

**Laurie Green, M.D.**  
President

**Tessie M. Guillermo**  
Vice President

**Edward A. Chow, M.D.**  
Commissioner

**Susan Belinda Christian, J.D.**  
Commissioner

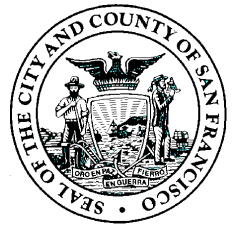
**Suzanne Giraudo ED.D**  
Commissioner

**Judy Guggenhime**  
Commissioner

**Karim Salgado**  
Commissioner

**HEALTH COMMISSION  
CITY AND COUNTY OF SAN  
FRANCISCO**

**Daniel Lurie Mayor**  
**Department of Public Health**



**Daniel Tsai**  
Director of Health

**Mark Morewitz, M.S.W.**  
Executive Secretary

**TEL (628) 754-6539**

**MINUTES**  
**HEALTH COMMISSION MEETING**

**Monday July 7, 2025 4:00 p.m.**  
**1 Dr. Carlton B. Goodlett Place, City Hall, Room 408**  
**San Francisco, CA 94102 & via Webex**

**1) CALL TO ORDER**

Present: President Laurie Green, MD, President  
Vice President Tessie Guillermo  
Commissioner Edward A. Chow M.D  
Commissioner Susan Belinda Christian, J.D.  
Commissioner Suzanne Giraudo, Ph.D  
Commissioner Judy Guggenhime

Excused: Commissioner Karim Salgado

The meeting was called to order at 4:08pm.

**2) APPROVAL OF THE MINUTES OF THE HEALTH COMMISSION MEETING OF JUNE 16, 2025.**

**Public Comment:**

There was no public comment on this item.

**Commissioner Comments:**

There were no Commissioner comments on this item.

**Action Taken:** The Health Commission unanimously approved the minutes.

**3) RESOLUTION HONORING MAGGIE RYKOWSKI**

**Public Comment:**

There was no public comment on this item.

Commissioner Comments:

Vice President Guillermo stated that Ms. Rykowski has accomplished more than what is listed on the resolution and wants to give credit to her impactful work. She encountered Ms. Rykowski during the LHH recertification process and felt respect and comfort when she assumed the Acting CEO role. She wishes Ms. Rykowski well in her retirement.

Commissioner Chow noted that he recalls when Ms. Rykowski took on each of the DPH leadership roles listed in the resolution. He thanked her for her outstanding work and added that the City is very fortunate to have had her as such as asset for so many years.

Commissioner Christian thanked Ms. Rykowski for her impressive work history and noted that as a woman leader in the City system, she likely had to encounter extra complexities.

Commissioner Giraudo stated that Ms. Rykowski gave her a LHH tour when she was appointed and helped her understand the importance of LHH within the DPH system. She expressed gratitude for Ms. Rykowski's work across the DPH and added that she is a model of leadership for others to follow.

President Green stated that leadership is extremely difficult and Ms. Rykowski does it seamlessly. She thanked Ms. Rykowski for her leadership during a dark time in LHH's history.

Dr. Bobba stated that while Ms. Rykowski was Acting CEO of LHH, she often worked from 6am through 11pm each day, and was always kind and caring with staff and residents. The DPH will miss her leadership.

Ms. Rykowski thanked the Commissioners.

Action Taken: The Health Commission unanimously approved the resolution. (See Attachment A)

**4) RESOLUTION HONORING PATRICK FOSDAHL**

Public Comment:

There was no public comment on this item.

Commissioner Comments:

Vice President Guillermo thanked Mr. Fosdahl for his impactful tenure and added that it is not easy being a government worker and leader for decades.

Commissioner Guggenheim is impressed with the range of amazing work Mr. Fosdahl has implemented.

Commissioner Chow noted that it necessary to remember how important the public health site of the DPH is. He thanked Mr. Fosdahl for everything he has done for the community and DPH.

Commissioner Giraudo thanked Mr. Fosdahl for his presentations to the Community and Public Health Committee. He has been a great teacher to her and the other Commissioners.

Commissioner Christian thanked Mr. Fosdahl for his long impactful tenure at the DPH.

President Green stated that when Mr. Fosdah started at DPH Environmental Health, that area of public health was in its infancy. Food safety and environmental toxins were only beginning to be recognized for how impactful they can be on the health and wellbeing of the community.

Dr. Bobba stated that environmental health impacts everyone. As a leader, Mr. Fosdahl has always

been calm and collected, even with dealing with complex community concerns and questions.

