



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, June 1, 2026
8:00 AM – 10:00 AM

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



AGENDA

Board of Directors	Monday, June 1, 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. May 4, 2026 SMMC Board Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- | | |
|--|---|
| 1. Emergency Department | Dr. Alpa Sanghavi..... Verbal
Michael Fields |
| 2. SB43: Expansion of Grave Disability | Jei Africa..... Verbal
Alex Hagnere |
| 3. Strategy Update | Robert Blake..... Verbal |
| 4. Compliance Update | Gabriela Behn..... Verbal |
| 5. Financial Report | Dr. CJ Kunnappilly..... TAB 2 |
| 6. CEO Report | Dr. CJ Kunnappilly..... TAB 2 |

I. COUNTY HEALTH CHIEF REPORT

- | | |
|------------------------|--------------------------|
| County Health Snapshot | Colleen Chawla.... TAB 2 |
|------------------------|--------------------------|

J. COUNTY EXECUTIVE OFFICER REPORT

Mike Callagy

K. BOARD OF SUPERVISOR REPORT

Supervisor Noelia Corzo

L. ADJOURNMENT**ADA Requests**

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

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CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS
MEETING MINUTES
Monday, May 4, 2026
SMMC Board Room, 225 37th Ave., San Mateo, CA

Board Members Present

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

Staff Present

Jennifer Papa	Michelle Lee
Dr. Alpa Sanghavi	Rebecca Archer
Dr. Yousef Turshani	Jacki Rigoni
Gabriela Behn	Emily Weaver
Robert Blake	Rich Bailey
Rob Larcina	Victor Armendariz
Travis Kusman	Lauren Young

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Speier 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 8:17 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for May 4, 2026. QIC Minutes from March 24, 2026. Medical Executive Committee Minutes from April 14, 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	No report.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from April 6, 2026.	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	Due to issues around coverage in the Imaging department, echocardiograms are being impacted especially in the ED. If a patient needs detailed echocardiograms, they need to be transferred out.	FYI

<p>Pharmacy Department</p> <p>Victor Armendariz</p>	<p>Hospital Pharmacy services: Inpatient medical and psych; Emergency; Sterile compounding; Infusion center; Medication monitoring</p> <p>Retail Pharmacy: Discharge prescriptions; Outpatient prescriptions</p> <p>LTC Pharmacy: 1A/Skilled Nursing; Burlingame Skilled Nursing; Correctional Health</p> <p>Willow Ambulatory is the Epic outpatient system and it has been one year since going live</p> <p>Inpatient pharmacy has a pharmacy on the floor who attends the ICU rounds</p> <p>Outpatient Pharmacy lines averaged more than 45 minutes for orders to be fulfilled. Occasionally the wait times were up to two hours. Since the implementation of Epic, the median wait time is under 20 minutes.</p> <p>This year we partnered with Correctional Health to help implement parts of a new program called CalAIM-JI which allows us to bill some medications to Medi-Cal for reimbursement. Since Epic go-live, over \$400,000 worth of claims have been billed.</p>	<p>FYI</p>
<p>Emergency Medical Services (EMS) System Overview</p> <p>Travis Kusman</p>	<p>Emergency Medical Services (EMS) is the practice of medicine involving the evaluation and management of patients with acute traumatic and medical conditions. EMS sits at the intersection of emergency management, public health, public safety, and healthcare. EMS resources and care must be delivered to patients in need regardless of their location or ability to pay in a clinically appropriate time and cost.</p> <p>The California Health and Safety Code mandates that the EMS system be under the medical control of the EMS Agency's physician medical director.</p> <p>We certify EMTs and Accredited paramedics to practice. All EMT's and Paramedics within the 911 system, as well as the Emergency Medical Dispatch functions performed by County Public Safety Communications operate under the policies, procedures and protocols of County EMS.</p> <p>The EMS Agency is also charged with investigation of infractions of established clinical and legal standards, as well as the associated enforcement activities. We depend primarily on fees from our work in certifying EMTs and accrediting Paramedics, revenue from service based agreements with hospitals we designate to receive patients from our EMS system, Maddy Funds from the State which are diminishing over time and part of which are obligated to hospitals and physicians to support uncompensated care, as well as oversight fees originating from patients that the County's contracted ambulance provider transports and whose insurance it bills.</p> <p>System-wide Responses and Transports (CY 2025): responses 72,053. Transports 45,699.</p>	<p>FYI</p>
<p>Improving SMMC's Analytics Infrastructure</p> <p>Gabriela Behn</p>	<p>SMMC's current analytics structure has a gap in the ability to shift from providing data to analyzing data to make informed decisions.</p> <p>Need Statement: SMMC patients need leaders to make effective, data driven decisions for operational improvement and quality care.</p>	<p>FYI</p>

	<p>Hypothesis: If we improve how data are utilized across the organization, then leaders will make timelier decisions, which will lead to measurable improvements in operational efficiency, care quality, and financial performance.</p> <p>Learnings: Knowledge and impact of QIP was limited to few operational leaders. Because of historic operational leader involvement, this led to confusion about role of Councils in monitoring and owning the QIP metrics this year. For QIP, data validation became challenging as we approached the end of the calendar year. Challenges with data have highlighted our need for expanding a proactive population health program more quickly in our clinics</p> <p>Assumption: if Exec Team looks at our Dashboard, it would trickle down to others looking at it</p> <ul style="list-style-type: none"> • We did not land here and make this trickle-down request explicit. Highlighted the need to talk to managers directly to learn their current state • Managers are utilizing dashboards to drive their work, it lacks consistency and standardization. <p>Impact on managers Experiments have focused on executive review and understanding of our data and analytics infrastructure. Current Work: Setting systems in place to better support managers and leaders in making data-informed decisions. Interviewed Managers and Supervising Providers to ask: What data do you use? How often? In what ways?</p> <p>Current pilot Standard Ambulatory Metrics:</p> <ul style="list-style-type: none"> • Have AST agree on metrics to follow across ambulatory. • Build group awareness of these metrics that we are following by meeting at Ambulatory Ops. • Have all AST and clinic managers/dyads meet, and set up their dashboard/slicer dicer together, referring to existing experts. Start with something more achievable. • Develop OSW for leaders to pull these numbers. 	
<p>Financial Report Jennifer Papa, CFO</p>	<p>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.</p>	<p>FYI</p>
<p>CEO Report Dr. CJ Kunnappilly</p>	<p>Dr. Kunnappilly presented the CEO report which was included in the Board packet and answered questions from the Board. This week is National Nurses Week and later this month, we will celebrate Healthcare Week. All are invited to partake in the celebrations at the hospital and clinics.</p>	<p>FYI</p>

<p>County Health Chief Report Colleen Chawla</p>	<p>Health leadership is looking at metrics to track the impact of H.R.1 on Medi-Cal coverage and the patient population. UIS population cannot re-enroll in Medi-Cal. We are closely monitoring the situation.</p>	<p>FYI</p>
<p>County Executive Officer Mike Callagy</p>	<p>Last week, Supervisors Corzo and Speier were in Sacramento to talk about the Vehicle License Fee funding that is owed to the county by the state. The current amount owed is approximately \$119 million. The ongoing loss of the revenue source will be catastrophic for the county.</p>	<p>FYI</p>
<p>Board of Supervisors Supervisor Noelia Corzo</p>	<p>Supervisor Corzo reported that tomorrow at the Board of Supervisors meeting, there will be a discussion about e-bikes and safety.</p> <p>Efforts to advocate for VLF reimbursement remain strong and focused.</p>	<p>FYI</p>

Supervisor Corzo adjourned the meeting at 9:38 AM. The next Board meeting will be held on June 1, 2026.

