San Francisco Health Plan℠

SEPTEMBER 16, 2026 BOARD MINUTES

GOVERNING BOARD MEETING MINUTES

Joint San Francisco Health Authority &
San Francisco Community Health Authority
Governing Board Minutes
September 16, 2026
(12:00pm to 2:00pm)

1. **Board Attendance.** In attendance at the Board meeting were Tangerine Brigham, Juthaporn Chaloeicheep, Eddie Chan, PharmD, Michael Chung, Norlissa Cooper, PhD, MSN, MBS, RN, Johanna Liu, PharmD, MBA, Jeffrey Squier, Daniel Tsai and Joseph Woo, MD.

   Steve Fugaro, MD, Chair, attended by teleconference, did not vote, and was not counted toward the quorum.

   Absent: Abigail Alderson

   Guests: John Puente, Epstein, Becker, & Green (EBG)

2. **Welcome.** Eddie Chan, PharmD, Vice-Chair, opened the meeting and welcomed Board members and guests. John Puente, SFHP's Acting General Counsel from Epstein Becker Green, attended as a guest.

   The Board adjourned to Closed Session. Staff members and Mr. Puente left the meeting room.

3. **Review and Approval of Annual Performance Evaluation of CEO**

   This item was discussed in Closed Session.

   The Board resumed in Open Session. Staff members and Mr. Puente rejoined the meeting.

4. **Report on Closed Session Action Items – Oral Report and Vote on Governing Board's Annual CEO Performance Evaluation and Compensation Recommendation**

   Dr. Chan reported on the action taken in Closed Session to approve the CEO's annual performance evaluation and compensation.

   Dr. Chan reported that the Governing Board approved the CEO's annual performance evaluation with a rating of Exemplary/Outstanding and approved a public announcement of the CEO's salary.

   Motion to approve the CEO's Performance Evaluation and Salary:
   Tangerine Brigham

Second: Johanna Liu, PharmD
Motion passed unanimously.

5. Board Business

Dr. Chan introduced Michael Levine, Executive Director, San Francisco Department of Homelessness and Supportive Housing (HSH), as the mayor's designated representative for the Governing Board seat assigned to the Mayor's Office pursuant to the San Francisco Ordinance and Welfare and Institutions Code. The Mayor's Office seat was previously vacant. Dr. Chan welcomed Mr. Levine to the SFHP Governing Board.

Motion to approve the appointment of Michael Levine to the Board:
Tangerine Brigham
Second: Johanna Liu, PharmD
Motion passed unanimously.

6. Consent Calendar

Dr. Chan reviewed the items on the consent calendar and informed the Board that any of the following consent items may be pulled for discussion if needed:

a. Minutes from June 17, 2026, Board Meeting
b. Credentialing and Recredentialing Recommendations
c. Minutes from the Quality Improvement and Health Equity Committee (QIHEC) meeting of March 26, 2026

Motion to approve the consent calendar: Joseph Woo, MD
Second: Johanna Liu, PharmD, MBA
Motion passed unanimously.

7. Review and Approval of Year-End Unaudited Financial Statements and Investment Income Reports

Skip Bishop, Chief Financial Officer, and Rand Takeuchi, Controller, stated the unaudited financial statements and investment reports for the FY 25-26 year-end (through June 30, 2026) were reviewed and approved by the Finance Committee, which did not have any issues.

Motion to approve the year-to-date unaudited financial and investment reports:
Tangerine Brigham
Second: Johanna Liu, PharmD
The Board approved the motion unanimously.

8. Review and Approval of Unaudited Financial Statements and Investment Income Reports

Mr. Bishop and Mr. Takeuchi presented the unaudited financial statements and investment reports for the period ending July 31, 2026, for FY 2026-27. The financial statements and investment reports were reviewed and approved by the Finance Committee, which did not identify any issues.

Motion to approve the year-to-date unaudited financial and investment reports:
Jeffrey Squier
Second: Tangerine Brigham
The Board approved the motion unanimously.

9. CEO Report

Yolanda R. Richardson, CEO, provided the Board with highlights of key organizational activities:

- **Operational Updates**

  - SFHP received a National Committee for Quality Assurance (NCQA) rating of 4.5 out of 5, the highest in SFHP's history, placing SFHP among the top_performing Medicaid health plans in the nation.
  - With SFHP Care Plus enrollment at 1,105 members as of July 2026, SFHP has the second-highest D-SNP enrollment among local health plans.
  - SFHP employees volunteered at several organizations throughout the summer, serving not only SFHP members but thousands of other San Francisco residents through organizations such as the San Francisco-Marin Food Bank, Florence Fang Community Farm, Glide Church, and Project Open Hand.
    SFHP's claims backlog has been reduced to slightly more than 2,000 claims.

