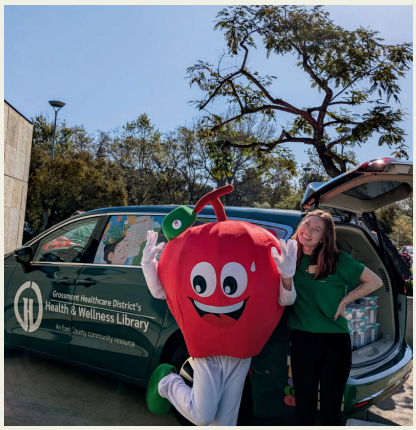
FY 24-25

ANNUAL REPORT

Grossmont Healthcare District

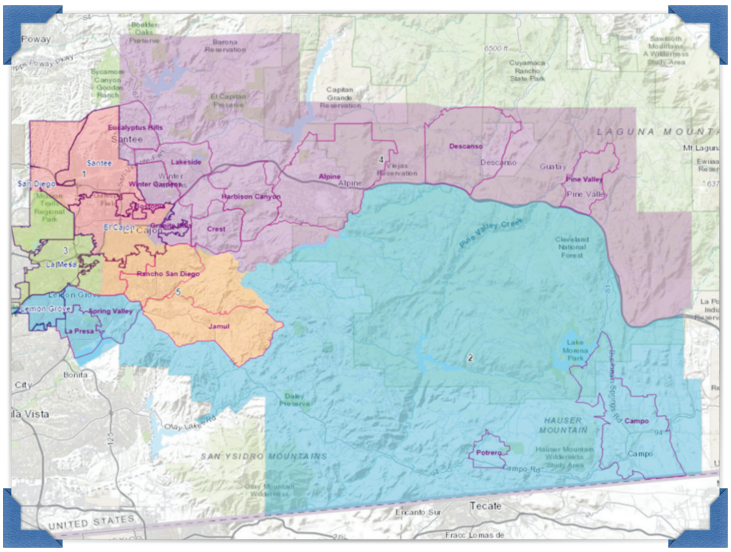


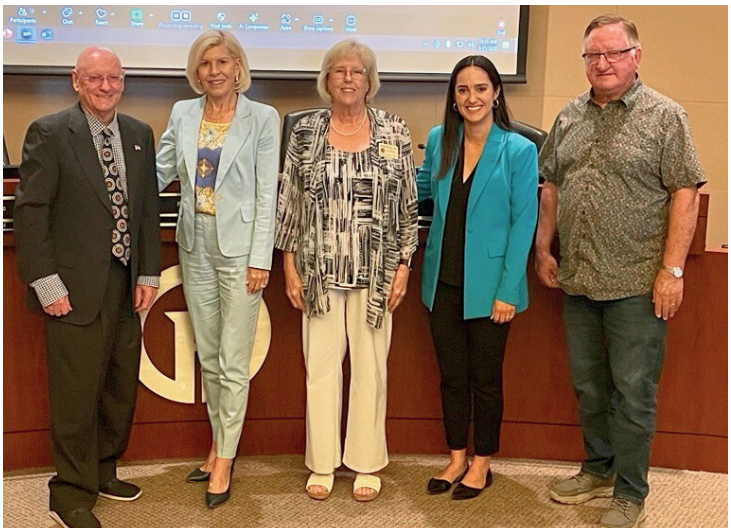




BOARD OF DIRECTORS

GOVERNANCE UPDATES





Special thanks to past Board of Directors Michael Emerson and Gloria Chadwick for their decades of service to the District. Their individual contributions and leadership were key in the establishment of many District programs.



The Grossmont Healthcare District is governed by a five-member publicly elected Board of Directors:

ROBERT "BOB" AYRES
FY 24-25 Board President
Representing Zone 5:
El Cajon, Jamul, Rancho San Diego

RANDY LENAC
FY 24-25 Board Vice President
Representing Zone 2: Lemon Grove, Spring Valley & the Mountain Empire Communities of Campo, Potrero & Tecate

VIRGINIA HALL, RN
FY 24-25 Board Secretary
Representing Zone 1:
El Cajon - Bostonia, Santee

NADIA FARJOOD, J.D.
FY 24-25 Board Treasurer
Elected in November 2024
Representing Zone 3: La Mesa

