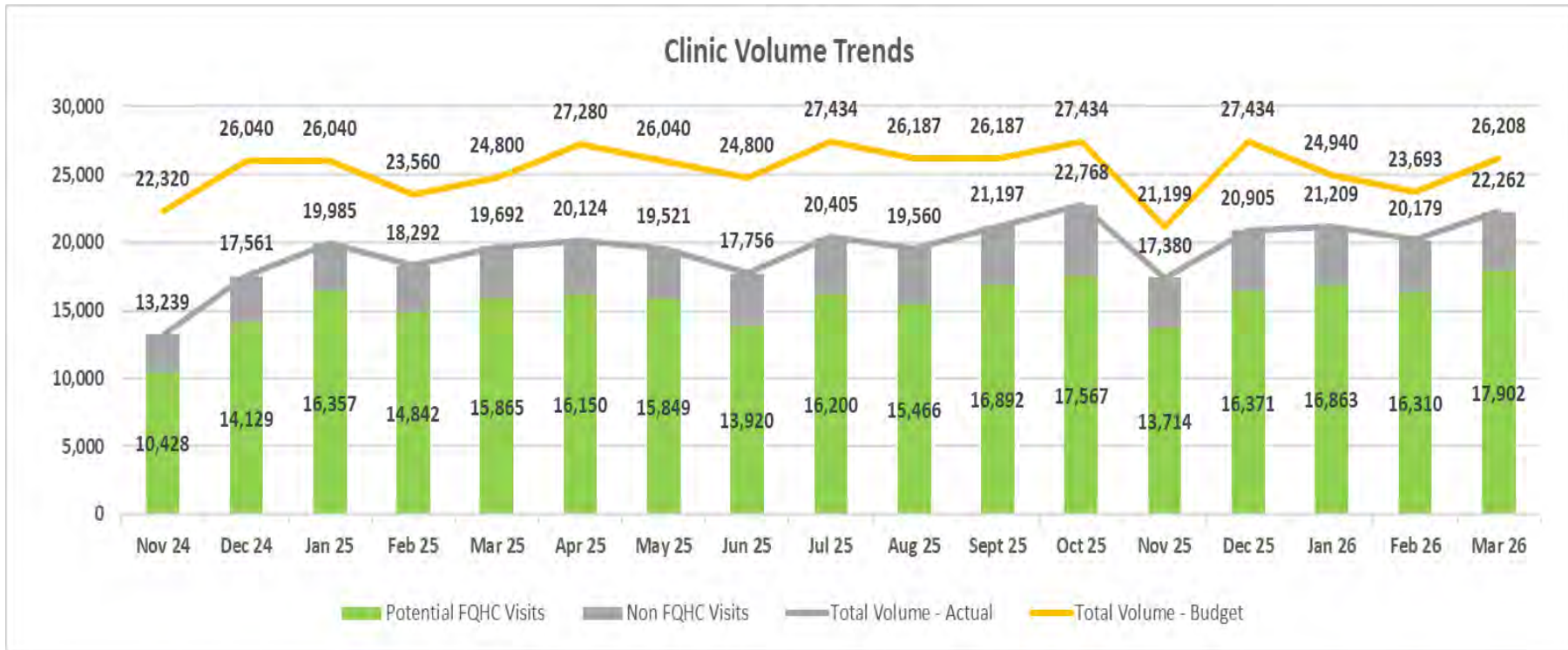
ED Visits

March		Year-to-Date	
Actual	Budget	Actual	Budget
3,205	3,719	27,269	32,871



Clinic Visits

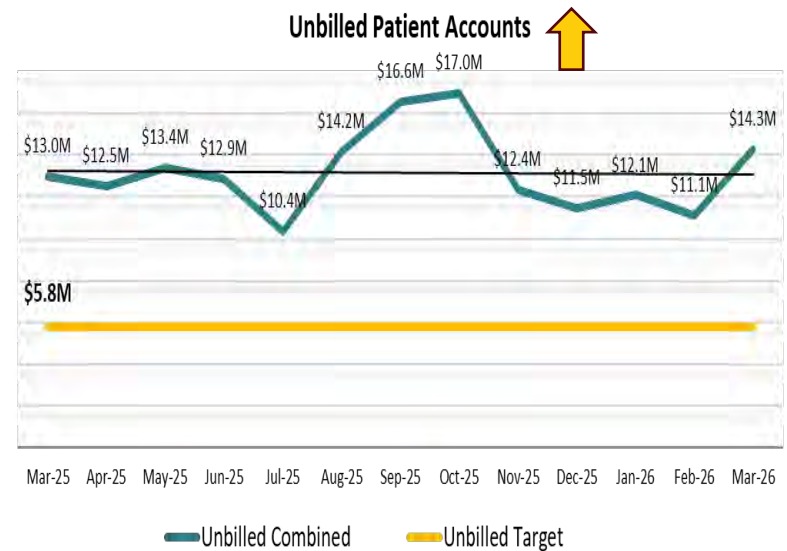
