

The Regents of the University of California

HEALTH SERVICES COMMITTEE

September 16, 2025

The Health Services Committee met on the above date at the UCSF Mission Bay Conference Center, San Francisco campus.

Members present: Regents Batchlor, Leib, Makarechian, Park, and Sures; Ex officio members Milliken and Reilly; Executive Vice President Rubin; Chancellors Frenk, Gillman, Hawgood, Hu, Khosla, and May; Advisory members Good, Marks, Noonan, and Ong

In attendance: Regents Anguiano, Brooks, Komoto, and Wang, Regents-designate Craven, Melton, and Tokita, Staff Advisors Frías and Hanson, Secretary and Chief of Staff Lyall, Deputy General Counsel Stayn, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Senior Vice President Turner, Vice President Kao, Chancellor Muñoz, and Recording Secretary Johns

The meeting convened at 3:00 p.m. with Committee Chair Sures presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of July 15, 2025 were approved, Regents Batchlor, Leib, Milliken, Park, Reilly, and Sures voting “aye.”¹

2. PUBLIC COMMENT

Committee Chair Sures recalled that political speaker Charlie Kirk was killed in a shooting incident on September 10, 2025 at Utah Valley University in Orem, Utah. The fact that this man was murdered on a college campus was deeply troubling. Committee Chair Sures emphasized that the University of California has always been, and must continue to be, a safe place where difficult conversations can take place, where speech is protected, and where disagreements are expressed without intimidation, fear, or harm. The University is an institution of learning, discovery, and open dialogue. Free speech is not always comfortable but is an essential part of the University and its potential. At the same time, all members of the University have a shared responsibility to ensure that the expression of ideas does not cross into hate, violence, harassment, and threats to personal safety. The University must hold space for both vigorous debate and mutual respect. This is not always easy to do but must be achieved in order for the University to grow and thrive. The Regents are committed to upholding free expression while fostering an environment where all members of the UC community can participate and express their points of view. Today’s

¹ Roll call vote required by the Bagley-Keene Open Meeting Act [Government Code §11123(b)(1)(D)] for all meetings held by teleconference.

public comment period was one of these opportunities for voices across the UC community to be heard respectfully and peacefully.

Committee Chair Sures explained that the public comment period permitted members of the public an opportunity to address University-related matters. The following persons addressed the Committee.

- A. Aina Gagui, member of the California Nurses Association (CNA) and Children's Hospital Oakland employee, stated that UCSF rejected CNA proposals that would allow nurses to maintain best practices and described the transition of Children's Hospital Oakland employees to UC employment in July 2025 as a disaster. She criticized the University for lack of transparency and stated that nurses received inaccurate information about healthcare costs, lost coverage for weeks when they were promised no lapse in coverage, and that many nurses have been without a paycheck for months. The UC bargaining team has made proposals which would put patients and nurses at risk.
- B. Jessica Bacerott, representative of the UCSF Staff Assembly, raised concerns about the return to office policy affecting 6,000 remote and hybrid workers. The UCSF Staff Assembly has received numerous complaints regarding emotional distress, severe financial strain, caregiving challenges, and work-life imbalance due to unfavorable reassignments as part of the return to office policy. Ms. Bacerott asked UCSF leadership to dismantle this policy and encouraged the University to create a systemwide policy informed by staff feedback with collaborative conversations about balancing the need for on-site work with employee retention in a competitive job market, which was trending toward hybrid work.
- C. Maggie Ming, a float pool nurse at the UCSF Parnassus campus who worked in critical care, warned that there were float pool-run units at the hospital which were unsafe due to lack of core staffing. She asked for an end to the hiring freeze or to make these units safer with specified core staff. Float pool nurses were not familiar with the operation and management of these units. Ms. Ming invited the Regents to visit the hospital and speak with these nurses. Patient care has been affected.
- D. Kierstin Clickner, a nurse at the UCSF Birth Center for 17 years, cautioned that UCSF was not making necessary investments in nursing to accommodate the growing demand for care provided by the Center. The Center was short-staffed. Nurses routinely worked 16-hour shifts and did not receive appropriate education to care for patients with complex conditions. UCSF was not providing the ability to safely care for patients. Ms. Clickner stated that the Center suffered from incompetent leadership and poor decisions. She urged the Regents to implement change so that UCSF can be the cutting-edge institution it professes to be.
- E. Rosa Villarroel, UCSF nurse, asserted that that the University was capitulating to a right-wing agenda that attacked minorities, the marginalized, people of color, and the LGBT community. This institution should be leading with integrity and

