

**BOARD OF DIRECTORS
Meeting Minutes
August 5, 2025**

Recording of this meeting can be found linked [here](#). These meeting minutes show the time of specific agenda items. Fast forward the recording to the item of interest to hear detailed discussion.

The Board of Directors of Grossmont Healthcare District held a regular meeting on Tuesday, August 5, 2025, at 9:00 a.m., via teleconference and in person. Members of the public were able to participate by telephone, Zoom, or in-person at the Grossmont Healthcare District Conference Center, located at 9001 Wakarusa Street, La Mesa, California 91942. For the purpose of these minutes, the listed items are reflected in the order set forth on the posted Agenda. In some cases, discussion of items may have taken place out of sequence during the meeting. Any mis-labeled items on the agenda have been corrected in these minutes.

Directors Present: Robert “Bob” Ayres, Board President
Randy Lenac, Board Vice President (Absent)
Virginia Hall, RN, Board Secretary
Nadia Farjood, Board Member
(Zone 4 – Vacant)

Staff Present: Aaron Byzak, Interim Chief Executive Officer
Tom Scaglione, Chief Administrative Officer
Amy Abrams, Chief Community Health Officer
Aleks R. Giragosian, Esq., Interim Legal Counsel

Guests Present: Jason Broad, Sharp Grossmont Hospital
Michaelene Fredenburg, Institute of Reproductive Grief Care

A. Call to Order

The meeting was called to order at 9:00 a.m. by President Ayres.

B. Pledge of Allegiance

Director Farjood led the pledge of allegiance.

C. Approval of Agenda *(00:01:13)*

With moving agenda item F(1) to F(4), motion was made by Director Hall, seconded by Director Hall, and unanimously carried (3-0), to adopt the agenda. (*Director Lenac was absent.*)

Director Farjood gave her standing objection to Board meetings that are scheduled during workday hours. She expressed her ongoing concern regarding shifting the meeting start time to 6:00 p.m. in order to better accommodate public attendance, as requested by local constituents over the past few months.

D. Public Comment *(00:02:39)*

Michaelene Fredenburg, CEO from Institute of Reproductive Grief Care (IRGC), thanked the Board for their FY24-25 sponsorship funding for their annual symposium. IRGC feels GHD's visibility/logo on their marketing materials helped boost their symposium attendance. The Board thanked them for their contributions made to the community for pregnancy loss.

E. Consent Action Items

There were none.

F. Reports/Presentations/Discussion/Possible Action Items

1. Reports *(00:14:23)*

- a) Presentation: Sharp Grossmont Hospital – Quarterly Report (Jason Broad, Vice President Strategic Integration and Community Engagement)
(20 minutes with 10 minutes Q&A)

Jason Broad, Vice President of Strategic Integration and Community Engagement, presented the Board with Sharp Grossmont Hospital's (SGH) Quarterly Report. The presentation included information on:

- Brady Neuroscience Clinic at SGH for Neuroscience
 - o Opened July 11, 2025
- Sharp Moore MountainView Hospice Home Opening and Dedication
 - o Completion of the new home in Poway commenced on June 23, 2025
 - o Provides expert end-of-life care for six patients and their families

- Recognizing Sharp Grossmont Hospital Excellence
 - o American Heart Association awarded Sharp Grossmont Hospital for Advanced Therapy, Stroke Honor Roll Elite Plus and Type 2 Diabetes Honor Roll
 - o American Society of Health-Systems Pharmacists (ASHP) awarded 8 years of accreditation to (Post Graduate Year two) Critical Care Pharmacy Residency Program
 - o The American College of Emergency Physicians awarded the emergency department with its second Gold Level 1 Geriatric Emergency Department Accreditation (GEDA)
 - o California Perinatal Quality Care Collaborative awarded the NICU Crown Award to the Neonatal Care Unit (NICU)

- Sharp Grossmont Hospital Outpatient Clinics Transitions
 - o Express Care is located across from the Sharp Grossmont Hospital Emergency Department
 - o Brady Neuroscience Clinic is located on the second story of the Neuroscience Hospital
 - o Care Clinic is no longer for express care but is now a specialty clinic for post-discharge heart failure, pulmonary, orthopedic, OBGYN and Specialty Pharmacy Clinics

- Engagement with the Community
 - o June 3 - Multicultural and Diversity Fair at YOUUnity Park
 - o June 8 – American Lung Association Lung Force Walk at Liberty Station
 - o July 1 – Backpack Drive with Christie’s Place to provide back-to-school supplies for children living with HIV and AIDS in San Diego

- Sharing the Sharp Grossmont Experience with Tri-City Medical Center
 - o July 22 and July 30 – Sharp Grossmont Hospital and Grossmont Healthcare District hosted senior leaders and representatives from Tri-City Medical Center and Tri-City Healthcare District to share the

hospital's history and structure of partnership between a private hospital operator and healthcare district.