Minutes recorded by:
Michelle Lee

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

ADMINISTRATION REPORTS

Financial Performance Update

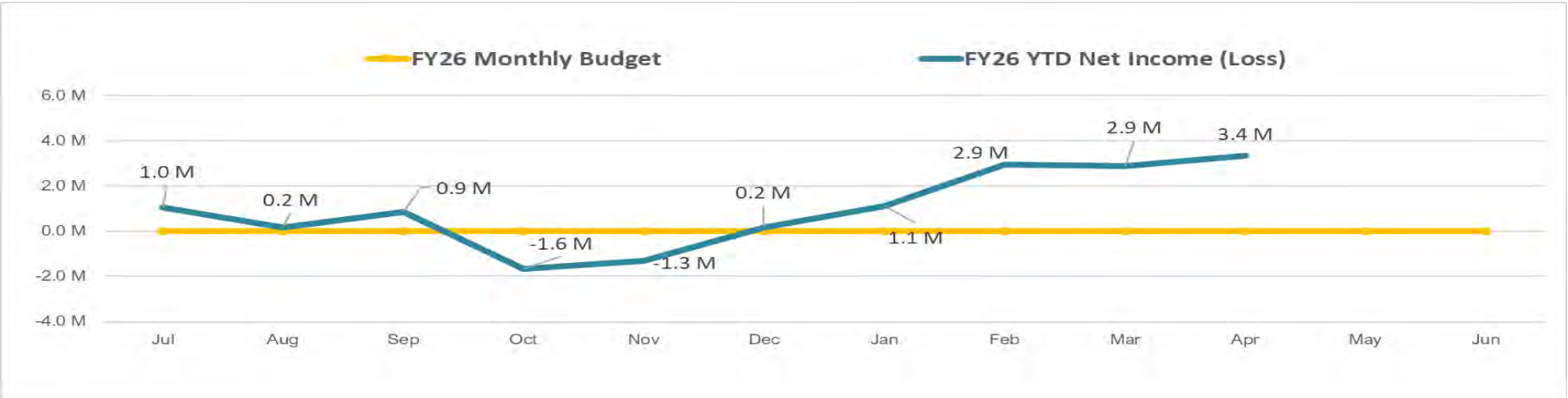
June 1, 2026



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

Financial Results Summary – April 2026

April	Year-to-Date
\$475K With Epic Contribution	\$3.4M With Epic Contribution



- **Labor Costs:** \$17.6M favorable (YTD)
- **FTEs:** 1,093 Actual | 1,225 Budget (Apr)

- **Drugs:** \$1.2M unfavorable (Apr)

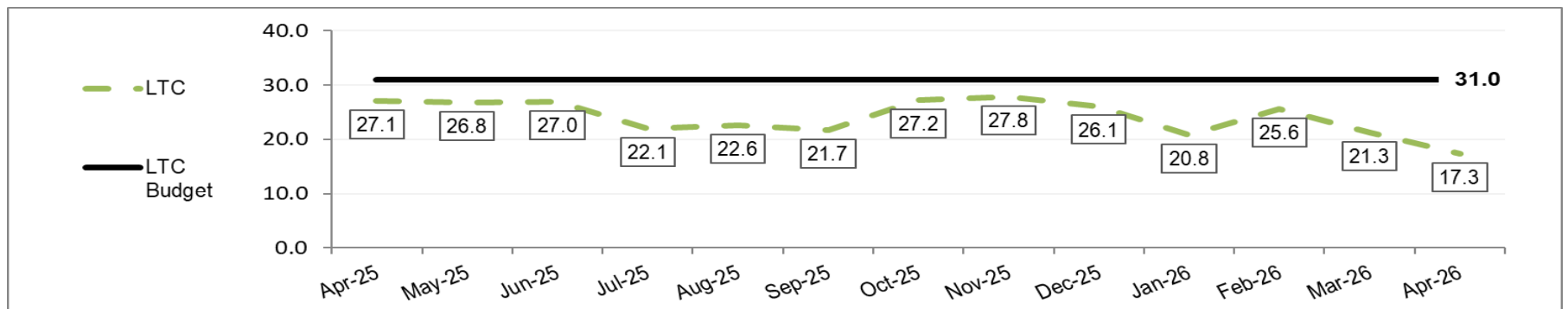
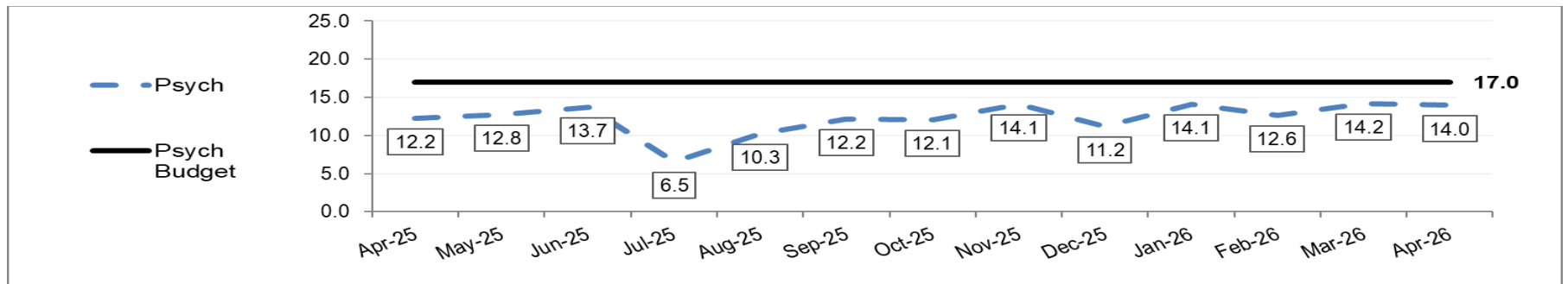
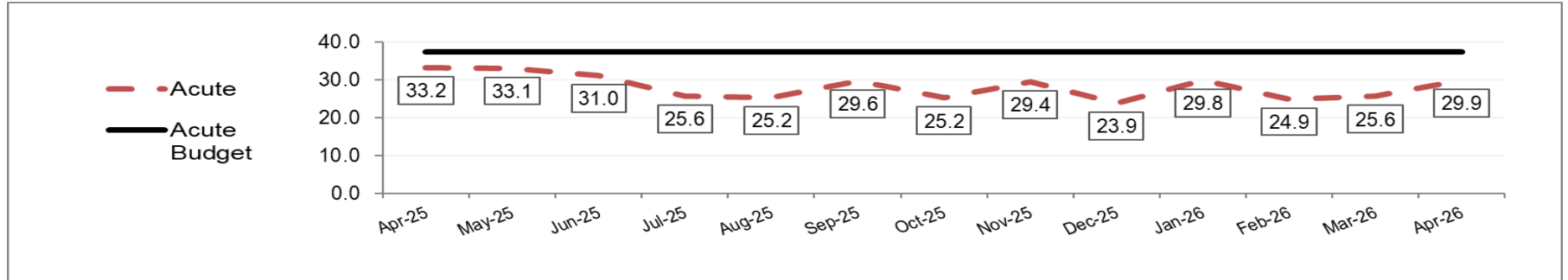
Summary – April is \$475K favorable to budget. Year to date is \$3.4M favorable to budget. These results include one-time non-operating revenue. Salary and benefit costs are below budget, reflecting FTEs. Total labor and non-labor costs are ahead of budget year to date. The payer mix remains stable with Medi-Cal averaging 74%. Inpatient, ED and clinic volume are stable within seasonal fluctuation.