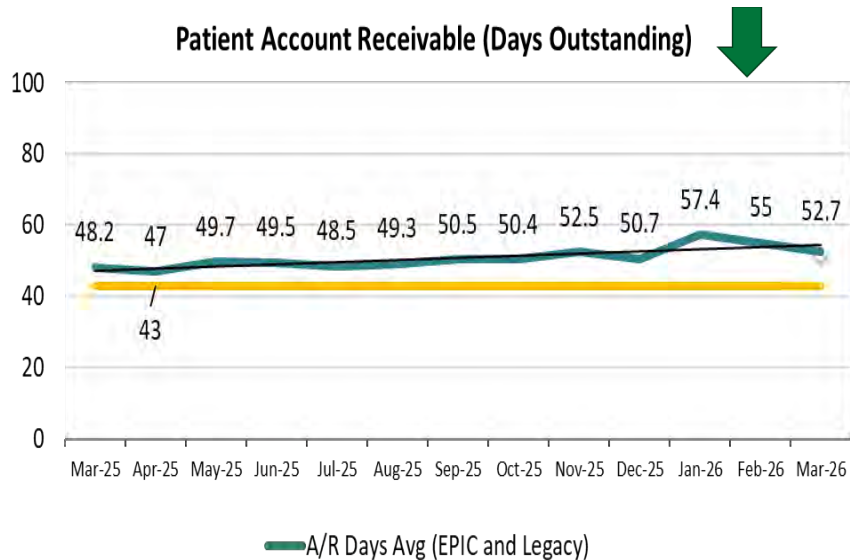
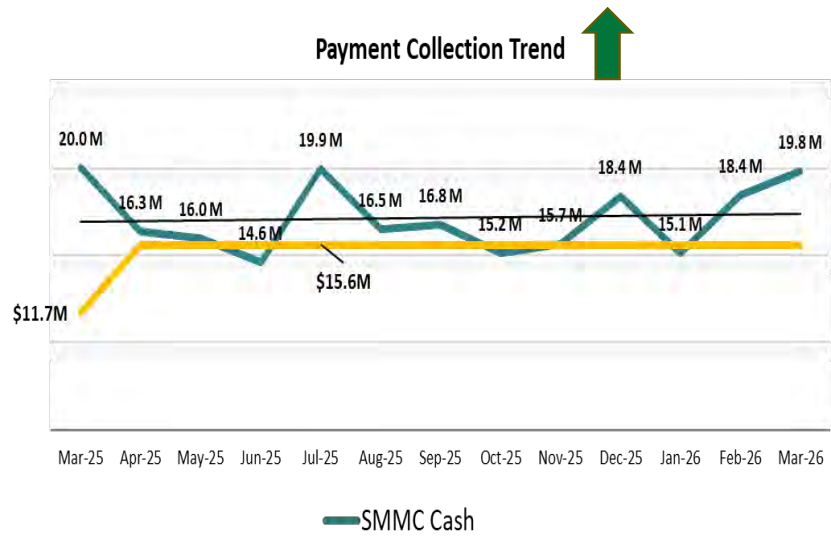
March		Year-to-Date	
Actual	Budget	Actual	Budget
22,262	26,208	185,865	230,716



