

# Memo

**To:** Board Members  
**From:** Aaron Byzak  
**Date:** June 11, 2025  
**Subject:** Joint Strategic Plan / Risk Management Committee – **June 7, 2025**

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The Committee met for a meeting on Saturday, June 7, 2025, at 9:00 a.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  
Aaron Byzak, Interim Chief Executive Officer

- A. Call to Order:** The meeting was called to order by Director Farjood at approximately 9:06 a.m.
- B. Approval of Agenda:** The agenda was approved as posted.
- C. Public comment:** There was no public comment.
- D. Strategic Plan**

- 1. Vision, Mission, Values

Interim CEO Byzak presented the Committee with proposed vision, mission, and value statements for the District. The Committee reviewed the **vision** statement and suggested modifications to make it more inclusive and geographically specific. The Committee **recommended** the value statement read as follows, “A healthier, thriving East County, San Diego for all.”

The Committee discussed refining the proposed core **values** of collaboration, access, respect, excellence, and stewardship (CARES). The Committee focused on the concepts of excellence and collaboration and ultimately decided to reframe

the language to emphasize results and innovation, while maintaining flexibility for programs with strong qualitative outcomes, even if data is limited.

Interim CEO Byzak stated a **mission** statement includes the goals and objectives of the organization and should state who you are impacting and how you are impacting them. A robust discussion ensued over the proposed mission statement, “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 evaluate health education and training.” The Committee discussed adding a second sentence to the proposed mission statement to clarify focus on collaborating with community health and health occupation training partners. However, it was determined that the proposed second sentence would be best as a transition sentence leading from the Mission Statement into the District’s strategic initiatives.

These recommended changes are to be incorporated by Interim CEO Byzak and then given to staff for their review and feedback. He also will share the proposed statements with select community partners for feedback and alignment. The revised statements will be presented to the Board at the July 17 Board meeting for their review and consideration. Suggestions were made to put staff edits in red when brought before the Board, and to send out the agenda early so the Board has time to review the proposed statements. The Board adoption of the revised vision, values, and mission statements will be a foundational step in the broader strategic plan.

## 2. Discussion of 2025 Strategic Planning Process

Director Lenac discussed the strategic planning process and emphasized the importance of separating strategic, operational, and tactical levels of planning (with the Board owning strategy and staff managing operations and tactics). Emphasis was placed on strategic investments including continued support of Sharp Grossmont Hospital, our community healthcare providers, and continued support of an environment where we are training the health professionals of the future.

Director Lenac explained that while initiatives and programs may be important, they should be supported by strategic investments that align with the organization’s mission. He cautioned against mixing strategic and operational planning, citing past mistakes and potential friction between the Board and staff. Director Lenac emphasized his belief that there is a great deal of value in not

bringing in an outside facilitator to help with strategic planning. He stressed the need for the new CEO to manage the relationship between Board and staff effectively. Interim CEO Byzak concurred and stated the CEO should facilitate the relationship between staff and the Board and educate staff as to what is appropriate, emphasizing the importance of clear mission alignment with operational goals while maintaining flexibility for program outcomes. The revised vision, mission, and values statements will also be important for the CEO hiring process. The Committee also discussed the importance of involving staff in the strategic planning process.

The Committee will schedule a future meeting to discuss the strategic planning process and timeline. Director Lenac and Director Farjood agreed that Interim CEO Byzak will serve as a strategic planning facilitator for the District.

3. Original Strategic Planning Calendar for Fiscal Year Ending 2025 (For Reference Only)

The original Strategic Planning Calendar for FY Ending 2025 was provided to the Committee as a reference only.

**E. Risk Management Issues**

1. (None Identified)

**F. Next Meeting:** The next regularly scheduled meeting is on the calendar for Monday, August 11, 2025, at 6:00 p.m.

**G. Adjournment:** There being no further business, the meeting adjourned at 11:11 a.m.