

City of Cincinnati Primary Care Board of Governors Meeting

July 8, 2026

Agenda

Deirdre Beluan	Michelle Burns	Timothy Collier	Robert Cummings
Alexius Golden Cook	John Kachuba	Dr. Phil Lichtenstein	Luz Schemmel
Debra Sellers	Jen Straw	Erica White-Johnson	Dr. Bernard Young

Meeting Reminders: Please raise your virtual hand via Zoom when asking a question and please wait to be acknowledged and always remain muted, unless actively speaking/presenting (With the exception of the Board Chair).

6:00 pm – 6:05 pm Call to Order and Roll Call

6:05 pm – 6:06 pm Moment of Silence

Vote: Motion to approve the Minutes from June 10, 2026, CCPC Board Meeting.

Executive Committee

6:06 pm – 6:15 pm Chairman Updates: Mr. John Kachuba
Standing Committees and Board List Update - **documents**

Leadership Updates

6:15 pm – 6:35 pm Ms. Joyce Tate, Chief Executive Officer
CEO Report – **document**
Personnel Actions – Bethany Shisler
340B Updates – David Miller

6:35 pm – 6:45 pm Mr. Mark Menkhaus Jr., Chief Financial Officer
CFO Report – **documents**

New Business

6:45 pm – 6:50 pm Public comments

6:55 pm Adjourn

Documents in the Packet but not presented.

Efficiency Update is included in the packet. Please contact Dr. Geneva Goode (Efficiency Update) with any questions/concerns.

Next Meeting – August 12, 2026

Mission: To provide comprehensive, culturally competent, and quality health care for all.

CCPC Board of Governors Meeting Minutes

Wednesday June 10, 2026

Call to order at 6:03 pm

Roll Call

CCPC Board members present – Ms. Deirde Beluan, Ms. Michelle Burns, Ms. Timothy Collier, Mr. Robert Cummings, Mr. John Kachuba, Dr. Phil Lichtenstein, Ms. Luz Schemmel, Ms. Debra Sellers, Ms. Erica White-Johnson, Dr. Benard Young

CCPC Board members absent – Ms. Alexius Golden Cook, Ms. Jen Straw

Others present – Ms. Marla Hurston Fuller, Ms. Joyce Tate, Mr. Mark Menkhaus Jr., Mr. David Miller, Dr. Yury Gonzalez, Ms. Stephanie Courtney, Mr. Courthney Calvin, Dr. Nick Taylor

Board Documents:

[City of Cincinnati Primary Care](#)

Topic	Discussion/Action	Motion	Responsible Party
Call to Order/Moment of Silence	The meeting was called to order at 6:03 p.m. The board gave a moment of silence to recognize our two most important constituencies, the staff, and patients.	n/a	Mr. Kachuba
Roll Call	10 Present, 2 Absent Quorum	n/a	Ms. Marla Hurston Fuller
Minutes	Motion: The City of Cincinnati Primary Care for April 15, 2026, CCPC Board Meeting. Motion: The City of Cincinnati Primary Care for April 15, 2026, CCPC Board Meeting.	M: Mr. Collier 2nd: Ms. Burns Action: Passed Yes: 10 Abstain: M: Dr. Lichtenstein 2nd: Ms. Beluan Action: Passed Yes: 9 Abstain: 1	Mr. Kachuba
Executive Committee			
Policy Approvals	Policy Approvals for May 15, 2026 meeting Vote: Motion to adopt Tort Claims Management Policy Vote: Motion to adopt Emergency Codes Vote: Motion to adopt Tracking Labs and Diagnostic, Imaging, and Screening	M: Dr. Lichtenstein 2nd: Ms. Beluan Action: Passed Yes: 8 Abstain: 0 M: Ms. Beluan 2nd: Dr. Lichtenstein Action: Passed Yes: 8 Abstain: 0 M: Dr. Lichtenstein 2nd: Ms. Burns Action: Passed Yes: 8 Abstain:	Mr. Kachuba, Ms. Tate

	Vote: Motion to adopt Quality Improvement and Assurance Plan	M: Ms. Schemmel 2 nd : Dr. Lichtenstein Action: Passed Yes: 9 Abstain: 0	
Policy Approvals	Policy Approvals for June 10, 2026 meeting Vote: Motion to adopt Extended Hours Vote: Motion to adopt Open Access Appointments Vote: Motion to pursue Nutrition Grant Application Vote: Motion to accept Ms. Bahkshi's resignation	M: Ms. Beluan 2nd: Ms. Burns Action: Passed Yes: 9 Abstain: 0 M: Ms. Beluan 2nd: Dr. Lichtenstein Action: Passed Yes: 9 Abstain: 0 M: Ms. Beluan 2nd: Mr. Collier Action: Passed Yes: 7 Abstain: 0 M: Ms. Burns 2nd: Dr. Lichtenstein Action: Passed Yes: 8 Abstain: 0	Mr. Kachuba
Old Business			
CEO Updates	Joyce Tate provided an executive update on organizational priorities, funding opportunities, and preparations for upcoming federal activities: - Reviewed the agenda for the upcoming Board meeting and noted scheduling considerations due to staff travel. - Announced the retirement of a senior Bureau of Primary Health Care administrator and discussed the potential impact of federal leadership changes on community health centers. - Requested Board approval to apply for a \$350,000 HRSA Nutrition Services Grant to expand nutrition services within the health centers. - Provided an update on the 340B Drug Pricing Program, emphasizing its importance in maintaining affordable medications for patients while expressing concerns about increasing reporting requirements and proposed legislative changes. - Reported on the successful submission of the	n/a	Ms. Tate

	annual HRSA Uniform Data System (UDS) Report, noting there were no additional findings and that demographic data would be shared with the Board separately. • Announced the resignation of a Board member and provided an update on the recruitment process for a new Board Clerk. • Informed the Board that the HRSA Nutrition Services Grant opportunity had been withdrawn but confirmed that preparations continue for the HRSA Operational Site Visit scheduled for August 11–13. She reviewed expectations for the visit and confirmed that Board membership continues to meet all federal governance requirements. • Shared that information regarding emerging topics, including artificial intelligence, would be distributed to Board members for future discussion. • Welcomed a new member to the Executive Committee and concluded with brief announcements regarding upcoming meetings and acknowledgments of staff and Board members.		
Finance Update	CFO Report - Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY25 and FY26 for the month of May 2026. Mark Menkhaus presents the financial report, highlighting total revenue of \$31.9 million, up 15.68% from the prior year. Medicaid revenue is up significantly, with a 32.9% increase year over year. Total expenses are up 8.6% to \$29 million, with personnel expenses and fixed costs increasing. The net gain for the fiscal year is \$2.4 million, primarily due to the increase in Medicaid revenue. Monthly collections and payer mix are discussed, with a focus on the impact of Medicaid changes on revenue. <i>Accounts Receivable and New Hires</i> Mark Menkhaus discusses accounts receivable trends, noting a current balance of \$3.1 million, with 20% over 90 days and 12% over 120 days.	n/a	Mr. Menkhaus

	The importance of reducing the age of accounts receivable is emphasized.		
<i>New Business</i>			
Public Comments	No Public Comments.	n/a	Mr. Kachuba, Ms. Fuller
Documents in the Packet but not presented.	Efficiency Update is included in the packet. Please contact Dr. Geneva Goode (Efficiency Update) with any questions/concerns.	n/a	n/a

Meeting adjourned: 7:42 pm

Next meeting: July 8, 2026, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes:

Date: 5/13/2026
Clerk, CCPC Board of Governors

Date: 5/13/2026
Mr. John Kachuba, Board Chair

CCPC Board of Governors

Cincinnati Health Department

June 10, 2026

Board Members	Roll Call	4/15/2026 Minutes	5/13/2026 Minutes	Adopt Tort Claims Management Policy	Adopt Emergency Codes Policy	Adopt Tracking, Labs and Diagnostic, and Screening Policy
Ms. Deirde Beluan	X	X	2ND	2ND	M	X
Ms. Michelle Burns	X	2ND		X	X	2ND
Mr. Timothy Collier-Chair	X	M	X	X	X	X
Mr. Robert Cummings	X	X	X			
Ms, Alexius Golden Cook						
Mr. John Kachuba	X	X	X	X	X	X
Dr. Philip Lichtenstein	X	X	M	M	2ND	M
Ms. Luz Schemmel	X	X	X	X		X
Ms. Debra Sellers	X	X	X	X	X	X
Ms. Jen Straw						
Ms Erica White-Johnson	X	X	X			
Dr. Bernard Young	X	X	X	X	X	X
Motion Result:	QUORUM	PASSED	PASSED	PASSED	PASSED	PASSED

Board Members	Adopt Quality Improvement and Assurance Policy	Adopt Extended Hours Policy	Adopt Open Access Appointments Policy	Nutrition Grant Application	Accept Ms. Bahkshl's Resignation
Ms. Deirde Beluan					
Ms. Michelle Burns		2ND			M
Mr. Timothy Collier-Chair				2ND	
Mr. Robert Cummings					
Ms, Alexius Golden Cook					
Mr. John Kachuba					
Dr. Philip Lichtenstein	2ND		2ND	X	2ND
Ms. Luz Schemmel	M				
Ms. Debra Sellers					
Ms. Jen Straw					
Ms Erica White-Johnson					
Dr. Bernard Young					
Motion Result:	PASSED	PASSED	PASSED	PASSED	PASSED

STAFF/Attendees

Marla Fuller (temp clerk)	X
Joyce Tate	X
Geneva Goode, DNP	X
Mark Menkhaus Jr	X
BOH Rep	
David Miller	X
Yury Gonzales, MD	X
Angela Mullins	
Anna Novais, MD	
Stephanie Courtney	X
Calvin Courthney	X
Nick Taylor	X

X	Present
	Yay
	Nay
	Absent
	Present but didn't vote
M	Motion
2nd	Second
	Abstain
	Delayed