standing its ground for its values of equity; instead, rights, freedoms, and health care at UC were being eroded. Ms. Villarroel raised the question of how UC employees could protect vulnerable communities in California if they could not speak out about the genocide in Gaza. She excoriated the Regents for sitting in silence while members of her community were being rounded up like criminals by U.S. Immigration and Customs Enforcement (ICE). The University should show integrity in bargaining with CNA.

- F. Valerie Johnson, UC Berkeley alumna, spoke on behalf of the Campaign for College Opportunity. Amid rising inflation costs, an uncertain economy, and the state's growing workforce needs, it was crucial that California continue to provide equitable access for all its students. She urged the Regents, as they consider a combination of four possible changes to the UC Tuition Stability Plan, to adopt a proposal focused on affordability that provides predictable and manageable tuition plans for students. She commended UC for providing information on the impact of proposed plan changes on students and asked that these scenarios be presented publicly and considered in detail.
- G. Varykina Thackray, professor at the UC San Diego School of Medicine, emphasized that academic freedom has been critical to the incubation of countless new ideas, including important discoveries in the UC system that have benefited health and technology, improved people's lives, and contributed to the economy. She expressed strong opposition to the University making any agreements with the federal government that would affect academic freedom. Judge Allison Burroughs, in the District Court for the District of Massachusetts, recently ruled in favor of the American Association of University Professors (AAUP) and Harvard University, finding that the federal administration's freezing of grant funding to coerce changes to campus policies and procedures was illegal. Ms. Thackray urged the Regents to follow Harvard's example and stand up for the University by filing a lawsuit arguing that these grant suspensions and cancellations were illegal and to refuse any monetary settlement that would harm the University and California taxpayers.
- H. Terry Wohlberg, volunteer clinical faculty member at UCLA and representative of the Jewish Faculty Resilience Group (JFRG), thanked the University for settling the case of *Frankel v. Regents*. There have been other cases filed by faculty via the U.S. Equal Employment Opportunity Commission regarding antisemitism related to campus events in 2023 and 2024, and she asked that UC resolve these cases on reasonable terms.
- I. Doreen Seidler-Feller, UCLA faculty member and representative of JFRG, emphasized the need to balance freedom of expression with time, place, and manner rules. Freedom of expression does not cover unlawful acts, threats, or personal harassment and does not entitle anyone to disrupt classrooms, libraries, or laboratories. She urged the Regents to restore balance and protect all constituents of the University against a hostile environment masquerading as free speech.