- **State and Federal Updates**

  - Ms. Richardson reviewed the Public Charge Rule changes that take effect September 18, 2026. These changes may discourage individuals from enrolling in benefits.
  - CMS requires Medicaid programs to end coverage of gender-affirming services for minors on October 13, 2026. Medi-Cal funds may not be used to pay for specified gender-affirming services for minors with dates of service on or after October 13, 2026.
  - Managed Care Organization (MCO) tax changes begin January 1, 2027.
  - Beneficiaries in the Unsatisfactory Immigration Status (UIS) category will transition from managed care plans to Medi-Cal fee-for-service on January 1, 2027.
  - SFHP and Local Health Plans of California will continue to monitor state legislation related to the Medi-Cal program.

10. FY 2025-2026 and FY 2026–2027 Organizational Goals Discussion.

Ms. Richardson reviewed the FY 2025-2026 organizational goals. The goals were appropriate and challenging. SFHP achieved 73 of 100 points (73%) on the FY 25-26 organizational goals, a significant accomplishment given the higher performance expectations and more rigorous evaluation standards. Ms. Richardson stated that SFHP will not provide staff bonuses this year because of the anticipated financial impact associated with the transition of UIS Medi-Cal members to Medi-Cal fee-for-service.

Ms. Richardson then reviewed the proposed FY 26-27 Bridge Goals with the Board. She stated the Bridge Goals for FY 26-27 would be a deliberately narrower, more defensive set of goals designed to: (1) protect membership and financial sustainability through the disruption; (2) optimize the data, systems and staffing infrastructure on which operations depend; and (3) maintain quality delivery and performance so the 2027 strategic plan can be built on reliable data and infrastructure rather than assumptions. She reviewed the following pillars and associated Bridge Goals:

1. Membership Retention and Growth
2. Data, Systems, and Infrastructure Optimization
3. Quality Delivery and Performance

Ms. Richardson explained that Rafael Gomez of El Cambio Consulting will provide consulting services for the 2027 strategic planning session with the Board. The strategic planning process will result in a multiyear strategic plan for SFHP.

Ms. Richardson then introduced Steve O'Brien, MD, Chief Medical Officer, to present the Chief Medical Officer Report, which will be added to the Board agenda going forward.

11. CMO Report

Dr. O'Brien provided a comprehensive update on upcoming changes from the Department of Health Care Services (DHCS) regarding Medi-Cal managed care quality program requirements and changes to CalAIM programs. Key points included:

- Medi-Cal is moving to a model focused on accountability and value-based purchasing. SFHP will align with DHCS' direction and focus on developing shared performance measures with network partners, including the San Francisco Health Network, UCSF, the San Francisco Community Clinic Consortium, and other medical groups.
- Funding pressures, increasing utilization, expanded benefits and payment reforms require SFHP to align quality improvement with value-based purchasing and disciplined resource stewardship.
- SFHP's reimbursement from DHCS is increasingly affected by incentives, payment reforms, and clinical-efficiency rate adjustments, including avoidable readmissions and C-section rates.
- CalAIM programs are entering an optimization phase. Long-Term Care, Enhanced Care Management and Community Supports will be refined to better target

member needs, service intensity, outcomes, and available funding while preserving access to appropriate services.

- The overarching themes connecting the quality program focus and CalAIM changes are targeting resources to members with the greatest needs, measuring performance through standard metrics, aligning payment with value and service intensity, protecting quality, access and equity, and strengthening coordination across San Francisco's delivery system.
- Dr. O'Brien will return to the Board over the next 18 months to discuss strategy, outcomes, financial sustainability, and member and equity safeguards.

12. **Member Advisory Committee (MAC) Report**

Juthaporn Chaloeicheep, Co-Chair of MAC, provided the Committee report from the September 2, 2026, MAC meeting. Ms. Chaloeicheep stated that the MAC received updates from Ms. Richardson on the UIS transition and other Medi-Cal program changes. The MAC members discussed these issues and how they may be able to help their communities understand the upcoming changes. The MAC also received a briefing from Alana Troutt, Chief of Staff, regarding the Medi-Cal eligibility outreach campaign, “Get Out the Care.” The committee members were very engaged in the topic and offered suggestions.

13. **Adjourn.** Dr. Chan adjourned the meeting.