



City of Cincinnati Primary Care Board of Governors Meeting

October 14, 2026

Agenda

Deirdre Beluan	Michelle Burns	Timothy Collier	Robert Cummings
Alexius 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 September 9, 2026, CCPC Board Meeting.

Executive Committee

6:06 pm – 6:15 pm Chairman Updates: Mr. John Kachuba

Vote: Motion to approve the Comprehensive Strategic Plan – **documents**

Vote: Motion to approve the November CCPC Board Meeting Date Change to November 18, 2026, due to Veterans Day holiday

Leadership Updates

6:15 pm – 6:35 pm Ms. Joyce Tate, Chief Executive Officer
CEO Report - **document**

Vote: Motion to approve a CIS request to close the 612 Rockdale dental site and relocate services to future co-location Ambrose H. Clement Health Center

HRSA Site Visit – OSV Final Report received; CRO response submitted to HRSA addressing identified compliance findings Sept. 30th

Measles Exposure Update – Overview of response efforts and measures implemented

OACHC Conference Update – Recognition of Dr. Tanera Ellis' presentation at OACHC

6:35 pm – 6:55 pm Mr. Mark Menkhaus Jr., Chief Financial Officer
CFO Report – **documents**

New Business

6:55 pm – 6:58 pm Public comments

7:00 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 – November 18, 2026

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

CCPC Board of Governors Meeting Minutes

Wednesday September 9, 2026

Call to order at 6:02 pm

Roll Call

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

CCPC Board members absent – Ms. Michelle Burns, Ms. Alexius Cook, Ms. Debra Sellars, Ms. Jen Straw

CCPC Board members joined later - Dr. Benard Young

Others present – Ms. Marla Hurston Fuller, Ms. Joyce Tate, Mr. Mark Menkhaus Jr., Mr. David Miller, Ms. Bethany Shisler, Dr. Geneva Goode, Dr. Nick Taylor, Michelle Daniels

Board Documents:

Topic	Discussion/Action	Motion	Responsible Party
Call to Order/Moment of Silence	The meeting was called to order at 6:02 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	7 Present, 3 Absent, 1 Excused, 1 Arrived Late Quorum	n/a	Ms. Marla Hurston Fuller
Minutes	Motion: The City of Cincinnati Primary Care for August 12, 2026, CCPC Board Meeting Minutes.	M: Mr. Collier 2nd: Ms. Beluan Action: Passed Yes: 6 Abstain: 1	Mr. Kachuba

Leadership Updates

CEO Updates	Ms. Joyce Tate gave updates including: The operational site visit report remains pending; staff have begun addressing identified issues. The Service Area Competition application is anticipated in 2028. The Expanded Nutrition Grant was submitted to HRSA before the deadline. Board members were asked to review the strategic plan before it returns for adoption.	n/a	Ms. Tate
--------------------	---	-----	----------

Finance Update	CFO Report - Financial Overview and Revenue Trends Mr. Mark Menkhaus Jr. reviewed that July revenue was approximately \$2.1 million, expenses were approximately \$2.9 million, and the net result was a loss of about \$740,000. Mr. Menkhaus that Medicaid and Medicare revenue declined while commercial insurance and self-pay showed increases, with a broader shift in payer mix from Medicaid to self-pay across several service lines, raising concern about uncompensated care and revenue pressure. Mr. Menkhaus clarified for Dr. Phil Lichtenstein that CCPC receives straight Medicaid plus managed care “Wrap” payments under the FQHC PPS rate, along with an annual Medicaid maximization payment that helps close remaining reimbursement gaps. Dr. Lichtenstein highlighted that if CCPC severed its relationship with the City, it would lose Medicaid maximization and incur additional overhead costs, creating a significant negative financial impact. Mr. Menkhaus reported that accounts receivable totaled approximately \$2.3 million, with a higher-than-target share in older aging buckets despite improvement in overall days in accounts receivable.	n/a	Mr. Menkhaus
Discussion on Forvis Mazars Review	Mr. Mark Menkhaus reviewed that Phase one will assess billing, operational efficiency, revenue opportunities, and existing processes. Mr. Mark Menkhaus reviewed that Phase two may address strategic decisions, capital planning, service expansion or contraction, and changing reimbursement conditions. Ms. Deidre Beluan requested clarity on how and when Forvis Mazars’ recommendations on expanding or contracting services would be built into pro formas, budgets, and the operating/financial planning cycle. Ms. Joyce Tate and Mark Menkhaus explained how recommendations would feed into FY28 budgeting and future planning, and Deirdre said the timing and “rhythm” of decisions were clear and thanked them for the explanation.	n/a	Mr. Menkhaus Ms. Joyce Tate Ms. Deirdre Beluan

	Ms. Joyce Tate explained that the CCPC Board will have authority to weigh in on services, sites, and locations based on the Forvis Mazars report, while personnel and financial decisions will go to the Board of Health and likely the Joint Finance Committee.		
Ambrose Clement Renovation	Mr. Mark Menkhaus reviewed the new Ambrose floorplan noting that it will consolidate dental and medical registration, add dental operatories and pharmacy space, and improve patient and staff flow. Construction began in September and is expected to continue through May, followed by equipment installation. No service disruption during renovation: Mark noted that Ambrose operations will remain open throughout construction, with work phased so patients can continue to access care. Dr. Nick Taylor emphasized that the larger, modernized dental space is expected to attract new dentists and increase patient encounters, especially with improved visibility and parking at the Avondale Town Center location.	n/a	Mr. Menkhaus Dr. Nick Taylor
<i>New Business</i>			
Conclusion	Mr. Kachuba opens the floor for any new business or public comments, but none are made. The next meeting is announced for October 14, 2026, and meeting was adjourned.	n/a	Mr. Kachuba
Public Comments	No Public Comments.	n/a	Mr. Kachuba, Ms. Shisler
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: 6:44 pm

Next meeting: October 14, 2026, at 6:00 pm.

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

Date: 9/9/2026
Clerk, CCPC Board of Governors

Date: 9/9/2026
Mr. John Kachuba, Board Chair

CCPC Board of Governors

Cincinnati Health Department

September 9, 2026

Board Members	Roll Call	8/12/2026 Minutes
Ms. Deirde Beluan	x	2nd
Ms. Michelle Burns	Excused	
Mr. Timothy Collier	x	M
Mr. Robert Cummings	x	
Ms. Alexis Cook	Absent	
Mr. John Kachuba	x	
Dr. Philip Lichtenstein	x	
Ms. Luz Schemmel	x	Abstain
Ms. Debra Sellers	Absent	
Ms. Jen Straw	Absent	
Ms. Erica White-Johnson	x	
Dr. Bernard Young		
Motion Result:	Quorum	Passed

roll call timothy collier name mr. no tms

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

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	
Angela Mullins	
Anna Novais, MD	
Stephanie Courtney	
Courthney Calvin	
Nick Taylor	x
Ian Diog	
Britnie Herndon	
Debi Smith	
Alvenia Ross	
Bethany Shisler (CCPC Clerk)	x
Michelle Daniels	x

DATE: October 14, 2026

TO: City of Cincinnati Primary Care Board of Governors

FROM: Joyce Tate, CEO

SUBJECT: CEO Report for October 2026

Board Action Items for Consideration

Comprehensive Strategic Plan

The Board will be asked to consider approval of CCPC's Comprehensive Strategic Plan. The plan establishes organizational priorities and strategic objectives that will guide operations, patient access initiatives, workforce development, financial sustainability efforts, and future growth over the next several years.

November Board Meeting Date Change

To avoid conflict with the Veterans Day holiday, the Board will be asked to approve rescheduling the November Board Meeting from November 11, 2026, to November 18, 2026.

Change in Scope (CIS) Request

The Board will be asked to consider approval of a Change in Scope request to HRSA for the closure of the Crest Smile Shoppe dental site (612 Rockdale Avenue) and the future co-location of dental services with Ambrose H. Clement Health Center. The proposed change supports service integration, operational efficiency, and continued patient access to oral health services within the community.

HRSA Operational Site Visit (OSV) Update

CCPC has received the final HRSA Operational Site Visit report and submitted the required Corrective Response Outline (CRO) within the prescribed response period.

Leadership and staff continue to review findings and implement corrective actions where necessary. Progress updates on compliance activities and corrective action efforts will be provided to the Board as work continues.

Measles Exposure Response Update

CCPC recently responded to a potential measles exposure event and implemented precautionary measures in accordance with public health guidance.

Clinical and operational teams worked collaboratively to assess potential exposures, support patient communication efforts, and reinforce infection prevention protocols across health center locations. Leadership appreciates the prompt response and dedication of staff in protecting the health and safety of patients, employees, and the community.

OACHC Conference Update

CCPC is pleased to recognize Dr. Tanara Ellis for her presentation at the Ohio Association of Community Health Centers (OACHC) Annual Conference.

Her participation highlights CCPC's commitment to clinical excellence, innovation, professional development, and leadership within Ohio's community health center network.

Finance Report

A financial update will be provided to the Board, including discussion of current revenue and expenditure trends, grant funding activity, and ongoing efforts to support the organization's long-term financial sustainability.

DATE: October 14, 2026

TO: City of Cincinnati Primary Care Governing Board

FROM: Mark Menkhaus, Jr., CFO

SUBJECT: Fiscal Presentation August 2026

Fiscal Presentation

Fiscal Presentation for August 2026

- For FY27, as of August 2026, Cincinnati Primary Care had a net loss of \$1,528,872.54.
- In FY26, August had a gain of \$316,070.37. Comparing FY26 with FY25 shows a decrease of \$1,844,942.91. This decrease is due to expenses increasing more than the revenue.
- Revenue decreased by \$1,131,159.19 from FY26. The decrease is due to lower Medicare, Medicaid and Medicaid Managed Care revenue.
- 7100-Personnel increased by 2.53% (7.48% in July). 7500-Fringes saw decrease of 8.94 (17.75% decrease in July). The increase in personnel expenses is attributed to the accrual reimbursement. Last FY we had 1.6 pay periods reimbursed while in FY27 we had 0.7 pay periods reimbursed. The decrease in Fringe Benefits is due to the employee benefit rate decreasing from 44.68% to 38.05% in FY27. The retirement rate decreased from 23.83% to 19.25%; the Medicare Benefit rate decreased from 1.72% to 1.45%; and the Medical, Dental, Vision and Health Lifestyles rate decreased from 19.12% to 17.33%.
- Non-Personnel expenses increased by \$767,530.76 (\$589,970.94 in July) from FY26. The increase is due to timing of invoices paid ex: Cardinal Health was paid \$395,754.66 and LabCorp was paid \$282,092.86 in FY27 but in FY26 as of the end of August Cardinal Health was paid \$87,076.18 and no invoices for LabCorp were paid. However, in FY26 we spent \$126,021.00 in University of Cincinnati Physicians Company but, in FY27 we spent \$70,903.00.
- Here are charges for disaster regular hours and overtime as it relates to COVID-19, Measles and Monkey Pox for FY27 and FY26 for August.