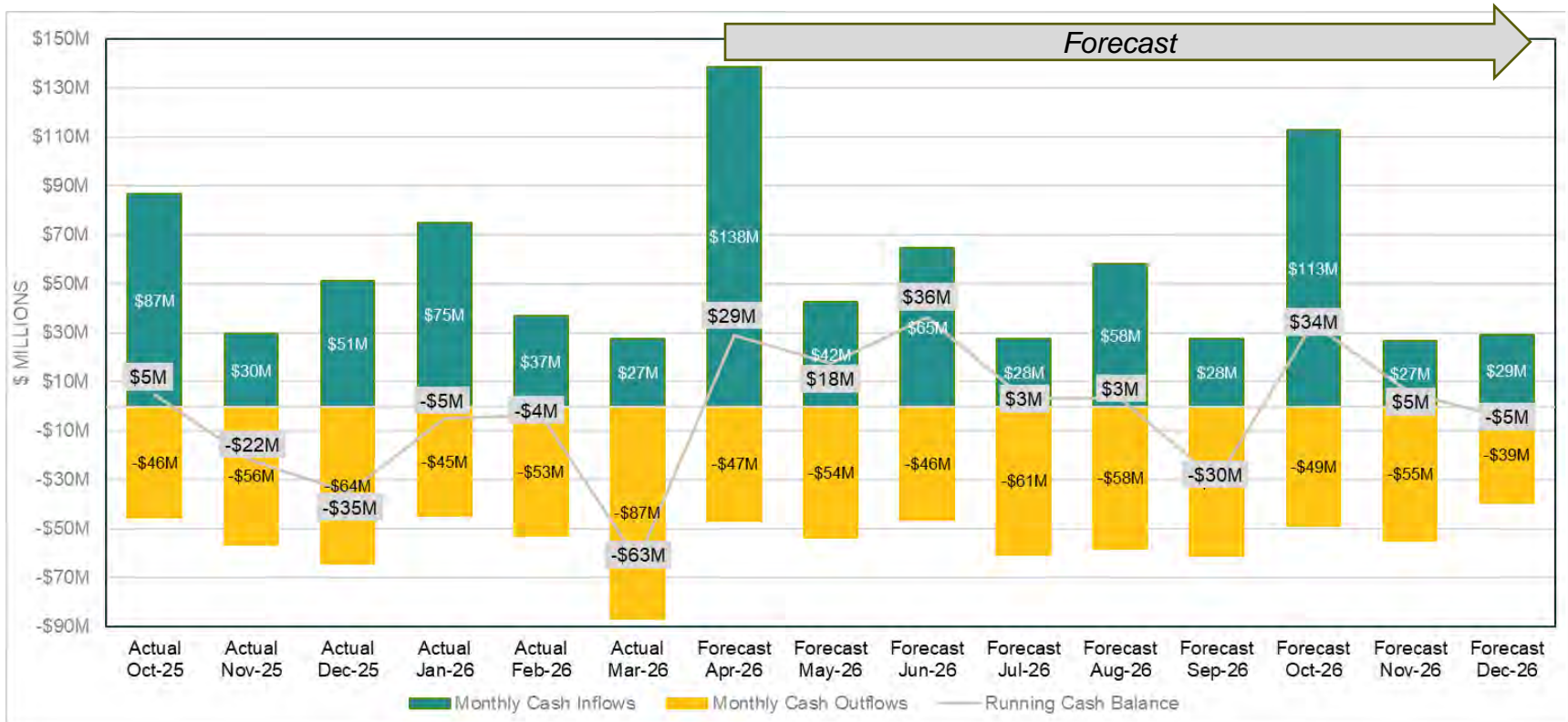
- The increase in clinic visits per day achieved earlier this year continues to be sustained, exceeding 1,000 visits per day since September (except for December).

Revenue Cycle Key Performance Indicators

- **Payment Collection Trend** – Overall payment trend remains above 15.6M target.
- **A/R (Accounts Receivable) Days Outstanding** - Continues trending down since peak in January.
- **Unbilled patient accounts** – Unbilled patient account increase in March reflects bill holds.