MAGGIE T. WATKINS,
Newly Appointed as of August 2025
Representing Zone 4: Alpine, Unincorporated El Cajon, Harbison-Crest, Lakeside, Pine Valley, and the reservations of the Barona and Viejas Bands of Kumeyaay Indians)

MESSAGE FROM THE INTERIM CEO

GOVERNANCE UPDATES



It is my privilege to share this year's annual report on behalf of the Grossmont Healthcare District. As we look back on Fiscal Year 2024-2025, we do so with a renewed sense of purpose and optimism about the future of health and wellness in East County. This past year marked the adoption of our new Vision, Mission, and Values statements, which serve as both our compass and our commitment to the more than 500,000 community members who call our District home. These guiding principles reflect dedication to improving health and wellbeing through strategic investments, meaningful partnerships, and programs that strengthen our region.

Equally important has been the creation and growth of both existing and new initiatives designed to meet the evolving health and wellness needs of our community. From expanding education and workforce training efforts to supporting innovative services through our grants and sponsorships, these programs are helping us build a healthier, thriving East County for all.

None of this progress would be possible without the steadfast leadership of our past, current, and newly seated board members, or the dedication and capability of our talented staff. Together with many partner agencies, we are building on a proud history of service while preparing for the opportunities ahead.

— Interim Chief Executive Officer
Aaron Byzak, MBA

VISION

A healthier, thriving East County for all.

MISSION

To improve the health and wellbeing of the communities we serve through strategic investments, partnerships, and programs that expand access to quality care, promote wellness, and elevate health education and healthcare workforce training.

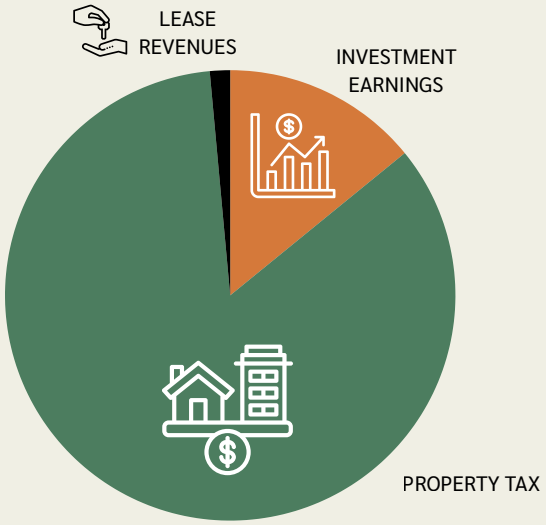
CORE VALUES

Collaboration	We believe meaningful partnerships strengthen community health outcomes.
Access	We are committed to ensuring that everyone has the opportunity to receive quality health and wellness support.
Respect	We treat everyone with compassion, empathy, and dignity.
Excellence	We pursue innovative, targeted approaches that achieve measurable results and meaningful impact.
Stewardship	We serve as responsible, ethical, and transparent stewards of the public trust.

FINANCIALS FY 24-25

ADMINISTRATIVE SUPPORT & FACILITIES

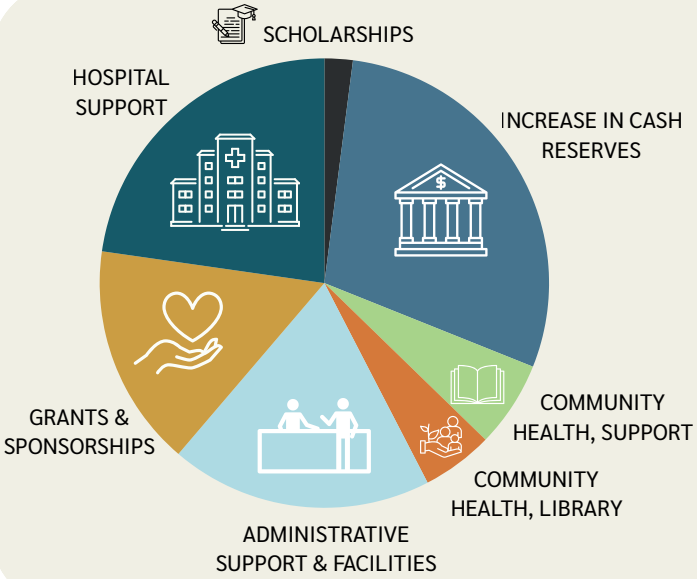
MISSION: To improve the health and wellbeing of the communities we serve through strategic investments, partnerships, and programs that expand access to quality care, promote wellness, and elevate health education and healthcare workforce training.