- Hospital Performance Review
 - o The work within the seven pillars was discussed and their rate of success for the past quarter. Out of 12 items:
 - Seven (in-hospital mortality, hospital acquired infections, net revenue, cancer screenings, employee injuries, physician satisfaction, and employee retention) were listed as “favorable outcomes - equivalent to a 3 or 4 in Sharp Report Card standards.”
 - Five (patient satisfaction, employee engagement, cost per unit of service, 7-day readmissions, and EBITDA from operations margin) were listed as “near average/median expected outcome – equivalent to a 1 or 2 in Sharp Report Card standards.”
 - None were listed as “unfavorable outcome to target - equivalent to 0 in Sharp Report Card standards.”
 - 908 patients have received community-based cancer screenings

Mr. Broad answered all questions the Board had, including emergency room wait times. He reported significant improvement in emergency department wait times, with reductions from 6-9 hours to 3-4 hours over the past decade, despite a 30-40% increase in patient volume. The emergency department has been reorganized into separate sections based on acuity, with minor care patients being seen by mid-level providers and discharged within 3-3.5 hours, while higher acuity patients in private room report satisfaction scores between the 60th and 65th percentile. He also stated that 35-40% of patients who go to the emergency room are not experiencing a life-threatening emergency.

Director Farjood discussed the need for more data to understand why people use emergency rooms inappropriately in order to reduce the use of emergency rooms for non-emergency needs. As a public health agency, how do we improve community health, and also reduce emergency room wait times. Mr. Broad to provide further data on ER wait times and a breakdown of patients who could be directed to urgent care.

Interim CEO Byzak discussed developing a collaborative community education campaign about the appropriate use of emergency care versus other resources.

The Board congratulated Sharp on all their recent accomplishments.

2. Finance Committee – Director Lenac *(00:07:59)*

- a) Consideration to Adopt Resolution No. 08-25 to Reduce District’s Proposition G Tax Rate by 2.4% (from \$20.38 to \$19.89 per \$100,000 assessed value)

In light of Director Lenac’s absence, Director Ayres had CAO Scaglione better explain the proposed Resolution No. 08-25. CAO Scaglione explained three times over the past five years, the District has been able to reduce the tax rate to the community and constituents. While this current reduction is possible due to strong financial management, we continue to monitor the economy for potential deeper reductions. He explained a moderate decrease is recommended at this time due to economic uncertainties. Revenue projected from this reduced tax rate will be adequate to pay debt service payments scheduled for FY 2025-26.

Motion was made by Director Ayres, seconded by Director Hall, and unanimously carried (3-0), to adopt Resolution No. 08-25 to reduce the District’s Proposition G tax rate by 2.4%. *(Director Lenac was absent.)*

3. Community Grants & Sponsorships Committee – Director Farjood *(00:11:18)*

- a) Consideration to Approve Expedited Funding of the Grossmont Union High School District Health Pathways Program Community Grant

Due to having a unique time constraint, the Community Grants & Sponsorships Committee is recommending an expedited review of the Grossmont Union High School District’s FY25-26 grant, in order to align properly with the school’s academic calendar. The grant application will go before the Committee next week for a potential recommendation to the full Board on August 21, 2025.

Motion was made by Director Farjood, seconded by Director Ayres, and unanimously carried (3-0), to approve expedited review of the Grossmont Union High School District Health Pathways Program community grant. *(Director Lenac was absent.)*

4. Policies & Procedures Committee – Director Ayres *(00:12:58)*

a) Staff Cost-of-Living Adjustment Cap (For Discussion Only)

The cost-of-living index for San Diego is currently 3.8%, however, due to current policy, staff is only entitled to a maximum amount of 3.5%. Director Farjood is requesting policy review in order to ensure consistency and fairness. Director Ayres would like this agenda item to be placed on the next Policies & Procedures Committee agenda for further evaluation.

5. Board and Interim CEO Comments *(00:56:15)*

Director Ayres will attend a Dine & Dialogue with the East County Chamber of Commerce with United States Congresswoman Sara Jacobs. Director Ayres to follow up with the Hospital Foundation regarding the Apple Pro demonstration for Board and staff participation.

Director Hall attended the East County Chamber Government Affairs on July 15. Andrew Hayes, President of Lakeside School District, mentioned they are looking into creating a healthcare workforce education program. Also, Grossmont College has received Pell grants that will be used for workforce. Director Hall is helping to distribute Buddy's Backpacks in Santee this Saturday.

Director Farjood reminded the public of the historic investment this year in community grants and sponsorships with a budget increase from \$1.5M to \$4M for grants. The information on how to apply is on the website with an August 31 deadline.

Interim CEO Byzak stated the Community Health Needs Assessment (CHNA) will be released on August 19 at 1:00 p.m. There is a link to register on the District's social media page. He also noted there have been some challenges with homeless individuals camping on the District campus. An open line of communication has been established with the La Mesa Police Department, who are providing more patrols and their Homeless Outreach and Mobile Engagement (HOME) team, around the area (and will be providing homeless with services and resources).

Director Farjood invited anyone interested to submit applications for the vacant Zone 4 Board seat and invited anyone by August 14th close of business.

G. Next Regularly Scheduled Meetings

1. Thursday, August 21, 2025, 9:00 a.m.
2. Tuesday, September 2, 2025, 9:00 a.m. (*The District Foundation Board meeting for the same day has been canceled.*)

H. Adjournment

There being no further business on **motion duly made, seconded, and unanimously carried, the Board adjourned at 10:01 a.m.**

Respectfully submitted,

Robert “Bob” Ayres, President, Board of Directors

ATTEST:

Virginia Hall, RN, Secretary, Board of Directors