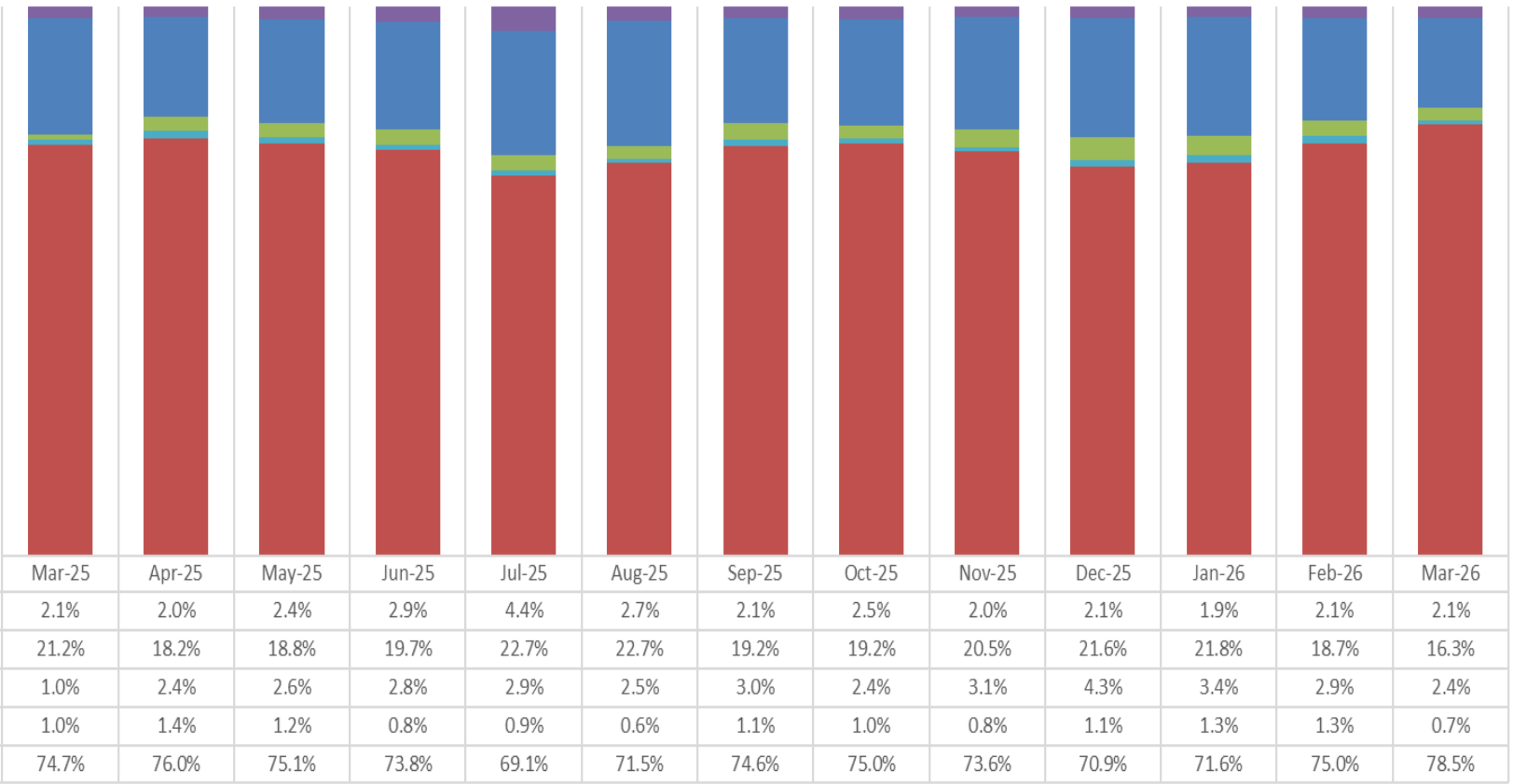
Cash Position and Forecast



Cash flow challenges & opportunities

- Changes in cash inflows and outflows reflect supplemental payment program activity.
- Cash inflows for April include payments for three supplemental payment programs (Global Payment Program, Enhanced Payment Program and Quality Incentive Pool Program).
- We continue to manage cash within the line of credit.