+ FUNDING SOURCES FOR OUR MISSION

- PROPERTY TAX: $11,598,888
- INVESTMENT EARNINGS: $1,939,045
- LEASE REVENUES: $99,045

TOTAL: $13,636,978



- USES OF OUR RESOURCES

- HOSPITAL SUPPORT: $3,100,660
- GRANTS & SPONSORSHIPS: $2,183,397
- SCHOLARSHIPS: $277,700
- COMMUNITY HEALTH, LIBRARY: $846,648
- COMMUNITY HEALTH, SUPPORT: $699,155
- ADMINISTRATIVE SUPPORT & FACILITIES: $2,570,704
- INCREASE IN CASH RESERVES: $3,958,813

TOTAL: $13,636,978

FINANCIALS FY 24-25

ADMINISTRATIVE SUPPORT & FACILITIES

The District's expenditure budget contains four internal departments:

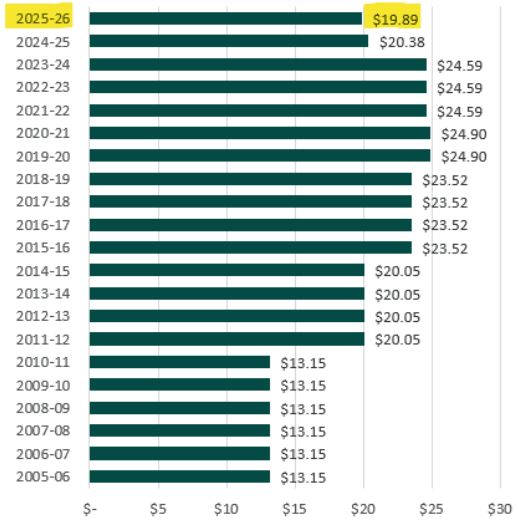
COMMUNITY HEALTH (LIBRARY) includes all of the public services available through the District's Health & Wellness Library.

COMMUNITY HEALTH (SUPPORT) includes Hospital Support, Grants & Sponsorships, Scholarships, and other strategic initiatives.

ADMINISTRATIVE SUPPORT includes governance, legal, technology, and finance.

FACILITIES include capital improvements, and the maintenance and repairs needed to support the District's community health programs.

The Grossmont Healthcare District values financial transparency and is responsible for sound stewardship of taxpayer funds. This chart shows the change in GHD's special tax assessment rate history. Tax revenues are used to repay debt service (principal and interest) on the $247 million in voter-approved bonds for improvement and expansion of facilities at Sharp Grossmont Hospital. The Board of Directors voted in 2025 to decrease the tax rate to $19.89 for every $100K of assessed value, marking the third reduction for local taxpayers in the past five years.



SAN DIEGO COUNTY TAXPAYERS ASSOCIATION

The District received the San Diego County Taxpayer Association's 2024 Grand Golden Watchdog Award in Fiscal Stewardship for a 17.1% reduction of the rate on a voter-approved tax to pay for bonds issued for hospital improvements.

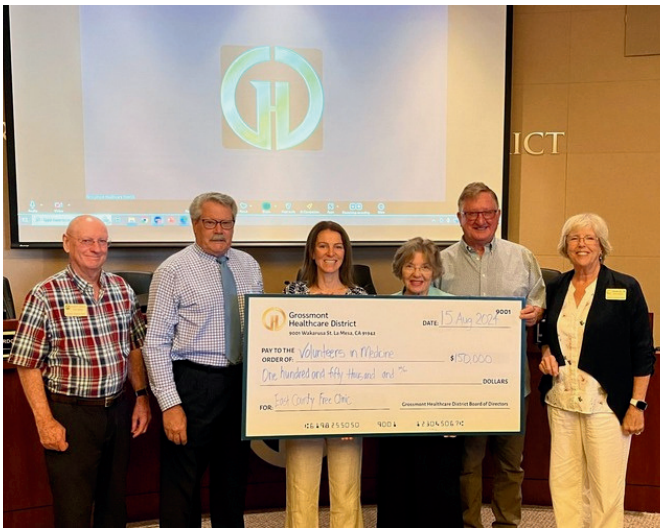


SDRMA
SPECIAL DISTRICT RISK MANAGEMENT AUTHORITY

In August 11, 2025, GHD also received two SDRMA President's Special Acknowledgment Awards to recognize members with no "paid" claims in the property/liability programs and no paid workers' compensation claims during the prior five consecutive program years (2020-2025).

