

BOARD OF DIRECTORS
Meeting Minutes
July 2, 2024

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, July 2, 2024, 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: Gloria A. Chadwick, RN, Board President
 Robert “Bob” Ayres, Board Vice President
 Virginia Hall, RN, Board Secretary
 Michael Emerson, RDO, Board Treasurer
 Randy Lenac, Board Member

Staff Present: Tom Scaglione, Chief Administrative Officer
 Amy Abrams, Chief Community Health Officer
 Jeffrey Scott, General Counsel

Guests:

A. Call to Order

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

B. Pledge of Allegiance *(00:02:05)*

After giving a brief history of the pledge of allegiance, Counsel Jeff Scott led the pledge.

C. Approval of Agenda *(00:01:25)*

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

D. Public Comment

There were none.

E. Consent Action Items

There were none.

F. Reports/Presentations/Discussion/Possible Action Items *(00:02:00)*

1. Reports

a) Public Relations & Outreach Committee – Director Lenac

i. Consider Public Relations Services – Galvanized Strategies

Director Lenac shared that due to comments received from the Board over the past few months for enhanced media outreach, the District engaged Galvanized Strategies. A draft contract was reviewed by the Committee, as well as Counsel Scott, and it is recommended that a six-month trial take place with Galvanized Solutions. Questions were raised about potential conflicts of interest regarding Aaron Byzak with Tri-City Healthcare, but it was determined that he was well-qualified, without any conflict. The budget for contract services was clarified. The Board would like Mr. Byzak to attend an upcoming Board meeting to give guidance on some District initiatives.

Motion was made by Director Lenac, seconded by Director Ayres, and unanimously carried (5-0), to approve the proposed contract with Galvanized contract NTE \$24,999.

b) Finance Committee – Director Emerson

i. Presentation (For Information Only): Long-Range Financial Plan and Strategic Initiatives (Fiscal Years 2024-25 through 2033-34) (Tom Scaglione, Chief Administrative Officer and Amy Abrams, Chief Community Health Officer) *(20 minutes with 10 minutes Q&A)*

The Long-Range Financial Plan's (LRFP) purpose is to assess the District's financial capacity for strategic grants and operational enhancements. Distinctions were made between a 5-year strategic plan and a long-range financial plan, emphasizing that the latter focuses on financial capacity and

opportunities. Mr. Scaglione indicated that District staff is seeking input for potential changes to proposed strategic initiatives and discussed the District's financial history, highlighting a steady accumulation of cash and investments over the past 12 years from \$6.9 million to \$43 million. Also presented were options for investing excess funds and prioritizing the community's healthcare needs. Staff clarified the difference between the District's reserve categories.

CAO Scaglione reviewed the unrestricted cash and investments, total expenditures, general fund property tax revenue increases, as well as the five different plan options for the District strategic grants, and operational enhancements. He explained that option 2, which involves not spending on strategic initiatives, would result in a significant cash and investment accumulation of \$70.6 million by the FY 2035. Option 4, which involves funding half of the identified initiatives, would allow for a 45% increase in discretionary spending. CAO Scaglione also clarified that the \$53.3 million available in option 4 is in excess of the organization's commitments and would be available for further investment in community health. The Board was asked to review and consider these options. CAO Scaglione will revise the LRFP according to the Board's direction.

CCHO Abrams explained 11 various strategic grant opportunities and 4 operational enhancements, which have been discussed in their respective committees and all are in alignment with the strategic plan, as well as data received from initiatives the District currently participates in. The discussed grant opportunities are brought before the Board in order to get direction from the Board on how to proceed and if a proposal should be brought forward.

SG01: The Board discussed concerns over the Health Needs Assessment, the inclusion of Social Determinants of Health, and the term "wellness" being too broad of a term. The Board would like to remind District staff that the strategic plan is implemented first by the Board and to allow them to first represent the local community, as an elected official.

SG02: One of the most important initiatives the District has going. Board concerned over the \$100k annual incentive grants. Need to create a collaborative of various community health organizations and Sharp to assist.

SG03: The Board has only committed \$610k thus far, but it went the full 10 years, it would total approximately \$1.355M.