CCPC BOARD MEMBER CONTACTS

Revised May 4, 2026

John B. Kachuba – Board Chairperson Writer – Self Employed 3954 Glencross Avenue, Cincinnati, Ohio 45217 513-706-7821 jkachuba@fuse.net Date of 1st Term Oath: June 25, 2024 1st Term End: April 2027 Board Meeting User: Yes	Deidre Beluan – Finance Committee CEO—The Health Collaborative 6147 Tulane Road, Cincinnati, Ohio 45212 513-673-9865 dbeluan@healthcollab.org Date of 1st Term Oath: April 15, 2026 1st Term End: April 2029 Board Meeting User: No
Michelle Burns - Secretary Retired - City of Cincinnati 1016 Chatterton Drive; Cincinnati, OH 45231 C 513-602-3050 Mcb0513@gmail.com Date of 1st Term Oath: April 15, 2026 1st Term End: April 2029 Board Meeting User: Yes	Timothy D. Collier, RN - Clinical & Quality Assurance RN-UC Health 20 East Central Pkwy., Cincinnati, OH 45202 513-490-1002 tcollove@yahoo.com University of Cincinnati Medical Center Date of 1st Term Oath: April 15, 2026 1st Term End: April 2029 Board Meeting User: Yes
Robert Cummings Family Service Manager/Male Engagement Coordinator, Cincinnati-Hamilton County Community Action Agency 3732 Sonoma Court, Cincinnati, OH 45227 C 513-484-8186 mrrobccummings@gmail.com Date of 1st Term Oath: August 9, 2023 1st Term End: April 2026 Board Meeting Date of 2nd Term Oath April 15, 2026 User: No	Alexius M. Golden Cook Administrative Assistant, Corcoran & Harnist Personal Trainer, Nutrition Specialist 83 Towne Commons Way #33; Cincinnati, OH 45215 513-693-8099 goldenam03@gmail.com Date of 1st Term Oath: July 1, 2024 1st Term End: April 2027 Board Meeting User: Yes
Philip Lichtenstein, MD Retired Associate Medical Director, The Children's Home of Cincinnati lichtensteinphil1@gmail.com 513-508-3007 Date of 1st Term Oath: May 2022 1st Term End: April 2025 Board Meeting Date of 2nd Term Oath: May 2025 2nd Term End: April 2028 Board Meeting User: No	Luz Schemmel – Finance Committee Community Life Senior Manager, The Community Builders, Inc. 6548 Copperleaf Lane, Cincinnati, Ohio 45230 513-240-1367 luz.schemmel@gmail.com all communications Lschemmel@hccusa.us for meeting invites Date of Oath: December 8, 2021 <i>Will Finish former board member Ashley Glass' term in April 2023</i> Set to begin her 1st official term in April 2023 1st Term End: April 2026 Board Meeting Date of 2nd Term Oath April 15, 2026 User: Yes
Debra Sellers, MSW Director of Student Training, DePaul Cristo Rey High School 1112 Clearbrook Drive, Cincinnati, OH 45229 513-477-5686 Dsellers.ccpa@gmail.com Date of 1st Term Oath: October 12, 2022 1st Term End: April 2025 Board Meeting Date of 2nd Term Oath: May 2025 2nd Term End: April 2028 Board Meeting User: Yes	Jeanette "Jen" Straw Massage Therapist/Body Worker/Energy Therapist, Serene Being LLC 5759 Cleves Warsaw Pike, Cincinnati, Ohio 45233 513-460-3990 jenstraw64@gmail.com Date of 1st Term Oath: August 10, 2022 1st Term End: April 2025 Board Meeting Date of 2nd Term Oath: May 2025 2nd Term End: April 2028 Board Meeting User: Yes
Erica White-Johnson, JD Transaction Tax Manager, Cincinnati Bell/CBTS Technology Solutions LLC 9204 Bluewing Terrace, Cincinnati, Ohio 45236	Bernard Young, Ed.D. Retired 815 Oak Street, Cincinnati, OH 45206 513-236-3702

513-403-0098 ericanwhite13@gmail.com Date of 1st Term Oath: November 10, 2021 <i>Will Finish former board member Carolyn Moore's term in April 2024</i> Set to begin her first term in April 2024 1st Term ends: April 2027 Board Meeting User: Yes	bernardy@fuse.net Date of 1st Term Oath: October 12, 2022 1st Term End: April 2025 Board Meeting Date of 2nd Term Oath: May 2025 2nd Term End: April 2028 Board Meeting User: No
CCPC CEO, Assistant Health Commissioner Joyce Tate, MPA 3101 Burnet Avenue, Suite 125, Cincinnati, OH 45229 Office: 513-357-7361 Joyce.tate@cincinnati-oh.gov	CCPC Board Ms. Bethany Shisler 3101 Burnet Ave. Cincinnati, OH 45229 Office: 513-357-7362 Cell: 513-XXX-XXXX Bethany.Shisler@cincinnati-oh.gov ccpc.clerk@cincinnati-oh.gov

Users: 8

Non-users:4

Total: 12 members

CCPC Standing Committees 2026

Executive Committee

Mr. John Kachuba, Committee Chair

Ms. Luz Schemmel, Vice Chair

Ms. Michelle Burns, Secretary

Staff – Joyce Tate, CEO, Bethany Shisler Board Clerk

Finance Committee

Mr. John Kachuba – CCPC Board Chair

Ms. Deirdre Beluan

Mrs. Erica White-Johnson

Joyce Tate, CEO

Mark Menkhaus, CFO

Planning and Development Committee

Mr. John Kachuba, Committee Chair

Ms. Jen Straw

Ms. Debra Sellars

Ms. Alexius Golden Cook

Mark Menkhaus, CFO and Dr. Geneva Goode

Personnel Committee

Ms. Michelle Burns, Committee Chair

Mr. Robert Cummings

Mrs. Erica White-Johnson

Harry Barnes, Health HR Director

Clinical and Quality Assurance Committee

Mr. Tim Collier, RN, Committee Chair

Dr. Bernard Young

Dr. Phil Lichtenstein

Dr. Geneva Goode and Dr. Yury Gonzales (CMO)

CEO Report to the Board

DATE: July 8, 2026

TO: City of Cincinnati Primary Care Board of Governors

FROM: Joyce Tate, CEO

SUBJECT: CEO Report, July 8, 20206

Administrative Updates

The organization welcomes Bethany Shisler as the new Board Clerk. Bethany joins the team this week and will support Board operations moving forward. An update is also provided regarding federal budget exceptions secured through the advocacy efforts of Congressman Greg Landsman that are expected to positively impact community health center funding.

The organization also welcomes Elizabeth (Lizz) Summers as the new PIO for the public health side of CHD. As PIO, Lizz is responsible for developing and overseeing the Health Department's strategic communications plan; enhancing awareness and visibility of our mission, programs, and community impact; and coordinating activities with City Manager's office and communications staff.

Federal Advocacy and the 340B Drug Pricing Program

An update is provided on the 340B Drug Pricing Program, including ongoing challenges related to changes in drug pricing, reimbursement, and the financial implications of the Inflation Reduction Act. These changes continue to create uncertainty for community health centers nationwide and reinforce the importance of protecting the program to ensure patients maintain access to affordable medications.

Federal advocacy efforts remain a priority. Recent discussions with congressional offices and national health center organizations focus on preserving the 340B program and sustaining federal support for community health centers.

HHS Region 5 Visit

Representatives from HHS Region 5 recently visited City of Cincinnati Primary Care, meeting with leadership and touring the Price Hill Health Center. The visit provides an opportunity to showcase the organization's signature programs, health center operations, innovative practices, and community partnerships while highlighting the impact of services provided throughout Cincinnati.

Strategic Planning and Communications

The organization welcomes Liz Summers as the new Public Information Officer. Work also continues on updating the Strategic Plan, including communications and marketing initiatives designed to strengthen community engagement and support the organization's long-term strategic priorities.

HRSA Operational Site Visit Preparation

Preparations continue for the upcoming HRSA Operational Site Visit. Board orientation sessions are being planned to ensure both new and current Board members are well prepared for their governance responsibilities and interactions with federal reviewers. Policy reviews and updates are also underway to maintain compliance with HRSA requirements, and Board members are encouraged to remain engaged throughout the preparation process.

Governance Updates

The annual CEO evaluation process is underway, and Board members are encouraged to complete and submit their evaluations. Standing committee assignments are also being finalized, with confirmations continuing to ensure committees are fully staffed and prepared to support Board governance responsibilities.

The 2026–2027 Standing Committee Assignments and the revised 2026–2027 CCPC Board roster are presented for Board review. These updates support the Board's governance structure and committee responsibilities for the upcoming year.

Communications and Strategic Initiatives

An update is also provided on the continued development of the City of Cincinnati Primary Care Strategic Marketing and Communications Plan. This initiative focuses on strengthening community awareness, enhancing stakeholder engagement, expanding outreach efforts, and supporting the organization's strategic goals through coordinated marketing and communications strategies. The organization remains committed to advancing its mission through strong governance, strategic partnerships, effective communications, and continued advocacy on behalf of the patients and communities it serves.

Closing

Board members are encouraged to remain engaged in upcoming meetings, participate in orientation activities, review governance policies as presented, and support preparations for the HRSA Operational Site Visit.

DATE: July 14, 2026

TO: City of Cincinnati Primary Care Governing Board

FROM: Mark Menkhaus, Jr., CFO

SUBJECT: Fiscal Presentation May 2026

Fiscal Presentation

Fiscal Presentation for May 2026

- For FY26, as of May 2026, Cincinnati Primary Care had a net gain of \$53,654.43.
- In FY25, May had a gain of \$938,923.56. Comparing FY26 with FY25 shows a decrease of \$885,268.93. This decrease is due to expenses increasing more than the revenue.
- Revenue increased by \$2,719,924.43 from FY25. The increase is due to higher Medicaid and Medicaid Managed Care revenue. We received the Medicaid Maximization, in the amount of \$5,593,757.03, in December. The FY24 Medicaid Maximization was received in February in the amount of \$4,489,660.19.
- 7100-Personnel increased by 7.72% (7.99% in April). 7500-Fringes saw a corresponding increase of 7.65% (7.86% in April). The increase is attributed to the increase in the employer contribution retirement rate (this increased from 19.79% to 23.83%). This is also attributable to the 5% COLA all AFSCME and CODE employees received. CODE and AFSCME employees also received a \$1,500 one-time bonus.
- Non-Personnel expenses increased by \$1,788,672.39 (\$1,450,471.66 in April) from FY25. The increase is due to the timing of invoices paid ex: Patterson Dental was paid \$319,417.49 FY25 but \$407,897.12 was paid in FY26. Also, LabCorp was paid \$631,887.70 (no change since February) in FY25 but in FY26 was paid \$1,557,787.89. However, Greater Cincinnati Behavioral Health Services was paid \$235,340.00 in FY25 but was paid \$125,425.75 in FY26.
- Here are charges for disaster regular hours and overtime as it relates to COVID-19, Measles and Monkey Pox for FY26 and FY25 for May.

Clinics		
Type Labor Cost	FY26	FY25
Disaster Regular	\$785.88	\$15,700.51
Disaster Overtime	\$ 0.00	\$ 0.00
Total	\$785.88	\$15,700.51

School Based		
Type Labor Cost	FY26	FY25
Disaster Regular	\$0.00	\$0.00
Disaster Overtime	\$0.00	\$0.00
Total	\$0.00	\$0.00

May Payor Mix Highlights:

	Medicaid	Commercial	Medicare	Self-Pay
Medical	-7%	-3%	1%	-3%
Dental	13%	-6%	0%	-9%
School-Based Medical	0%	0%	0%	-2%
School-Based Dental	-1%	-2%	0%	1%
Behavioral Health	5%	-12%	-7%	11%
Vision	-10%	5%	0%	4%

Accounts Receivable Trends:

- The accounts receivable collection effort for May for 90-days is 26% and for 120-days is 16%. Our aim for the ideal rate percentage for 90-days is 20% and our 120-days is 10%. The rate for 90-days increased by 8 days and 120-days increased by 5 days from the previous month.

Days in Accounts Receivable & Total Accounts Receivable:

- The number of days in accounts receivable has increased from the prior month by 1.0 day. The days in accounts receivable are lower than the average (by 2.9 days) of the past 13 months at 37.3 days.