COMMUNITY GRANTS FY 24-25

GRANTS & SPONSORSHIPS



Since 1996, the Grossmont Healthcare District has supported a variety of local nonprofit health and wellness organizations through grants and sponsorships to meet the unmet healthcare needs of East County. The District emphasizes organizations that provide direct, hands-on patient care in the categories of behavioral health, aging concerns, and the region's most common chronic conditions. The following community-based organizations were awarded funding for their projects from the Grossmont Healthcare District for Fiscal Year 2024-2025.

BEHAVIORAL HEALTH

- Center for Community Solutions
- Home Start
- License to Freedom
- Survivors of Torture
- Trauma Intervention Programs of San Diego
- Vista Hill Foundation
- Voices for Children

TOTAL: $421,081

AGING CONCERNS

- Alzheimer's San Diego
- Champions for Health
- ElderHelp
- Highland Senior Citizens Group Jacumba CA
- Jewish Family Service of San Diego
- Serving Seniors
- St. Madeleine Sophie's Training Center
- SDSU Center for Excellence in Aging & Longevity (CEAL)
- St. Paul's PACE

TOTAL: $260,858

CHRONIC CONDITIONS

- Eric Paredes Save a Life Foundation
- Impact Melanoma
- Mama's Kitchen
- Noah Homes
- San Diego Blood Bank
- San Ysidro Health
- The Salvation Army - Kroc Center
- Volunteers in Medicine
- YMCA

TOTAL: $345,311

OTHER HEALTH NEEDS

- Arms Wide Open
- Covenant Living of the West
- Desert AIDS Project (DAP Health)
- Developmental Services Continuum
- Feeding San Diego
- Grossmont Union High School District
- La Maestra Community Health Centers
- San Diego Rescue Mission

TOTAL: $400,250

SPONSORSHIP AWARDS

- Alzheimer's Association
- Autism Society
- Boys & Girls Clubs of East County
- ElderHelp
- For Their Thoughts Foundation
- Sharp Grossmont Hospital Foundation
- Saddles In Service
- San Diego County Medical Society Foundation
- TranscenDANCE Youth Arts Project
- Voices for Children

TOTAL: $140,000

PARTNER HIGHLIGHTS

COMMUNITY HEALTH

The District is also proud to support activities with our community partners at our campus. This fiscal year, the Board approved an additional investment, an increase of $1.5 million to $4 million for community grants!



Hosted the Institute for Reproductive Grief Care Symposium – March 2025



Hosted CPR/AED training with the American Heart Association - March 2025



A blood pressure self-screening station is always available in the Library. We highlighted heart health information and participated in SD County's annual "Love Your Heart" event, in which organizations from across the U.S. and Mexico join together to help people understand their blood pressure numbers. - February 2025



Hosted the San Diego Blood Bank Blood Drive for National Blood Donor Month – January 2025



Hosted the Dementia Skills & Resource Fair with presentations from Sharp's Geriatric Department, Alzheimer's San Diego, Compassion & Choices and interactive activity stations from Glenner Alzheimer's Family Centers, Villa Musica, AARP, and the County's Aging and Independence Services – October 2024



Hosted SDSU's Center for Excellence in Aging & Longevity 2-day symposium focusing on current trends and challenges in the field of aging. – May 2025



Hosted the Girl Scouts of SD's Youth Mental Health First Aid class – May 2025

SCHOLARSHIPS HIGHLIGHTS

COMMUNITY HEALTH



The 2025 GHD Healthcare Career Scholarship Recipients

TOTAL AMOUNT AWARDED FOR HIGH SCHOOL SCHOLARSHIPS:	TOTAL AMOUNT AWARDED FOR POST-SECONDARY SCHOLARSHIPS:
$97,350	$222,500

