

Memo

To: Board Members
From: Aaron Byzak
Date: August 21, 2025
Subject: Joint Strategic Plan / Risk Management Committee – **August 16, 2025**

The Committee met for a special meeting on Saturday, August 16, 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
Lani Lutar, Guest (via Zoom)

- A. Call to Order:** The meeting was called to order by Director Farjood at approximately 9:00 a.m.
- B. Approval of Agenda:** The agenda was approved as posted.
- C. Public comment:** There was no public comment.
- D. Strategic Plan Issues**

- 1. 2025 Strategic Planning

- (a) Consider Recommendation for 2025 Strategic Planning Proposal Structure

The Strategic Plan and Risk Management Committee met to review the 2025 Strategic Planning Proposal prepared by Galvanized Strategies, Aaron Byzak. The plan focuses on three main foundational pillars, access to quality care, health and wellness, and health education and workforce healthcare training, which are aligned with the District’s new mission statement. These pillars represent the daily activities and strategic initiatives aimed at achieving the organization’s vision. Interim CEO Byzak emphasized that the

creation of a framework to clarify the Board’s vision for the District will allow the staff to put together a tactical plan of how to achieve that vision.

Interim CEO Byzak presented a three-tranche approach to assess existing programs, review unrealized legacy programs, and identify new initiatives. The first tranche will be an assessment of existing programs and whether they should be kept, changed, or eliminated. The second tranche will be a discussion around unrealized legacy programs in the existing strategic plan, and why they have not been enacted or if they still have validity. The third tranche will be new ideas of what is missing in order to achieve the vision and mission of the District. An example of a tranche three program is the Ad Hoc Committee on Workforce. Interim CEO Byzak has met with Committee members and is working on a structure and outline of what a workforce initiative would look like. Director Lenac emphasized the need for staff input before presenting ideas to the Board, aiming to create a more collaborative and executable strategic plan. Interim CEO Byzak agreed and stated he will facilitate this collaboration. The strategic plan meeting timeline will be organized by tranche and will include both staff and Board.

The Committee discussed strategic planning and community engagement. Director Farjood stated she would like community partners to weigh in on the strategic planning process. She discussed the importance of addressing unmet health needs in the community. She stated community partnerships are important and staff are the conduit to the community partnerships to help determine the needs in East County. She suggested community collaboration and pooled funding for larger initiatives in support of unmet health needs like an Alzheimer’s Day Center and Lighthouse. Director Lenac highlighted a past attempt to redirect grant funding towards unmet needs, which was unsuccessful. Interim CEO Byzak mentioned a new legal opinion allowing staff to seek proposals for unmet needs, though he noted that the Board would still need to approve any funding. Interim CEO Byzak suggested having a community engagement day where staff would gather and process ideas from community partners before presenting them to the Board.

- Staff to organize a community engagement day to collect input on strategic plan priorities.
- Staff to develop information for the website outlining a basic overview of the strategic pillars.

The Committee had a robust discussion focusing on the three foundational pillars with emphasis on aligning initiatives with the District’s mission statement. Director Lenac discussed the history and current role of the District in relation to Sharp Grossmont Hospital, emphasizing their legal obligation and stewardship responsibilities to the hospital. He stated the hospital should be the sole focus of Pillar 1, with access to healthcare moved to Pillar 2.

After discussion, the Committee *recommended* that the Strategic Planning Process and Timeline go before the full Board for potential approval on Thursday, August 21st.

(b) Consider Recommendation for 2025 Strategic Planning Timeline of Activities

Interim CEO Byzak discussed the planning and scheduling of strategic planning sessions by tranche. Director Farjood proposed holding sessions on tranche one and two on a weekend day to allow for comprehensive discussion. The Committee discussed scheduling tranche three after more community engagement time. The Board to review and adopt the final strategic plan after all three sessions are completed.

- Interim CEO Byzak to schedule a Saturday session with the Board and staff to discuss tranche one and two.
- Interim CEO Byzak to remove specific dates from the strategic planning document and submit an amendment to the agenda on Monday.
- Interim CEO Byzak to add (after discussion and approval by Board during Session 1 of the strategic planning meeting) a “not to exceed” budget for the strategic initiatives plan rather than pre-judging individual initiatives.
- Committee to consider the 3-year versus 5-year plan discussion for strategic initiatives.

E. Risk Management Issues

1. (None Identified)

- F. Next Meeting:** The next regularly scheduled meeting is on the calendar for Monday, November 10, 2025, at 6:00 p.m.

- G. Adjournment:** There being no further business, the meeting adjourned at 10:22 a.m.