Mr. Fosdahl acknowledged that it is the staff on the ground doing the work in the community every day that makes impact. He thanked those he has worked with and worked for during his 34 year tenure.

Action Taken: The Health Commission unanimously approved the resolution. (See Attachment B)

## **5) GENERAL PUBLIC COMMENT**

Chris Ward Kline noted that he has provided public comment at approximately 30 Health Commission meetings and distributed a handout that encourages a meeting of City Department Heads to determine the appropriate hierarchy of surveillance.

## **6) DIRECTOR'S REPORT**

Naveena Bobba, MD, DPH Deputy Director of Health, presented the report and included information regarding the H.R.1 bill recently signed into law.

- The law includes significant cuts in federal funding for Medicaid, creates new work requirements for Medicaid enrollees, and implements various changes to the Affordable Care Act's marketplaces.
- The law represents the biggest set of cuts to the Medicaid program since its inception and could result in thousands of San Francisco residents disenrolling from the Medi-Cal program and ACA exchanges.
- The changes included in the California State budget for FY 2025-2026, which was approved on June 30, and the Federal Reconciliation Bill, will significantly impact the state's Medi-Cal program funding and the overall health coverage of residents.
- Beginning in 2028, Medicaid will reduce state directed payments by at least 10% annually. The exact timeline and percentage decreases will depend on future implementation.
- The bill changes the Medicaid provider tax starting July 2028 in expansion states, incrementally lowering the "hold harmless" threshold by 0.5 percentage points from 6% until capping it at 3.5% in FY 2032.
- The DPH is assessing the various impacts from the legislation on San Francisco's healthcare safety net system, and is closely monitoring any actions taken by the State legislature to address the impacts from the law.

## **DPH CELEBRATES OPENING OF NEW AND IMPROVED IMMUNIZATION & TRAVEL CLINIC**

On June 26, DPH held a ribbon cutting ceremony to celebrate the opening of the new Adult Immunization & Travel Clinic (AITC). Located at 101 Grove Street since its founding in 1999, the modernized AITC is now serving members of the public at 27 Van Ness Avenue.

A part of the DPH Population Health Division, AITC is a primarily fee-for-service clinic that has helped over 100,000 people stay up-to-date on their recommended vaccines, plan thoroughly for international travel, screen for tuberculosis, and test for immunity to vaccine-preventable diseases such as hepatitis B.

The impact of AITC is felt locally and globally. The clinic was central in making vaccines accessible during the COVID-19 pandemic and mpox outbreak, and as a participant in the federal Vaccines for Children's Program, AITC assists the San Francisco Unified School District to ensure that uninsured K-12 students have timely access to needed vaccinations.

AITC is unique among DPH clinics because it prepares individuals for international travel through travel health visits that are available via appointment. During a travel health visit, AITC nurses who have expertise in health risks encountered during international travel review itineraries and make recommendations for vaccines and preventive measures.

The new 27 Van Ness Avenue location is conveniently located near the Van Ness Muni station and Civic Center BART station. AITC is not contracted with insurance plans and is unable to accept insurance – instead, all fees are paid at the time of service. AITC strives to make free and low-cost vaccines available to those who qualify.

### **PROGRESS REDUCING NEW PATIENT WAITLIST AT NEIGHBORHOOD CLINICS**

In 2024, the waitlist for new patients hoping to be assigned to one of our twelve neighborhood clinics had grown to over 700. Thanks to the incredible teamwork between our Centralized Call Center (CCC) Agents and Primary Care Clinic staff, we've achieved a remarkable 97% reduction in patients waiting to establish care since July 2024. Congratulations to the teams! Hundreds of patients have now been successfully assigned to a Primary Care Clinic — improving access to care and making a real difference in their health. It's inspiring to see such tangible results from our collective effort, and a wonderful way to ring in the 10<sup>th</sup> anniversary of the CCC. If you or someone you know needs to sign up for care, please call the San Francisco Health Network New Patient Appointment Unit at 415-682-1740.

### **2025 DPH EMPLOYEE ENGAGEMENT SURVEY UPDATE**

The Employee Engagement Survey closed on June 16, 2025 with a **62% response rate**, consistent with results from the last survey cycle. Special kudos to Population Health for leading the way with a remarkable **91% response rate**.

*What's next?*

Survey results will be available in July 2025, and improvement plans will follow shortly after.

### **ACCESS & FLOW IMPROVEMENTS AT ZSFG HOSPITAL**

ZSFG highlighted promising results of the hospital's ongoing team effort to improve patient access and flow. Several strategic changes the hospital implemented helped move patients to the next phase of healing, making acute and psychiatric care beds available for more people who need them.