Clinics		
Type Labor Cost	FY27	FY26
Disaster Regular	\$0.00	\$785.88
Disaster Overtime	\$0.00	\$ 0.00
Total	\$0.00	\$785.88

School Based		
Type Labor Cost	FY27	FY26
Disaster Regular	\$0.00	\$0.00
Disaster Overtime	\$0.00	\$0.00
Total	\$0.00	\$0.00

August Payor Mix Highlights:

	Medicaid	Commercial	Medicare	Self-Pay
Medical	-10%	-2%	0%	-1%
Dental	-15%	2%	0%	13%
School-Based Medical	-11%	0%	3%	9%
School-Based Dental	-12%	3%	0%	10%
Behavioral Health	-16%	-5%	2%	0%
Vision	-11%	1%	0%	6%

Accounts Receivable Trends:

- The accounts receivable collection effort for June for 90-days is 27% and for 120-days is 21%. Our aim for the ideal rate percentage for 90-days is 20% and our 120-days is 10%. The rate for 90-days decreased by 7 days and 120-days decreased by 3 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 4.5 days. The days in accounts receivable are lower than the average (by 1.0 day) of the past 13 months at 35.6 days.

Pharmacy Profit and Loss:

PHARMACY PROFIT AND LOSS					
	FY23	FY24	FY25	FY26	FY27
Revenue	\$ 6,300,690.56	\$ 5,238,764.29	\$ 5,502,799.47	\$ 6,025,419.65	\$ 945,703.73
Fund 416 Expenses	\$ 289,436.68	\$ 300,781.28	\$ 349,159.40	\$ 261,679.79	\$ 50,625.50
Expenses	\$ 3,181,993.51	\$ 3,698,117.59	\$ 3,884,826.49	\$ 4,897,414.84	\$ 895,280.76
	\$ 3,408,133.73	\$ 1,841,427.98	\$ 1,967,132.38	\$ 1,389,684.60	\$ 101,048.47

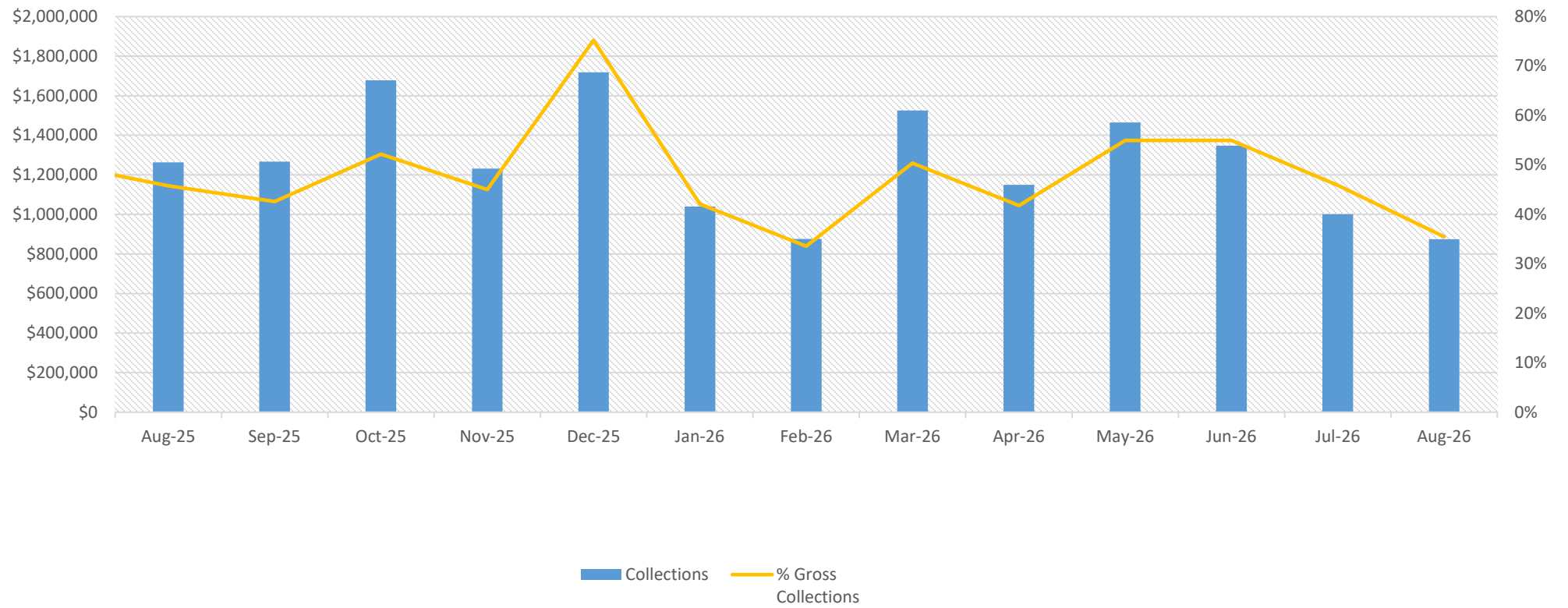
City of Cincinnati Primary Care
Profit and Loss with fiscal year comparison
August 2025 - August 2026

	FY27 Actual	FY26 Actual	Variance FY27 vs FY26
Revenue			
8556-Grants\Federal	\$500,000.00	\$500,400.00	-0.08%
8571-Specific Purpose\Private Org.	\$0.00	\$0.00	0.00%
8617-Fringe Benefit Reimbursement	\$0.00	\$0.00	0.00%
8618-Overhead Charges - Indirect Costs	\$0.00	\$0.00	0.00%
8733-Self-Pay Patient	\$177,354.91	\$183,216.36	-3.20%
8734-Medicare	\$717,533.22	\$1,022,450.73	-29.82%
8736-Medicaid	\$677,385.34	\$1,046,390.89	-35.26%
8737-Private Pay Insurance	\$272,470.87	\$206,957.15	31.66%
8738-Medicaid Managed Care	\$985,474.18	\$1,329,012.64	-25.85%
8739-Misc. (Medical rec.\smoke free inv.)	\$11,354.38	\$83,697.83	-86.43%
8932-Prior Year Reimbursement	\$0.00	\$0.00	0.00%
416-Offset	\$991,125.09	\$1,091,731.58	-9.22%
Total Revenue	\$4,332,697.99	\$5,463,857.18	-20.70%
Expenses			
71-Personnel	\$2,506,770.10	\$2,444,956.65	2.53%
72-Contractual	\$1,064,757.12	\$736,699.27	44.53%
73-Material	\$667,765.49	\$351,173.91	90.15%
74-Fixed Cost	\$445,662.66	\$322,781.33	38.07%
75-Fringes	\$1,176,615.16	\$1,292,175.65	-8.94%
Total Expenses	\$5,861,570.53	\$5,147,786.81	13.87%
Net Gain (Losses)	(\$1,528,872.54)	\$316,070.37	-583.71%

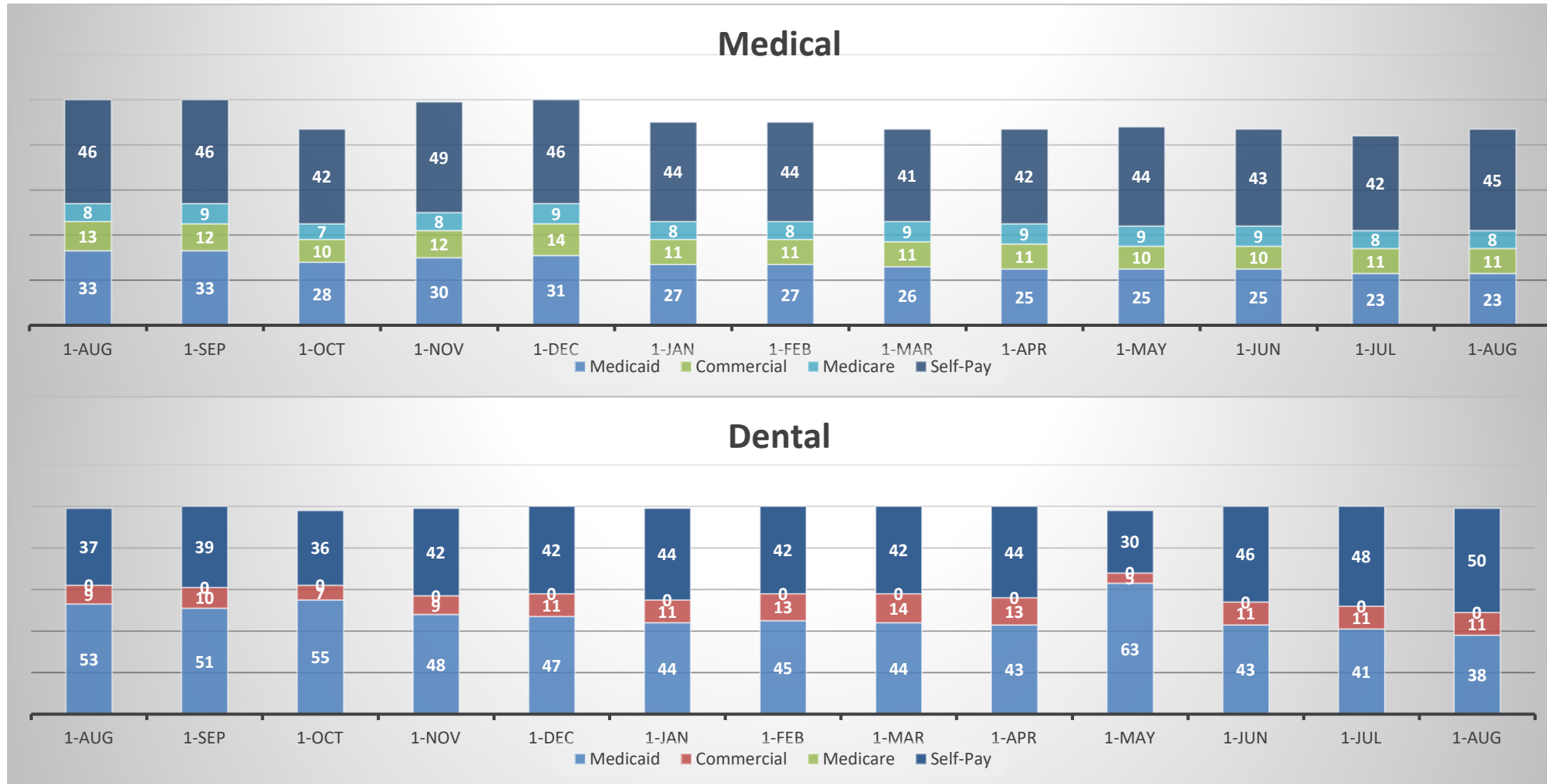
CHD/CCPC Finance
Update
October 14, 2026

