Posted
Monday,
July 20, 2026

PALOMAR HEALTH
Reimagining Healthcare

SPECIAL SESSION
BOARD OF DIRECTORS
Meeting Agenda

Wednesday, July 22, 2026
1:30 p.m.

Please see page 2 of agenda for meeting location

	The Board may take action on any of the items listed below, including items specifically labeled "Informational Only"	**Time**	**Target**
Call To Order			**1:30**
I.	**Call to Order**	1	1:31
II.	**Establishment of Quorum**	1	1:32
III.	**Public Comments**[1]	30	2:02
IV.	**Palomar Health District Board Strategic Planning Discussion** *(Pp 5-8)*	57	2:59
	A. Review of Board Priorities in Support of the Mission, Vision, and Goals		
	B. Palomar Health Board Committee Establishment		
V. Final Adjournment		1	**3:00**

NOTE: If you need special assistance to participate in the meeting, please call 760.740.6375 with requests 48 hours prior to the event, so we may provide reasonable accommodations.

[1] *3 minutes allowed per speaker. For further details, see Request for Public Comment Process and Policy on page 4 of agenda.*

PALOMAR HEALTH
Reimagining Healthcare

Special Session
Board of Directors Meeting
Meeting Location Options

Linda Greer Conference Room
2125 Citracado Parkway, Suite 300, Escondido, CA 92029

- **Elected Board Members of the Palomar Health Board of Directors will attend at this location, unless otherwise noticed below**

- **Non-Board member attendees, and members of the public may also attend at this location**

https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting?rtc=1

Meeting ID: 293 602 085 380 206
Passcode: kX6P4hD2
or
Dial in using your phone at 929.352.2216; Access Code: 154 356 386#[1]

- **Non-Board member attendees, and members of the public may also attend the meeting virtually utilizing the above link**

- **An elected member of the Board of Directors will be attending the meeting virtually from these location(s)**

  - **4002 Vista Way, Oceanside, CA 92056**

  - **1522 Brighton Glen Rd, San Marcos, CA 92078**

[1] *New to Microsoft Teams? Get the app now and be ready when your first meeting starts:* Download Teams

PALOMAR HEALTH

DocID:	21790
Revision:	10
Status:	Official

Source:

Applies to Facilities: All Palomar Health Facilities

Applies to Departments: Board of Directors

Policy : Public Comments and Attendance at Public Board Meetings

I. SUMMARY/INTENT:

A. It is the intention of the Palomar Health Board of Directors to hear public comment about any topic that is under its jurisdiction. This policy is intended to provide guidelines in the interest of conducting orderly, open public meetings while ensuring that the public is afforded ample opportunity to attend and to address the board at any meetings of the whole board or board committees.

II. DEFINITIONS:

A. None defined.

III. POLICY: COMPLIANCE - KEY ELEMENTS:

A. There will be one time period allotted for public comment at the start of the public meeting. Should the chair determine that further public comment is required during a public meeting, the chair can call for such additonal public comment immediately prior to the adjournment of the public meeting. Members of the public who wish to address the Board are asked to complete a Request for Public Comment form and submit to the Board Assistant prior to or during the meeting. The information requested shall be limited to name, address, phone number and subject, however, the requesting public member shall submit the requested information voluntarily. It will not be a condition of speaking.

B. Should Board action be requested, it is encouraged that the public requestor include the request on the *Request for Public Comment* as well. Any member of the public who is speaking is encouraged to submit written copies of the presentation.

C. The subject matter of any speaker must be germane to Palomar Health's jurisdiction.

D. Based solely on the number of speaking requests, the Board will set the time allowed for each speaker prior to the public sections of the meeting, but usually will not exceed 3 minutes per speaker, with a cumulative total of thirty minutes.

E. Questions or comments will be entertained during the "Public Comments" section on the agenda. All public comments will be limited to the designated times, including at all board meetings, committee meetings and board workshops.

F. All voting and non-voting members of a Board committee will be seated at the table. Name placards will be created as placeholders for those seats for Board members, committee members, staff, and scribes. Any other attendees, staff or public, are welcome to sit at seats that do not have name placards, as well as on any other chairs in the room. For Palomar Health Board meetings, members of the public will sit in a seating area designated for the public.

G. In the event of a disturbance that is sufficient to impede the proceedings, all persons may be excluded with the exception of newspaper personnel who were not involved in the disturbance in question.

H. The public shall be afforded those rights listed below (Government Code Section 54953 and 54954).

1. To receive appropriate notice of meetings;
2. To attend with no pre-conditions to attendance;
3. To testify within reasonable limits prior to ordering consideration of the subject in question;
4. To know the result of any ballots cast;
5. To broadcast or record proceedings (conditional on lack of disruption to meeting);
6. To review recordings of meetings within thirty days of recording; minutes to be Board approved before release,
7. To publicly criticize Palomar Health or the Board; and
8. To review without delay agendas of all public meetings and any other writings distributed at the meeting.