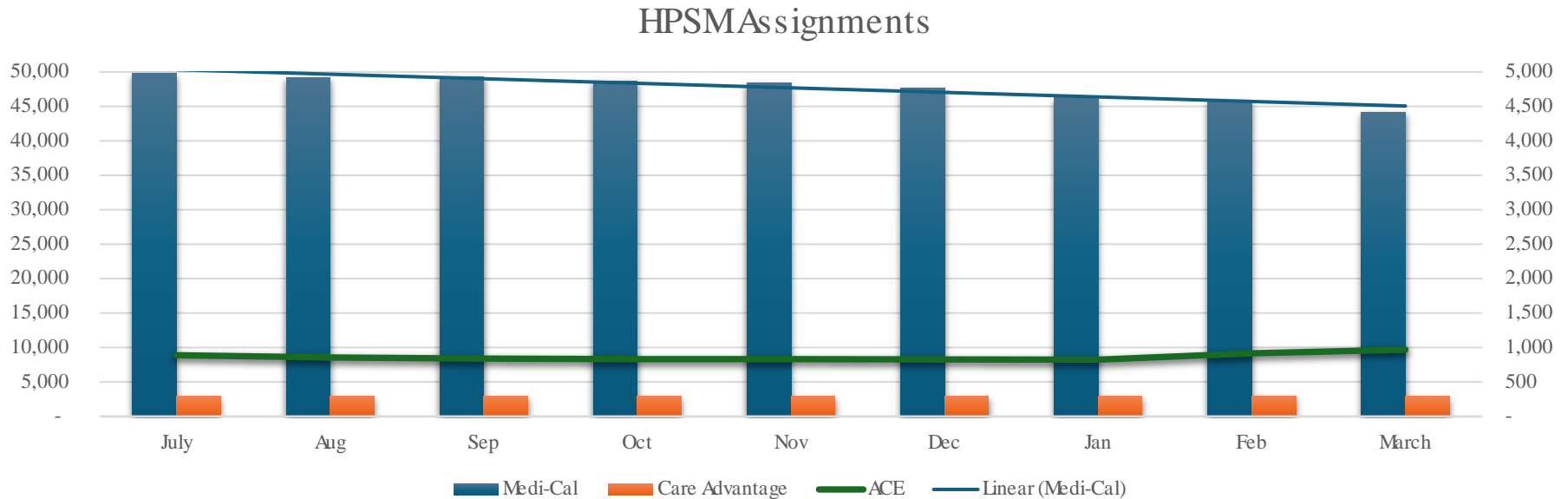
Payer Mix



Highlights

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

HPSM Assignments



Highlights

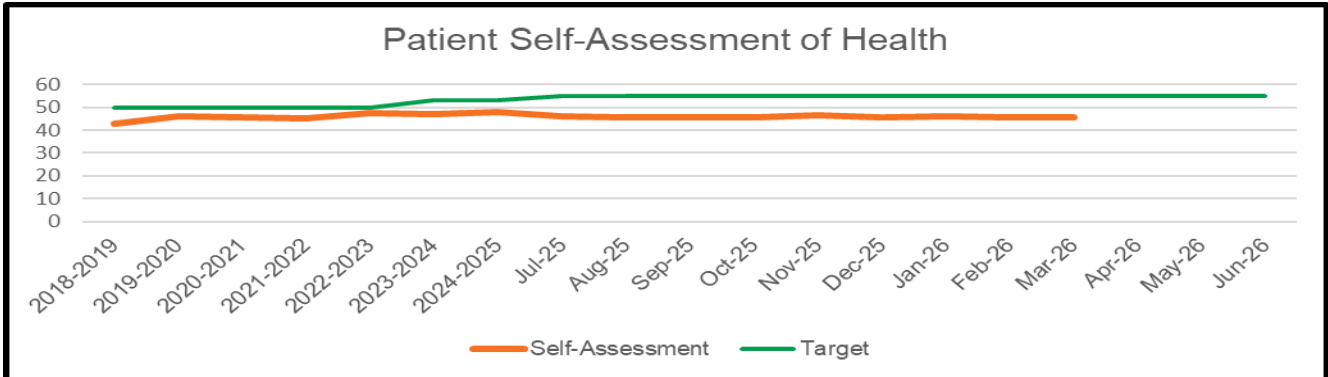
- Medi-Cal assignments are decreasing. Care Advantage assignments remain steady.
- The decrease in Medi-Cal assignments to SMMC mirrors total HPSM member decreases.
- ACE assignment trend not yet clear.