Richard J. Bea Community Service Scholarship (for registered RNs):
- $7,500 - 1 winner
- $5,000 - 1 winner

Health Tech Scholarship (for Health Tech programs e.g., Respiratory Therapy, Radiology Tech, Ultrasound Technician, etc.):
- $5,000 - 5 winners
- $3,000 - 5 winners

Behavioral Health Scholarship (for Behavioral Health programs e.g., Master's in Social Work (M.A./M.S.), Doctorate in Psychology (Ph.D./Psy.D.), Master's in Counseling/Marriage & Family Therapy (LMFT/LCSW), etc.)
- $15,000 - 5 winners

Advanced Practice Clinician Scholarship: (For Nurse Practitioner (NP) OR Physician Assistant (PA) students looking to advance to a higher level of clinical practice
- $15,000 - 5 winners

Certified/Clinical Nurse Clinician Scholarship*
- $10,000 - 2 winners

High School Health Career Scholarship: Students selected by class advisors/school counselors from 20 East County high schools
- $3,300 - 20 winners
- $1,650 - 19 winners

The Grossmont Healthcare District aims to address the current healthcare workforce shortage in East County by connecting talented students and professionals to higher education and employment opportunities. One way the District supports this effort is through health career scholarships, recognizing the academic and personal excellence of both high school and post-graduate students pursuing higher education. Students awarded scholarships were honored at an awards ceremony with the Board of Directors in the spring 2025.

***NEW: Certified/Clinical Nurse Clinician Scholarship**

This award was added to this year's scholarship cycle. Two scholarships were awarded to students in an accredited graduate or postgraduate degree program to become a Certified Registered Nurse Anesthetist, Certified Nurse Midwife, or Clinical Nurse Specialist, in the amount of $10,000 each.



Increase in amounts for Post-Secondary Scholarships:

The Board approved an increase in the amounts awarded for the Richard J. Bea, Health Tech, Behavioral Health, and Advanced Practice scholarships this year.

HEALTH PATHWAYS

GROSSMONT UNION HIGH SCHOOL PARTNERSHIP

With support from the Grossmont Healthcare District, students at eight local high schools have access to Health Pathways opportunities, including the Health Exploration Summer Internship (HESI) at the Sharp Grossmont Hospital; summer CNA, MA, and EMT training programs at the Health Occupations Center; extension learning and volunteer opportunities; and American Heart Association Basic Life Support & CPR certification training. The District held three field trips for about 90 Health Pathways students, with assistance from volunteer SDSU nursing students. They learned about the importance of health and digital literacy, participated in a scavenger hunt in the Health & Wellness Library, and were introduced to some of the Library's health and wellness programs.

TOTAL GRANT/FINANCIAL SUPPORT AWARDED TO GROSSMONT UNION HIGH SCHOOL DISTRICT:

$227,500











LIBRARY HIGHLIGHTS

COMMUNITY HEALTH



The community resource area expanded and moved to a new home in the hallway.



New space for East County job, volunteer, and training opportunities.

Grossmont Healthcare District's
Health & Wellness Library
An East County community resource



The Little Free Library opened in September 2024 allowing passerbys at the park the opportunity to see a sampling of the health information inside the physical library.

327
TOTAL # OF NEW LIBRARY CARDS ISSUED

991
AVERAGE # OF MONTHLY VISITORS



New circulating blood pressure monitors courtesy of American Heart Association's Libraries with Heart program

NEW ONLINE DATABASES:

Consumer Health Complete – The most comprehensive database for consumer-oriented health content. It is designed to help users gain an overall understanding of key topics across the health and wellness spectrum — from mainstream medicine to complementary, holistic and integrated medicine.

We also provide access to the Spanish version: **Salud del Consumidor Completa**.

Patient Education Reference Center (PERC) – This resource provides nurses and healthcare professionals with patient information handouts that can be customized, printed and given to a patient at the point of care. Patient Education Reference Center handouts are easy to read, include medical illustrations and are available in multiple languages.

Scientific & Medical ART Imagebase – Ideal for students and teachers of anatomy, physiology, biology and other life sciences, Scientific & Medical ART Imagebase (SMART Imagebase) contains downloadable medical illustrations, animations and interactive multimedia.