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



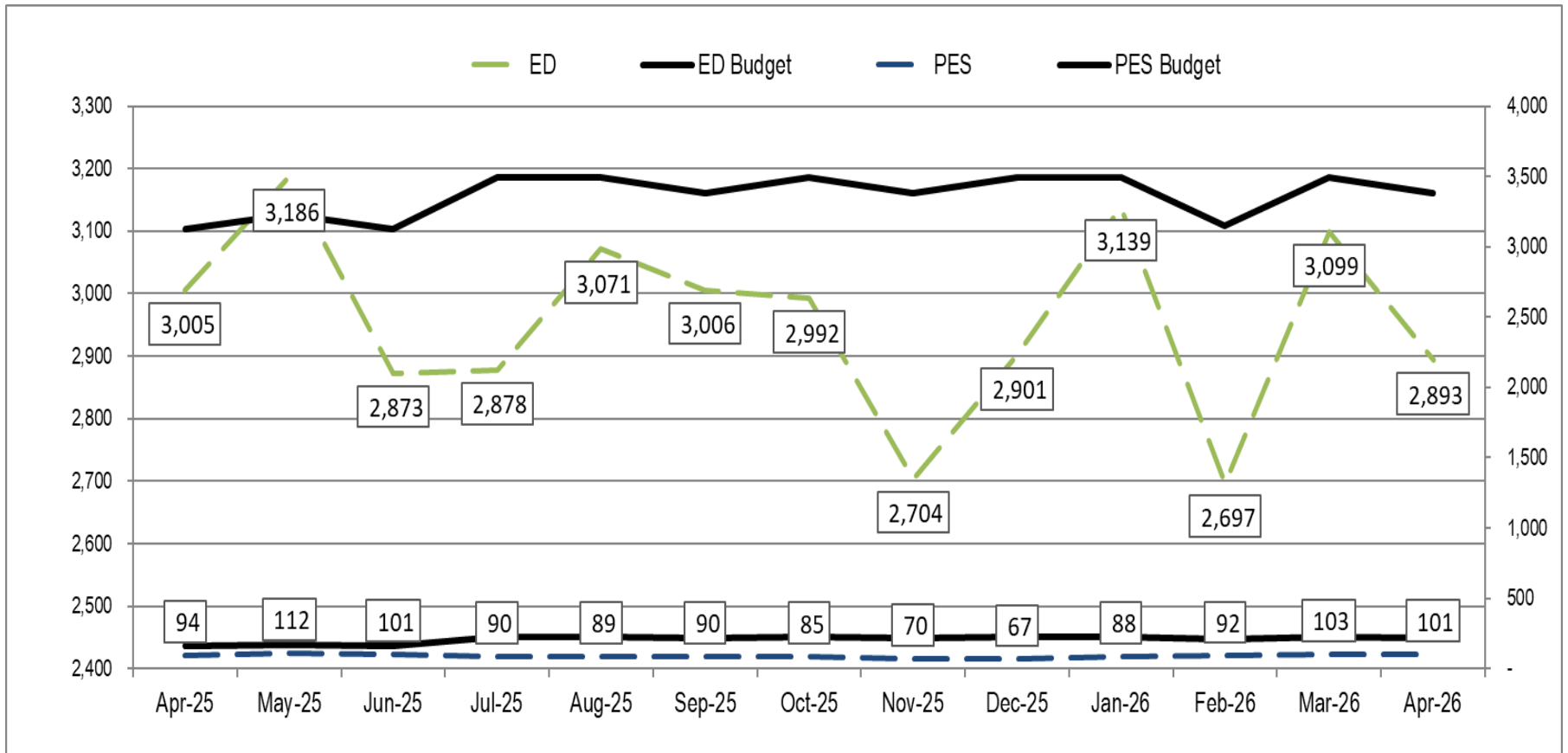
Inpatient Days

April		Year-to-Date	
Actual	Budget	Actual	Budget
1,836	2,564	19,111	25,978



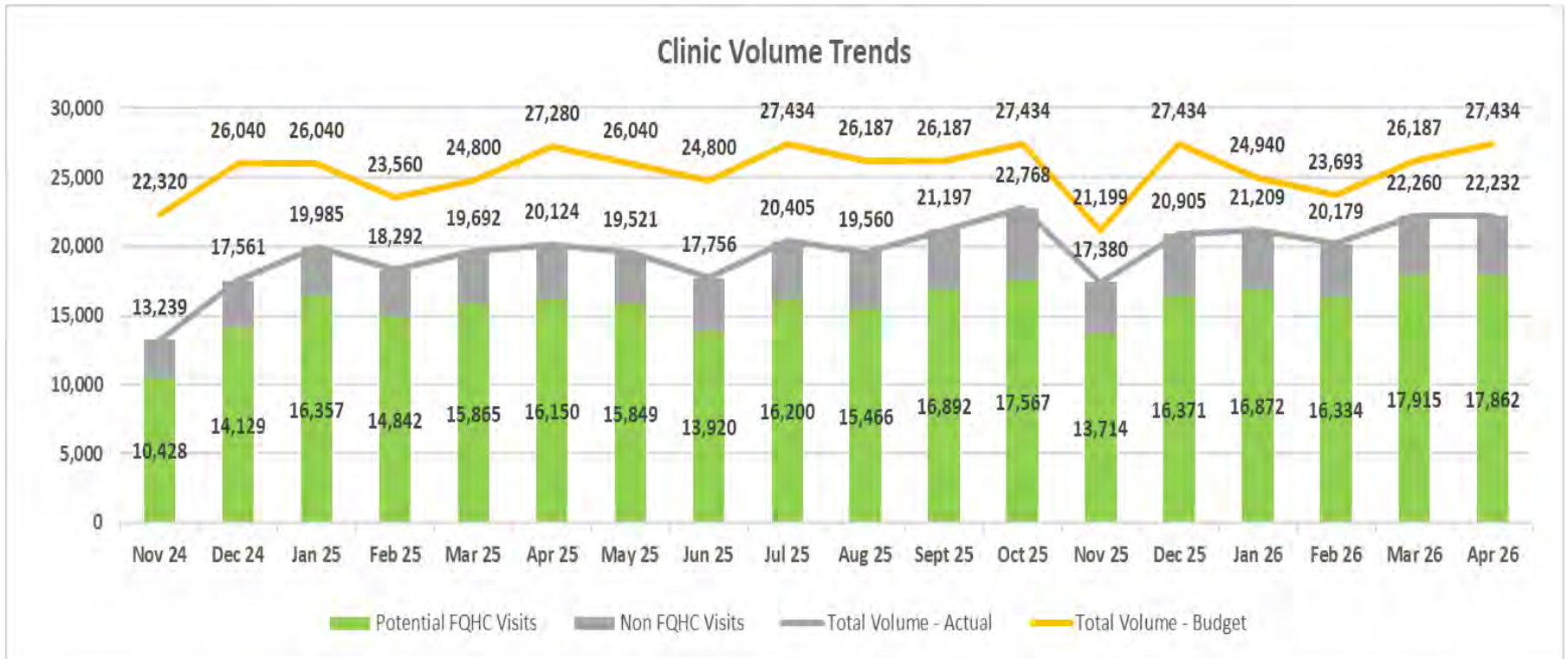
ED Visits

April		Year-to-Date	
Actual	Budget	Actual	Budget
