

**BOARD OF DIRECTORS  
Meeting Minutes  
July 19 and 20, 2021**

*A recording of these meetings can be found here: [July 19, 2021](#) and [July 20, 2021](#).*

*The slide presentation used in these meetings can be found [here](#).*

The Board of Directors of Grossmont Healthcare District held special workshop meetings on Monday, July 19 and Tuesday, July 20, 2021, at 8:00 a.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, 9001 Wakarusa St., La Mesa, CA. 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.

Directors Present: Robert Ayres, Gloria Chadwick, Michael Emerson, Virginia Hall, Randy Lenac

Staff Present: Rachelle Kierulff, Library Director (7/20/21 only)  
Carlos Moya, Director of Administrative Services  
Kay Ornelas, Staff Accountant  
Lucy Poplawska, Communications Coordinator  
Erica Salcuni, Director of Programs & Outreach  
Jeffrey Scott, General Counsel  
Sophia Shalabi, Programs & Outreach Coordinator  
Crystal Sloan, Executive Assistant | Office Manager  
Christian Wallis, Chief Executive Officer

Guest Moderator: Allen Carlisle, CEO/General Manager  
Padre Dam Municipal Water District

**July 19, 2021**

**A. Call to Order**

The meeting was called to order at 7:30 a.m. by President Hall.

**B. Approval of Agenda**

The agenda was approved as posted.

C. Public Comment Announcement – Member of the public may address any item on the agenda when called upon by the Board President.

D. Strategic Planning Workshop - Day One

1. Introduction/History/Plan for Workshop

Mr. Wallis gave brief opening remarks including the history of the GHD Strategic Plan and an introduction of Allen Carlisle.

2. Strategic Priorities – Identify and Define

After a brief presentation by the Programs & Outreach team reviewing the demographics of the District, the public was called on for comment.

Mr. Ed Martinez spoke on the following:

- Timing of the Board meetings were inconvenient for the public.
- He was concerned with the District's "affinity" for Sharp Healthcare.
- He stated the District should focus on cost transparency at the hospital and the public's "surprise medical bills".

Dr. Michael Peddecord spoke on the following:

- Timing of the Board meeting was a concern for him.
- He said he was glad the Board is going through this Strategic Planning process.

The process of developing three Strategic Priorities ensued. Eight possible priorities were presented to the Board and the definition of each was discussed. Board and Staff voted, and, in the end, the Board agreed on Community Health & Wellness, Hospital Alignment and Chronic Disease.

E. Adjournment

There being no further business, **on motion duly made, seconded, and unanimously carried, the Board adjourned at 11:55 a.m.**

## **July 20, 2021**

### A. Call to Order

The meeting was called to order at 7:30 a.m. by President Hall.

### B. Approval of Agenda

The agenda was approved as posted.

### C. Public Comment Announcement – Member of the public may address any item on the agenda when called upon by the Board President.

### D. Strategic Planning Workshop - Day Two

#### 1. Review Day One

Mr. Wallis gave brief opening remarks including the three priorities the Board decided on.

#### 2. Review and Expand on Goals from Staff

The Board was presented with definitions and Staff-created draft goals for each priority.

The public was called on for comment.

Dr. Michael Peddecord spoke on the following:

- Oversight of the hospital was an important goal.

Discussion of combining elements of particular goals and the definition of the goals ensued. The Board opted to change Hospital Alignment to Hospital Partnership and Community Health to Community Health & Wellness. Voting occurred for goals (see below) and the staff was given the task of finalizing draft goals to be taken to the Strategic Planning Committee to review. The Board would then be presented with the final priorities and goals and make an official vote at the meeting on August 20, 2021.

### **Priority One (Community Health & Wellness)**

Combine Goals 1 and 2 (Director Emerson – 1<sup>st</sup>, Director Chadwick – 2<sup>nd</sup>, Passed 5-0)

Goals 3 as stand alone but add financial language (Director Emerson – 1<sup>st</sup>, Director Lenac – 2<sup>nd</sup>, Passed 5-0)

Combine Goals 4 and 6 (Director Emerson – 1<sup>st</sup>, Director Lenac – 2<sup>nd</sup>, Passed 5-0)

Goal 5 reference to cultural issues (take out “diverse”) should be added to the combination of Goals 1 and 2 or Goals 4 and 6 (Director Emerson – 1<sup>st</sup>, Director Chadwick – 2<sup>nd</sup>, Passed 5-0)

### **Priority Two (Hospital Partnership)**

Goals 1 and 2 stand alone (combining elements of Goal 5 where appropriate).

Goal 6 stands alone.

Goal 3 should be associated with the 1st Priority.

All the above (Director Chadwick – 1<sup>st</sup>, Director Lenac – 2<sup>nd</sup>, Passed 5-0)

### **Priority Three (Chronic Disease)**

Goals 3, 6 and 4 should be combined.

Goal 1 and 2 stand alone.

Goal 5 should be associated with Priority 2, Goal 2.

All of the above (Director Chadwick – 1<sup>st</sup>, Director Emerson – 2<sup>nd</sup>, Passed 5-0)

There were no parking lot issues to discuss. It was noted that the Board’s survey results could easily fall into Priorities 1, 2 or 3 and when staff are creating the objectives and tasks, these will be included.

Additionally, there was a discussion regarding ACHD and whether their goals aligned with GHD. In the end, it was decided that the District will renew their membership with ACHD for the next fiscal year with the matter being taken to the Finance/Audit Committee for the vote.

The Board thanked Mr. Carlisle for his valuable service to the Board for their Strategic Planning Workshop and he departed.

The Board then discussed the Possible District Office Expansion item. After hearing comments from the CEO and other Board members, a decision was made to delay any expansion, but staff was directed to reorganize the waiting/lobby area of the District office.

## E. Next Meeting

The next meeting will be held on Monday, August 2, 2021, at 7:30 a.m.

F. Adjournment

There being no further business, **on motion duly made, seconded, and unanimously carried, the Board adjourned at 12:00 p.m.**

Respectfully submitted,

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Gloria A. Chadwick, RN, Secretary

ATTEST:

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Virginia Hall, RN, President