CEO Report

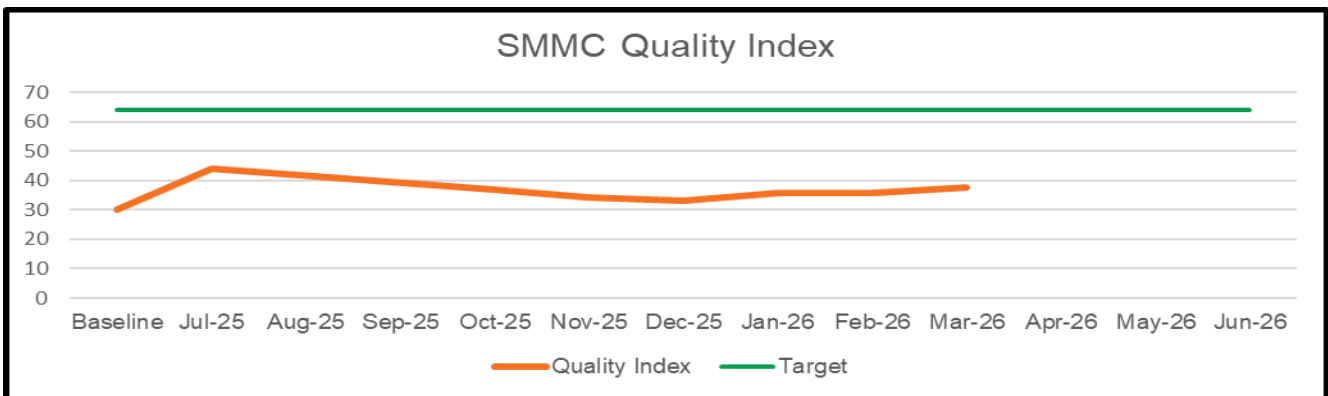
May 2026



Excellent Care

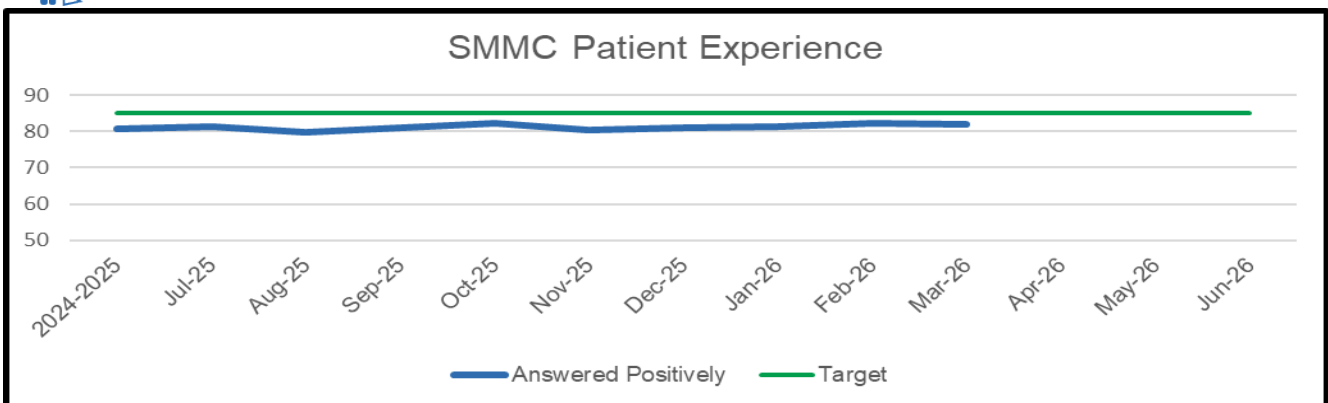


Patient Self-Assessment of Health: Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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.**