2,994	3,599	30,255	36,471



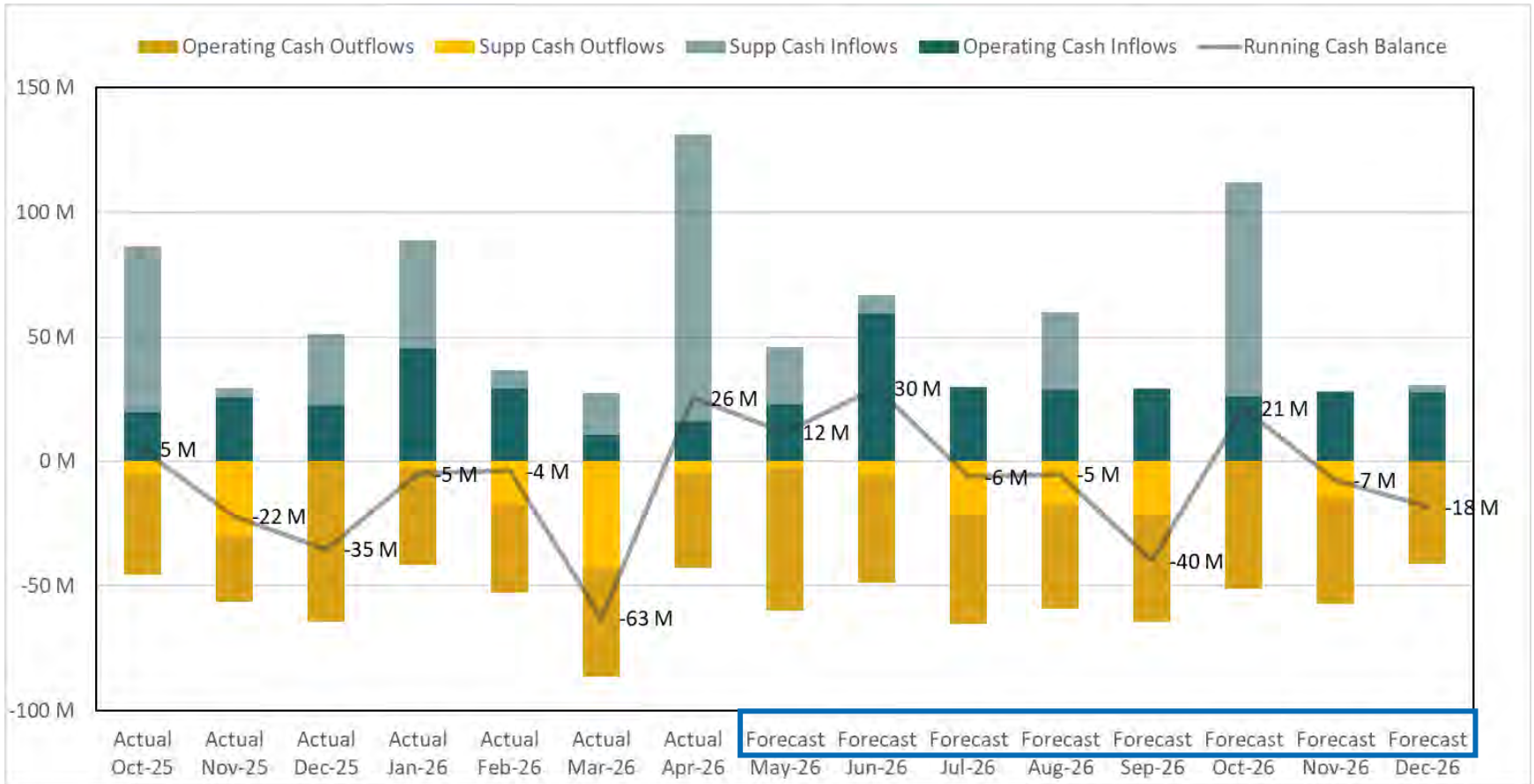
Clinic Visits

March		Year-to-Date	
Actual	Budget	Actual	Budget
22,232	27,434	208,095	258,129



- Clinic visit volume increased post-EPIC (November 2024). Volume decreased in April, following increases since January.