Pharmacy Profit and Loss:

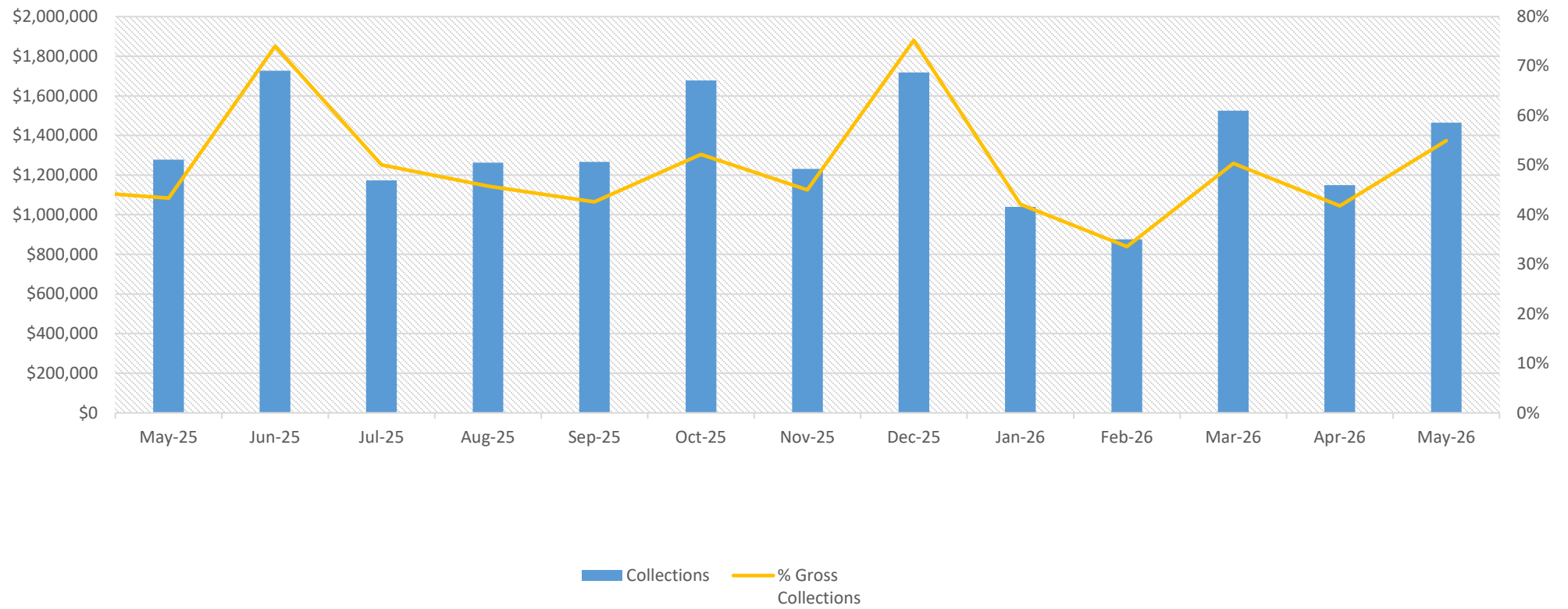
PHARMACY PROFIT AND LOSS				
	FY23	FY24	FY25	FY26
Revenue	\$ 6,300,690.56	\$ 5,238,764.29	\$ 5,502,799.47	\$ 5,599,410.64
Fund 416 Expenses	\$ 289,436.68	\$ 300,781.28	\$ 349,159.40	\$ 230,259.48
Expenses	\$ 3,181,993.51	\$ 3,698,117.59	\$ 3,884,826.49	\$ 4,424,784.79
	\$ 3,408,133.73	\$ 1,841,427.98	\$ 1,967,132.38	\$ 1,404,885.33

	FY26 Actual	FY25 Actual	Variance FY26 vs FY25
Revenue			
8556-Grants\Federal	\$2,399,105.30	\$5,050,873.53	-52.50%
8571-Specific Purpose\Private Org.	\$0.00	\$14,000.00	-100.00%
8617-Fringe Benefit Reimbursement	\$0.00	\$0.00	0.00%
8618-Overhead Charges - Indirect Costs	\$60,700.00	\$61,340.00	-1.04%
8733-Self-Pay Patient	\$918,619.19	\$864,062.36	6.31%
8734-Medicare	\$5,275,638.19	\$4,676,268.81	12.82%
8736-Medicaid	\$11,695,592.06	\$9,350,788.25	25.08%
8737-Private Pay Insurance	\$1,284,031.87	\$1,102,983.52	16.41%
8738-Medicaid Managed Care	\$8,650,172.25	\$7,750,272.17	11.61%
8739-Misc. (Medical rec.\smoke free inv.)	\$208,945.38	\$120,536.51	73.35%
8932-Prior Year Reimbursement	\$49,552.50	\$59,229.25	-16.34%
416-Offset	\$6,493,488.35	\$5,265,566.26	23.32%
Total Revenue	\$37,035,845.09	\$34,315,920.66	7.93%
Expenses			
71-Personnel	\$18,262,075.81	\$16,953,747.31	7.72%
72-Contractual	\$5,698,677.82	\$4,810,017.34	18.48%
73-Material	\$3,823,447.01	\$3,094,732.56	23.55%
74-Fixed Cost	\$2,044,030.96	\$1,872,733.50	9.15%
75-Fringes	\$7,153,959.06	\$6,645,766.59	7.65%
Total Expenses	\$36,982,190.66	\$33,376,997.30	10.80%
Net Gain (Losses)	\$53,654.43	\$938,923.36	-94.29%