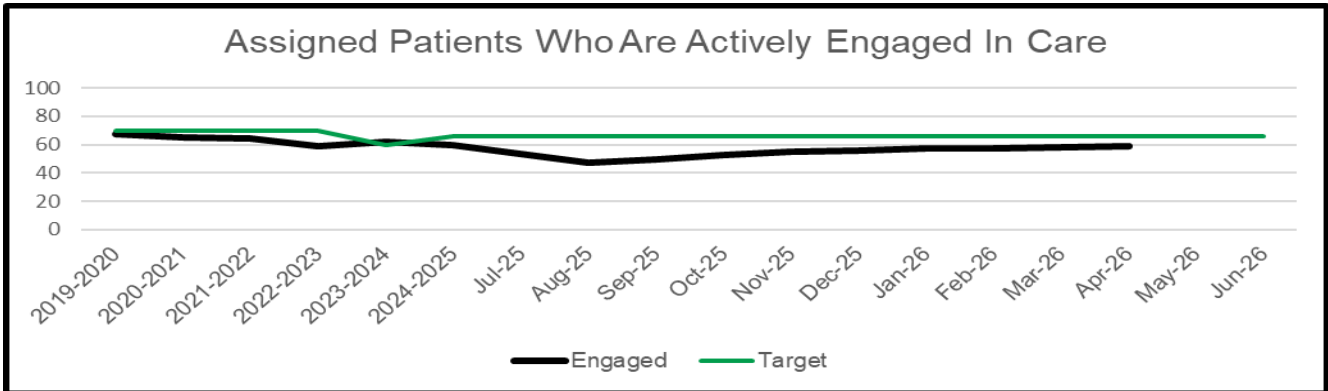
Patient Experience



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.**



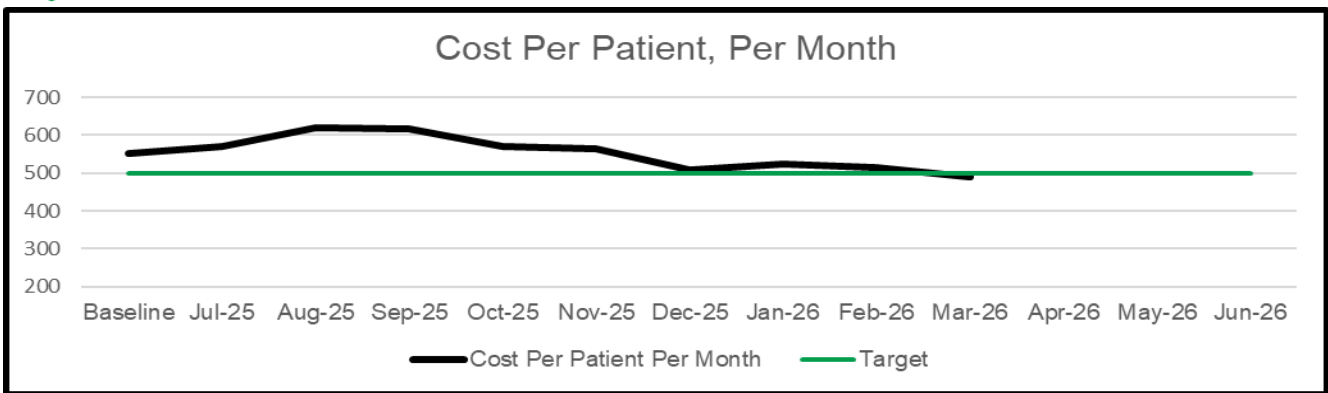
Access to Care



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.**



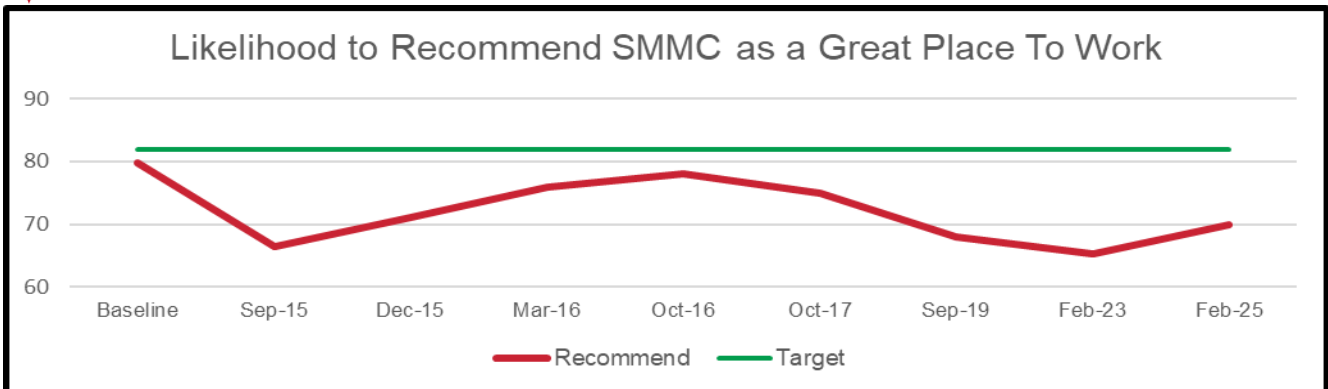
Financial Stewardship



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

Improvement System Update

SMMC's improvement work continues to hum with efforts across all of our value streams. Our 24/7 Monitored Care Improvement Council is preparing for an improvement event in May that will focus on referrals from Inpatient Services to Specialty Services. The Chronic Disease Management Improvement Council recently completed the spread of standard work incorporating patient goals and values into the treatment plans for patients with Diabetes. They also recently completed spread of work to standardize our approach to patients who screen positive for depression. In April they held an event focused on ensuring that patients are on the appropriate medications for high cholesterol and that work will begin to spread soon. Our Disease Prevention Improvement council continues to work to spread standard work related to using Cologuard for colon cancer screening and also standard work to ensure appropriate follow up for abnormal PAP smears. They also continue to spread work that came out of a recent improvement event focused on appropriate precautions in the face of high consequence infectious diseases. Our Emergency Care Council continues to spread the standard work that supports a complete and effective handoff when patients are sent from clinics to the Emergency Department. The Social Determinants of Health Council has completed spread of work supporting those who first encounter our patients (greeters, registration staff etc) to identify social context needs and connect patients with appropriate resources. They are also working to spread standard work to support screening and connection prior to a first visit with SMMC clinics. Finally, our Time Limited Conditions Council is continuing spread of standard work aimed at ensuring patients have timely access to contraceptive care. The council also recently completed the first half of an improvement event to streamline access to ambulatory clinic appointments and that work will continue in May.

##



April 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	873 (March 2026)	-4.9%	0.8%
Medi-Cal	147,990 (March 2026)	-1.4%	-7.3%

County Health Participates in Belonging in the Bay to Share Resources and Prepare for Potential ICE Actions