- J. Shelley Pepper, a nurse at UCSF for 19 years, reported on problems with the timekeeping system at UCSF, which was implemented a few months prior. Accrual amounts were incorrectly transferred into the new system and sometimes even completely deleted. Nurses on leave have been paid incorrectly, causing stress during time which set aside to take care of family members or themselves, and nurses have not been paid for reported education leave or compensatory time. Employees were now being told that the MyTime system did not have the capability of preserving earned compensatory time, which affected nurses' ability to take planned vacations and leaves of absence. CNA has tracked hundreds of pay issues for nurses, but there were likely thousands. UCSF's inability to resolve these pay issues promptly was an example of disorganization. Ms. Pepper expected the University to follow up on improving the system and ensuring that nurses and all staff were being paid correctly.
- K. Jack Feng, UCLA graduate student and member of United Auto Workers 4811, spoke on behalf of students whose education, research, and livelihood were threatened by the federal government's suspension of research funding. Each day the suspension continued, student researchers were losing tuition support and income. Of equal concern were the federal government's proposed far-reaching settlement conditions, which would disproportionately harm students of color and LGBTQ+, first-generation, low-income, undocumented, and international students, many of whom already faced significant barriers and lived in fear in the current political landscape. Mr. Feng urged the Regents to stand up for the University without compromising its values, student rights, and academic freedom. He asked that the Student Regents be included in this effort and that UC work with State leaders to challenge harmful federal actions.
- L. Harvey McKeon, representative of the Nor Cal Carpenters Union, addressed the issue of health care in construction. UC Berkeley research showed that construction worker families were much more likely to rely on safety net programs than the average family in California. Fortunately, many of the contractors working on UC campuses did provide healthcare benefits to their workers, although this was not a UC requirement at present. The social safety net was fraying, and Mr. McKeon asked the University to invite only responsible contractors onto campus, to codify what most campuses were already doing in practice, and to support workers.
- M. Tomiko Oskotsky, UCSF faculty member, identified herself as an Asian ally of the JFRG. Some said that concerns about antisemitism were just political, but Ms. Oskotsky stressed that antisemitism is real, noting that her Jewish colleagues and trainees experienced fear and that some even hid their identities. When the Asian community faced a surge of hate, the University responded with urgency, visibility, and compassion. She was deeply grateful for this and now respectfully asked for the same visible, timely, and meaningful support for UC's Jewish community.

- N. Daniel Gregg, representative of the Nor Cal Carpenters Union, stated that most construction in California was performed with few or no labor standards, in particular, healthcare requirements for construction workers. Even the prevailing wage requirement did not require employers to provide health care to their workers. With the adoption of labor standards including healthcare requirements, the University could stand up for taxpayers and workers and help reduce the number of workers without health care at this challenging time. The Nor Cal Carpenters Union was ready to collaborate and assist the University to ensure that, as UC expands and evolves, this does not happen on the backs of underpaid, uninsured, and unprotected construction workers.
- O. Maxine Lorenzana, a nurse at UCSF Mount Zion, commented that more thorough security measures would be appreciated at the hospitals and warned that nurses at UCSF were being pulled from one unit or location to another and asked to care for patients with conditions for which these nurses did not have training or expertise. Patients and their families were not aware of this. UCSF Health has been expanding across the Bay Area, acquiring new hospitals and units. Each location and patient population was unique. Moving nurses out of their units increased stress, mistakes, delays in care, and moral distress. Nurses were not interchangeable, and UCSF must avoid practices that can endanger patients.
- P. Cristian Aquino, medical student at UCSF, demanded that the Regents refuse any settlement that restricted gender-affirming care. Such a capitulation would be a direct violation of UC Health core values. Banning evidence-based care such as gender-affirming care for a vulnerable population would be an abandonment of UC Health's mission. The UC Health value of integrity demanded that UC act in a credible and trustworthy manner and treat all people with dignity, respect, and fairness. Negotiating away patients' health was the opposite of integrity. UC's commitment to innovation meant that the University seeks opportunities to implement new solutions. Gender-affirming care was a life-changing innovation. Mr. Aquino urged the Regents to not betray the values that they publicly championed and to uphold the UC mission and protect patients and science.
- Q. Kendall Nash, UCSF faculty member, expressed concern about antisemitism and for her Jewish colleagues at UCSF, who have cherished and dedicated themselves to this institution, many for decades. She had learned what her Jewish colleagues were experiencing. Members of the UCSF community should treat each other with the utmost consideration. Dr. Nash felt that there has been a missed opportunity during these challenging times to truly be one UCSF. She asked the Regents to use their leadership position to acknowledge harms that have occurred and to help UCSF build a stronger future together.
- R. Bryan Shields, representative of the Nor Cal Carpenters Union, stated that by including labor standards in its building projects on all the campuses, the University would raise up many families across the state and provide a pathway to the middle

class for many who had not had the opportunity to attend college, as well as for some who had attended college.