Revenue Presentation

Monthly Visit Revenue

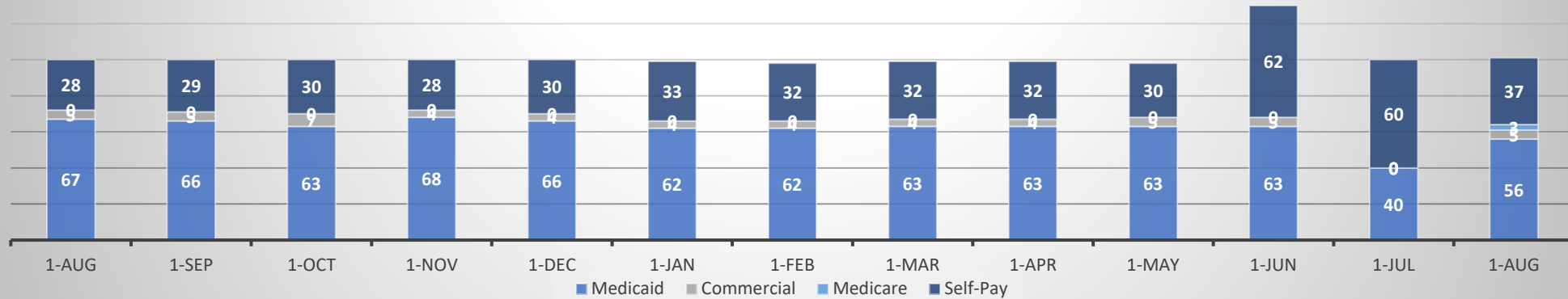


Payor Mix

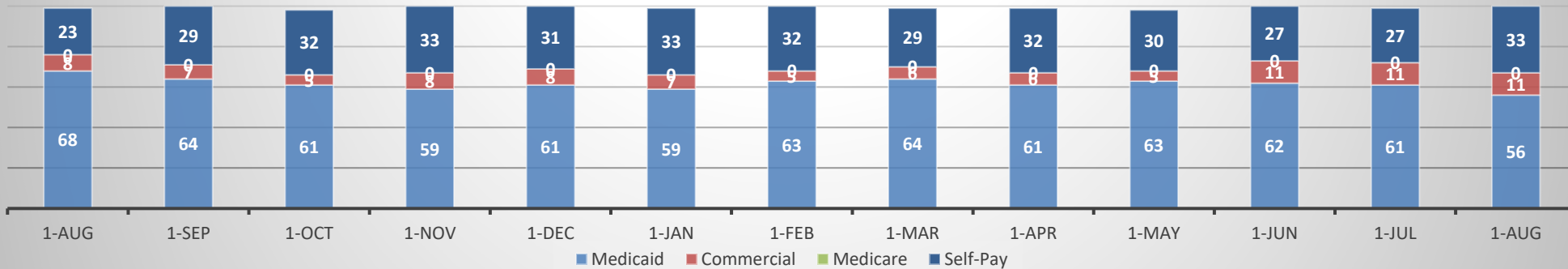


Payor Mix

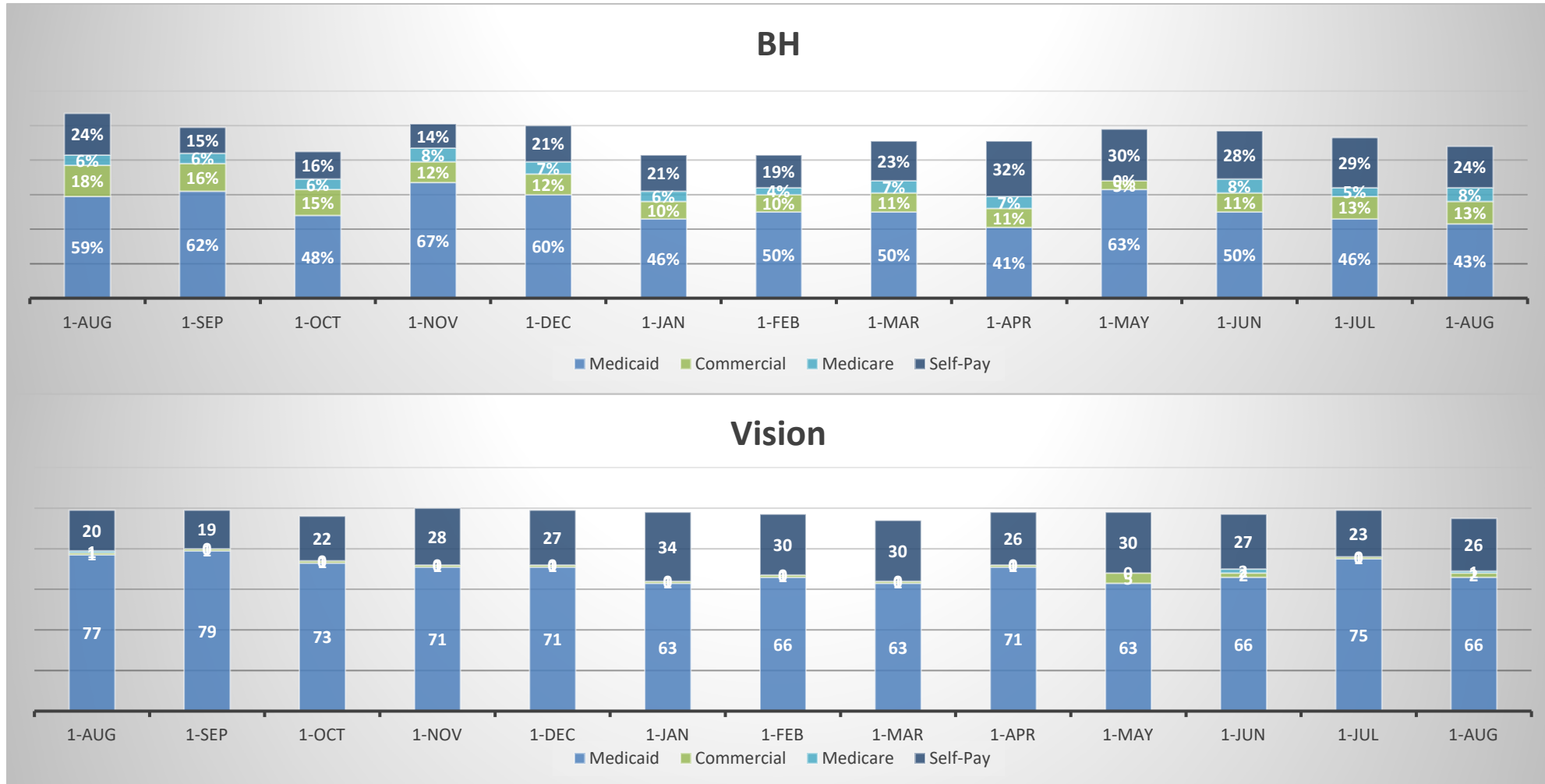
SBHC - Medical



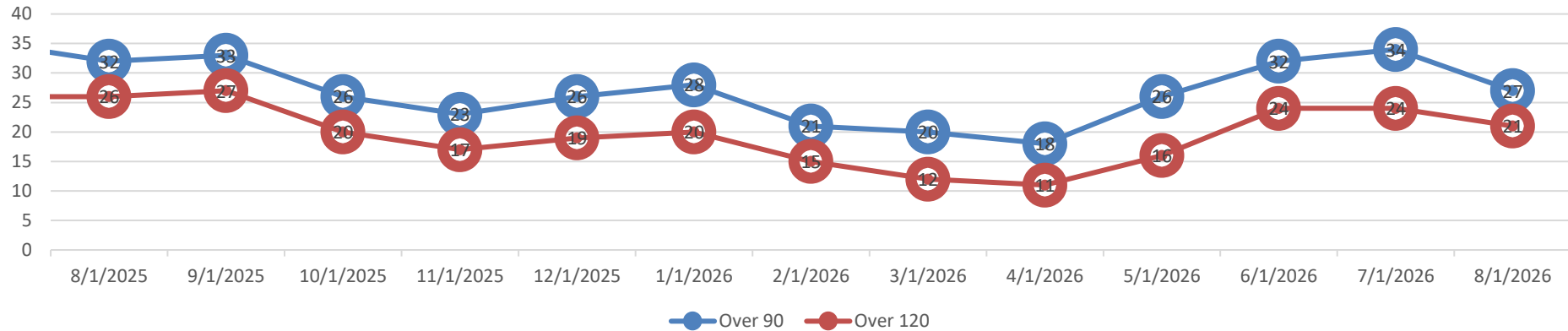
SBHC - Dental



Payor Mix

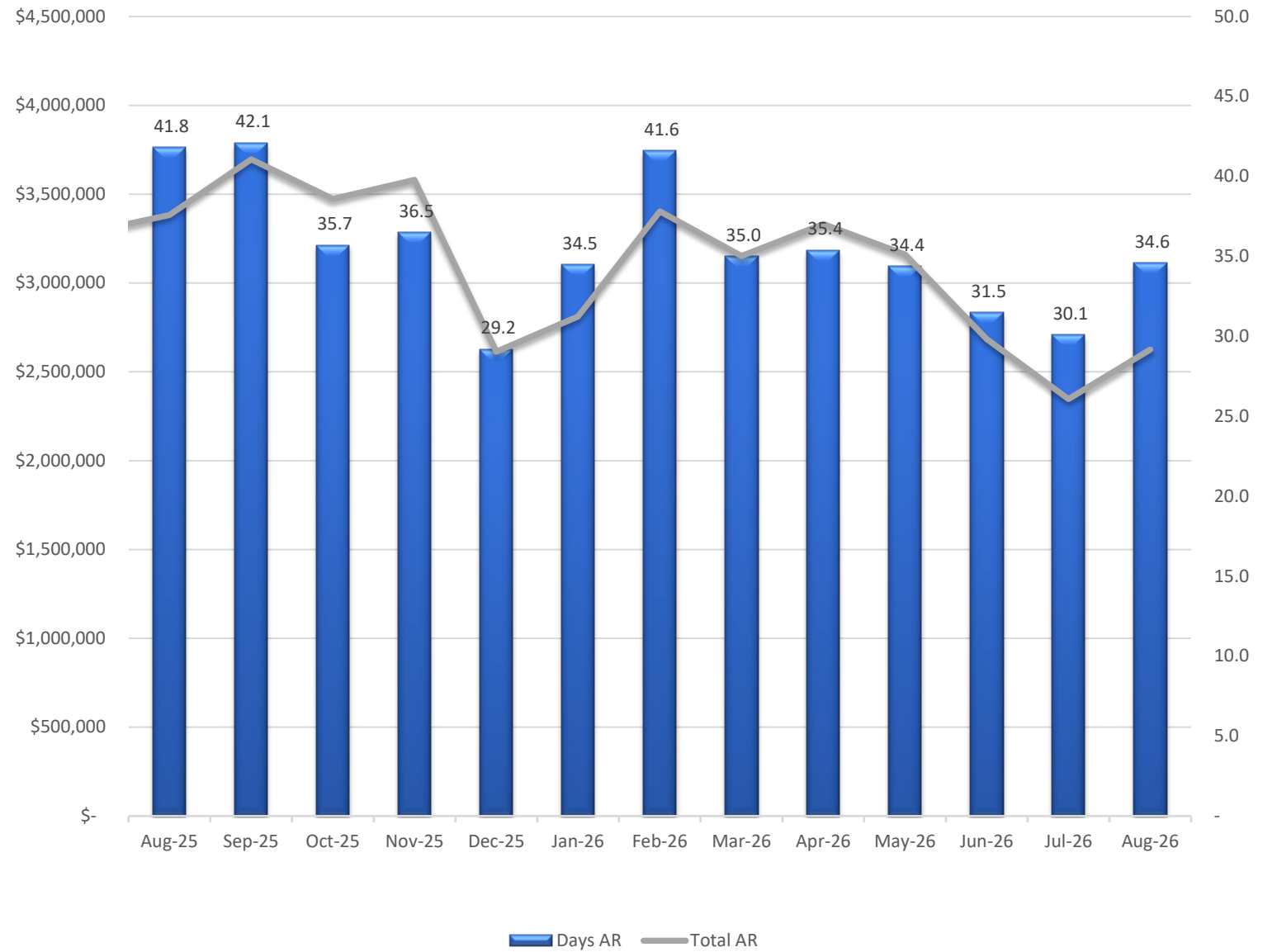


AR Trends



Aging Period	Insurance August	Patient - All August	Patient - On pmt Plan August	Patient - Not on pmt Plan August	Total August	% Total August
0 - 30	\$1,125,611	\$140,137	\$605	\$139,532	\$1,265,748	48.20%
31 - 60	\$320,019	\$121,687	\$2,631	\$119,057	\$441,706	16.82%
61 - 90	\$79,014	\$123,485	\$3,793	\$119,692	\$202,499	7.71%
91 - 120	\$45,404	\$128,947	\$1,575	\$127,372	\$174,351	6.64%
121 - 150	\$49,601	\$101,600	\$1,353	\$100,246	\$151,200	5.76%
151 - 180	\$27,548	\$83,126	\$1,131	\$81,994	\$110,674	4.21%
181 - 210	\$25,169	\$39,366	\$1,428	\$37,938	\$64,535	2.46%
211+	\$251,358	(\$35,871)	\$5,217	(\$41,089)	\$215,486	8.21%
Total	\$1,923,723	\$702,476	\$17,734	\$684,742	\$2,626,200	
% > 90	21%	45%	60%	45%	27%	
% > 120	18%	27%	51%	26%	21%	

Day in AR & Total A/R



Change in Scope (CIS) Request

Closure of Crest Smile Shoppe and Relocation of Dental Services to Ambrose Health Center

Board Action Requested

Motion:

Approve and authorize the submission of a Change in Scope (CIS) request to the Health Resources and Services Administration (HRSA) to remove Crest Smile Shoppe, located at 612 Rockdale Avenue, Cincinnati, Ohio 45229, from the approved scope of project and transition dental services to Ambrose Health Center, as presented.

Background and Justification

The City of Cincinnati Health Department is in the process of submitting a Change In Scope request to delete the service site, Crest Smile Shoppe (612 Rockdale Avenue, Cincinnati, OH 45229) from the approved scope. The current site is a stand-alone dental location co-located and rented from the Cincinnati Boys and Girls Club. As part of a strategic consolidation of health services, dental services from this site will be transitioned to the Ambrose Health Center located roughly 1/2 mile up the road at 3559 Reading Rd. Suite 101.

The Ambrose Health Center is already an approved site within the health center's scope and has the capacity to absorb patient volume and maintain continuity of care. The relocation will allow for additional service line collaboration and improve operational efficiency while also enhancing coordination of patient care.

The proposed site deletion is not the result of a reduction in demand for services. Rather, it reflects an organizational decision to deliver services more efficiently while maintaining patient access within the same community. Ambrose Health Center is 0.4 miles from The Crest Smile Shoppe. The close proximity will allow for minimal disruption to patients and no significant impact on access to care.

The health center has developed and implemented a communication and transition plan to ensure patients, staff, community partners, and other stakeholders are informed of the change. Through this transition, the health center will continue to meet the oral health needs of the target population by referring patients to one of our other 11 dental sites to ensure ongoing access to high-quality dental services.

City of Cincinnati Primary Care Board (CCPC)

Strategic Plan 2026-2029

July 2026

Governance & Board Leadership

The City of Cincinnati Primary Care Board of Governors (CCPC) is a Federally Qualified Health Center (FQHC). The Board has responsibility for establishing policies, including but not limited to, determining the scope and availability of services, location and hours of services and assuring the organization is operating in compliance with federal, state and local laws and regulations. The Board's oversight of the public entity is governed by its bylaws and a co-applicant agreement with the Board of Health. This 3-year strategic plan outlines the activities directed by the Board to achieve its Mission and Vision. Board members are:

Deirdre Beluan

Timothy Collier

Robert Cummings

