

Memo

To: Board Members
From: Amy Abrams
Date: March 5, 2025
Subject: Joint Strategic Plan / Risk Management Committee – **February 24, 2025**

The Committee met for a meeting on Monday, February 24, 2025, at 6:00 p.m. Members of the public were able to participate by telephone, Zoom or at the Grossmont Healthcare District, located at 9001 Wakarusa Street, La Mesa, California 91942. In some cases, discussion of items may have taken place out of sequence during the meeting.

Attendees: Director Nadia Farjood, Chair
Director Randy Lenac, Member
Christian Wallis, Chief Executive Officer
Amy Abrams, Chief Community Health Officer
Tom Scaglione, Chief Administrative Officer
Lauren Cazares, City of La Mesa Councilmember (via Zoom)

- A. Call to Order:** The meeting was called to order by Director Farjood at approximately 6:00 p.m.
- B. Approval of Agenda:** The agenda was approved as posted.
- C. Public comment**

Lauren Cazares, Councilmember from La Mesa, joined the meeting virtually and expressed her willingness to partner with the GHD in their strategic planning.

Approximately 30 members of the public also attended the Committee meeting, with no additional comments being made.

D. Strategic Plan Issues

1. Strategic Plan Quarterly Update

CEO Wallis focused on twelve Priority Goals for the quarterly update. This included:

- Priority 1, Goal 1, Objective 1, Tactic 1: Update internal/external communications plan (Galvanized Strategies has been hired to develop a communications plan and has the initial framework to build the plan)
- Priority 1, Goal 1, Objective 2, Tactic 2: Conduct one large annual community event that is led/sponsored by GHD (The Spring 2025 GHD Community Health event has been scheduled for 04/29)
- Priority 1, Goal 1, Objective 2, Tactic 3: Collaborate with local public libraries to ensure they have District Library information (Holland, Head Librarian, was invited to present to all SDCL librarians and managers on 01/29)
- Priority 1, Goal 2, Objective 1, Tactic 2: Actively participate in monthly community events and East County regional “collaboratives” (Amy, CCHO, presented at the San Diego Women’s Foundation helping members understand senior isolation which is a focus of 2025 grants)
- Priority 2, Goal 1, Objective 1, Tactic 1: Collaborate with SGH Senior Resource Center and community-based organizations on programming and outreach to the older adult community (SGH Community Center tables at all District Wellness Wednesdays Programs)
- Priority 2, Goal 1, Objective 1, Tactic 2: Partner with SGH marketing staff to collaborate on resources, programming and services for community partners and residents (Communication with hospital staff on GHD participation with Winter Wishes and Walk with a Doc)
- Priority 2, Goal 1, Objective 2, Tactic 2: Improve the flow of information to community partners on the Hospital’s capabilities

and service to treat chronic conditions (CEO Wallis talking about the Neurosciences Center to City Managers and ECEDC to generate community support)

- Priority 2, Goal 2, Objective 1, Tactic 2: Communicate and promote to community partners the free Sharp events that are occurring in our region (Kara, Communication Specialist, adds all relevant SGH health education events to the GHD website's Programs and Events calendar, and promotes via social media)
- Priority 1, Goal 1, Objective 2, Tactic 2: Rebrand/reinvent the library to ensure they have information about Library's health and wellness resources (Community health job/training/volunteer workforce boards have been installed)
- Priority 2, Goal 3, Objective 2, Tactic 3: Collaborate with the hospital and community partners to develop and sustain a family medicine residency that supports the needs of East County residents (Awarded \$2 million from Song Brown grant.)
- Priority 3, Goal 2, Objective 2, Tactic 2: Create outreach campaigns around key chronic diseases (Kara, Communications Specialist, has presented information monthly on topics including cancer, diabetes, and seasonal stress)
- Priority 3, Goal 2, Objective 1, Tactic 1: Expand Library to include non-traditional programs and resources (launched "It's A Wonderful Wednesday" and Pet Therapy programs)

The Committee questioned if the plan framework is successful. CCHO Abrams stated the volume of tactics is manageable, but the focus is on external priorities only and needs to include internal priorities, such as human resources and finances.

Director Farjood discussed the need for a strategic plan to identify gaps in community health services and facilitate culturally relevant programs. She expressed concern about the District's amassed resources not being fully utilized to meet community needs. She also mentioned the long-range financial plan, which identifies strategic initiatives and their fiscal impact. She suggested that the Committee review this plan and potentially fold it into the strategic planning process.

2. 2025 Strategic Planning Process

CEO Wallis recommended using a facilitator to help navigate the process of strategic planning and suggested Frank Scarpaci from Vianova. The process would take 120 days with four steps – a planning phase, surveys and data entry, a two-day workshop/retreat, and execution. The fee for the engagement is \$23,500. The CHNA will be released in April and will coincide with the strategic planning of the how to improve the health of East County. The Committee discussed using a facilitator with public agency experience. CEO Walis will bring multiple facilitator options, including one with more public agency experience, to the Committee prior to the next Board meeting.

It was recommended a retreat be scheduled with a facilitator so the Board can get a thorough overview of the Strategic Plan.

3. Healthcare Workforce Update (Family Medicine Residency, Workforce Pipeline)

CEO Wallis discussed the financial commitment for the Family Medicine Residency program, which was initially planned to cost the district a million dollars a year for ten years. However, with the award of \$2 million from the Song Brown grant, the financial commitment might be reduced. If the program becomes cash-positive, the Board will need to decide how to distribute the excess funds. It was recommended to bring this discussion regarding the new financial situation to the Board to avoid confusion.

CEO Wallis discussed the development of a new LVN to RN program at the Community College, which aims to bridge the gap between LVNs and RNS. The program, which currently has six students, allows LVNs to insert themselves at a suitable point in the program, saving them time and money. The Committee also mentioned the need to improve the healthcare pipeline, which is currently clogged due to high demand and limited capacity. The GHD Foundation was formed as a potential solution to raise funds for improving the pipeline. However, there were concerns about the need for a Foundation when resources are already available. A recommendation was made to add the district's Foundation to the upcoming Board agenda for discussion.

CEO Wallis explained the history of the Health Occupations Training Center, which was part of the 2006 Prop 6 referendum but was never built due to the community college's lack of interest. The Committee proposed resuscitating this idea as part of the strategic discussions.

E. Risk Management Issues

Director Farjood identified the GHD Foundation, as well as the lack of a grant rubric, as risk management issues.

F. Next Meeting: Board of Directors Meetings through May 6, 2025.

G. Adjournment: There being no further business, the meeting adjourned at 7:14 p.m.