- S. Cheynne Dean, UCSF employee and representative of the University Professional and Technical Employees (UPTE), underscored that high vacancy levels have significantly affected employees' ability to provide the most critical research and patient care. She provided examples of deleterious effects of long wait times in emergency departments and insufficient staffing of clinical studies. To address the crisis of staffing, research funding, and patient care, the University must commit to good faith bargaining over demands regarding caps on healthcare costs, improved paid time off and work-life balance, career progression, and staffing. She urged the Regents to join with UPTE in advancing the goals of frontline staff to make UC the world-class institution it can be.
- T. Noah Guillermo, medical student at UCSF, related that he has witnessed firsthand the importance of gender-affirming care in saving the lives of transgender and non-binary people. He has had many conversations with transgender and non-binary youth who have suffered from discrimination and violence, struggling with suicidal ideation, depression, anxiety, and other health conditions. He has also seen the joy that comes with hormone replacement therapy, speech therapy, psychosocial support, and the other services the UC system provides to its patients, including transgender and non-binary people. Mr. Guillermo asked that the Regents refuse any settlements with the Trump administration that would compromise equal access to health care for all Californians. Gender-affirming care was supported by every reputable medical organization, and removal of this care would endanger patients.
- U. Elizabeth Milos, a UC retiree, stated that she had to retire because she was threatened with termination for wearing a keffiyeh. As a Chilean-American who lived through the latter part of the fascist regime in Chile, she knew what fascism looks like. She alleged that the Trump administration and major UC donors such as the Helen Diller Foundation were weaponizing civil rights and trying to stop people from speaking out against genocide and the erasure of an entire people. She alleged that Elan Carr incited violence against peaceful demonstrators at UCLA in 2024.
- V. Ariela Cuellar, representative of the California LGBTQ Health and Human Services Network, spoke of the dire need for accessible gender-affirming care at UC Health. Her organization called for accountability regarding the mistreatment and discrimination that a transgender patient, Courtney Taylor, experienced at UCI Health – Lakewood after a car accident. The blatant mistreatment that Courtney faced stood in stark contradiction to UC Health's stated values and mission. This was not just a failure of care but a failure of responsibility. UC Health claimed to be a leader in equity and should not allow discriminatory practices. Something has changed, and transgender people deserved better.
- W. Nan Renner, UC San Diego employee and alumna, emphasized that UC leadership should protect the institution and the people who make up the University. Members

of the UC community have been advocating on behalf of the University to demand reinstatement of grants and standing against the Trump administration's extortion attempt against UCLA. People at UC who were being accused of antisemitism were in fact calling for human rights and denouncing crimes against humanity in Gaza. In the face of authoritarian overreach, the University must make no cuts, no concessions, and no capitulation. The UC community was standing up for science, education, health care, equity, diversity, and inclusion, the Constitution, and the rule of law and needed the Regents and the UC President to stand up as well with principled commitments, truth, and courage.

- X. Jay Bindman, UC Davis Health resident and member of the Committee of Interns and Residents of the Service Employees International Union (CIR-SEIU), which had recently agreed to a contract extension with UC, asked that the compensation floor be raised in the next systemwide contract for all resident physicians, including at UC Riverside and UCSF Fresno and that the Office of the President allow for virtual open bargaining, with CIR-SEIU members joining by teleconference so that they can remain informed about the status of bargaining. Jay Bindman explained that they identified as a non-binary physician and, along with colleagues, provided critical services to transgender patients. They demanded continuity of gender-affirming care for transgender patients, which was a legally protected right for all California residents.

3. **COMMENTS OF THE EXECUTIVE VICE PRESIDENT OF UC HEALTH**

[Background material was provided to the Committee in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Executive Vice President Rubin began his remarks by observing that the loud noise of world events at this time drowned out and obscured the work of UC Health and its positive impact. As an example of this positive impact, he presented a chart with numbers of estimated lives saved at UC Health from 2019 to 2025, above what would be expected in the national context. The analysis took into account UC's case mix index and the percentage of patients with significant medical comorbidities. The source of the data was Vizient, an independent research organization. The data showed that year over year, UC Health was increasingly performing beyond expectations in terms of numbers of lives saved. For the years 2019 to 2025, there were an estimated 11,000 people alive today above expected because of the care provided by UC Health programs. Dr. Rubin stressed that the clinical teams and all those employees who support operations at UC Health locations were responsible for this success and were owed a huge amount of respect. In addition to quality of care provided, he attributed this success to UC Health innovation, technological improvements, and community benefit.

