

**MEETING MINUTES  
OF THE ANNUAL JOINT MEETING OF THE  
BOARDS OF DIRECTORS FOR  
GROSSMONT HEALTHCARE DISTRICT AND  
GROSSMONT HOSPITAL CORPORATION**

*The 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 and Grossmont Hospital Corporation held their annual joint meeting on Tuesday, November 21, 2023, at 5:30 p.m. via teleconference and in person. Members of the public were able to participate by telephone, Zoom, or at the Grossmont Healthcare District Conference Center, located at 9001 Wakarusa Street, La Mesa, California. For purposes 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. Mis-labeled items on the agenda have been corrected in these minutes.

GHD Parties Present: Gloria Chadwick, RN, Board President  
Robert “Bob” Ayres, Board Vice President  
Virginia Hall, RN, Board Secretary  
Michael Emerson, RDO, Board Treasurer  
Randy Lenac, Board Member  
Christian Wallis, Chief Executive Officer  
Tom Scaglione, Chief Administrative Officer  
Amy Abrams, Chief Community Health Officer  
Jeffrey Scott, General Counsel

Sharp Parties Present:	Adriana Montgomery	John Fonseca
	Anthony D'Amico	Louise White
	Brett McClain	Patricia Fortin
	Chris Howard	Ron Oberndorfer
	Daniel Kindron	Scott Evans
	Dee Ammon	Shakeel Kazi
	Diane Keltner	Steven Allsing
	Eric Strukel, MD	Suzi Johnson
	Greg Apel, MD	Hollis Gentry
	Jason Broad	Mike Engel

A. Call to Order

The meeting was called to order at 5:34 p.m. by President Gloria Chadwick.

B. Pledge of Allegiance

President Gloria Chadwick led the pledge.

C. Approval of Agenda *(00:1:55)*

**Motion was made by Director Director Hall, seconded by Director Ayres, and unanimously carried (5-0), to approve the agenda.**

D. Public Comment *(02:15:00)*

There was no public comment.

E. Reflection & Patient Story - Louise White, Vice President Patient Care *(00:02:35)*

Louise White, Sharp Grossmont Hospital's CNO and VP of Patient Care Services presented a patient story regarding the positive relationship between a nurse and a patient with stage four cancer.

F. Reports/Presentations/Discussion/Possible Action Items

1. Grossmont Healthcare District Annual Review – GHD CEO Christian Wallis *(00:07:00)*

CEO Wallis presented the Grossmont Healthcare District's Annual Review, which is now in alignment with the fiscal year (July 1, 2022 – July 1, 2023). The presentation discussed highlights (grants and sponsorships, community support, and library), advocacy alignment, and initiatives and awards.

2. Sharp Grossmont Hospital Annual Review – Scott Evans, PharmD, MHA, Sharp Senior Vice President & Market Chief Executive Officer *(00:20:00)*

Scott Evans, PharmD, MHA, Sharp Senior Vice President and Market Chief Executive Officer, presented Sharp Grossmont Hospital's Annual Review. The review specifically addressed year end key updates, employee engagement/best place to work, physician engagement/best place to practice medicine, five-star quality rating/top certifications and awards/best place to receive care, and the neuroscience physician growth and the neuroscience program.

3. Reshaping Emergency Department - Dr. Greg Apel, Dr. James Elia and Paul Larimore **(00:42:30)**

Dr. Greg Apel, Chief Medical Officer, introduced himself and gave a presentation regarding optimizing access to emergent care in East County. This included metrics (minutes on door-to-provider, discharge length of stay, the rise in patient satisfaction, 30-minute transfer of care increase), rural health discharge resources, and patient testimonies.

4. Nursing Annual Report – Louise White, Vice President Patient Care **(00:51:00)**

Louise White gave another presentation regarding the Annual Nursing Report. The presentation discussed nursing satisfaction (ranked 7<sup>th</sup> in the nation for nursing satisfaction and 2<sup>nd</sup> for senior leadership), project implementation, ICU HAPI reduction, MAT Bridge Program, Sepsis Program, patient experience, sensitive indicators, and staffing development/excellence. Scott Evans shared additional information regarding the Sepsis Program and the Sharp rating regarding experience.

5. Master Site Plan – Mike Engel, Sharp Director of Campus Planning and Development **(01:09:40)**

Mike Engel, Sharp Director of Campus Planning and Development, gave a presentation regarding the Master Site Plan for 2030. This included information on objectives, existing conditions, building plans/concept layouts, and a project timeline. Any new signs will remain referencing “Sharp Grossmont,” per their lease agreement.

6. Facilities Update – Tony D’Amico, Sharp Chief Operating Officer **(01:22:15)**

Tony D’Amico, Sharp Chief Operating Officer, gave a facilities update. This included highlights on FY23 capital projects, SPD washer replacement, MRI upgrades at GMT, EV charger installations, operating room HVAC upgrade, behavioral health hospital refresh, and CT revolution.

7. Year-End Finance Review – Daniel Kindron, Sharp Vice President/Chief Finance-Market Growth Officer **(01:28:40)**

Daniel Kindron, Chief Financial Officer and Market Growth Officer, presented the Year-End Financial Review. This included FY23 challenges and risks, strategic accomplishments, income from operations and margin trended, trended acute average length of stay and acuity, trended emergent and urgent visits by acuity level, FY24 target payor mix, trended registry rate and utilization, and capital initiatives.

8. Hospice Annual Report – Suzi Johnson, Vice President Hospice *(01:41:10)*

Suzi Johnson, Vice President of Advanced Illness, Palliative, and Hospice, presented the Hospice Annual Report, which gave information regarding their commitment to excellence (4 out of 5 stars), journey to five stars, hospice census, hospice admissions, market share, and community education and outreach.

9. Report Card Review – Jason Broad, Sharp Vice President of Performance Regional *(01:49:15)*

Jason Broad, Vice President of Performance, presented the Report Card Review. This consisted of a rating overview of Sharp's seven pillars.

G. Open Discussion

There was no open discussion.

H. Adjournment – GHD President Director Chadwick

**On motion duly made, seconded, and unanimously carried, the Board adjourned for closed session to conduct the Grossmont Hospital Corporation Board of Directors meeting, at 7:28 p.m.**

Respectfully submitted,

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Gloria Chadwick, RN, President, Board of Directors

ATTEST:

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Virginia Hall, RN, Secretary, Board of Directors