I. This policy will be reviewed and updated as required or at least every three years.

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Special Session
Board of Directors Meeting

Meeting will begin at 1:30 p.m.

Request for Public Comments

If you would like to make a public comment, submit your request by doing the following:

- **In Person: Submit a Public Comment Form, or verbally submit a request, to the Board Clerk**
- **Virtual: Enter your name and "Public Comment" in the chat function**

Those who submit a request will be called on during the Public Comments section and given 3 minutes to speak.

Public Comments Process

Pursuant to the Brown Act, the Board of Directors can only take action on items listed on the posted agenda. To ensure comments from the public can be made, there is a 30 minute public comments period at the beginning of the meeting. Each speaker who has requested to make a comment is granted three (3) minutes to speak. The public comment period is an opportunity to address the Board of Directors on agenda items or items of general interest within the subject matter jurisdiction of Palomar Health.

PALOMAR HEALTH
Reimagining Healthcare®

Vision

Advancing community health across the lifespan.

Mission

Palomar Health District is dedicated to the health and well-being of our community through leadership, advocacy, and connection.

Values

Accessibility	Collaboration	Compassion
Excellence	Integrity	Trust

Goal 1 - Reimagine Visibility as a Valuable Community Health Leader

Objectives

1.1 Develop and implement a comprehensive brand and communications strategy that clearly defines the District's post-JPA role, value, and impact.

1.2 Establish a consistent external presence through thought leadership, public reporting, and participation in regional health initiatives.

1.3 Launch an annual "State of Community Health" report highlighting investments, outcomes, and measurable impact across the lifespan.

Goal 2 - Strengthen Community Outreach and Engagement

Objectives

2.1 Expand partnerships with community-based organizations to improve access to health resources for underserved and priority populations.

2.2 Develop and implement a structured community engagement framework (e.g., community action council) to include listening sessions, stakeholder forums, and feedback mechanisms.

Goal 3 - Maximize Collaboration with the Joint Powers Authority (JPA)

Objectives

3.1 Establish clear communication and coordination protocols between the District and the JPA.

3.2 Establish regular joint strategic alignment meetings to ensure shared priorities, transparency, and accountability.

3.3 Identify and advance collaborative initiatives that leverage the strengths of both the District and JPA to improve community health outcomes.

Goal 4 - Establish and Maintain a High-Functioning, Purpose-Driven Board

Objectives

4.1 Develop and implement a Board governance framework, including roles, responsibilities, and performance expectations aligned with the District's evolving mission.

4.2 Provide ongoing Board development, training, and education focused on governance best practices, health policy, and community impact.

4.3 Implement a Board self-assessment and evaluation process to ensure continuous improvement and alignment with strategic priorities.

Goal 5 - Identify and Pursue Resources for Sustainability

Objectives

5.1 Develop a diversified funding strategy, including grants, partnerships, and alternative revenue streams to support long-term sustainability.

5.2 Strengthen financial planning to align resources with strategic priorities and outcomes.

5.3 Identify and pursue strategic partnerships and funding opportunities that expand the District's ability to invest in community health initiatives.

PHASE #2: WORK PLANNING SERVICES

Effective work planning converts strategic direction into defined actions. This phase focusing on organizing priorities into actionable tasks, assigning responsibility, and establishing timelines that can be monitored over time. JGA works with District staff and leadership to build a structured work plan that aligns with the Strategic Goals developed in Phase 1. The process emphasizes accountability, visibility, and realistic pacing.

STEP 1: KICKOFF MEETING

The process begins with a virtual kickoff meeting involving key staff and stakeholders. This kickoff meeting will set the stage to ensure the team is aligned and ready to move forward with the Work Plan development.

STEP 2: WORK PLAN INPUT

JGA works directly with staff through a series of focused working sessions (up to six) to build the Work Plan, These sessions are supported by pre-work and structured discussions. During this process, the team defines actionable tasks tied to each strategic priority, target timelines and sequencing, assigns responsibility for each action, and considers funding considerations.

STEP 3: WORK PLAN, TRACKER, & DASHBOARD

All agreed-upon elements are compiled into a structured work plan document that serves as a clear and actionable roadmap for implementing the Strategic Goals. This document will consolidate all agreed-upon Goals and Objectives into a well-organized format, including defined strategies, responsible parties, target timelines, and key milestones. The Work Plan is designed to support alignment across departments, clarify expectations, and promote transparency.

DELIVERABLES:

Work Plan Tracker

JGA's Work Plan Tracker is custom-built to support the execution of the finalized Strategic Goals. Developed in Microsoft Excel, this tool is the foundation for ongoing tracking and accountability and serves as the data source for the visibility options below. JGA provides training to designated team members to manage and update the tool, or JGA services can be engaged for ongoing support under a separate proposal.