Staff from County Health, the Office of Racial and Social Justice, the Office of Community Affairs and Supervisors Corzo’s and Gauthier’s offices are participating in quarterly meetings of [Belonging in the Bay](#), a network of local leaders and organizations to share strategies to safeguard immigrant communities against mass deportations. The group is led by Santa Clara County Supervisors Betty Duong and Sylvia Arenas and coordinated by SCC’s Division of Equity and Social Justice.

At the March meeting in Solano County, two leaders from Hennepin County, Minnesota, came to share their experiences with ICE’s Operation Metro Surge, the militarized immigrant crackdown in Minneapolis.

Director of Hennepin County Public Health Sara Hollie and Deputy County Administrator Kareem Murphy talked about need to match the scale of the federal government’s actions, including training front-line staff on how to respond when ICE or other agitators are present. They also noted that government agencies have found creative ways to modify how services are delivered, sometimes meeting clients and community members in coffee shops and other spaces and not on campus.

Through Belonging in the Bay, San Mateo County joined a [public statement](#) in advance of the Super Bowl, affirming its support for immigrant communities and sharing contact information for the local rapid response network.

Other shared initiatives include working with local law enforcement agencies to understand how they share data with the federal government and what policies govern these interactions. Counties are also learning from each other’s best practices and protocols, building communications tools, and training staff.

Belonging in the Bay wants to help make sure that counties, rapid response networks and local partners are coordinated and prepared.

Foster Wellness Program Helps Remove a Barrier to Treatment



San Mateo County Health recently launched the Foster Wellness Program, which provides temporary care for pets while their owners receive inpatient mental health, substance use or medical treatment. The program was created to address a recurring barrier to care: individuals eligible for inpatient care often decline treatment due to lack of trusted care options for their pets. County Health's Animal Control and Licensing program manages foster placements, coordinates supplies and veterinary support and helps reunite pets with their owners after treatment. The program is currently recruiting volunteers to foster dogs and cats. To volunteer, send an email to fosteringwellness@smcgov.org