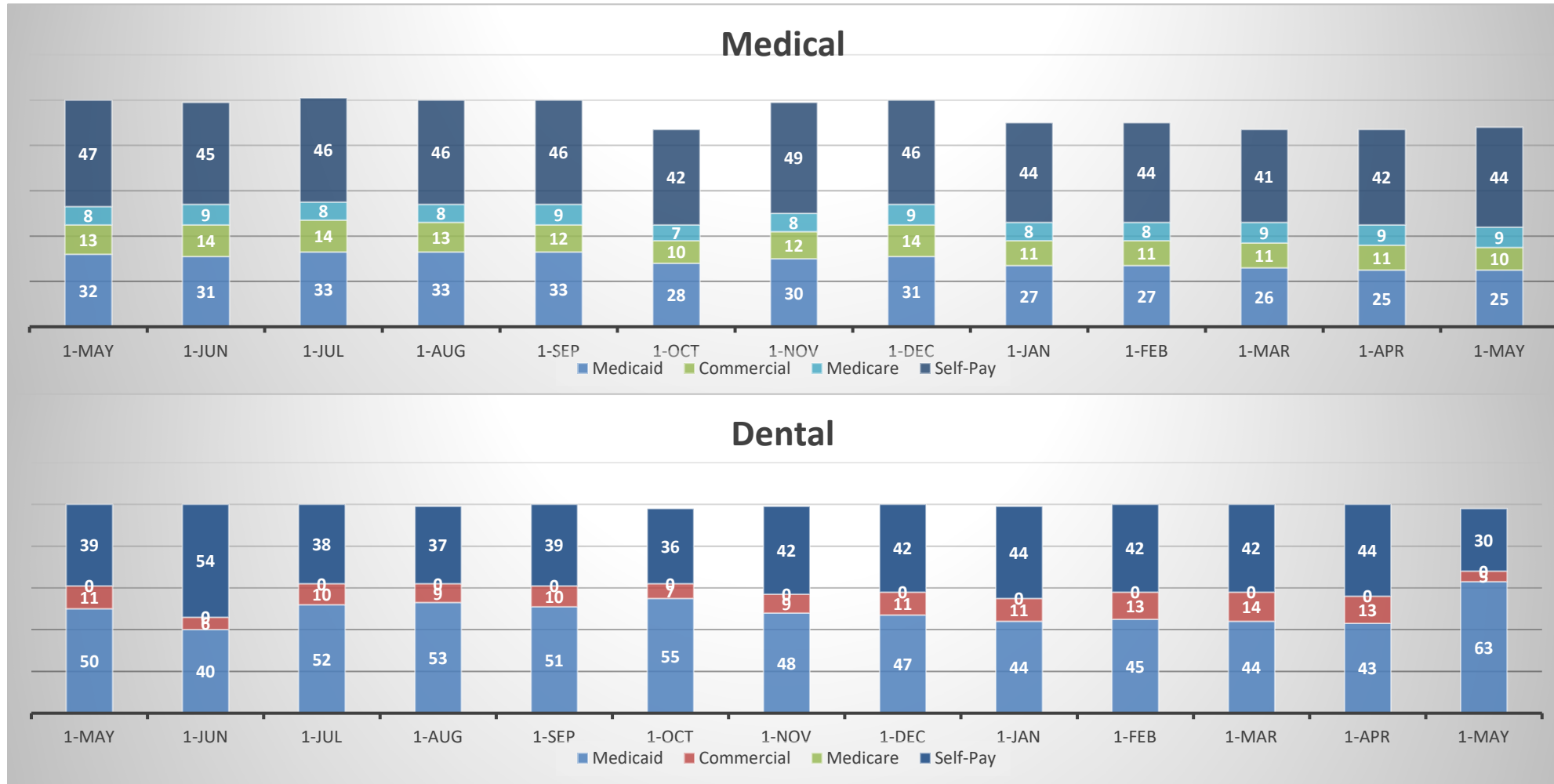
CHD/CCPC Finance
Update
July 14, 2026

Revenue Presentation

Monthly Visit Revenue

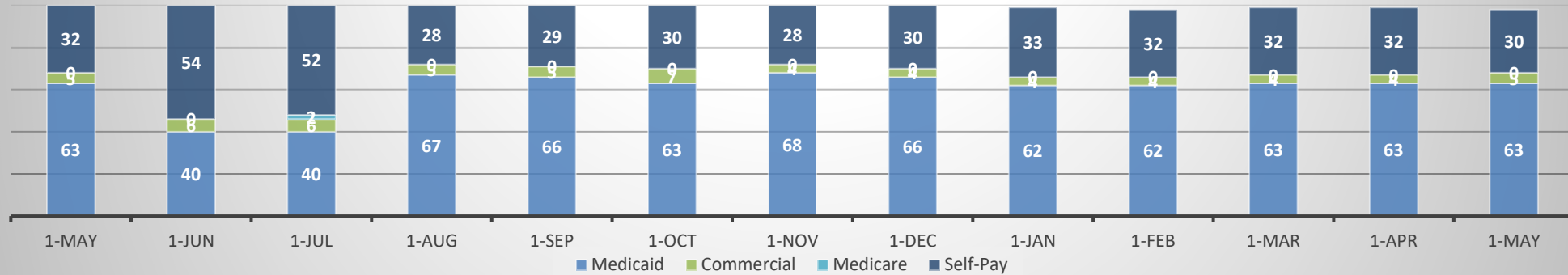


Payor Mix

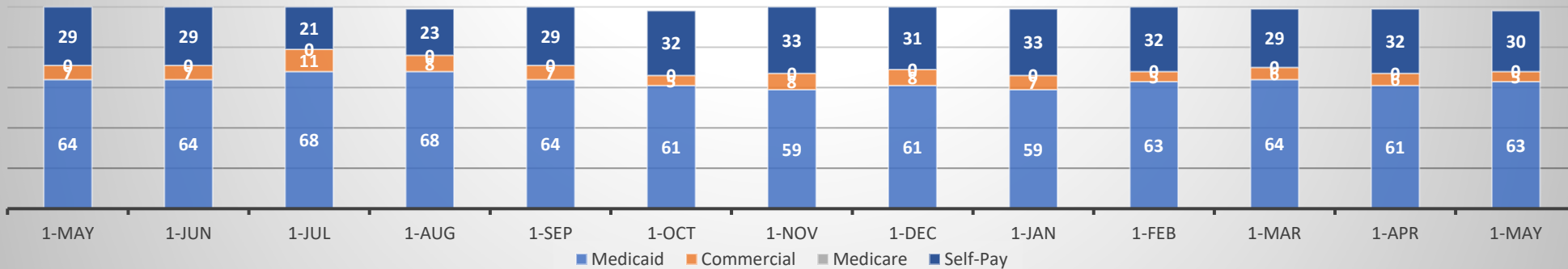


Payor Mix

SBHC - Medical

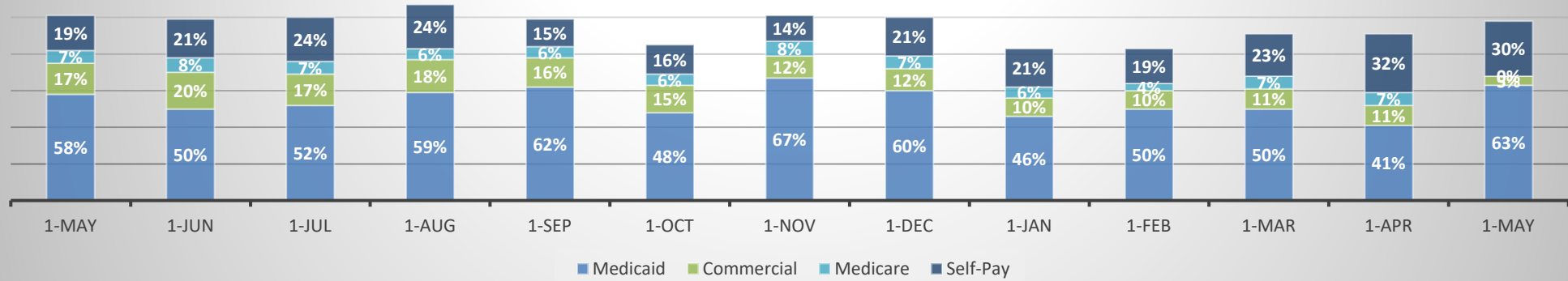


SBHC - Dental

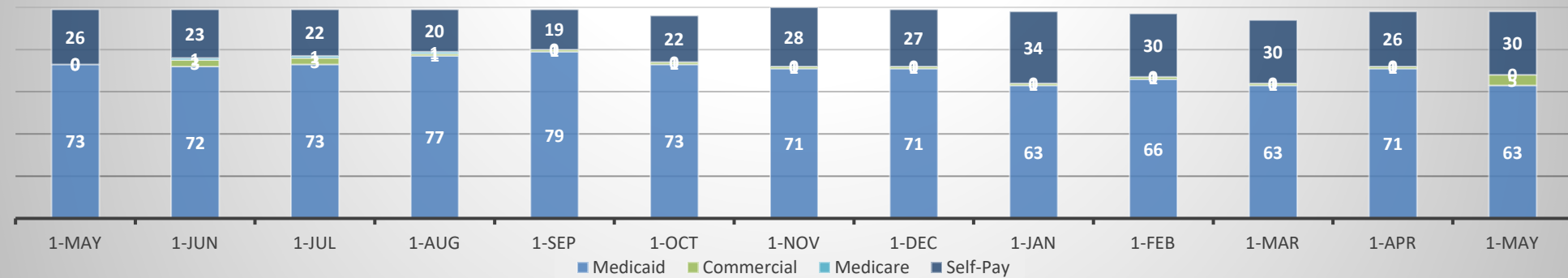


Payor Mix

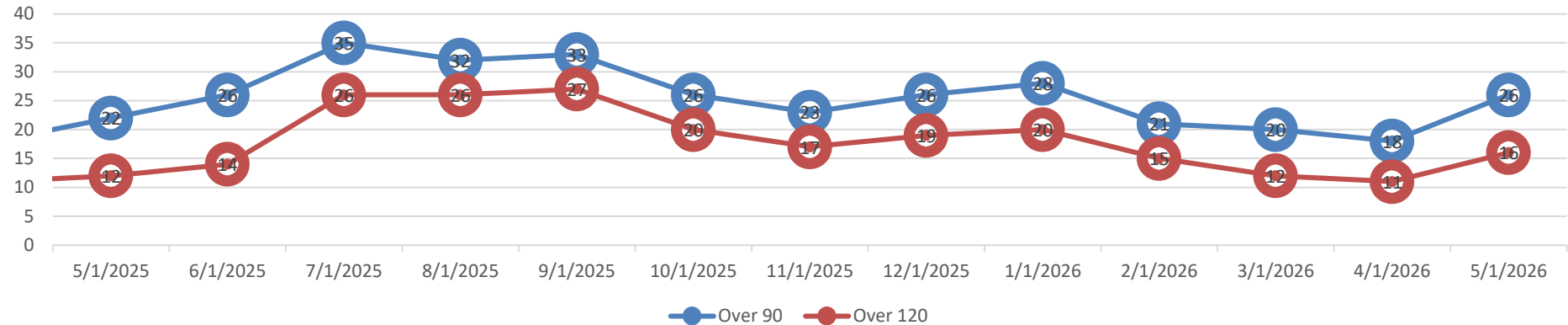
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Vision

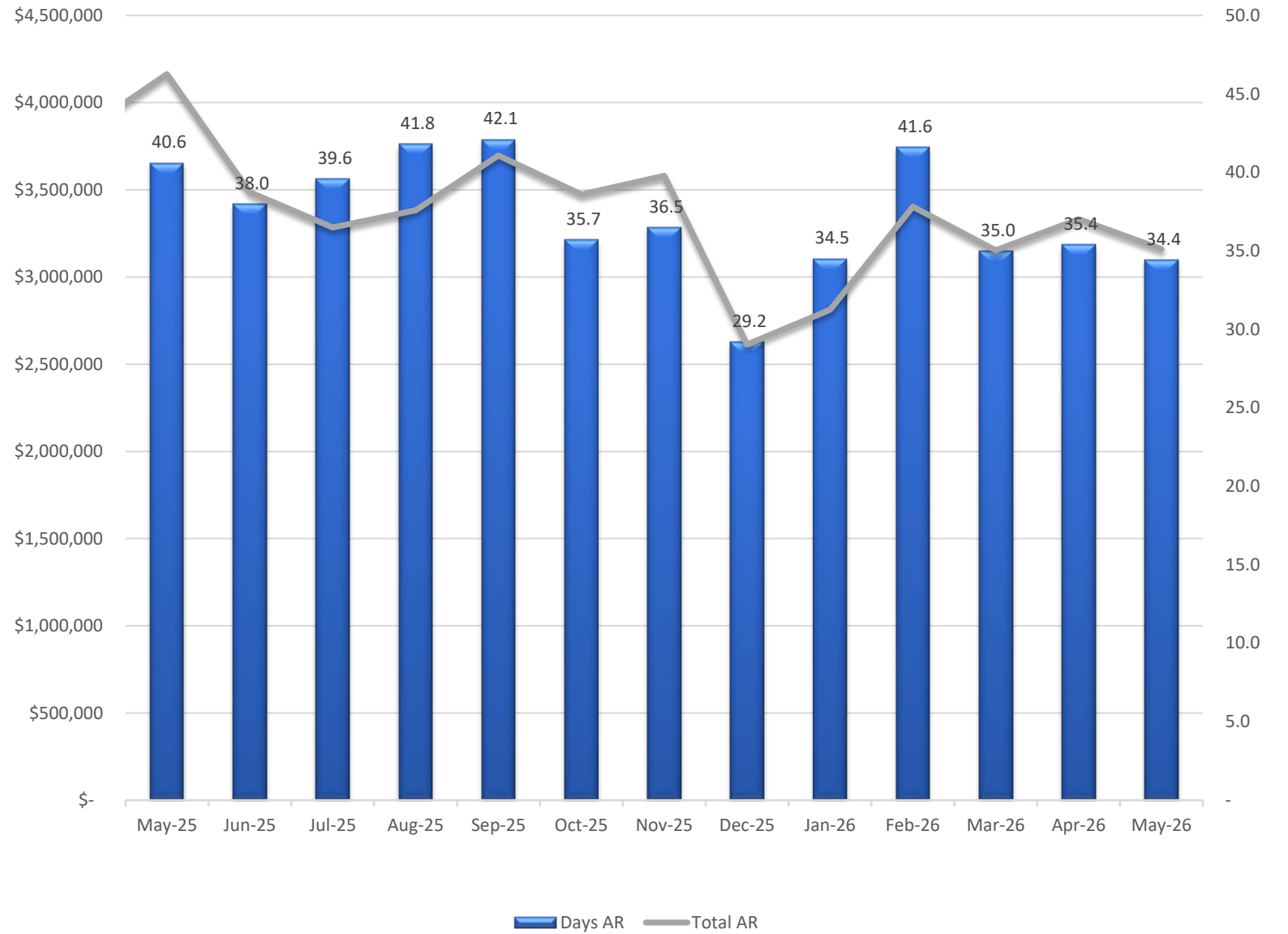


AR Trends



Aging Period	Insurance May	Patient - All May	Patient - On Pmt Plan May	Patient - Not on Pmt Plan May	Total May	% Total May
0 - 30	\$1,201,787	\$158,299	\$2,626	\$155,672	\$1,360,085	43.03%
31 - 60	\$445,231	\$163,080	\$2,558	\$160,522	\$608,311	19.24%
61 - 90	\$222,500	\$156,704	\$3,455	\$153,249	\$379,203	12.00%
91 - 120	\$167,702	\$138,005	\$1,889	\$136,116	\$305,707	9.67%
121 - 150	\$66,135	\$117,734	\$1,252	\$116,482	\$183,869	5.82%
151 - 180	\$11,510	\$74,439	\$1,087	\$73,352	\$85,949	2.72%
181 - 210	\$16,076	\$61,425	\$886	\$60,539	\$77,501	2.45%
211+	\$166,099	(\$5,591)	\$5,993	(\$11,584)	\$160,508	5.08%
Total	\$2,297,040	\$864,094	\$19,745	\$844,348	\$3,161,134	
% > 90	19%	45%	56%	44%	26%	
% > 120	11%	29%	47%	28%	16%	