Dr. Phil Lichtenstein

Debra Sellers

Erica White-Johnson

Michelle Burns (Secretary)

Alexius Golden-Cook

John Kachuba (Chair)

Luz Schemmel

Jen Straw

Dr. Bernard Young

Board Oversight Responsibilities

The Board will:

Review progress quarterly

Monitor KPIs

Evaluate strategic priorities

Approve annual work plans

Review financial performance

Participate in annual strategic planning

Serve as ambassadors for CCPC

Letter from the CEO

Dear Members of the Board of Governors, Staff, Community Partners, and Stakeholders,

It is my pleasure to present the City of Cincinnati Primary Care (CCPC) Strategic Plan for July 1, 2026 – June 30, 2029.

This plan represents more than a roadmap for the next three years—it reflects our shared commitment to improving the health and well-being of the individuals, families, and communities we proudly serve. As a Federally Qualified Health Center and a division of the Cincinnati Health Department, CCPC has a long-standing tradition of delivering accessible, high-quality, patient-centered healthcare regardless of a person's ability to pay. Our responsibility extends beyond treating illness; it includes promoting wellness, preventing disease, reducing health disparities, and building healthier communities.

Healthcare continues to evolve rapidly, bringing new opportunities as well as new challenges. Changing patient needs, advancements in technology, workforce demands, evolving reimbursement models, and growing health inequities require us to remain innovative, responsive, and intentional in how we deliver care and engage with our community. This strategic plan positions CCPC to meet those challenges while continuing to fulfill our mission with excellence.

Our 2026–2029 Strategic Plan builds upon the strong foundation established through previous strategic initiatives while introducing new priorities designed to support organizational growth, strengthen community partnerships, enhance patient engagement, and expand access to care. The plan is guided by our mission, vision, and core values and reflects our commitment to providing equitable, compassionate, and comprehensive healthcare throughout Cincinnati.

During the next three years, our efforts will focus on nine strategic priority areas:

- Expanding access to care and increasing patient growth;
- Strengthening financial sustainability and organizational resilience;
- Advancing organizational excellence through workforce development and continuous improvement;
- Enhancing the patient experience and improving health outcomes;
- Elevating marketing, communications, and brand awareness to better connect residents with our services;
- Strengthening community engagement, partnerships, and external affairs;

- Advancing health equity through inclusive and culturally responsive care and communications;
- Leveraging data, innovation, and technology to improve decision-making and patient engagement; and
- Strengthening governance while developing our Board and employees as ambassadors for CCPC.

These priorities are supported by measurable objectives, implementation strategies, and performance indicators that will guide our work and allow us to evaluate progress throughout the life of this plan. Together, they position CCPC to remain a trusted healthcare provider while responding to the changing needs of our patients and our community.

Achieving these goals will require collaboration, innovation, and accountability. It will depend on the dedication of our Board of Governors, leadership team, providers, employees, community partners, elected officials, and the many organizations that work alongside us to improve the health of Cincinnati residents. Together, we will continue to strengthen the systems that support our patients and expand opportunities for every individual to live a healthier life.

I would like to extend my sincere appreciation to everyone who contributed to the development of this strategic plan. Your expertise, thoughtful input, and commitment to our mission have helped shape a vision that is both ambitious and achievable.