Some of the measures ZSFG implemented and their impacts include:

- Inpatient Care teams successfully discharged high numbers of patients through improved partnerships with residential care programs and moving patients to Laguna Honda Hospital and ZSFG's The Redwoods Skilled Nursing Facility.
- In Inpatient Psychiatry the discharge rate has nearly doubled, improving flow from all parts of our campus, especially through Psychiatric Emergency Services, where boarding is down from 72 hours to 44 hours in April.
- Grouping lower level of care patients allowed staff to focus on treating and discharging more complex cases. As a result, Emergency Department (ED) boarding is down from more than 25 to 15 in comparing 2025 performance pre-/post- April. ED "Left without Being Seen" rates have dramatically decreased from 5.8% to 1.3% in comparison from January to May.
- In Peri-Operative Services, the 9<sup>th</sup> operating room allowed an additional 50 cases to be cared for in the month of March alone.
- In Specialty Care, increasing clinic access through introducing Epic self-scheduling tools, decreasing no-shows, decreasing out-of-network appointments, decreasing the backlog of referrals, and standing up a nurse call team. The goal is to maintain third next available appointments to less than 15 days, an industry standard.

### **RESUMPTION OF ZSFG ALL-STAFF TOWN HALLS**

This month, ZSFG hosted its first all-staff Town Hall via Teams in more than 10 years. Two sessions were made available to accommodate staff from the day and evening shifts and an in-person viewing room was open for staff who did not have easy access to a computer or simply preferred it. More than 400 staff members attended the sessions hosted by Dr. Susan Ehrlich, CEO of ZSFG. Director Tsai joined to meet with staff, share

the department's priorities, provide an update on the department's budget, and express his commitment to staff well-being.

Sabrina Robinson, ZSFG's Chief Operating Officer, provided information and logistical updates about parking and transportation on and around campus. Dr. Gabriel Ortiz, Chief Medical Officer, shared updates about the efforts around access and flow within the hospital. The sessions were wrapped up with engaging Q&A sessions. These Town Halls will continue to be held quarterly as an opportunity for staff to hear directly from their executive team, ask questions, and provide feedback to leadership.

#### **COVID-19 UPDATE**

As of 7/2:

- San Francisco's 7-day rolling average of COVID test positivity is 6.7%.
- Thirty-one percent of SF residents are fully up to date on their COVID vaccinations and have received the updated vaccine.

#### Public Comment:

There was no public comment.

#### Commissioner Comments:

Commissioner Giraudo thanked Dr. Bobba for the information and asked that the Commission continue to be updated as new political actions impact Medi-Cal.

Commissioner Christian and Commissioner Chow asked to pass along relevant information from lobby groups and/or community groups that develop relevant policy analysis to the Commissioners.

Commissioner Guggenheim asked if there is anything on the horizon that could be helpful in this dire situation. Dr. Bobba stated that the City has approximately \$400 million that it can access to assist with the situation, but it will not go far or last long. She added that future elections may change some of these expected outcomes.

Vice President Guillermo asked if the term "Unsatisfactory Immigration Status" means "Undocumented." Dr. Bobba stated the under the current federal administration, this term refers to:

- Individuals who are in the United States without legal permission.
- Individuals who are in the United States and have a Green Card but have not yet met the five-year requirement for residency.
- Individuals who are not United States citizens but are allowed to live in the US with knowledge and permission of U.S. Immigration authorities. This includes asylum seekers.

Commissioner Christian asked how Cal AIM could be impacted. Dr. Bobba stated that the current Medicaid 1115 Waiver will end in December 2027. It is not anticipated that demonstration waivers will continue under the current federal administration. Therefore, it is unknown the status of Cal AIM programs.

President Green stated that the bill is written so that the actual impact will not take effect until after the next mid-term elections. She requested that the DPH update the Commission with ongoing analysis as more information is known.

#### **7) JAIL HEALTH SERVICES UPDATE**

Lisa Pratt, MD, Director, presented the item.

#### Public Comment:

There was no public comment on this item.

Commissioner Comments:

President Green thanked Dr. Pratt for the presentation and her ongoing leadership at Jail Health Services.

Commissioner Christian stated that the work Dr. Pratt and the Jail Health Services (JHS) team does is astounding. She feels privileged working with JHS in her job in the collaborative courts. She also noted that the Cal AIM work in the jails is very impressive.

Commissioner Giraudo thanked Dr. Pratt for the excellent presentation for answering her written questions before the meeting. She deeply respects the wonderful work Dr. Pratt does.