Day in AR & Total A/R



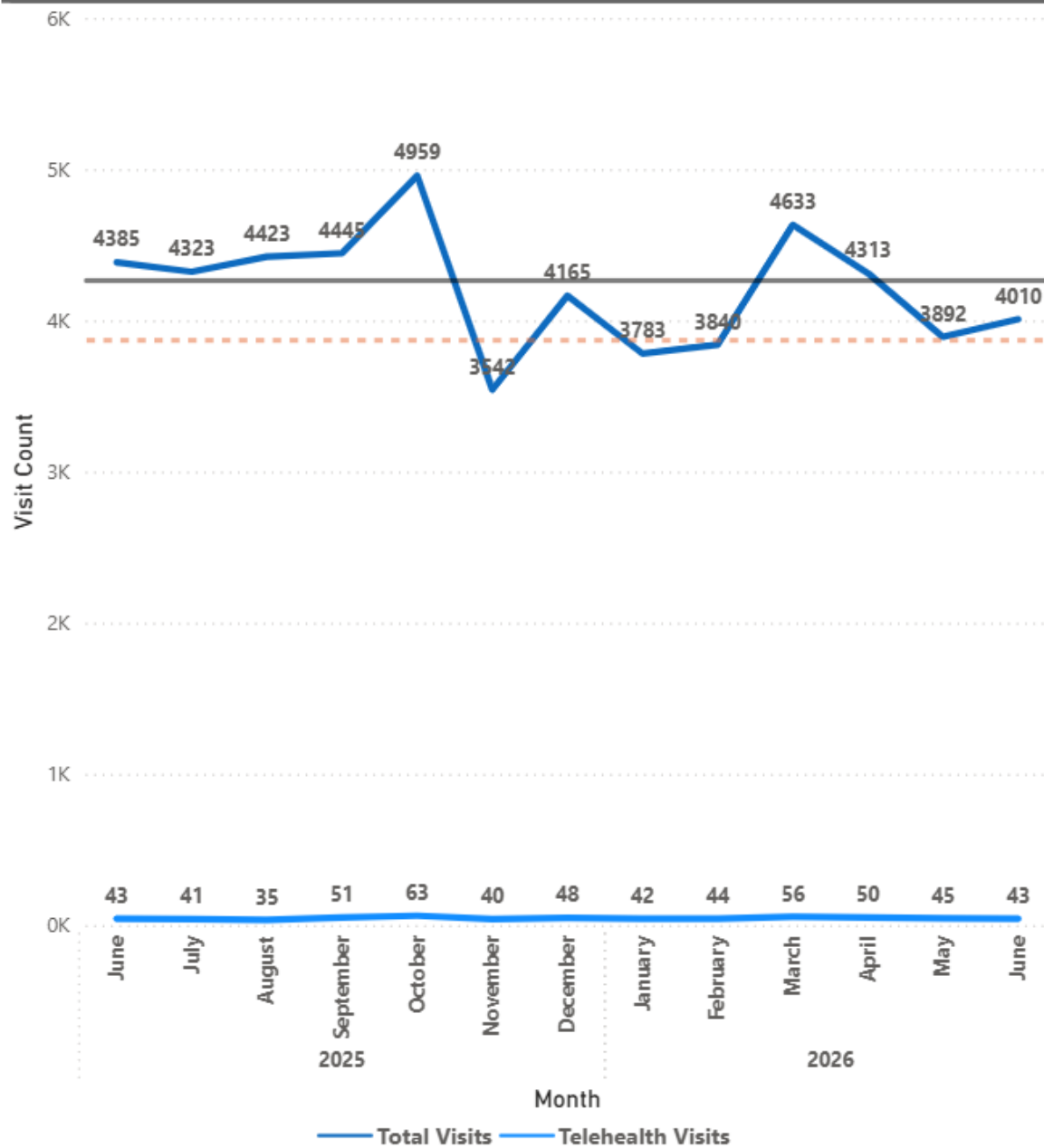


CCPC Board Meeting – Efficiency Update

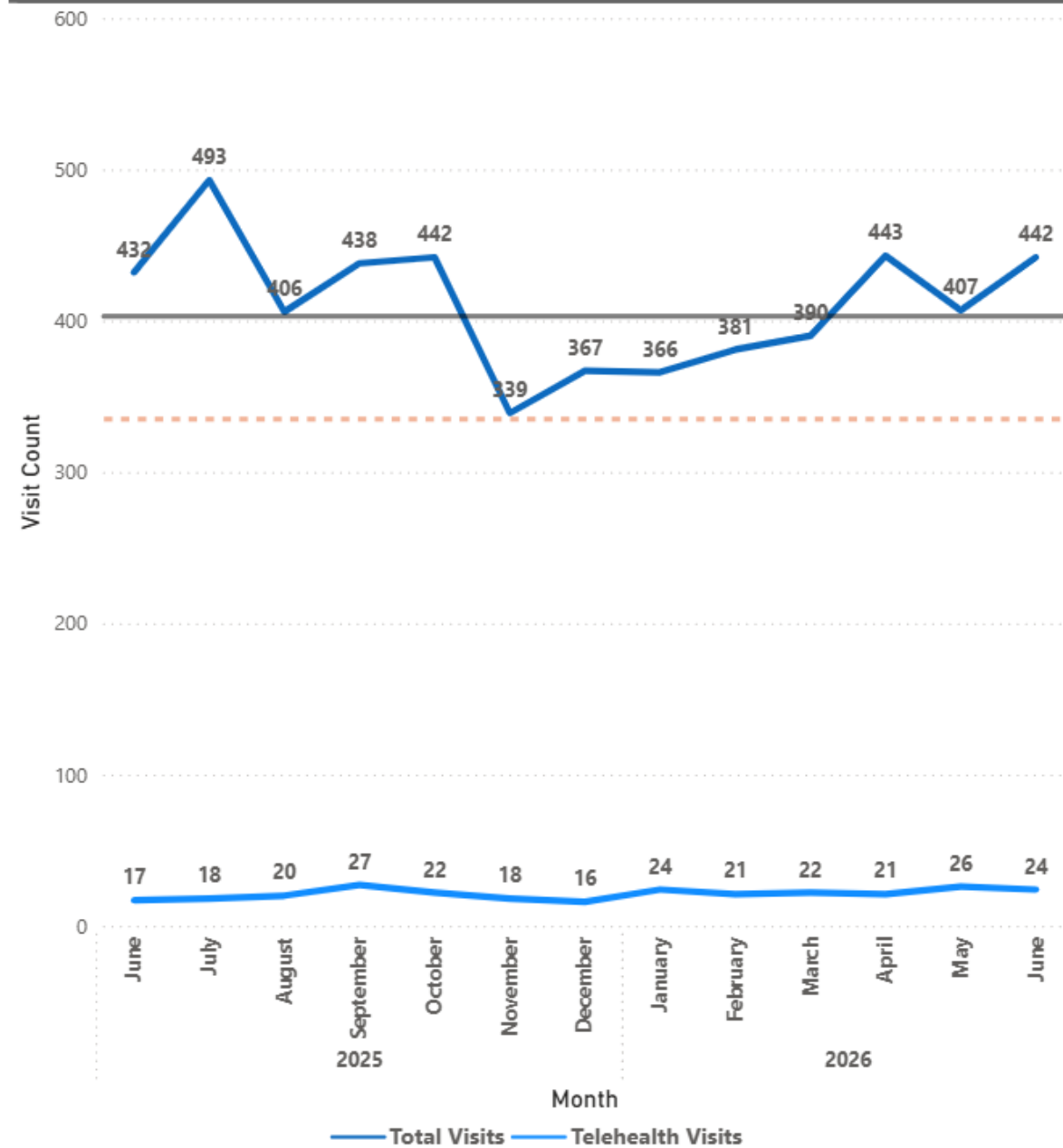
July 2026

Medical/Behavioral Health

Total Visits - All Locations



Total Visits - All Behavioral Health

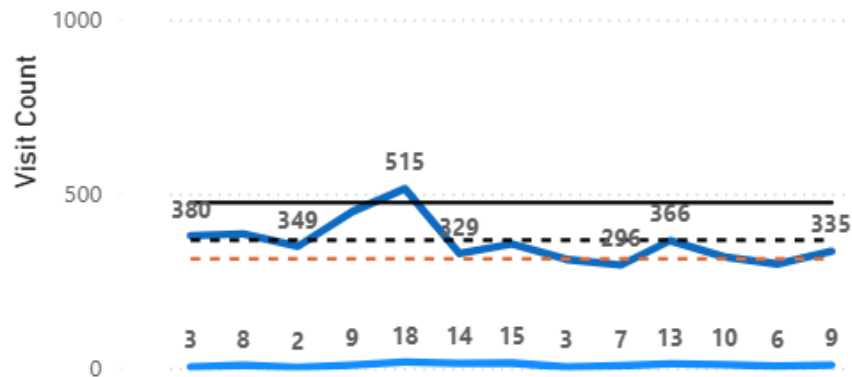


--- Current FY26 Median — FY25 Median - - - FY24 Median

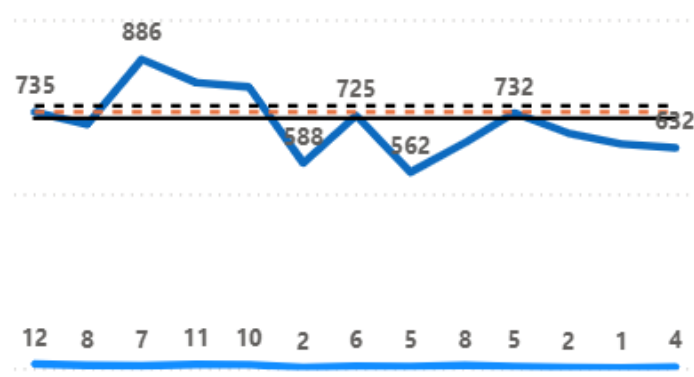
Visits by Department

Filters