As we move forward together, I am confident that City of Cincinnati Primary Care will continue to grow as a trusted leader in community-based healthcare. By remaining focused on excellence, innovation, collaboration, and service, we will continue to make a meaningful difference in the lives of those we serve and ensure that high-quality healthcare remains accessible to every member of our community.

Thank you for your continued partnership, dedication, and commitment to advancing the health and well-being of Cincinnati.

Sincerely,

Joyce Tate
Chief Executive Officer

Executive Summary

The City of Cincinnati Primary Care (CCPC) Strategic Plan for July 1, 2026 – June 30, 2029 establishes a comprehensive roadmap to strengthen the organization's ability to deliver accessible, high-quality, patient-centered healthcare while advancing the mission of improving the health and well-being of the communities it serves.

As a Federally Qualified Health Center (FQHC) within the Cincinnati Health Department, CCPC plays a vital role in ensuring that individuals and families throughout Cincinnati have access to comprehensive primary care, dental, behavioral health, pharmacy, vision, women's health, pediatric, and school-based health services regardless of their ability to pay. As healthcare continues to evolve, CCPC must remain responsive to changing patient needs, emerging technologies, workforce challenges, reimbursement models, and community health priorities.

Strategic planning enables CCPC to proactively respond to emerging healthcare trends, changing community needs, evolving reimbursement models, and advances in technology while maintaining focus on its mission of providing equitable, high-quality healthcare.

This three-year strategic plan builds upon the accomplishments of previous planning efforts while positioning the organization for continued growth, innovation, and long-term sustainability. The plan reflects input from organizational leadership, the Board of Governors, staff, and community priorities and aligns with the Cincinnati Health Department's commitment to advancing health equity, improving access to care, and strengthening community partnerships.

The strategic plan is organized around nine integrated priority areas that support both organizational excellence and improved health outcomes:

1. Expand Access to Care and Patient Growth by increasing awareness of services, improving access to care, strengthening referral networks, and expanding patient enrollment.
2. Strengthen Financial Sustainability and Growth through responsible stewardship of resources, diversification of funding opportunities, operational efficiency, and strategic investments.
3. Advance Organizational Excellence by investing in workforce development, leadership, continuous quality improvement, and standardized operational practices.
4. Enhance the Patient Experience through improved communication, care coordination, technology, patient engagement, and customer service.

5. Strengthen Marketing, Communications, and Brand Awareness by implementing coordinated marketing strategies, expanding digital communications, promoting providers and services, and increasing public awareness of CCPC's comprehensive healthcare offerings.
6. Expand Community Engagement and External Affairs through meaningful partnerships with schools, community organizations, healthcare providers, elected officials, and other stakeholders to improve access to care and strengthen community trust.
7. Advance Health Equity by promoting culturally responsive communications, reducing barriers to care, expanding outreach to underserved populations, and ensuring equitable access to healthcare services.
8. Leverage Data, Innovation, and Technology to improve decision-making, monitor organizational performance, enhance patient engagement, and support continuous improvement.
9. Strengthen Governance and Organizational Accountability by supporting effective Board oversight, developing employee and Board ambassadors, and establishing performance measures that promote transparency and accountability.

The successful implementation of this plan will require collaboration across all levels of the organization. Every department, employee, provider, and community partner has a role in advancing the strategic priorities outlined in this document. Through coordinated planning, measurable performance indicators, and ongoing evaluation, CCPC will continue to strengthen its position as Cincinnati's trusted provider of community-based healthcare.

Progress toward achieving the goals and objectives of this plan will be monitored through quarterly performance reporting, annual strategic reviews, and key performance indicators that measure patient growth, access to care, patient experience, financial performance, community engagement, marketing effectiveness, workforce development, and health equity outcomes. These evaluation measures will ensure accountability, support data-informed decision-making, and allow the organization to adapt to changing community needs over the life of the plan.

Ultimately, this strategic plan reflects CCPC's commitment to providing exceptional healthcare, strengthening the communities it serves, and ensuring that every individual has the opportunity to achieve their highest level of health. By aligning organizational priorities with thoughtful planning, innovation, and community collaboration, CCPC is well positioned to improve health outcomes, expand access to care, and build a healthier Cincinnati for generations to come.

Vision

A healthier community by serving one patient at a time.

Guiding Principles

Throughout implementation, CCPC will be guided by:

- Patient-Centered Care
- Collaboration
- Accountability
- Innovation
- Health Equity
- Data-Informed Decision Making
- Stewardship
- Community Partnership
- Continuous Improvement

Mission

To provide comprehensive, culturally competent and sensitive, high quality health care for all.

Core Values

Collaboration

We believe in being an active member of our community, participating in conversations and engaging with each other productively and respectfully to achieve common goals.

Commitment

We foster a culture of compassion and mutual respect among our employees and clients and recognize diversity as a strength in our organization and community.

Accountability

We demonstrate the highest level of respect, integrity and professionalism, guided by our sense of trust and morality. We are dedicated to cultivating a sense of transparency both internally and with the general public.

Quality

We honor our mission by upholding excellence in personal, public health and patient care services. We strive to be the model for primary health service practice to continuously improve health and social equity for people of Cincinnati. We pursue excellence in outcomes and social determinants of health through continuous quality improvement.

Health Equity & Access

We strive to eliminate disparities and assure that everyone has a fair and just opportunity to be healthy. We work toward the timely availability of personal health services to achieve the best health outcomes.

Environmental Scan

Purpose

The City of Cincinnati Primary Care (CCPC) operates within a rapidly changing healthcare environment influenced by evolving community health needs, demographic changes, economic conditions, healthcare policy, technology, workforce challenges, and advances in public health practice. This environmental scan provides an overview of the internal and external factors that influence CCPC's strategic direction and identifies opportunities to improve access to care, enhance patient outcomes, strengthen community partnerships, and advance health equity.

The findings presented in this section are informed by the Cincinnati Health Department's Community Health Assessment (CHA), regional Community Health Needs Assessments (CHNA), public health data, and organizational priorities. These findings provide the foundation for the strategic goals and implementation strategies outlined throughout this plan.

Community Overview

The City of Cincinnati is a diverse urban community with neighborhoods that differ significantly in demographics, economic opportunity, health outcomes, and access to healthcare. While many residents enjoy access to high-quality healthcare services, others continue to experience barriers related to transportation, insurance coverage, housing stability, food security, employment, language access, and other social determinants of health.

The Cincinnati Health Department has identified substantial differences in health outcomes across neighborhoods, including large disparities in life expectancy. Addressing these inequities requires coordinated public health efforts, strong community partnerships, and expanded access to preventive and primary healthcare services.

Community Health Priorities

The Cincinnati Health Department's 2023 Community Health Assessment identified several priority areas affecting the health of Cincinnati residents. Among the most significant are:

- Access to primary and preventive healthcare
- Mental and behavioral health
- Food access and nutrition
- Financial stability and employment
- Housing stability
- Maternal and infant health
- Chronic disease prevention and management
- Health equity and reduction of health disparities

The assessment also highlights the importance of addressing the social determinants of health and strengthening collaboration among healthcare providers, government agencies, schools, nonprofit organizations, and community partners to improve population health.

Role of City of Cincinnati Primary Care

As the clinical division of the Cincinnati Health Department and a Federally Qualified Health Center (FQHC), CCPC plays a critical role in improving access to healthcare for Cincinnati residents. CCPC serves more than 45,000 patients annually through six neighborhood health centers offering medical, pediatric, women's health, behavioral health, pharmacy, and dental services, and operates 13 School-Based Health Centers within Cincinnati Public Schools serving more than 10,000 students.

CCPC is uniquely positioned to address both clinical and public health priorities by integrating preventive care, chronic disease management, behavioral health, oral health, school-based services, and community outreach.

Healthcare Environment

Healthcare continues to evolve as providers respond to changing patient expectations, advances in technology, workforce shortages, value-based care initiatives, and increasing emphasis on population health management.

Patients increasingly expect:

- Convenient access to care
- Online appointment scheduling
- Digital communication
- Coordinated care
- Culturally responsive services
- Affordable healthcare
- Convenient neighborhood locations

Meeting these expectations requires continued investment in technology, workforce development, patient engagement, and service delivery.

Social Determinants of Health

Many factors influencing health extend beyond the clinical setting. Economic opportunity, education, housing, transportation, food access, employment, neighborhood safety, and environmental conditions all contribute to individual and community health outcomes.

CCPC recognizes that improving health requires addressing these broader social determinants through collaboration with community organizations, schools, healthcare partners, local government, and social service agencies. Health equity remains a guiding principle throughout this strategic plan.

Organizational Strengths

CCPC enters this planning period with significant organizational strengths, including:

- Federally Qualified Health Center designation
- Six comprehensive neighborhood health centers
- Thirteen School-Based Health Centers
- Integrated primary care, behavioral health, dental, pharmacy, and women's health services
- Strong partnerships with Cincinnati Public Schools and community organizations
- Experienced clinical and administrative staff
- Commitment to quality improvement and patient-centered care
- Support from the Cincinnati Health Department and the CCPC Board of Governors

These strengths position CCPC to respond effectively to community health needs while expanding access to high-quality healthcare services.

Challenges

The organization also faces several challenges that require strategic attention:

- Workforce recruitment and retention
- Rising healthcare costs
- Increasing demand for behavioral health services
- Health disparities among neighborhoods
- Transportation and other barriers to care
- Growing competition within the healthcare marketplace
- Changing reimbursement models
- Increasing patient expectations for digital access and communication

Addressing these challenges will require innovation, collaboration, effective communication, and continued investment in organizational capacity.

Opportunities

Several opportunities exist to strengthen CCPC's impact over the next three years:

- Expand community partnerships and referral networks
- Increase awareness of available healthcare services
- Strengthen marketing and public education efforts
- Improve digital engagement and online access to care
- Expand preventive health initiatives

- Enhance patient experience and care coordination
- Strengthen government and stakeholder relationships
- Increase community outreach to underserved populations
- Utilize data and performance measurement to drive continuous improvement

Strategic Implications

The environmental scan demonstrates that while Cincinnati faces complex public health challenges, CCPC is well positioned to respond through coordinated clinical services, strategic community partnerships, innovative communication, and a continued commitment to health equity.