Vice President Guillermo thanked Dr. Pratt for her dedication to serving the wellbeing of the most vulnerable people in our community. It is wonderful to see the passion put into a systemic framework and structure which serves as a model for other community jail sites. She hopes others recognize the incredible work she does each day in the jails.

Commissioner Chow asked if there is any type of external regulatory review conducted for JHS. Dr. Pratt stated that JHS participates in a Title XV audit conducted by ZSFG Risk Management. Although it is an internal DPH audit, it is done by staff outside of JHS. A report of the findings is given to the DPH Director and Director of JHS. There have never been any corrective actions needed as a result of the audit. Commissioner Chow asked that the results of this audit be included in future JHS presentations to the Health Commission.

**8) JOINT CONFERENCE COMMITTEE AND OTHER COMMITTEE REPORTS**

Edward A. Chow, ZSFG JCC Chair, stated that at the June 23<sup>rd</sup> ZSFG Joint Conference Committee meeting, the committee members reviewed all the standard reports including the HR report, Regulatory Affairs Report, CEO Report, and Medical Staff Report. The committee is still giving feedback to Dr. Ehrlich regarding changes to the dataset in her CEO Report. Generally, the committee members are happy with the new reporting metrics. Dr. Ehrlich followed up on the discussion that began at the 6/16 full Health Commission meeting in which the Office of Health Equity gave an update. In that presentation, it was shared that ZSFG categorizes itself as being in the early stages of health equity work, although the hospital has been successfully engaged in this area for many years. Dr. Ehrlich noted that a new ZSFG Chief Equity Officer has been hired and is leading the ZSFG team through a review and renewal of this important work. The classification does not indicate a lack of success or growth in the hospital's previous equity work. The committee also reviewed and recommended all ZSFG policies on the Consent Calendar. In closed session, the committee approved the ZSFG Credentials Report and the PIPS Minutes Report.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

There were no Commissioner comments on this item.

**9) FINANCE AND PLANNING COMMITTEE UPDATE**

Commissioner Edward Chow, chair, stated that the committee reviewed all the contracts listed on the Consent Calendar and recommended that the full Health Commission approve them. He noted that that the Committee is appreciative of the new presentation formats and information provided to make the review process more efficient.

Public Comment:

There was no public comment on this item.

Commissioner Comments:

There were no Commissioner comments on this item.

**10) CONSENT CALENDAR**

Public Comment:

There was no public comment on this item.

Commissioner Comments:

There were no Commissioner comments on this item.

Action Taken: The Health Commission unanimously approved the following items:

1. **July 2025 Monthly Contracts Report**
2. **ZSFG Policies and Procedures:**
  - a. Revised Radiology Privilege list
  - b. Revised OB/Gyn Standardized Procedures
  - c. Revised Pediatric Privilege List

**11) OTHER BUSINESS**

Public Comment:

There was no public comment on this item.

Commissioner Comments:

There were no Commissioner comments on this item.

**12) CLOSED SESSION:**

- A) Public comments on all matters pertaining to the Closed Session. (San Francisco Administrative Code Section 67.15).

Public Comment:

There was no public comment on this item.

- B) Vote on whether to hold a Closed Session

Action Taken: The Health Commission voted unanimously to go into closed session.

- C) The Health Commission will go into Closed Session to discuss the following item:

1. **CONFERENCE WITH LEGAL COUNSEL - SETTLEMENT OF EXISTING LITIGATION** (Government Code §54956.9, Administrative Code §67.10(d))

**For Discussion and Action: Conference with Legal Counsel – Settlement of Grievance**

Settlement of a grievance filed by Service Employees International Union, Local 1021 against the City and County of San Francisco for \$773,113.15; the grievance was filed on February 18, 2022; the grievance involves an employment dispute under the Memorandum of Understanding.

**RECONVENE IN OPEN SESSION**

1. Possible report on action taken in closed session (Government Code Section 54957.1(a)(3) and San Francisco Administrative Code Section 67.12(b)(3).)
2. Vote to elect whether to disclose any or all discussions held in closed session (San Francisco Administrative Code Section 67.12(a).)

Action Taken: The Health Commission voted in closed session to recommend that the Board of Supervisors approve the settlement and voted unanimously to not disclose discussions held in closed session.

**13) ADJOURNMENT**

The meeting was adjourned at 6:42pm.



