

October 9, 2019

Re: Letter of Recommendation #3, Pedro Toledo (12677)

To Whom it May Concern:

As Chief Executive Officer for Petaluma Health Center, I am writing to express my enthusiastic and strongest recommendation for Pedro Toledo's application to serve on the 2020 Citizens Redistricting Commission.

Pedro joined Petaluma Health Center in April 2014. Over that time, Petaluma Health Center has opened 5 additional health care delivery sites and has become one of the largest non-profit organizations in Sonoma County, employing over 400 individuals who work at our seven health clinics. With an annual budget of \$45 million, Petaluma Health Center's team of health care professionals provide over 200,000 health care visits to approximately 35,000 medically underserved residents of Sonoma County.

As Pedro's supervisor for over 5 years, and mentor for over 10 years, I am confident Pedro will use his skills and experience to make meaningful contributions to the Commission. I deeply respect Pedro's strong work ethic and integrity, and the healthy curiosity that he brings to his work. I can also attest to Pedro's analytical skills, his ability to be impartial, and his appreciation for California's diverse demographics and geography.

I first met Pedro 12 years ago when he joined the Redwood Community Health Coalition (RCHC), a network of 16 federally qualified community health centers serving over 250,000 people annually across Napa, Sonoma, Yolo and Marin Counties in Northern California.

As the Director of Community and Government Relations for RCHC, Pedro forged effective partnerships with local, state and federal officials and elevated the work of the community health centers across Northern California. After seeing his success, I invited him to join the Board of Directors for Petaluma Health Center, and in 2014 invited him to join PHC's senior management team as the Chief Administrative Officer.

As Chief Administrative Officer, Pedro has led many projects designed to promote quality and patient safety, including spearheading our efforts to gain Joint Commission Accreditation in Ambulatory and Behavioral Health Accreditation. Pedro also served as Acting CEO when I was on sabbatical and led our capital expansion efforts. In his role as Chief Administrative Officer he also services as the compliance officer. He oversaw efforts to update our Health Professional Shortage Designation, more than doubling our score and allowing 37 of our physicians and advance practice providers to secure over \$1.85 million in federal student loan repayment assistance to better serve the medical deserts in our service area. The designation significantly helped us recruit and retain primary care physicians and other professionals. Further, in preparation for our triennial federal community health center audit, Pedro developed and



implemented significant compliance systems, which allowed us to achieve a perfect score. At the time, PHC was one of a handful of health center in the nation to achieve this milestone.

Pedro strives to ensure that all people have access to high quality health care. His commitment to community health has greatly improved health care access for medically underserved populations, and particularly for farmworkers and rural populations. Pedro is a highly-motivated, highly-regarded and effective health care leader. Pedro's strong work ethic, his passion, and his commitment to community engagement makes him a perfect candidate for the 2020 Citizens Redistricting Commission.

Thank you for your time and consideration. If you would like any additional information, please contact me.

Sincerely,

Kathryn Powell, MHSA, MA
Chief Executive Officer