Cash Position and Forecast

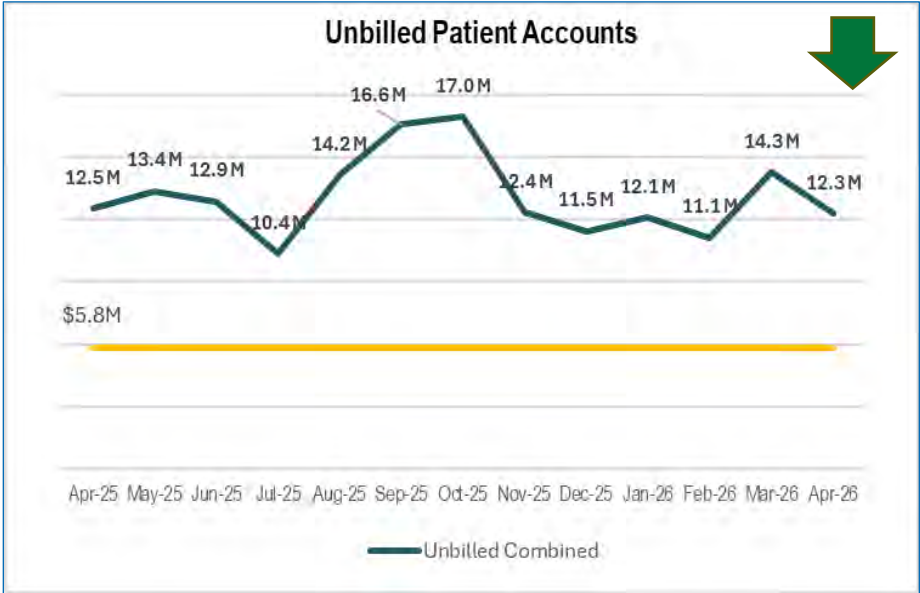
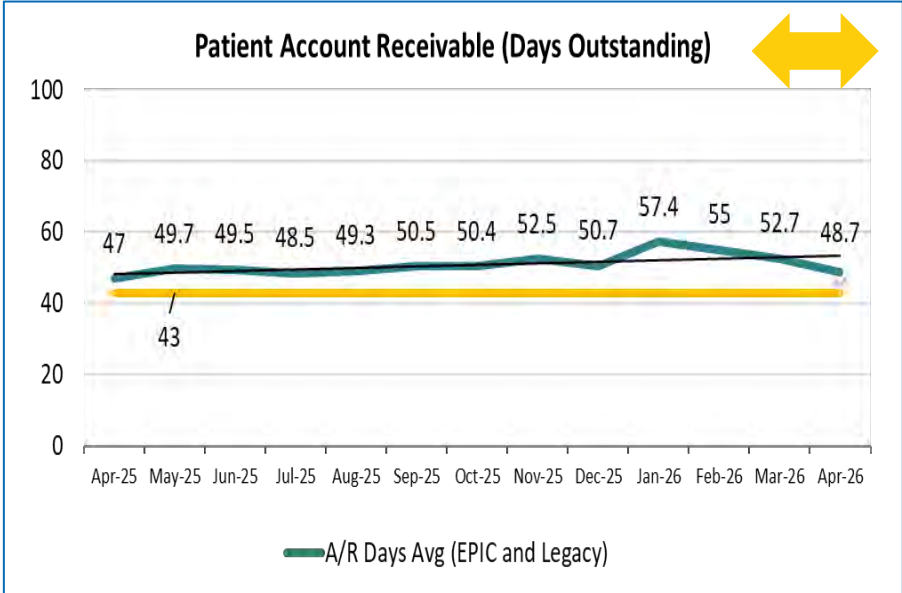
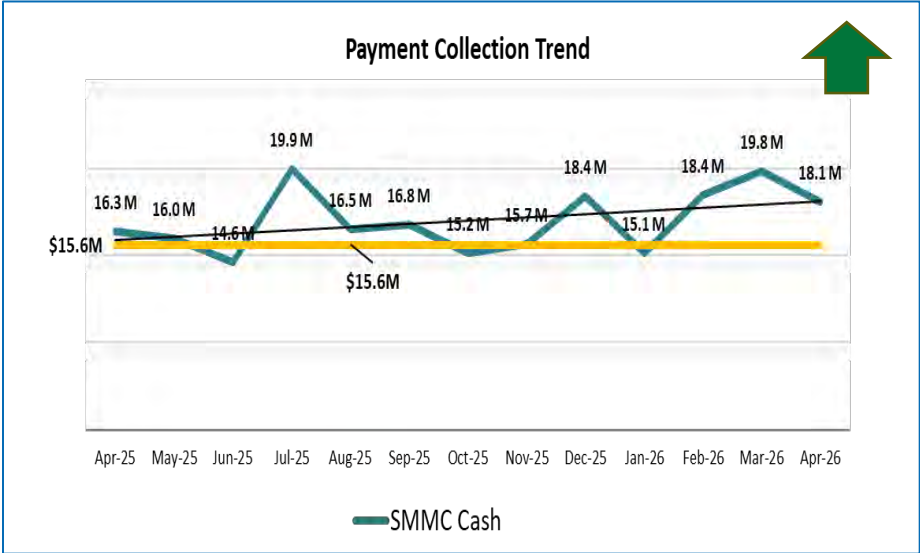


Cash flow challenges & opportunities

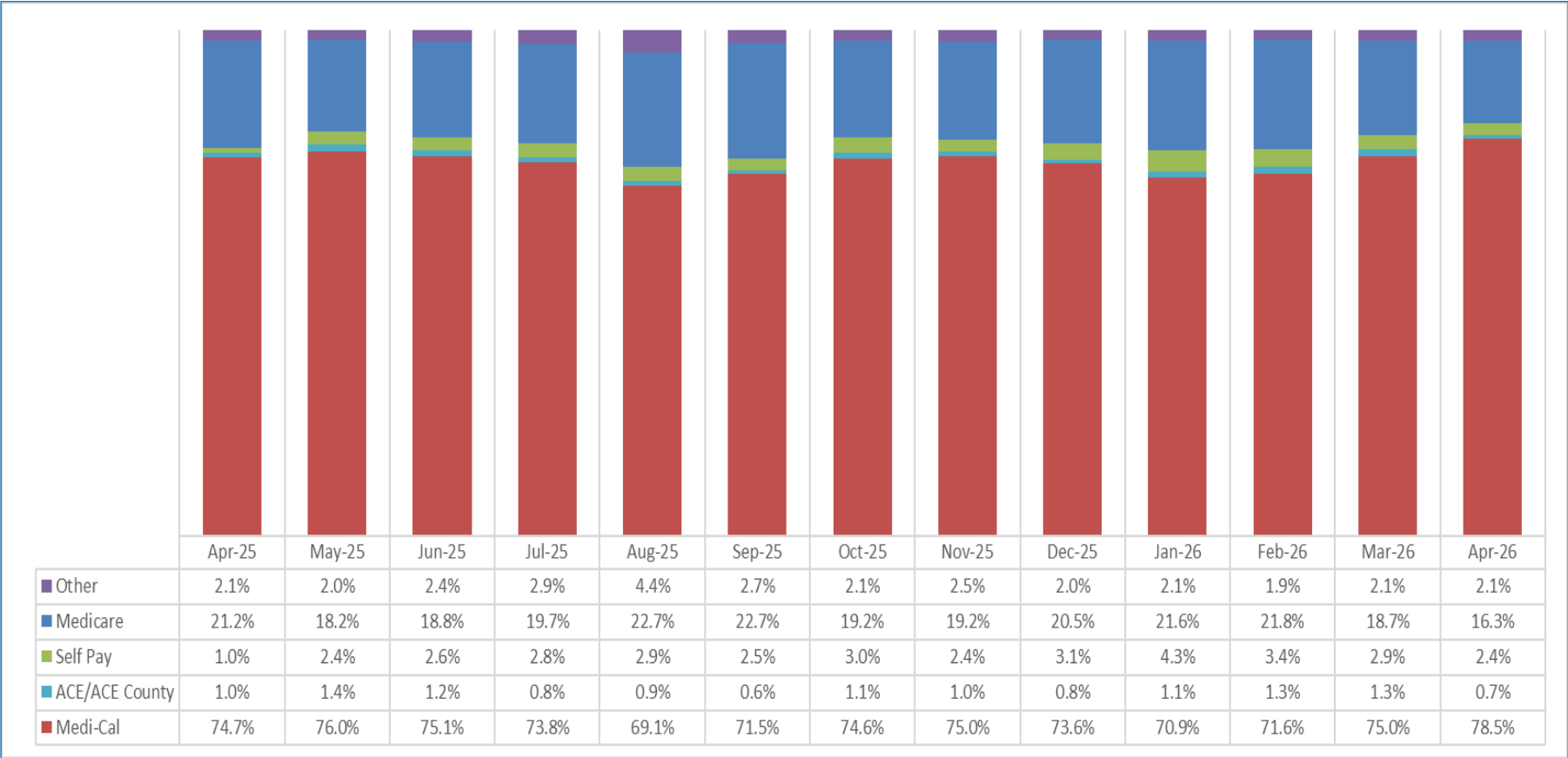
- \$115.1M cash in-flows in April related to Supplemental payment programs (Global Payment Program, Enhanced Payment Program and Quality Incentive Pool)
- \$16.4M of cash in-flows in May 2026 earned in fiscal year 2011.
- June 2026 operating cash inflow reflects fiscal year-end drawdown of County Contribution.