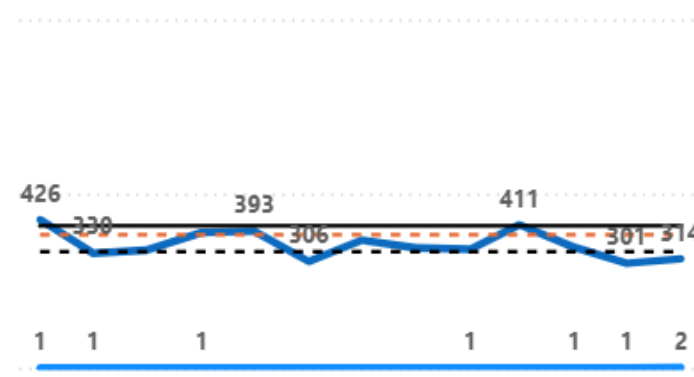
CCPC AMBROSE CLEMENT



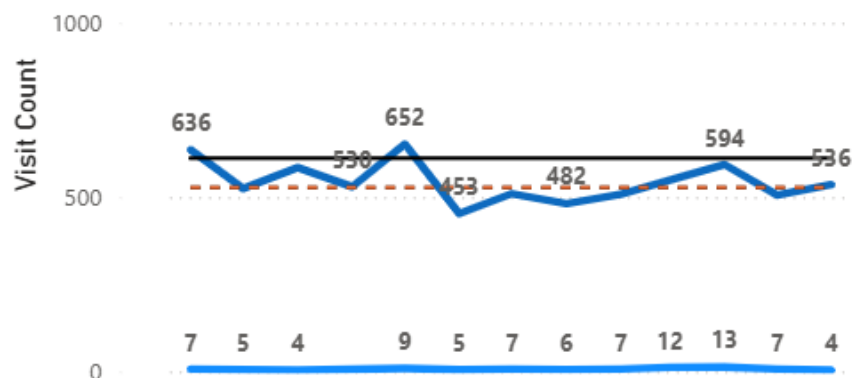
CCPC BOBBIE STERNE



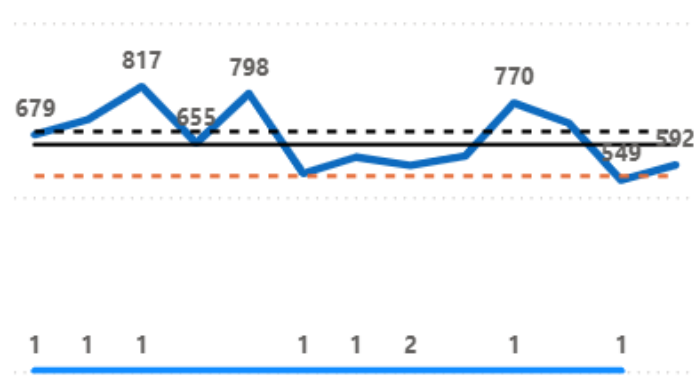
CCPC BRAXTON CANN



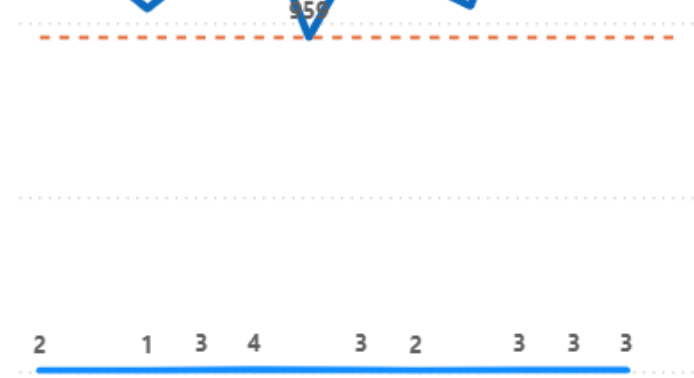
CCPC MILLVALE



CCPC NORTHSIDE

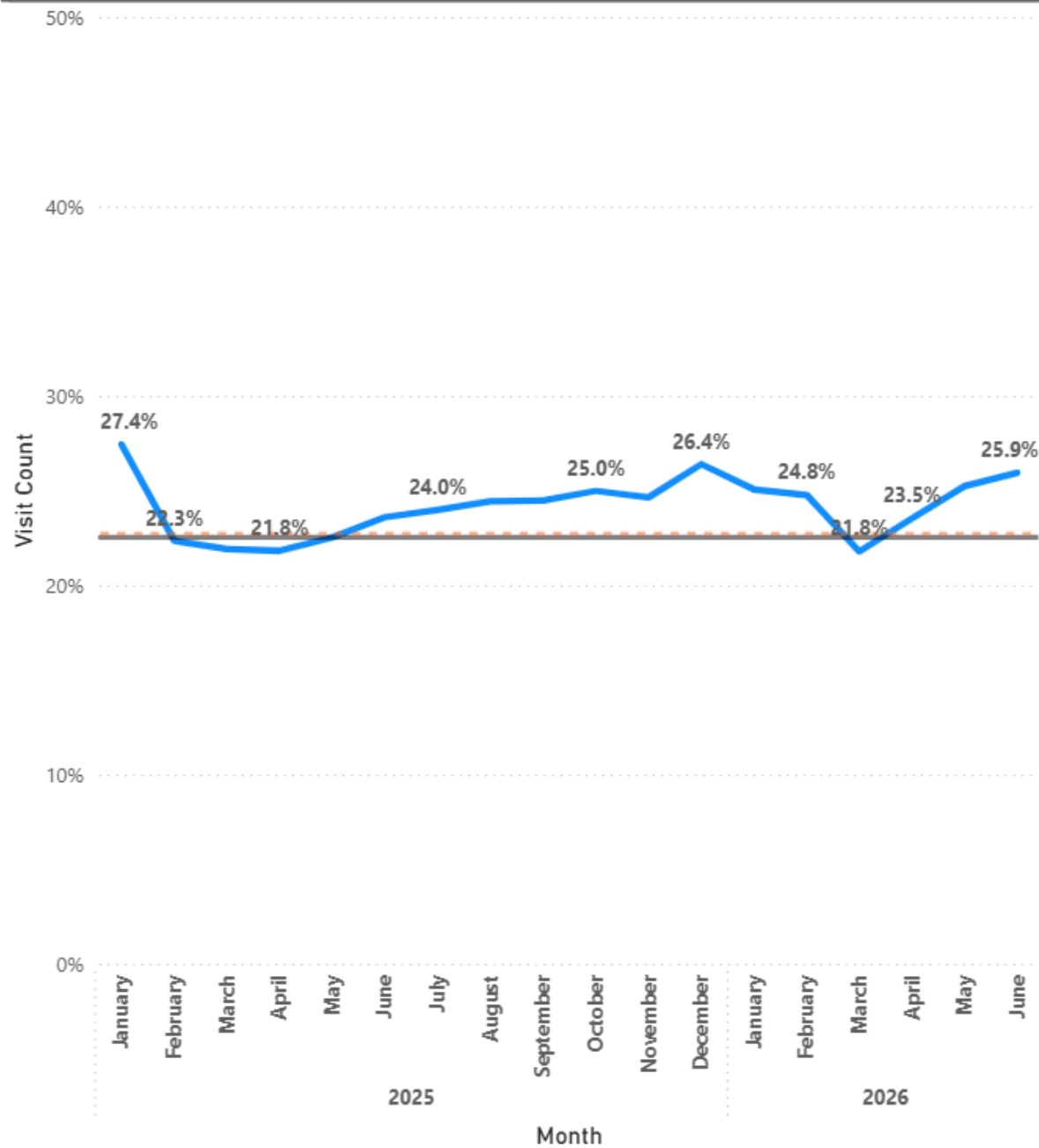


CCPC PRICE HILL

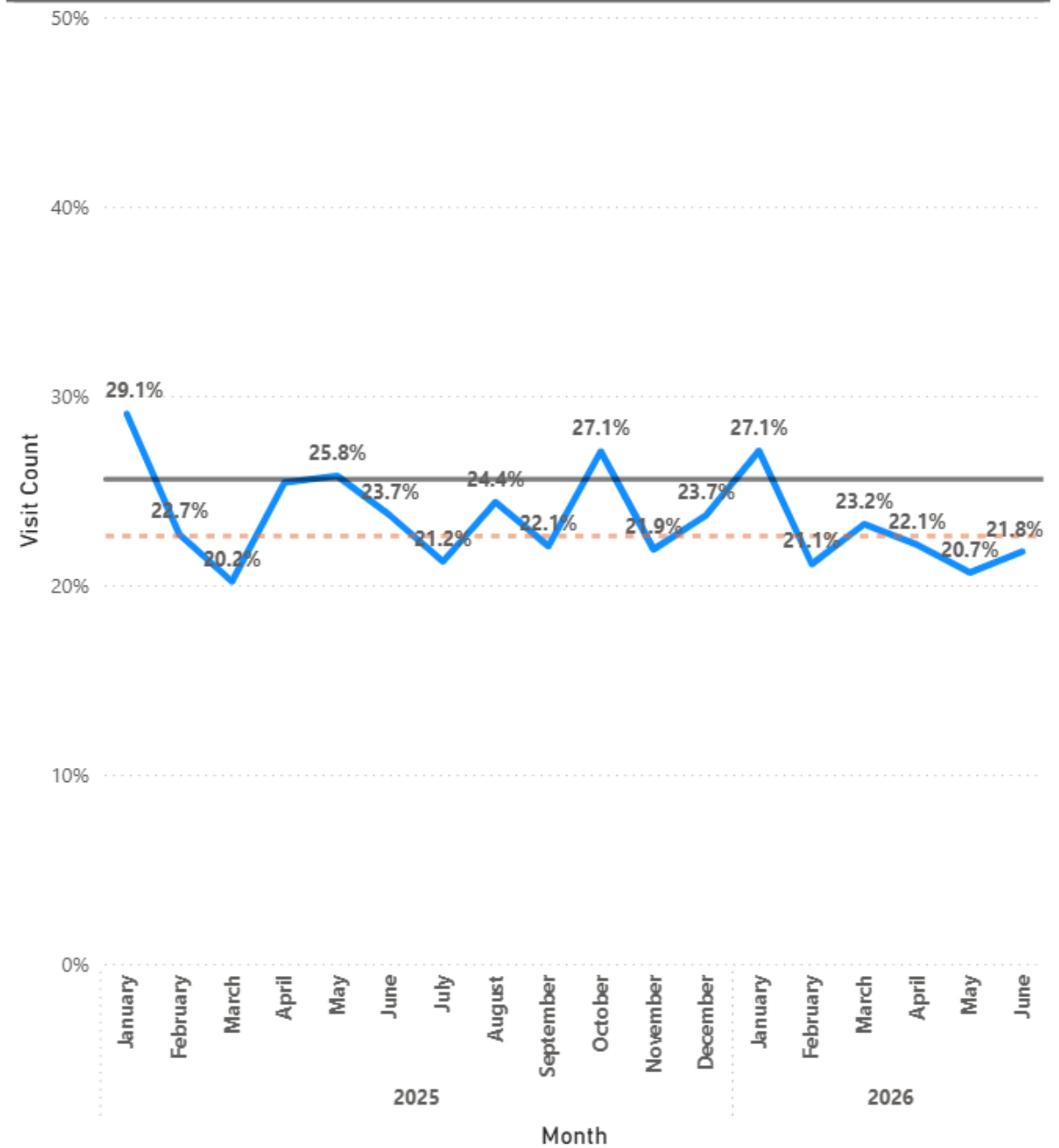


— Total Visits — Telemedicine Visits - - - Current FY26 Median — FY25 Median - - - FY24 Median