LIBRARY PROGRAMS

COMMUNITY HEALTH

The Library offers a variety of free health and wellness programs as a benefit to East County residents. In addition to several special health education events highlighted in this report, these regular Library programs are led by expert instructors and designed for participants of all ages.







2,213

TOTAL # OF PROGRAM ATTENDEES

New programs!

- **Virtual Reality (VR) Adventures:** Added in September 2024
- **AudAbility™ - Music Therapy for People Living With Parkinson's Disease:** Began in September 2024
- **Memory Cafe:** Added in July 2024
- **Special End-Of-Life Lecture Series:** You Only Die Once, September - October 2024

Ongoing programs

- Crafternoon
- Knit & Crochet
- Music Storytime With Hooray Miss Marae
- Library Tours
- Drums Alive
- Wellness Wednesday
- Yoga AM & PM
- Fitness Forever
- Walk With A Doc

Visit our programs calendar to learn more.

MOBILE OUTREACH LIBRARY

COMMUNITY HEALTH

The Mobile Outreach Library is a new service that allows residents living in more remote and rural areas the ability to access our Library without having to travel to the physical location here in La Mesa. Regular weekly stops are scheduled throughout the Grossmont Healthcare District, including locations in El Cajon, Santee, Campo, Lakeside, Spring Valley, Lemon Grove, Alpine, Mountain Empire, and more.



PROJECT TIMELINE:

Mobile Outreach Library project proposed – December 2023

Board approved and van was purchased – December 2024

Van was wrapped – March 2025

The Mobile Outreach Library officially launched and made its first stop at the El Cajon Library – April 2025



STOPS MADE IN FY 24-25:

- Spring Valley Library
- Grossmont College
- East County Chamber of Commerce Health Fair
- Rancho San Diego Library
- Kroc Center San Diego
- San Ysidro Health Mountain Health Community Center
- San Ysidro Health Alpine Family Medicine
- Grossmont Gardens
- El Cajon Humane Society
- Santee City Hall







OUTREACH HIGHLIGHTS

COMMUNITY HEALTH

The District connected with 812 community members through outreach at 17 events. Art exhibits also served as another opportunity to connect with local East County artists and introduce new audiences to the resources available at the Library.



SD County hosted the Dementia Skills & Resource Fair at our campus – October 2024



Southern Caregiver Resource Fair – August 2024



Christie's Place HIV Conference – March 2025



42 attended the San Diego River Artists' Alliance Meet & Greet Event - January 2025



Parkway Academy students' artwork was featured in the "Growing Through What We're Going Through" art exhibit in honor of Mental Health Month - May 2025



Featured Art Exhibit: Care & Custody Past Responses to Mental Health

This special traveling exhibit from the National Library of Medicine was displayed at the Library from May-June 2025. It examined the treatment of people with mental health conditions throughout history, especially in the United States, bringing to light the tension that has existed between care and custody.

INVESTING IN THE FUTURE OF EAST COUNTY HEALTH

TOTAL FY 24-25 INVESTMENT POST-HOSPITAL DISCHARGE PROGRAM:

$125,000

The Board of the Grossmont Healthcare District provided continued support of the **Rural Post-Hospital Discharge Program**, in partnership with the County of San Diego and Sharp Grossmont Hospital. This voluntary home visitation program offers residents in rural East County who are discharged from Sharp Grossmont Hospital with in-home follow up visits by a Sharp nurse and a County CAL FIRE paramedic. They conduct a home and property safety assessment, coordinate necessary medical or social supports, and link patients to other helpful resources. Building upon the success of the program in its first two years, it has now been expanded and covers residents living in Alpine, Boulevard, Campo, Descanso, Guatay, Jacumba, Pine Valley, Potrero, and Tecate.

TOTAL FY 24-25 INVESTMENT NURSE NAVIGATION PROGRAM:

$100,000

The District continues to convene monthly meetings of the **Transfer of Care Collaborative,** a working group whose primary objective is to reduce the time required to transition a patient's care from an ambulance to the emergency department at the Sharp Grossmont Hospital, the busiest emergency department in the county. Changes implemented through the group have already resulted in a significant reduction in "offload delays," which translate to reduced emergency department wait times overall.