Revenue Cycle Key Performance Indicators

- **Payment Collection Trend** – Overall payment trend above 15.6M target. Higher contractual adjustments in April.
- **A/R (Accounts Receivable) Days Outstanding** - Continue trending toward target.
- **Unbilled patient accounts** – Unbilled patient accounts decreased in April. Holds on Medicare facility fees and psych emergency services are in place.



Payer Mix

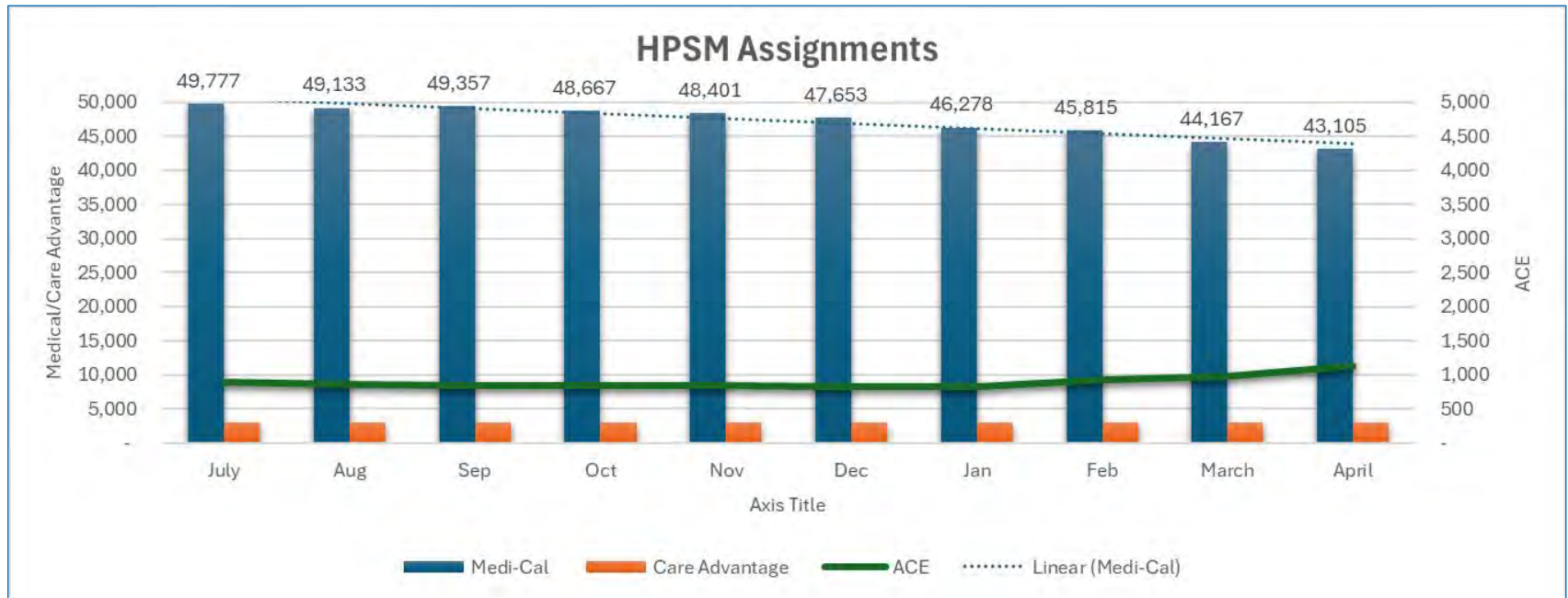


Highlights

- Payer mix remains steady; changes expected in July with elimination of dental coverage for UIS.

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

HPSM Assignments



Highlights

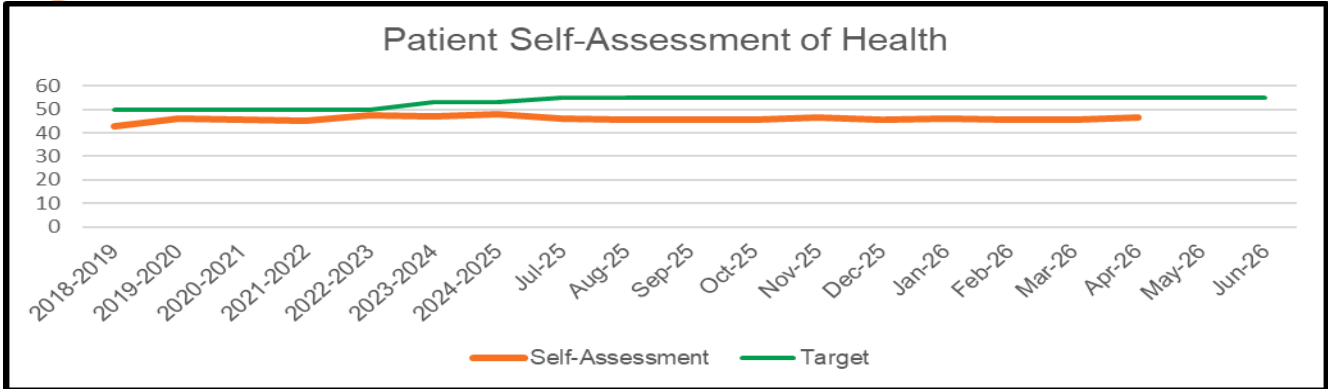
- HPSM assignments are decreasing.
- Since January, Medi-Cal assignments have decreased by 3,200, while Care Advantage remains steady.
- ACE program enrollment is increasing at a slower rate than Medi-Cal enrollment decreases.