SG04: The Board shared how impressed they were with the recent GUHSD HESI graduation and would love to expand the Health Pathways Program to more schools. The program, developed over a decade with a quarter-million-dollar investment, has been successful and provides valuable resources for students exploring health career pathways. Part of this grant would include staff time for GUHSD to help guide other schools on how to handle/draft the Program. Supporting schools with a religious background would not be a conflict/concern, per Counsel Scott, since the District closely monitors where funds go. The Board expressed strong support for the expansion, with funding identified as a critical component.

SG05: Board would want to see telemedicine equipment placed in accessible, reliable locations with willing partners who can ensure that the equipment is well-maintained and used under supervision.

SG06: Due to a shortage of recuperative care beds, the District could potentially support a \$1M grant opportunity toward a new recuperative care program in East County, modeled after a successful program operated by Interfaith Services in Escondido. These interested organizations would need to come to us and inquire directly, per the Board.

SG07: The CoRe grant program, aimed at offering more substantial funding and consulting services, raised concerns about potential competition among nonprofits and the affordability of startup fees. The District suggested piloting the core grant program with a couple of grantees and emphasized the importance of carefully managing the program to avoid potential pitfalls. Additionally, the District explored strategies to support the community, such as finding out the hospital's needs and providing funds for a new brick and mortar free clinic. District also advised seeking strategic grant opportunities, like a contribution toward the building of the first senior center in East County. After discussion, the CoRe Grants proposed initiative was not recommended to go forward by Board majority vote.

SG08: Discussion regarding who would support the clinic after grant provided to build the brick-and-mortar. The Board would like to have the organization who is suggesting this opportunity come make a presentation to the Board in order to give more details and so the Board may ask questions.

SG09: The Board would like to obtain the San Diego Seniors Community Foundation's Master Plan, as well as knowledge of what they would do with the \$1M. The Senior Center would be the one responsible for operational programming.

SG10: PATH is the origin of this HOME Program. District discussed the strategic grant offer related to expanding the La Mesa HOME Pilot Program to other areas including Santee, Lemon Grove, and El Cajon. The Program, now run by the La Mesa Police Department, aims to provide hands-on navigation and support to homeless individuals, reducing their interaction with law enforcement. The success of the Program is measured by reducing homeless encounters with the police department. The District expressed concerns about the potential funding and staffing needs for the expansion, suggesting that the Program might fall under the responsibility of the city rather than the District. The Board suggested that a proposal include nursing services to do healthcare checks.

SG11: The District discussed the potential of supporting the development a family justice center (modeled after One Safe Place in San Marcos) in East County to provide services to victims of violence, with funding from a \$1 million grant. Concerns rose regarding this being a social issue versus a healthcare issue. The Board would like to keep in the plan, however.

OE01: The Facilities Committee is currently actively working on the District Capital Improvement Plan and potential expansion.

OE02: Most Board members are against this Community Health Satellite Location operational enhancement, as the Directors are all responsible for their own zone with the ability to sponsor more health fairs being one proposed solution.

OE03: District proposed the idea of an intra-rural transport van to connect rural residents to healthcare clinics and food resources, but Board suggested seeking a grant to support an existing program like MTS Access, rather than creating their own program. The consensus is to invite MTS Access to present and explore enhancing their offerings.

OE04: District proposes partnering with public libraries to provide health information kiosks and resources, though cost and implementation details need further analysis. Board shared concerns over the annual operating cost of \$200k, but would still like to see additional information regarding the Health & Wellness Library Partnership operational enhancement.

c) Possibility of Cancelling the July 18, 2024 Regular Board Meeting or Rescheduling to the Following Week

The July board meeting is cancelled due to anticipated lack of quorum, with the option for a special meeting, if needed.

2. Board and CEO Comments

There were none.

G. Next Regularly Scheduled Meeting(s):

1. Thursday, July 18, 2024, 9:00 a.m.
2. Tuesday, August 6, 2024, 9:00 a.m.

H. Adjournment

There being no further business on **motion duly made, seconded, and unanimously carried, the Board adjourned at 11:08 a.m.**

Respectfully submitted,

Gloria Chadwick, RN, President, Board of Directors

ATTEST:

Virginia Hall, RN, Secretary, Board of Directors