SJ HEALTH
San Joaquin Health Centers

Minutes of May 30, 2026
San Joaquin Health Centers Board of Directors Retreat

Board Members Present: Brian Heck (Board Chair), Samantha Monks (Vice Chair), Rick Ledo, Destiny Easter, James Myers, Patricia Barrett, Jayvin Herrejon, David Ziolkowski, Cassandra Lacondeguy, Nora Hana
Excused Absent: Jodie Moreno, Mark Myles
Unexcused Absent: None
SJHC Staff: Ahad Yousuf (CEO), Vanessa Garibay (Clerk of the Board)
Guests: Gary Bess, Katie Strautman, Matt Garber; Brandi Hopkins, Edison Jensen, Sandy Regalo, Brandi Hopkins, Adam Brucker, Kendra Fenner
Legal Counsel: Lisa Ribeiro, Kimberly Johnson

AGENDA ITEM	ATTACHMENTS	ACTION
I. Commencement/Call to Order (Brian Heck) The meeting was called to order at 9:00 AM. A quorum was established.	No attachment	No action required
II. Public Comment No public comments were made.	No attachment	No action required
III. Consent Calendar (Brian Heck) No consent calendar items were presented for this special meeting.	No attachment	No action required
IV. Discussion Items (Gary Bess/Katie Strautman) 1. Situational Analysis (SWOT) Edison Jensen noted that it would be beneficial for Board members to reference the HRSA Manual. The manual will be distributed to Board members prior to the next Board meeting. Board members discussed the organization's Mission Statement. Destiny Easter and Patricia Barrett suggested simplifying the wording. Brian Heck recommended forming a subcommittee to further review and revise the Mission Statement. Board members also requested that the Mission Statement and Vision Statement be included as recurring items on future Board meeting agendas. Facilitators led the Board through a Situational Analysis exercise to identify organizational strengths, weaknesses, opportunities, and threats. **Strengths** identified by the Board included the organization's commitment to integrating behavioral health services, financial stability, operational improvements, diverse Board perspectives, strong communication between leadership and the Board, expansion of mobile and street medicine services, strategic community partnerships, and advanced technology and data analytics capabilities supporting quality improvement efforts.	Board Retreat PPT attached	No action required

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Opportunities discussed included strengthening collaboration with San Joaquin County and local health systems, expanding behavioral health and substance use disorder services, pursuing New Access Point funding, developing residency and workforce pipelines, improving care transitions and post-discharge follow-up, increasing community awareness of SJ Health services, pursuing grant opportunities, exploring school-based health centers and PACE programs, and evaluating opportunities to serve additional patient populations. **Weaknesses** identified included staffing shortages and retention challenges, uncertainty regarding funding sources, appointment availability and patient no-show rates, inconsistent staff communication and training, limited mechanisms for gathering patient feedback, and reliance on supplemental funding programs. **Threats** discussed included changes in the federal and state funding environment, Medicaid eligibility reductions, workforce shortages, increasing healthcare costs, financial challenges facing managed care plans and community healthcare partners, competition from other healthcare providers, and community perceptions of the organization.		
V. Board Comments No board comments were made.	No attachments	No action required
VI. Adjournment (Brian Heck) There being no further discussion, the meeting was adjourned at 2:00 PM.	No attachments	No action required