Dr. Rubin presented a chart showing UC Health community benefit spending: \$5.3 billion in fiscal year 2023 and \$5.9 billion in fiscal year 2024. The community benefit in 2024 included uncompensated care to Medi-Cal and Medicare patients, who made up more than two-thirds of UC Health patients, as well as \$741 million in direct community investments,

services that help patients get to the hospital, provide for their health in ways unrelated to their medications, and address significant inequities in care delivery. Another chart compared community benefit spending by UC Health to spending by 204 nonprofit hospitals across California. UC Health spending accounted for aggregate amounts of between 22 percent and 37 percent of the total spending by all 204 institutions in the areas of community health improvement, health professional education, research, and uncompensated Medi-Cal patient care. These data underscored the unique nature of UC Health's programs.

Regent Leib referred to the chart showing numbers of lives saved above expected. There appeared to be an increase in the last two years, and he asked about the reason for this. Dr. Rubin responded that the aggregate data would not provide a specific explanation. He attributed this success to the dedication to quality and safety across all UC Health organizations, including work by the chief medical officers and chief nursing executives.

Regent Park noted that the \$5.9 billion in community benefit spending and uncompensated care in fiscal year 2024 was greater than the operating budgets of many universities. She asked about accounting for this amount in the tallying of total UC Health operations. Dr. Rubin acknowledged the magnitude of the \$5.9 billion amount and underscored the risk posed by recent actions by the federal government to reduce Medicaid reimbursement and eligibility for Medicaid. This was occurring on top of UC Health's unreimbursed patient care. The \$741 million in spending in 2024 represented UC decisions to invest in mobile health care and community partnerships to deliver better care for people closer to their homes.

Regent Park suggested that the public was perhaps not as aware as it should be of the magnitude of UC Health's investment in community benefit. The numbers were extraordinary.

Student observer Calvin Yang introduced himself as not only a student of molecular cell biology and public health at UC Berkeley, but as someone who has seen first-hand the health challenges students face across the UC system. His academic and lived experiences, including volunteering at a local community-based hospital and efforts to expand collegiate recovery efforts at UC Berkeley, have underscored the fact that health care is not merely a service but a lifeline that shapes the future for students and communities. As one of the largest healthcare providers in California, UC Health was also the frontline of care for students, faculty, staff, and surrounding communities. For many students, the UC system was their first point of healthcare access. Decisions made by the Health Services Committee would resonate far beyond policy; they would touch lived experiences, academic success, the futures of entire families, and the saving of lives.

Students today carried an unprecedented burden of health challenges. Rates of anxiety, depression, and burnout were soaring. Too many students have lost their lives to drug overdoses. Reproductive health services, essential to the autonomy and well-being of so many, were also experiencing a reduction in support from the current federal administration. In addition to this, students were faced with rising costs of care and

restricted insurance options, barriers that were hardest for underprivileged students, whose resources were already stretched thin by tuition and living expenses.

Mr. Yang wished to ensure that the voices of these students, often unheard in policy-making spaces, were represented in the Committee's deliberations. In the year ahead, he hoped to highlight several key priorities: third-party health insurance billing to reduce upfront costs for students; improving collegiate recovery programs to combat substance abuse and overdoses and to offer students in recovery the chance to succeed academically and thrive personally; and ensuring affordable and equitable access to reproductive health services across all UC campuses. He hoped to work with the Committee to make meaningful progress to ensure that UC Health was not only a world-class institution but one that embodied accessibility, equity, and compassion at every level.

The meeting adjourned at 4:00 p.m.

Attest:

Secretary and Chief of Staff