CEO Report

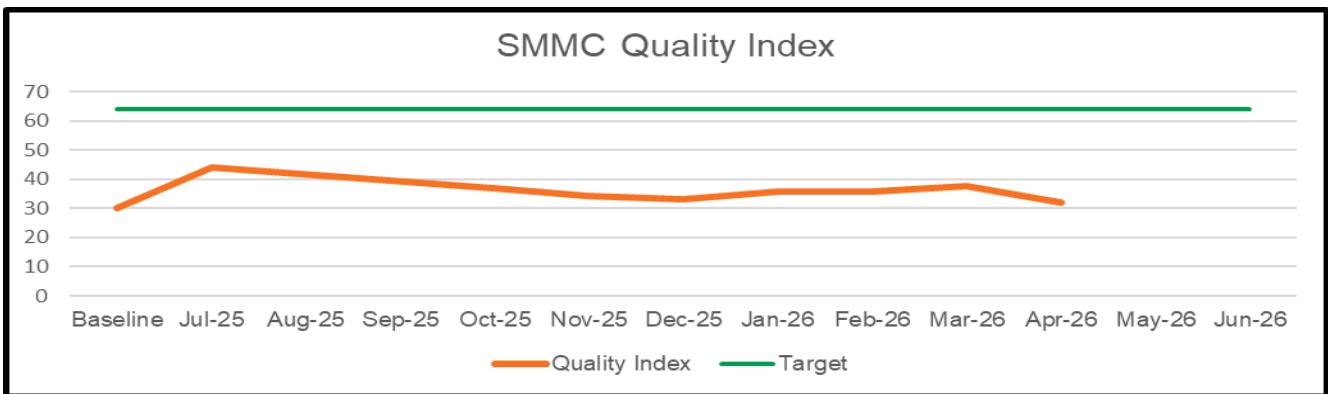
JUNE 2026



Excellent Care

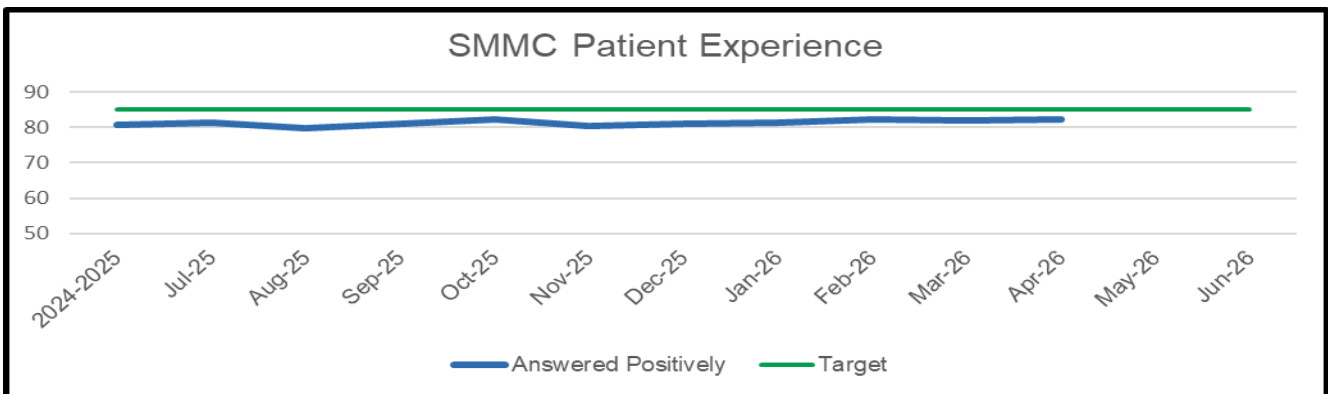


Patient Self-Assessment of Health: All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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.**

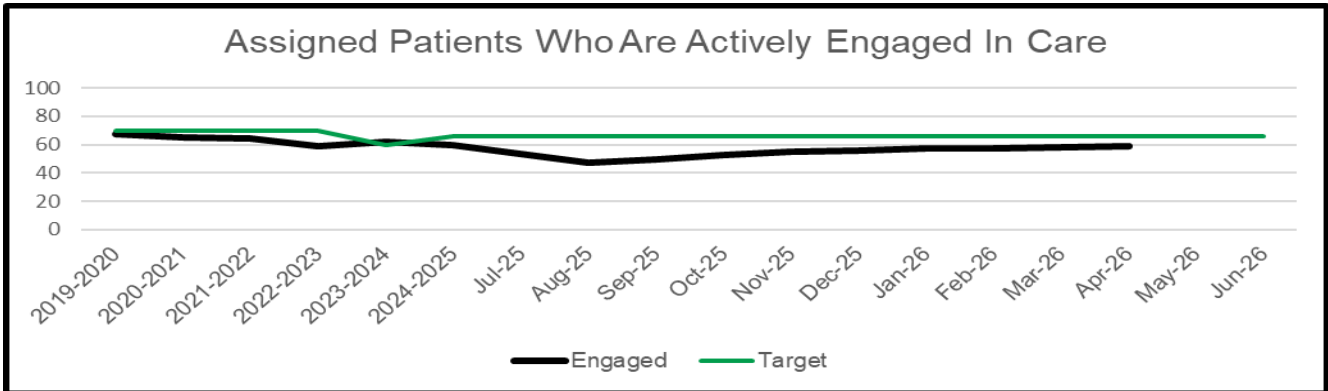
Patient Experience



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.**



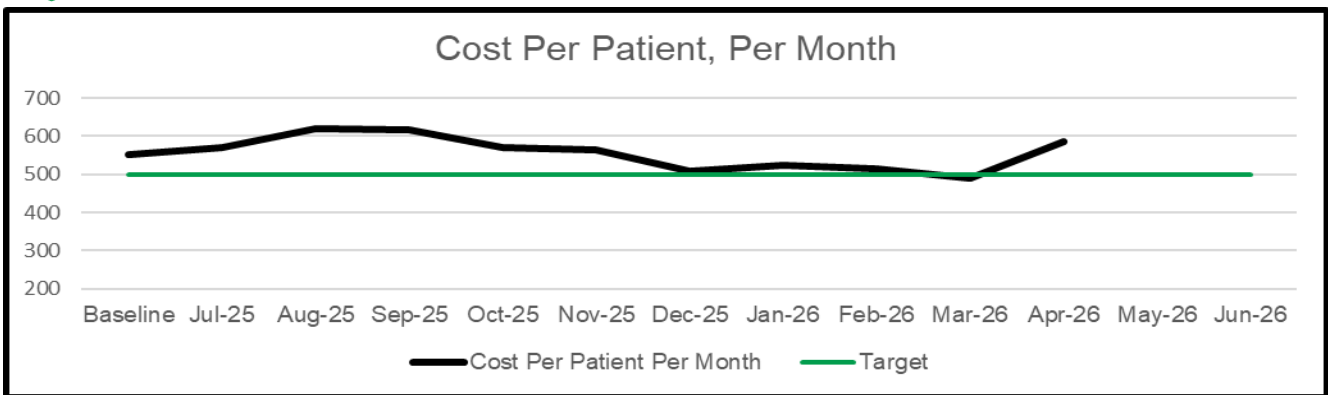
Access to Care



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.**



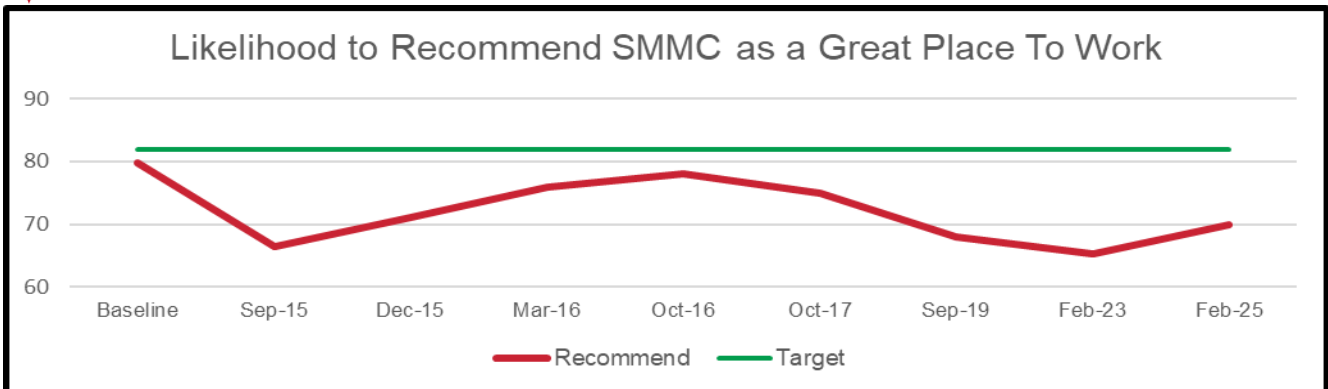
Financial Stewardship



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

Nurses Week 2026 Wrap-Up

Laughter and positive energy were the highlights of Nurses Week 2026. The celebration included a “Spirit Week” with daily themes including Red Day, Sports Day, Superhero Day, Throwback Day, and Floral/Tropical Day. The participation and team spirit created a fun atmosphere for staff.