The strategic priorities outlined in this plan were developed in direct response to the needs identified through the Community Health Assessment, organizational evaluation, stakeholder engagement, and the evolving healthcare environment. Collectively, these priorities provide a framework for expanding access to care, improving patient outcomes, strengthening organizational performance, and advancing the health and well-being of the communities served by City of Cincinnati Primary Care.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

A SWOT analysis assists you in making strategic plans and decisions. Strengths and Weaknesses are INTERNAL to your organization. Opportunities and Threats/Challenges are EXTERNAL to your organization.

CCPC Strengths (INTERNAL)	CCPC Opportunities (EXTERNAL)
Serve all of Cincinnati and surrounding areas Comprehensive care Culturally competent Infrastructure of the organization Quality of Care Innovative Affordable Long history in the community Customer Service Strong Board of Directors Population health is part of the city plan for future funding (i.e. Infant Mortality)	Infrastructure: Operating in Silos (City Regulations) Staffing Ratios & Provider Productivity Unions/Civil Service Funding (Capital Funding) Aging Facilities EPIC Lack of Accountability Lack of Control of the Schedule No-Show Rate Staff ability to understand/comprehend new initiatives

CCPC Weaknesses (INTERNAL)	CCPC Threats/ Challenges (EXTERNAL)
Growth & Expansion (Service Area vs Services Provided) Increase revenue through increase in patient volume (NHC, Inc.) Improve productivity Medicaid Expansion/ACA Improve facilities Improve Access Improve insurance panel to include more payers	Competition for Medicaid patients City Council/changing the political landscape Underfunding (potential loss of PPS rate) Potential loss of patients to other providers now that they are insured Limited insurance panels Hospital-based ACO's Competition for federal grants
Strategic Risks	
Potential risks include: Changes in federal funding. Workforce shortages. Healthcare reimbursement changes. Public health emergencies. Cybersecurity threats. Economic instability. Legislative changes. Increased healthcare competition. <i>*Leadership will review risks annually and adjust strategies as needed to maintain organizational resilience.</i>	

Implementing the Strategic Plan

This strategic plan provides the framework for organizational decision-making between July 1, 2026, and June 30, 2029. Implementation will occur through:

- Annual departmental work plans
- Quarterly Board reporting
- Executive Leadership Team reviews
- Performance dashboards
- Annual budget planning
- Quality improvement initiatives
- Marketing and communications plans
- Community engagement activities

Progress will be evaluated annually, and the plan may be adjusted as community needs, healthcare regulations, funding opportunities, and organizational priorities evolve.

Success Measure

By June 30, 2029, CCPC will strive to:

- Increase patient access and utilization.
- Improve patient satisfaction and engagement.
- Strengthen financial sustainability.
- Expand community partnerships.
- Increase awareness of CCPC services.
- Improve digital engagement.
- Reduce health disparities.
- Enhance employee engagement.
- Strengthen Board governance.
- Improve quality and patient outcomes.

CCPC Strategic Goals 2026 - 2029

The following strategic goals establish the framework for City of Cincinnati Primary Care's priorities from July 1, 2026, through June 30, 2029. Each goal supports the organization's mission, vision, and core values while providing direction for measurable objectives, implementation strategies, and performance outcomes. Together, these goals guide CCPC's efforts to improve access to care, strengthen organizational performance, enhance patient and community engagement, and advance equitable, high-quality healthcare for all.

Access to Care and Patient Growth

To expand access to comprehensive healthcare services, reduce barriers to care, increase patient utilization, and improve health outcomes through coordinated outreach, partnerships, and patient-centered care.

Financial Sustainability and Growth

To ensure the long-term financial stability of CCPC through responsible stewardship, diversified funding opportunities, operational efficiency, and strategic investments that support organizational growth.

Organizational Excellence

To strengthen organizational performance by fostering a culture of accountability, continuous improvement, workforce development, operational efficiency, and innovation.

Patient Experience

To provide an exceptional patient experience by delivering high-quality, compassionate, accessible, and coordinated care that promotes patient satisfaction, engagement, and positive health outcomes.

Marketing, Communications, and Brand Awareness

To increase public awareness of CCPC's services, strengthen the organization's reputation, and connect individuals and families with accessible, high-quality healthcare through strategic marketing and communications.

Community Engagement and External Affairs

To build and strengthen relationships with community organizations, government agencies, schools, businesses, and other stakeholders to improve health outcomes, increase access to care, and advance CCPC's mission.

Health Equity

To advance health equity by reducing disparities, promoting culturally responsive care and communications, and ensuring that all individuals have equitable opportunities to achieve their highest level of health.

Data, Innovation, and Technology

To leverage data, technology, and innovation to improve decision-making, enhance operational performance, support patient engagement, and drive continuous quality improvement.

Governance and Board Development

To strengthen Board leadership, governance, and organizational accountability by promoting strategic oversight, informed decision-making, transparency, and community stewardship.

ANNUAL IMPLEMENTATION PLAN

STRATEGIC PRIORITY 1

Expand Access to Care & Patient Growth

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
Increase total patient visits by 10% annually	Increase awareness of CCPC services	Launch annual multimedia marketing campaign promoting all service lines	10% increase in patient visits	CEO, Marketing & Communications, Health Center Managers	Annual evaluation each June (2027, 2028, 2029)	
Increase new patient appointments by 15%	Expand community outreach and referral development	Develop referral partnerships with hospitals, schools, community organizations, employers, and faith-based organizations	15% increase in new patients	Marketing, Outreach & Enrollment	June 30, 2029 (progress reviewed quarterly)	
Reduce barriers to care	Improve appointment access	Promote same-day appointments, online scheduling, transportation resources, and insurance enrollment assistance	Reduced appointment wait times	Operations, Outreach	FY27-FY29	
Increase preventive care utilization	Promote annual wellness visits and screenings	Implement reminder campaigns and preventive care outreach	Increase preventive visits by 10%	Clinical Operations	Annual review each June	
Expand service utilization	Cross-promote medical, dental, pharmacy, behavioral health, and vision services	Develop internal referral process between service lines	Increase cross-service referrals	Clinical Operations	Launch by January 2027; ongoing	

					monthly monitoring	
--	--	--	--	--	--------------------	--

STRATEGIC PRIORITY 2

Financial Sustainability & Growth

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
Increase clinical revenue	Grow patient volume	Align marketing campaigns with service line goals	Annual revenue growth	CEO, Finance	Annual review each June	
Diversify funding	Expand grant opportunities	Submit HRSA and foundation grant applications	Number of grants awarded	Senior Leadership	Submit a minimum of four major grant applications annually	
Improve payer mix	Increase commercially insured and Medicare patients	Employer outreach and insurance education	Improved payer mix	Revenue Cycle	June 30, 2028	
Improve revenue cycle performance	Optimize billing and collections	Monitor billing KPIs and documentation	Collection rate improvement	Revenue Cycle	Quarterly beginning September 2026	

STRATEGIC PRIORITY 3

Organizational Excellence

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
-----------	------------	-------------	------	-------------------	----------	--------

Improve workforce development	Expand employee education	Annual professional development plans	Training completion rate	Human Resources	December 31, 2026	
Increase employee engagement	Improve internal communication	Quarterly town halls and employee recognition	Employee satisfaction survey	CEO & HR	Every May	
Standardize operations	Update SOPs	Review and revise operational procedures	SOP completion	Operations	June 30, 2027	
Strengthen leadership	Leadership development	Supervisory training	Leadership competency completion	HR	Begin January 2027; complete annually	

STRATEGIC PRIORITY 4

Patient Experience

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
Improve patient satisfaction	Expand patient feedback	Conduct patient surveys twice annually	Satisfaction scores	Nursing Leadership	April and October each year	
Reduce no-show rate	Improve appointment reminders	Implement text, email, and phone reminders	15% reduction in no-shows	Operations	June 30, 2029	
Improve patient communication	Enhance education materials	Develop multilingual patient resources	Increased patient understanding	Marketing	March 31, 2027	

Improve online patient experience	Expand digital services	Increase MyChart/portal adoption and online scheduling	Portal utilization	IT & Operations	June 30, 2028	
-----------------------------------	-------------------------	--	--------------------	-----------------	---------------	--

STRATEGIC PRIORITY 5

Marketing, Communications & Brand Awareness

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
Increase public awareness	Develop integrated campaigns	Annual marketing campaigns for each service line	Brand awareness survey	Marketing	Annual	
Increase digital engagement	Expand social media	Weekly educational and promotional content	25% engagement growth	Marketing	Monthly	
Promote providers	Provider spotlight campaign	Monthly provider features	Provider engagement	Marketing	Monthly	
Increase media coverage	Strengthen media relations	Issue press releases and pitch stories	Earned media placements	Marketing	Quarterly	
Strengthen branding	Maintain brand standards	Brand training and template development	Brand compliance	Marketing	FY27	

STRATEGIC PRIORITY 6

Community Engagement & External Affairs

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
Increase community partnerships	Expand outreach	Develop annual partnership plan	Number of active partners	Community Engagement	Annual	

Increase community visibility	Attend community events	Participate in at least 50 events annually	Event participation	Marketing & Outreach	Annual	
Strengthen government relations	Legislative engagement	Quarterly meetings with elected officials	Number of meetings	CEO & Leadership	Quarterly	
Expand stakeholder engagement	Improve communication	Quarterly stakeholder newsletter	Newsletter engagement	Marketing	Quarterly	

STRATEGIC PRIORITY 7

Health Equity

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
Improve equitable access	Expand outreach	Focus outreach in underserved communities	Increased utilization	Outreach	December 31, 2026	
Improve language access	Multilingual communications	Translate key materials into priority languages	Number of translated resources	Marketing	Monthly	
Strengthen community trust	Community listening	Conduct listening sessions and surveys	Community participation	Community Engagement	Quarterly	
Reduce disparities	Monitor population health	Review utilization by demographic groups Increased utilization	Health equity dashboard	Quality Improvement	January 2027; update annually	

STRATEGIC PRIORITY 8

Data, Innovation & Technology

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
Improve performance reporting	Develop executive dashboards	Create quarterly organizational dashboard	Dashboard completion	Quality & IT	FY27	
Improve digital engagement	Expand website functionality	Add online scheduling and service pages	Website conversions	Marketing & IT	FY27	
Improve data-informed decisions Enhance innovation	Strengthen analytics	Monitor KPIs monthly	Monthly reports	Senior Leadership	Monthly	
Enhance innovation	Evaluate emerging technologies	Pilot AI-assisted communications and workflow tools where appropriate	Pilot completion	IT & Leadership	FY28	

STRATEGIC PRIORITY 9

Governance & Board Development

Objective	Strategies	Key Actions	KPIs	Responsible Party	Timeline	Status
Strengthen Board engagement	Enhance education	Conduct quarterly Board education sessions	Board participation	CEO & Board Chair	Quarterly	
Improve strategic oversight	Strengthen reporting	Present quarterly strategic dashboard	Dashboard review	Executive Team	Quarterly	

Develop Board ambassadors	Increase community participation	Encourage Board participation in community events	Board event participation	CEO	Annual	
Evaluate strategic progress	Annual strategic review	Review and update strategic priorities	Annual report completion	Board & Leadership	Annual	

Overall Three-Year Milestones

Timeframe	Major Deliverables
July–December 2026	Finalize implementation plans, launch branding initiatives, establish dashboards, complete outreach calendar, begin provider spotlights, implement Board reporting.
January–June 2027	Complete website enhancements, implement multilingual materials, strengthen referral network, establish community partnerships, conduct first annual evaluation.
FY2028	Expand marketing campaigns, strengthen School-Based Health Center outreach, increase media visibility, evaluate financial and patient growth goals, continue quarterly reporting.
FY2029	Measure outcomes against all strategic goals, prepare the final performance report, gather stakeholder feedback, and begin development of the 2029–2032 Strategic Plan.