**HEALTH COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO  
Resolution No. 25-07**

**HONORING MAGGIE RYKOWSKI, MS, RN**

WHEREAS, Maggie Rykowski has served the City and County of San Francisco as an exceptional leader at the Department of Public Health (DPH) for over 30 years, making impactful contributions to the Department; and

WHEREAS, Ms. Rykowski has held several DPH leadership positions including Nurse Manager of Occupational Health Service at ZSFG; Nursing Director, ZSFG Primary Care and Medical Specialties; ZSFG Compliance and Privacy Officer; Director, San Francisco Health Network Health at Home, Interim CEO Laguna Honda Hospital, and Director, Office of Compliance and Privacy Affairs and Chief Integrity Officer (CIO); and

WHEREAS, During most of her tenure with DPH, Ms. Rykowski was an active member of the United States Navy Reserves. She was called into active service for 3 tours of duty during Operation Desert Storm, Operation Enduring Freedom, and Operation Iraqi Freedom, where she led the oversight of field hospital operations and other health care services providing care to service members. Ms. Rykowski culminated her military service retiring in 2013 with the Rank of Rear Admiral having served as the highest ranking Registered Nurse in the United States Navy; and

WHEREAS, Ms. Rykowski is a consummate professional who has always been willing to contribute her skills and thoughtful leadership during crisis situations; and

WHEREAS, Ms. Rykowski supported the CMS Recertification Incident Command at Laguna Honda Hospital serving as Operations Lead for Hospital and Nursing Executive Oversight; and

WHEREAS, as CIO, Ms. Rykowski was responsible for leading DPH to uphold ethical standards and compliance with regulations related to conduct, conflict of interest, privacy, and billing compliance; and

WHEREAS, Ms. Rykowski promoted those ethical standards by setting the example for the Department with her own incredible ethical conduct and accountability; and

WHEREAS, Ms. Rykowski leaves a legacy of service and compassionate leadership to support and improve the lives of vulnerable San Franciscans. She will be dearly missed by her DPH colleagues.

RESOLVED, That the San Francisco Health Commission honors Ms. Rykowski for her outstanding service and leadership and wishes her well in retirement.

I hereby certify that the San Francisco Health Commission at its meeting of July 7, 2025 adopted the foregoing resolution.



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Laurie Green, MD  
Health Commission President

**HEALTH COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO  
Resolution No. 25-06**

**HONORING PATRICK FOSDAHL, MS, REHS**

WHEREAS, Mr. Fosdahl began his 34-year career at the Department of Public Health (DPH) as an Environmental Health Inspector in the Bureau of Toxics Reduction and Consumer Protection in 1991 after earning a Master of Science at the California State University. He subsequently served in many roles at SFDPH including Senior Environmental Health Inspector in the Hazardous Materials & Waste Program and Hazardous Materials Response Program; Principal Environmental Health Inspector overseeing permitting and enforcement in the Massage, Body Arts, Retail Tobacco & Smoking, Radio Frequency, and Indoor Air Quality Programs. In 2016, he was appointed Assistant Director of the Environmental Health Branch, and in 2021 was appointed Director of Environmental Health; and

WHEREAS, Mr. Fosdahl created countless policies and programs in the Hazardous Materials Program, including establishing a Certified Unified Program Agency (CUPA) in San Francisco. Under the CUPA, Mr. Fosdahl developed the Hazardous Materials Emergency Response Program, where he was the lead for several years before becoming the Director of the Environmental Health Branch; and

WHEREAS, Mr. Fosdahl partnered with Supervisor Katy Tang to create groundbreaking massage enforcement legislation, which significantly reduced the number of illicit massage businesses and human trafficking in San Francisco; and

WHEREAS, during the COVID-19 emergency response, Mr. Fosdahl led the enforcement of health orders, providing oversight for inspections and enforcement in businesses throughout San Francisco and in residential buildings, including single room occupancies. This work was vital to reducing COVID-related deaths, especially among the most vulnerable populations; and

WHEREAS, Mr. Fosdahl provided oversight and created streamlined policies and health codes for retail tobacco control, body arts, radio frequency, and indoor air quality. His work helped radically reduce rates in tobacco sales to minors and created the only program in the county to check installation of cell antennas to ensure Federal Communications Commission standards for radio frequency exposure were met; and

WHEREAS, Mr. Fosdahl provided inspirational leadership that helped create and encourage partnerships across the city's diverse communities, and truly built leadership within the field of Environmental Health that will help continue to protect the people of San Francisco for years to come.

NOW, THEREFORE, BE RESOLVED, that the San Francisco Health Commission honors Patrick Fosdahl for his decades of outstanding public service contributing to the health and wellbeing of all San Franciscans and wishes him well in his future endeavors.

I hereby certify that the San Francisco Health Commission at its meeting of July 7, 2025, adopted the foregoing resolution.



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Laurie Green, MD  
Health Commission President