Nurses from different departments came together to celebrate one another in several categories:

- The Anchor Award (the calm in the storm)
- The Spark Award (the mentor)
- The Heartbeat Award (the patient advocate)
- The Kinetic Award (the innovator)
- The Synergy Award (the team player)

We are grateful to this year’s committee and volunteers who did a tremendous job planning the week and handling all the behind-the-scenes details.



Pictured above: (left) SMMC leaders at their daily huddle ready to celebrate Healthcare Week. (center) Staff celebrating at Daly City Health Center. (right) A lucky gift basket recipient at Fair Oaks Health Center.

Healthcare Week 2026: A Huge Success!

SMMC Staff and providers were recognized and celebrated during Healthcare Week May 11-15. The chosen theme – WE CARE – emphasized our shared purpose, underscored our values, and reaffirmed our commitment to caring for each other and our patients. Every staff member was given a T-shirt printed with this year’s theme and invited to a celebration meal at their location. Executives and other leaders served burgers, gourmet salads and more to thank staff for their dedication to our mission.

Forty gift baskets were donated by SMMC departments for random door prize drawings for staff. The gift basket themes ranged from movie night and beach day to game night and self-care. To express their care for our patients, staff donated more than \$1,600 to the San Mateo County Health Foundation’s Caring Hands program. It takes a lot of planning and coordination to host an event of this size. Thank you to the more than 60 staff, leaders, and executives who handled logistics, ordered supplies, sorted shirts, donated gift baskets, cooked and served food, and more. Thank you to the planning committee for an outstanding celebration. And a very special thank you to Phuong Hathaway, WOC Wellbeing and Engagement Officer, for both her leadership and her passion for celebrating staff.

Five Medical Staff Honored for Years of Service at Annual Dinner

San Mateo Medical Center recently hosted its Annual Medical Staff Dinner at Domenico Winery. This yearly tradition is an opportunity to celebrate the dedication, compassion and years of service of our medical staff.

More than 95 providers and guests attended the event where several providers were honored for their outstanding contributions, including Dr. Marty Funkhouser (8 years, Dermatology), Dr. Toby Maurer (16 years, Dermatology), Dr. Richard Ehling (23 years, Adult Primary Care), Dr. Janet Chaikind (35 years, Pediatric Primary Care), and Dr. Harvey Kaplan (57 years, Pediatric Primary Care). Colleagues shared heartfelt reflections, highlighting each honoree's commitment to mentorship, clinical excellence, and the relationships they built over their decades of service.

Dr. Harvey Kaplan, founding physician of the SMMC Pediatric Clinic and the Keller Center for Family Violence Intervention, shared memories of working as both a pediatrician and a hospitalist. He reflected on his remarkable career, which included being hired by Dr. Harold D. Chope, who served as the hospital's director of Health and Welfare for 22 years. Dr. Kaplan's humor and passion for patient care were a reminder of the storied history of SMMC and how our providers and staff are the heart of the organization.

Each honoree spoke about their purpose and the "why" behind their work, emphasizing a shared commitment to serving underserved populations, and the strong sense of community and friendships that has kept them at SMMC throughout their careers. Congratulations to all the honorees!

Thank you to Priscilla Romero, Program Services Manager II, and Medical Staff Office team for planning a spectacular event. Thank you to all members of the medical staff whose commitment to excellence continues to strengthen our ability to care for our community. We are proud to celebrate you and grateful for all that you do.

A special thank you to the distinguished guests who attended the dinner, including Mike Callagy, County Executive; John Nibbelin, Rebecca Archer, and Jim Mehlhaff, County Attorney's Office; and Supervisors Corzo and Speier. Their presence underscored the importance of the work our providers do every day to advance our mission.



Pictured above: Providers, managers, and executives celebrating the medical staff at the annual Medical Staff Dinner held at Domenico Winery.

Improvement System Updates

Even in the midst of all of the celebrations, SMMC maintained its commitment to continuous improvement. In May, the Time Limited Conditions Improvement Council continued their work focused on timely access to ambulatory visits. Later in the month, the 24/7 Monitored Care Improvement Council sponsored work focused on ensuring timely specialty service follow up after patients are discharged from the hospital. To close the month, the Social Determinants of Health Improvement Council held an improvement workshop focused on enhancing real-time referrals to Second Harvest Food Bank. Meanwhile all councils continued to spread prior work as they began planning for future improvement events. We look forward to keeping the Board updated as this work progresses.



May 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	970 (April 2026)	11.1%	14.1%
Medi-Cal	145,256 (April 2026)	-1.8%	-9.0%

Congressman Kevin Mullin honors SMMC nurses during National Nurses Week



Congressman Kevin Mullin visited San Mateo Medical Center to recognize nurses as part of National Nurses’ Week. He spoke to a gathering of about 30 nurses and presented a certificate of recognition to Chief Nursing Officer Rob Larcina (*pictured left*) that read, “Nurses are the backbone of our healthcare system and are on the frontlines playing a vital role in providing excellent patient care. Thank you for all you’ve done and will continue to do in service of your patients.” The congressman also toured the new Building A and Link buildings.



[Left, **Kathryn Santana**, RN, speaks with Congressman Mullin during his visit to San Mateo Medical Center; center, nurses pose with the congressman; right, Congressman Mullin poses with **Robert Blake**, chief operations officer, and **C.J. Kunnappilly**, chief executive officer]

Trauma-Informed Leadership training strengthens BHRS teams and workplace culture



Behavioral Health and Recovery Services leaders recently completed the second part of a trauma-informed leadership training focused on building trust, supporting staff well-being, navigating change and strengthening team culture. The training is part of BHRS' broader work to support a healthy workforce and improve the quality and equity of care for the people it serves.

The session focused on practical leadership strategies that can be applied in day-to-day work, including communication, reflection and responding to workplace stress in ways that foster stability and connection. More than 220 staff have participated in foundational trauma-informed training, and BHRS is also rolling out tools to help leaders apply that work across teams.

This effort is part of County Health's continued investment in staff development and organizational culture, with the goal of strengthening support for both employees and the community.

Mental Health Month Photovoice Gallery Viewing Uplifts Community Voices

Behavioral Health and Recovery Services marked Mental Health Month by hosting a public Photovoice gallery event on May 1 that highlighted the experiences of clients and community members through photography and storytelling. The exhibit featured 93 stories in English and Spanish and was designed to create space for reflection, connection and learning across the behavioral health system.

Held at the BHRS Alameda campus, the event drew more than 100 attendees, including clients, community members, County staff and local leaders. The gallery reflected County Health's broader work to center lived experience, reduce stigma and build a more inclusive behavioral health system.