No Show % - All Locations



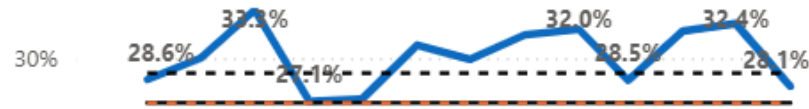
No Show % - All Behavioral Health



--- Current FY26 Median — FY25 Median - - - FY24 Median

No Show % by Department

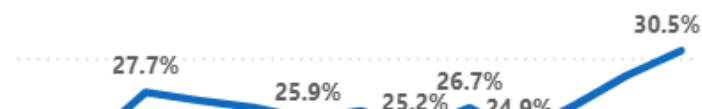
CCPC AMBROSE CLEMENT



CCPC BOBBIE STERNE



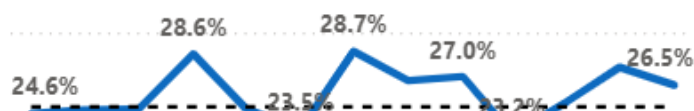
CCPC BRAXTON CANN



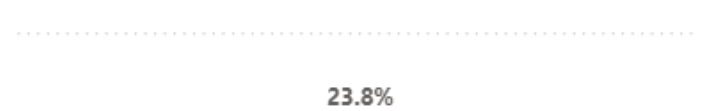
CCPC MILLVALE



CCPC NORTHSIDE



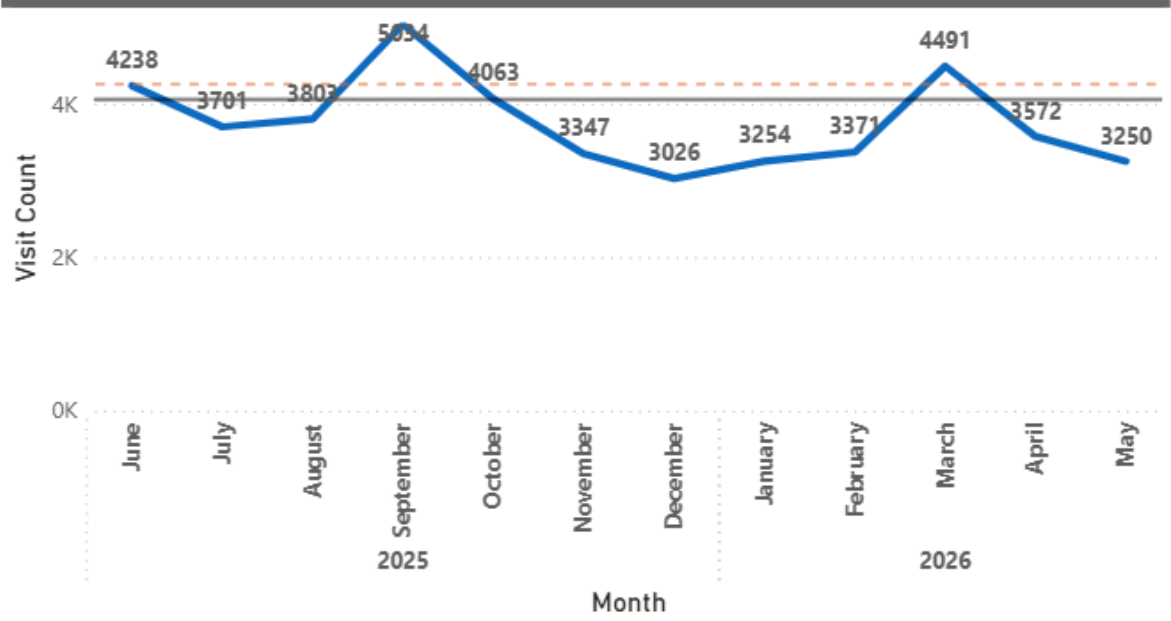
CCPC PRICE HILL



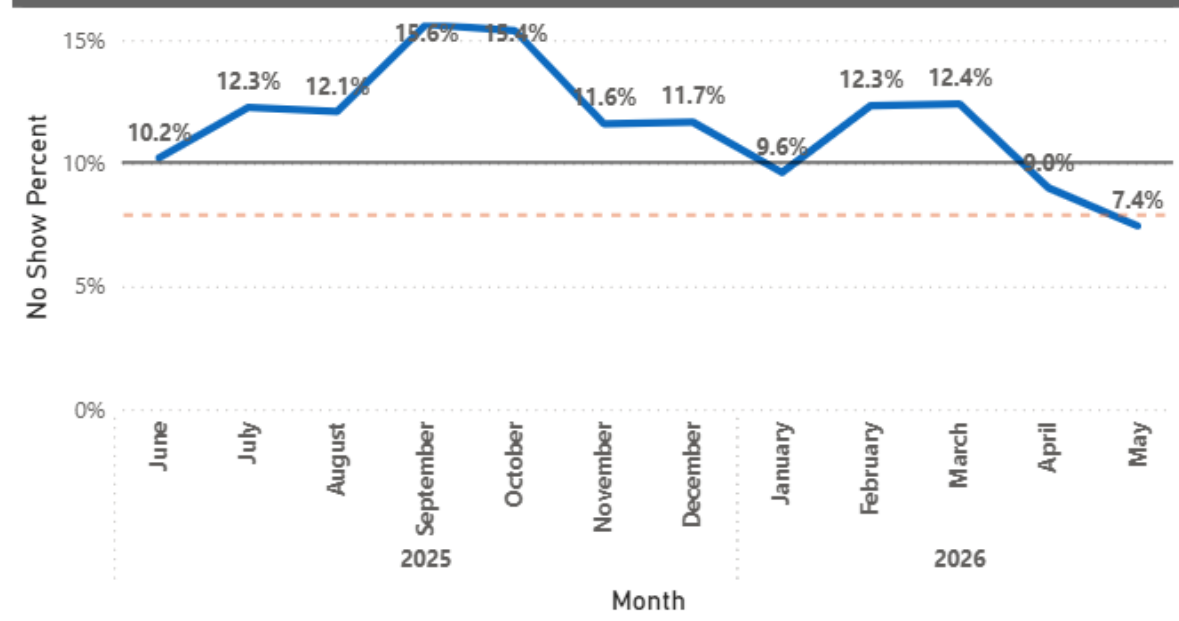
— No Show Percent - - - Current FY26 Median — FY25 Median - - - FY24 Median