911

GHD's Board of Directors also supported the expansion of the the **Nurse Navigation program,** first piloted by the City of El Cajon, and expanded in its second pilot year to cover much of East County in FY 24-25. This pilot diverts some 9-1-1 calls from specific zip codes to a triage nurse for evaluation, to determine if a lower level of care would better meet the person's needs than an ambulance transport to the emergency department.



HEALTHCARE WORKFORCE

COMMUNITY HEALTH

In June, 22 local Health Pathways students from Grossmont Union High School District schools completed the Health Exploration Summer Internship (HESI) program at Sharp Grossmont Hospital, and an additional 59 students completed certificate programs at the Health Occupations Center in Santee. These training programs provide local high school students with crucial real-world experience and certifications that can help them gain immediate employment as a Medical Assistant, Certified Nursing Assistant, or Emergency Medical Technician.



Health Explorations Summer Institute (HESI) graduates - June 2025



Grossmont College nursing students helped vaccinate the East County community through our partners at Champions For Health – October 2024



CAREGIVER JOB FAIR

Hosted Public Authority Caregiver Job Fair at the Library – December 2024



Allied Career – A new career database was added to the Library providing in-depth information about a variety of professions across 20 allied healthcare fields, connecting individuals with allied health programs at schools and colleges in the United States, and providing resources for those exploring a career transition.



EMT students graduated from the Health Pathways program - June 2025

HOSPITAL SUPPORT

COMMUNITY HEALTH

The District's investments in Sharp Grossmont Hospital, a public hospital owned by East County taxpayers and operated by Sharp HealthCare since 1991, totaled $3,100,660 in FY 24-25. This includes funds for the Intergovernmental Transfer (IGT) program, which compensates Sharp HealthCare for some of the hospital's financial losses due to uninsured and underinsured Medicaid-covered services, as well as the sponsorship of several hospital fundraising events. In April of 2024, the Board approved a commitment of $8 million in IGT for FY 25-26.

TOTAL FY 24-25 IGT INVESTMENT IN SHARP GROSSMONT HOSPITAL:	TOTAL FY 24-25 MATCHING GRANT FOR FAMILY MEDICINE RESIDENCY PROGRAM:
$3,100,660	**$500,000**

Additionally, Sharp HealthCare was awarded a grant through the California Health Care Foundation's Song-Brown Program, for the establishment of a new Family Medicine Residency program at Sharp Grossmont Hospital, to train new medical doctors in high-quality primary care that meets the needs of East County's diverse communities. The District provided a matching grant of $500,000 for this important project and committed up to $10 million in future support, which is expected to welcome its first Family Medicine Residents in 2027.



GHD Board attends ribbon-cutting ceremony at Sharp Grossmont Hospital for Neuroscience's open house – March 2025

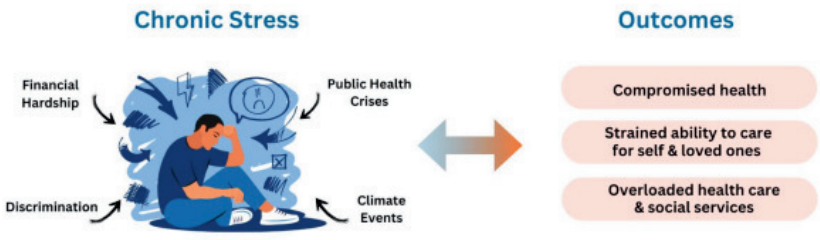


GHD Board and staff participated in the Winter Wishes event, spreading holiday cheer to hospital patients via teddy bears – December 2024

COMMUNITY HEALTH NEEDS ASSESSMENT & COMMUNITY CONVERSATIONS EVENT

Every three years, the District supports in partnership with the Hospital Association of San Diego & Imperial Counties and all of the region's hospitals, a comprehensive Community Health Needs Assessment (CHNA), with findings used by hospitals, providers, and local governmental agencies to set strategic priorities. This year's assessment identified chronic, debilitating stress as a major factor impacting our region's health. East County voices were heard loud and clear, with about 23% of those surveyed and interviewed for the assessment living in our region. The complete 2025 San Diego CHNA and all of its supporting documents is available at the link.