Tracking Performance

Goals and objectives will be monitored by staff and leadership specifically designated in the strategic plan, with oversight by CCPC Board of Directors. Semi-annual reports (2 times per year) describing progress toward reaching the goals and objectives will be completed and reviewed by the CCPC Board.

Progress Reporting Tool Template

Strategic Goal:

Strategy	Objectives	Measure	Responsible Party	Progress	Comments

Progress: NS = Not Started IP = In Progress C = Completed O = Ongoing

Looking Ahead

The City of Cincinnati Primary Care Strategic Plan for 2026–2029 represents our collective commitment to improving the health and well-being of the communities we serve. As healthcare continues to evolve, CCPC remains focused on delivering accessible, high-quality, patient-centered care while addressing the social, economic, and environmental factors that influence health.

The success of this strategic plan depends upon collaboration among our Board of Governors, leadership team, employees, patients, community partners, elected officials, and stakeholders. Together, we will continue to expand access to care, strengthen community partnerships, improve organizational performance, and advance health equity throughout Cincinnati.

This strategic plan is intended to serve as a living document. Progress will be monitored through quarterly performance reviews, annual evaluations, and ongoing collaboration to ensure that our strategies remain responsive to the changing needs of our patients and community.

Through innovation, accountability, and a shared commitment to excellence, City of Cincinnati Primary Care will continue to build healthier neighborhoods, stronger communities, and a brighter future for all Cincinnati residents.