Dental

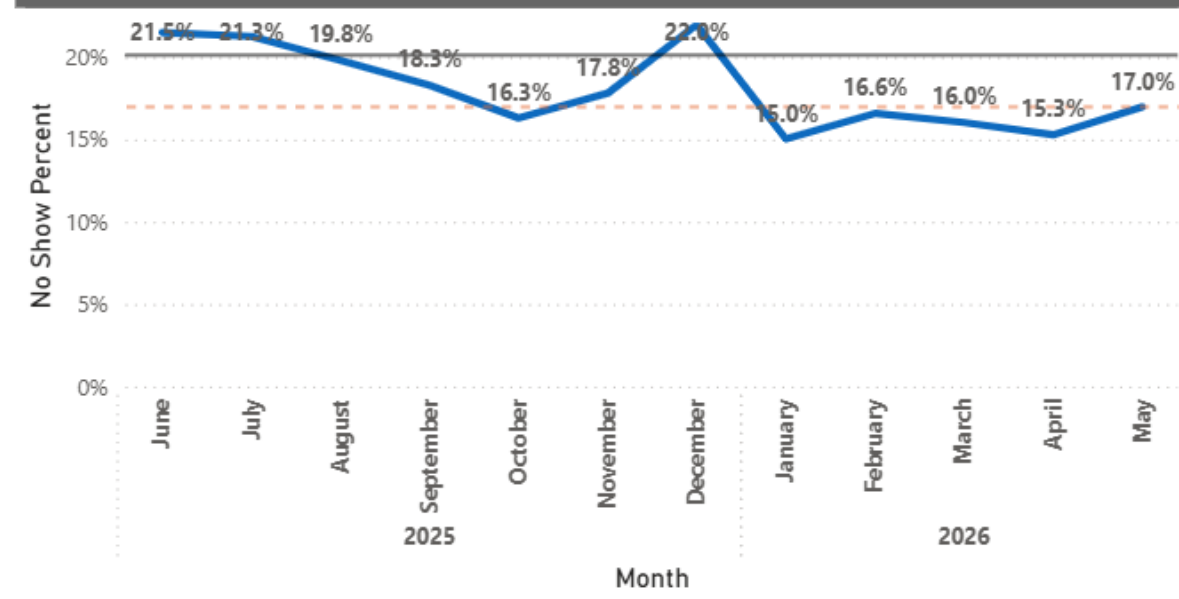
Total Visits - All Dental Locations



New Patient % - All Dental Locations



Broken Appt % - All Dental Locations

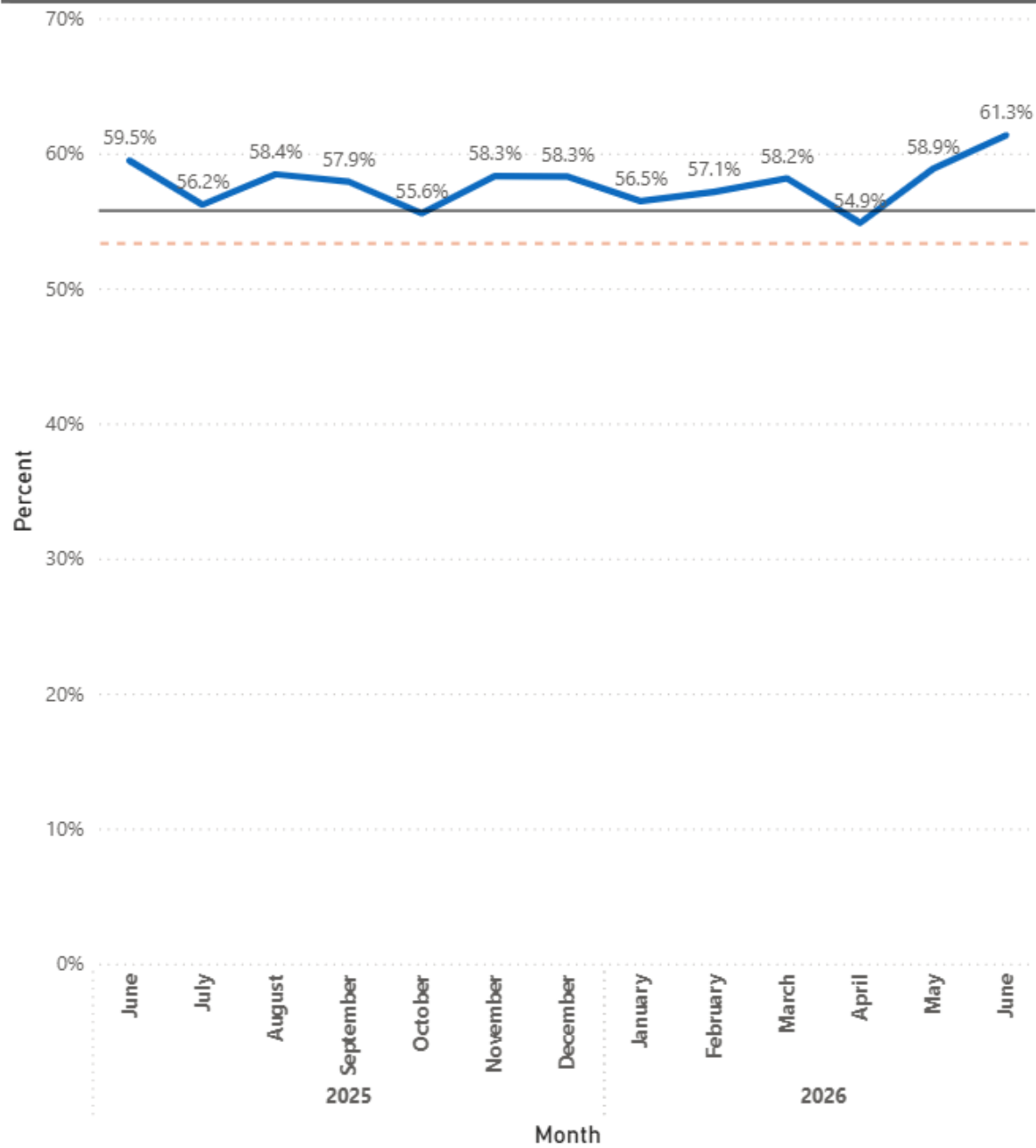


--- Current FY26 Median — FY25 Median - - - FY24 Median

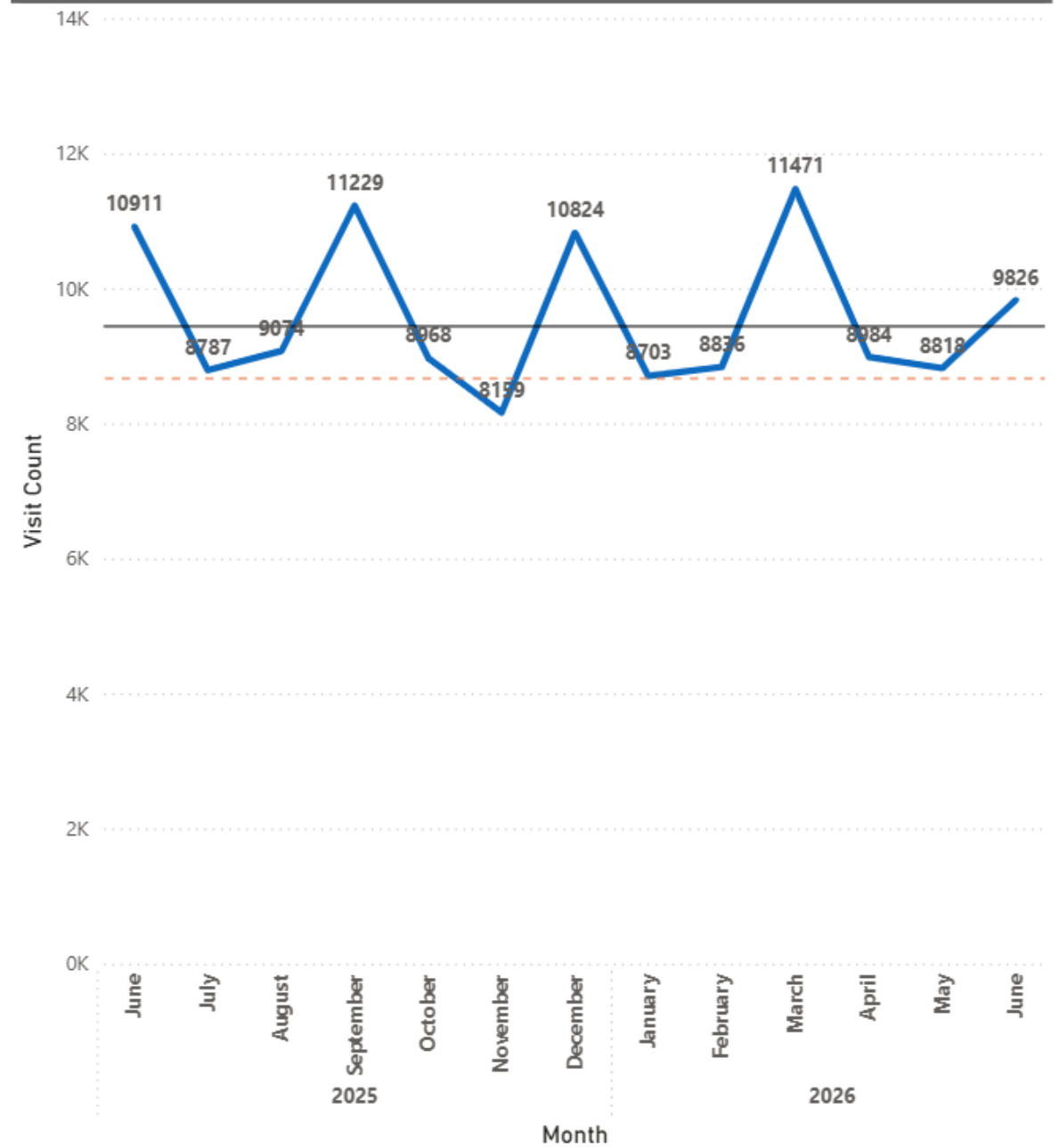
The background consists of several overlapping, curved, organic shapes in various shades of blue, ranging from a deep navy blue to a lighter, vibrant blue. These shapes create a sense of movement and depth, framing the central text.

Pharmacy

Pharmacy Escribe % - All Locations



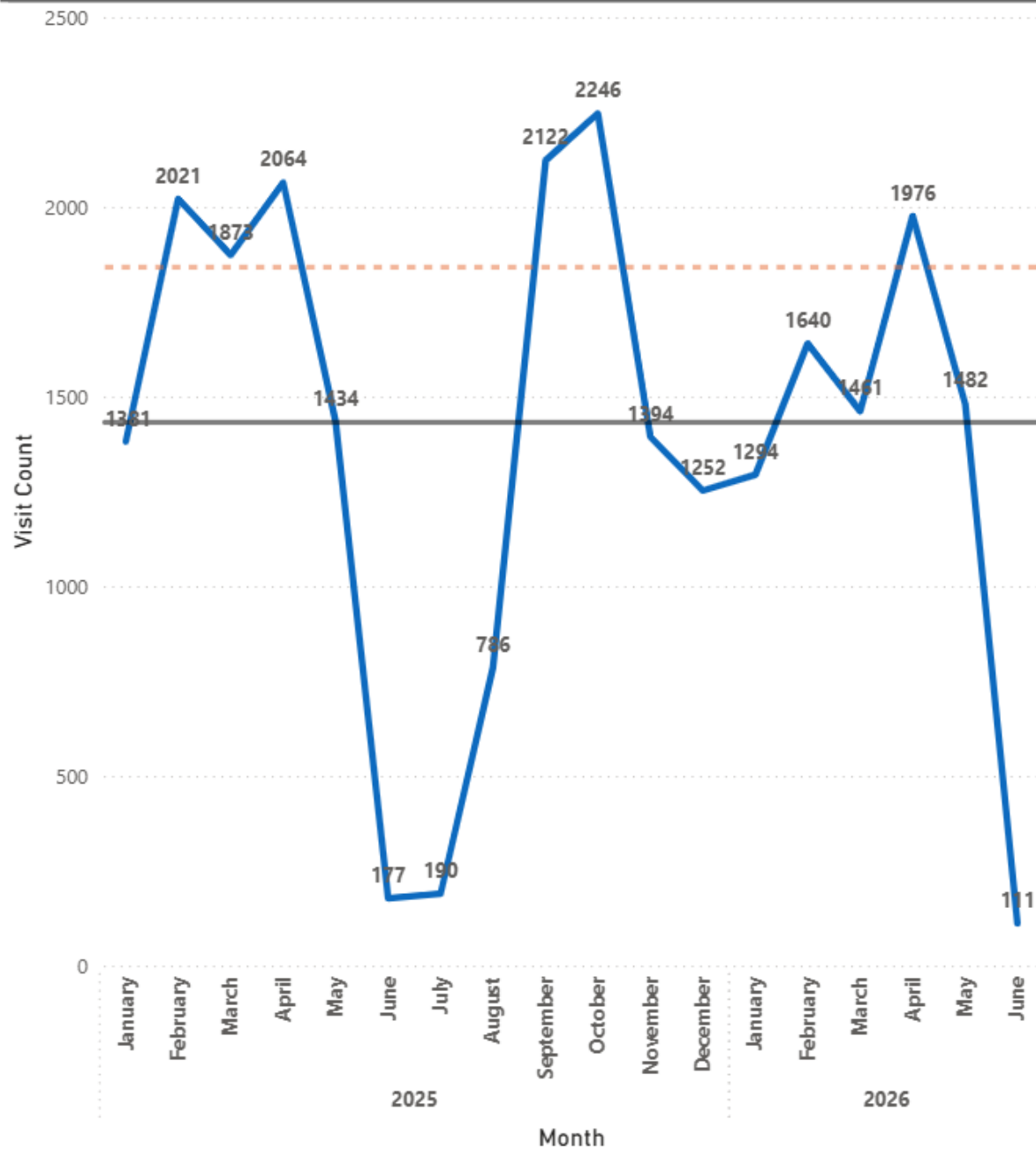
Total Fills - All Locations



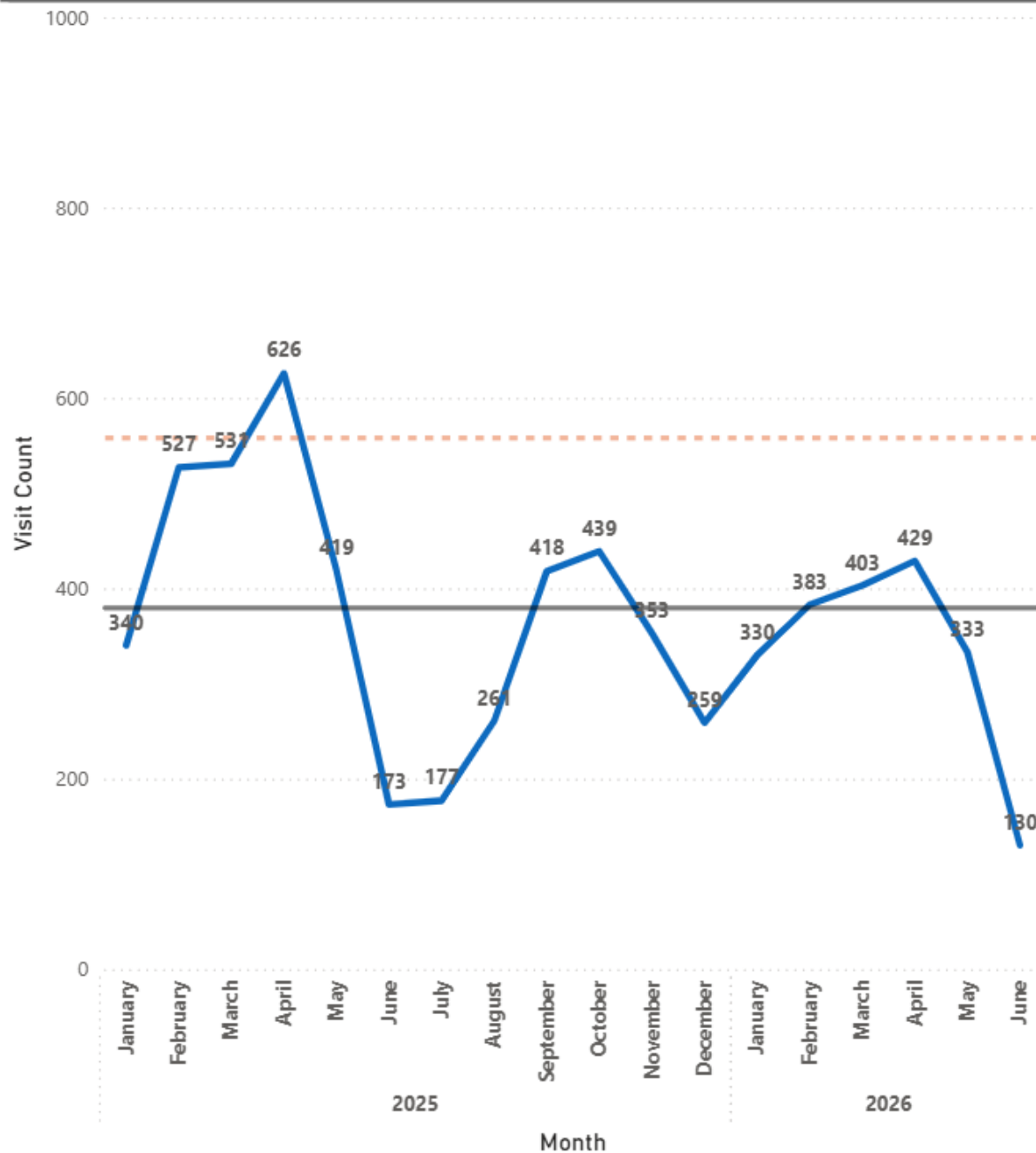
--- Current FY26 Median — FY25 Median - - - FY24 Median

School Based Health Centers

SBHC Visits - All Locations



Vision Visits - All Locations



--- Current FY26 Median — FY25 Median - - - FY24 Median