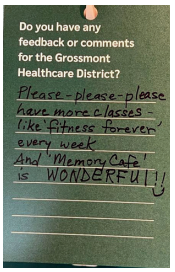
On April 29th, 2025, about 70 residents, elected officials, and other community stakeholders participated in our "East County Health: A Community Conversation" event. We discussed the preliminary findings of the CHNA and gathered feedback about our attendees' top health concerns and suggestions for improving their community's health. Common concerns expressed included mental health, chronic disease, access to affordable and healthy foods, spaces for physical activity, and housing.

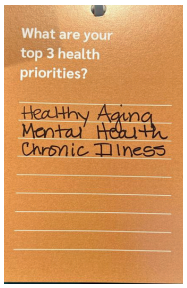














FACILITIES HIGHLIGHTS

ADMINISTRATIVE SUPPORT & FACILITIES

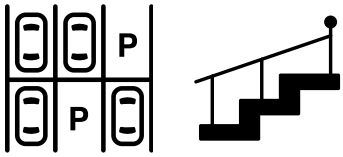
The District ensures its facilities are well-maintained and safe for public use. The District has a total of five facility spaces available for reservation and community use: the Conference Center Auditorium, the Library Conference Room, the Library Meeting Room, and two Library Study Rooms. Several updates were made in FY 24-25 to both exterior and interior spaces:



The shed (additional storage unit) project was completed in Fall 2024 to improve event and outreach operations. The shed stores large, oversized equipment and items for outreach and events. With easier transport to outreach vehicles and between District facilities, the additional space helps staff continue to provide quality events to the community.

Other projects included:

- Restriping the parking lot
- Adding handrails in the courtyard
- Converting the exterior light to LED around the campus
- Improved landscaping

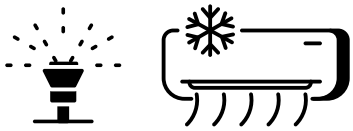




EAST COUNTY GROUPS & NONPROFITS UTILIZING DISTRICT SPACES

Other preventative maintenance occurs regularly, including:

- Checking A/C filters
- Quarterly checks on sprinklers and fire protection equipment
- Facility carpet cleaning
- Courtyard campus powerwashing
- Checks on egress lights





Another aspect of improving the District's administrative operations is setting the foundation with proper IT infrastructure. The District switched to a new IT company for its services for a complete reboot of the District's systems, including a comprehensive integration with Microsoft SharePoint for improved offline access and sharing capabilities.

PROFESSIONAL DEVELOPMENT

ADMINSTRATIVE SUPPORT & FACILITIES

The Directors of the Grossmont Healthcare District provide vision and strategy for a staff of fifteen employees and two interns (fourteen full-time equivalent employees), who execute on the various initiatives described throughout this report. The District encourages staff and Board professional development, and provides financial support for education and training programs that expand relevant knowledge and expertise. In FY 24-25, staff completed the following trainings and programs:

The American Society on Aging's Social Impact in Gerontology professional certificate program – exploring the intersection of innovation and social impact within the field of gerontology, aiming to equip professionals, researchers and advocates with the knowledge and skills to drive positive change for older adults.

The East County Regional Chamber of Commerce's East County Leadership program with special honors – supporting the mission of utilizing the unique perspective, experience, and talent of its participants to identify, mentor and prepare East County leaders of tomorrow.

The Specialization in Consumer Health Information from the American Medical Library Association (Levels I & II) – acquiring the expertise in providing health information services to consumers in all 8 core competencies. Courses include the basics plus extra training in health literacy, technology and health, and ethical and legal issues.

Two District staff recently finished graduate degree programs, earning a Master of Public Administration and a Master of Library and Information Science.

Additionally, staff attended conferences and workshops throughout the year offered by the Association of California Healthcare District, and the California Special Districts Association. All Library staff participated in trainings throughout the year provided by Library 2.0, and were provided the opportunity to attend the American Library Association's annual conference, which was held in San Diego in 2024.

By investing in ongoing professional development at every level of the organization, the Grossmont Healthcare District demonstrates its commitment to the excellence and innovation required to deliver on our mission of improving the health and wellbeing of the East County communities we serve.

To our community partners for helping make our vision of a healthier, thriving East County for all possible,

THANK YOU!