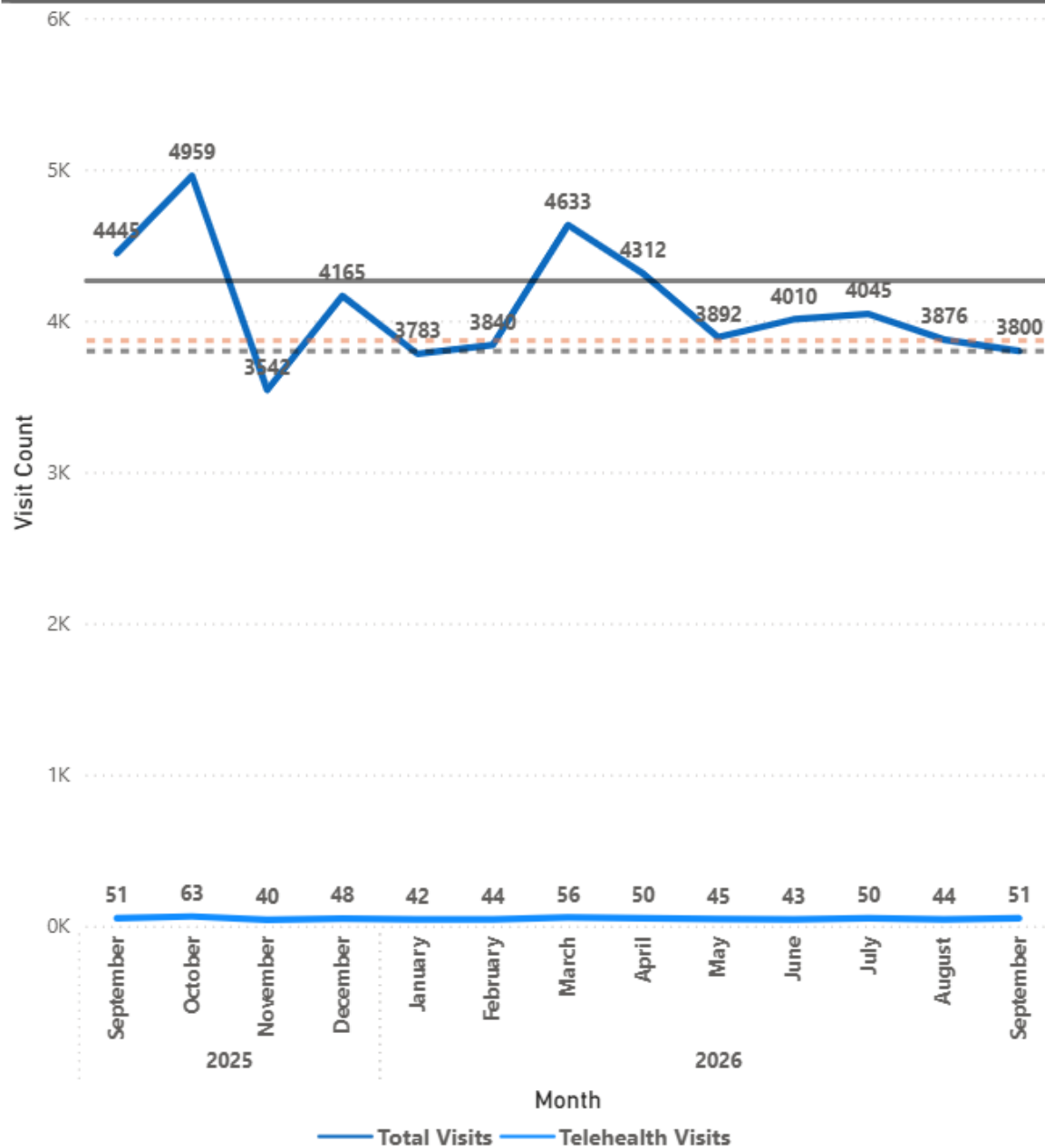


CCPC Board Meeting – Efficiency Update

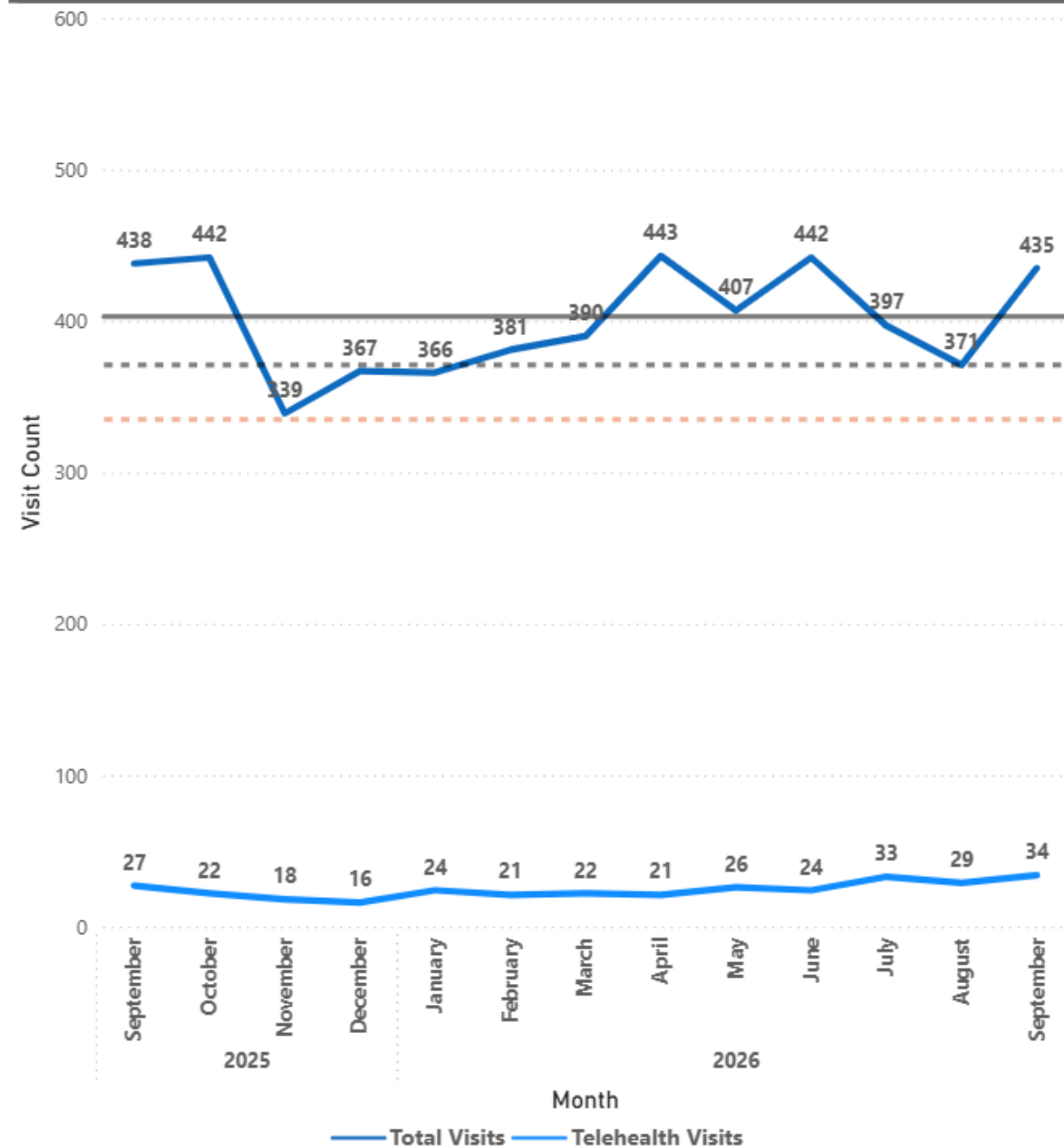
October 2026

Medical/Behavioral Health

Total Visits - All Locations



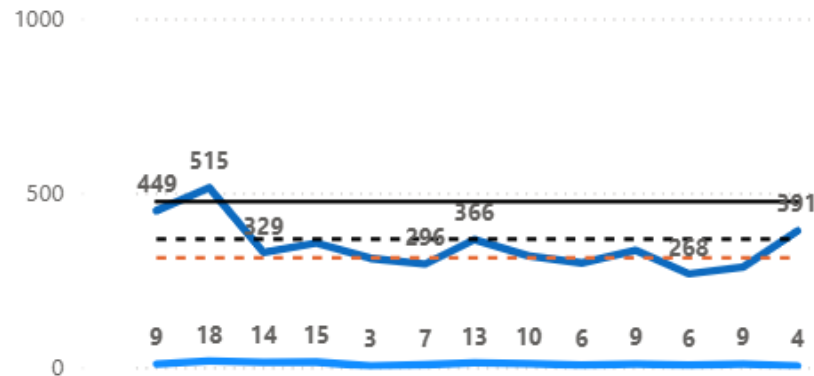
Total Visits - All Behavioral Health



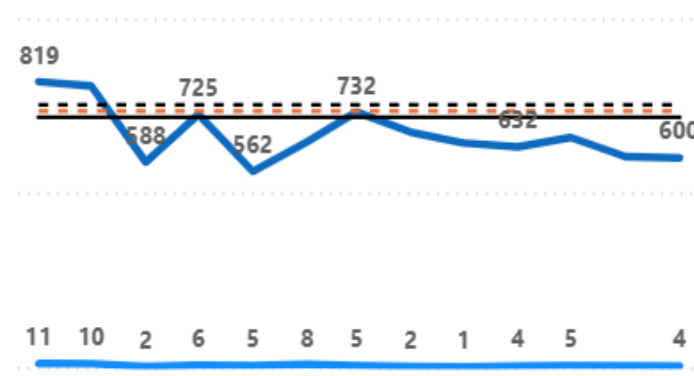
--- Current FY26 Median — FY25 Median - - - FY24 Median

Visits by Department

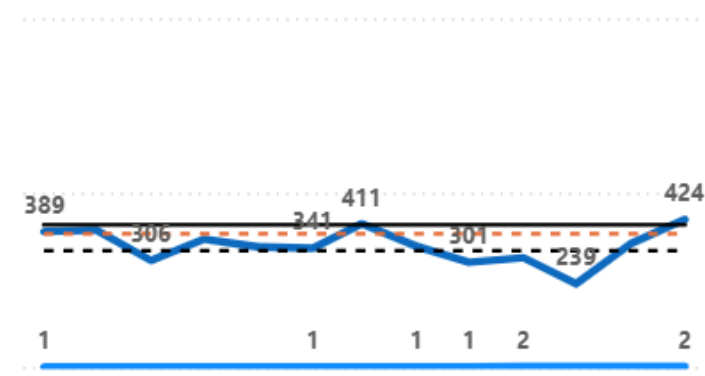
CCPC AMBROSE CLEMENT



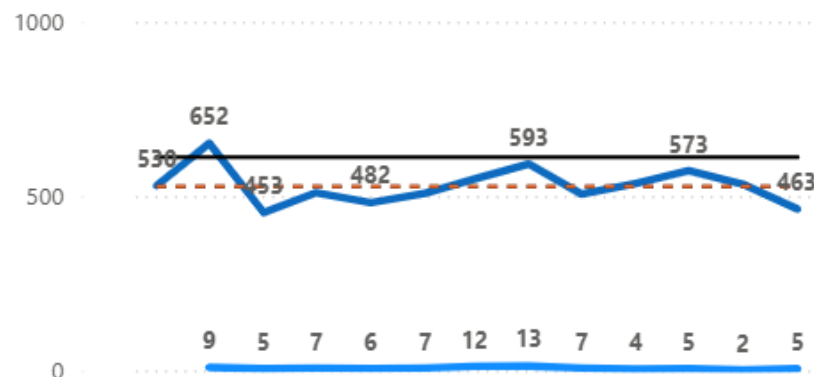
CCPC BOBBIE STERNE



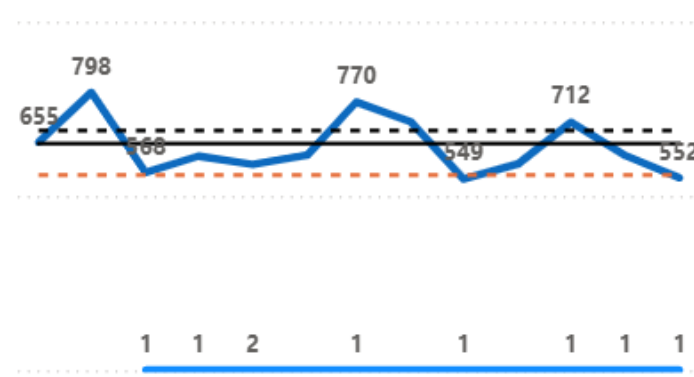
CCPC BRAXTON CANN



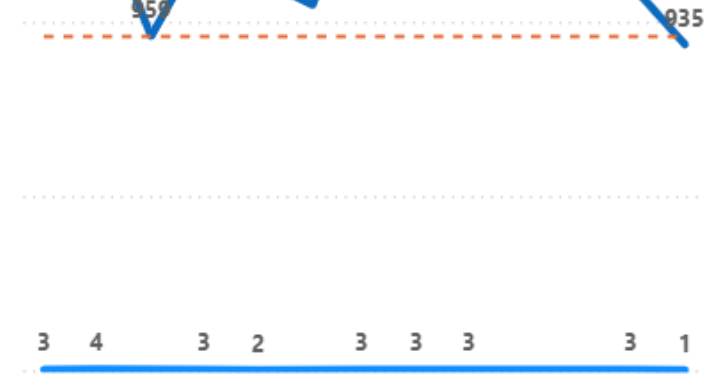
CCPC MILLVALE



CCPC NORTHSIDE

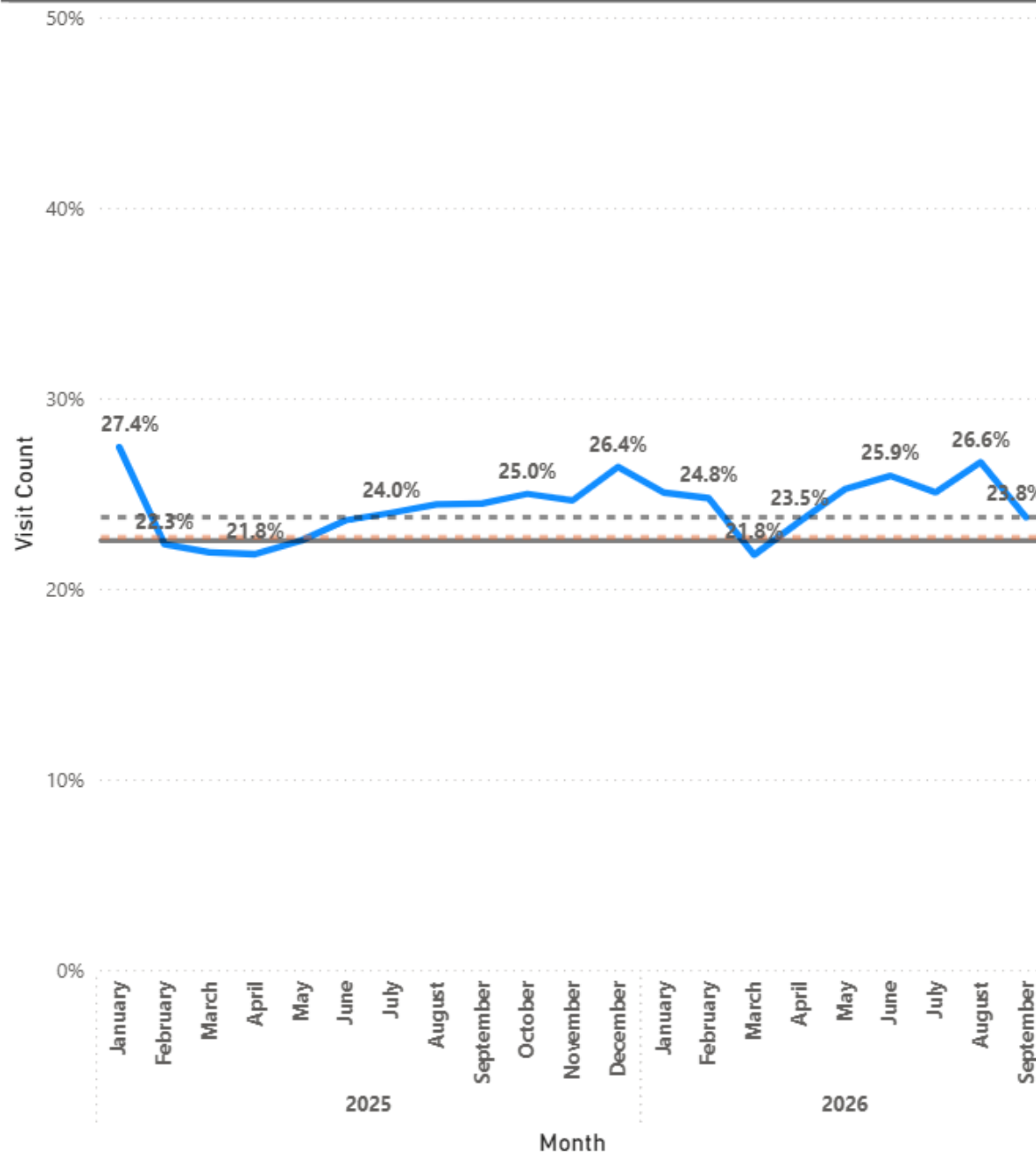


CCPC PRICE HILL

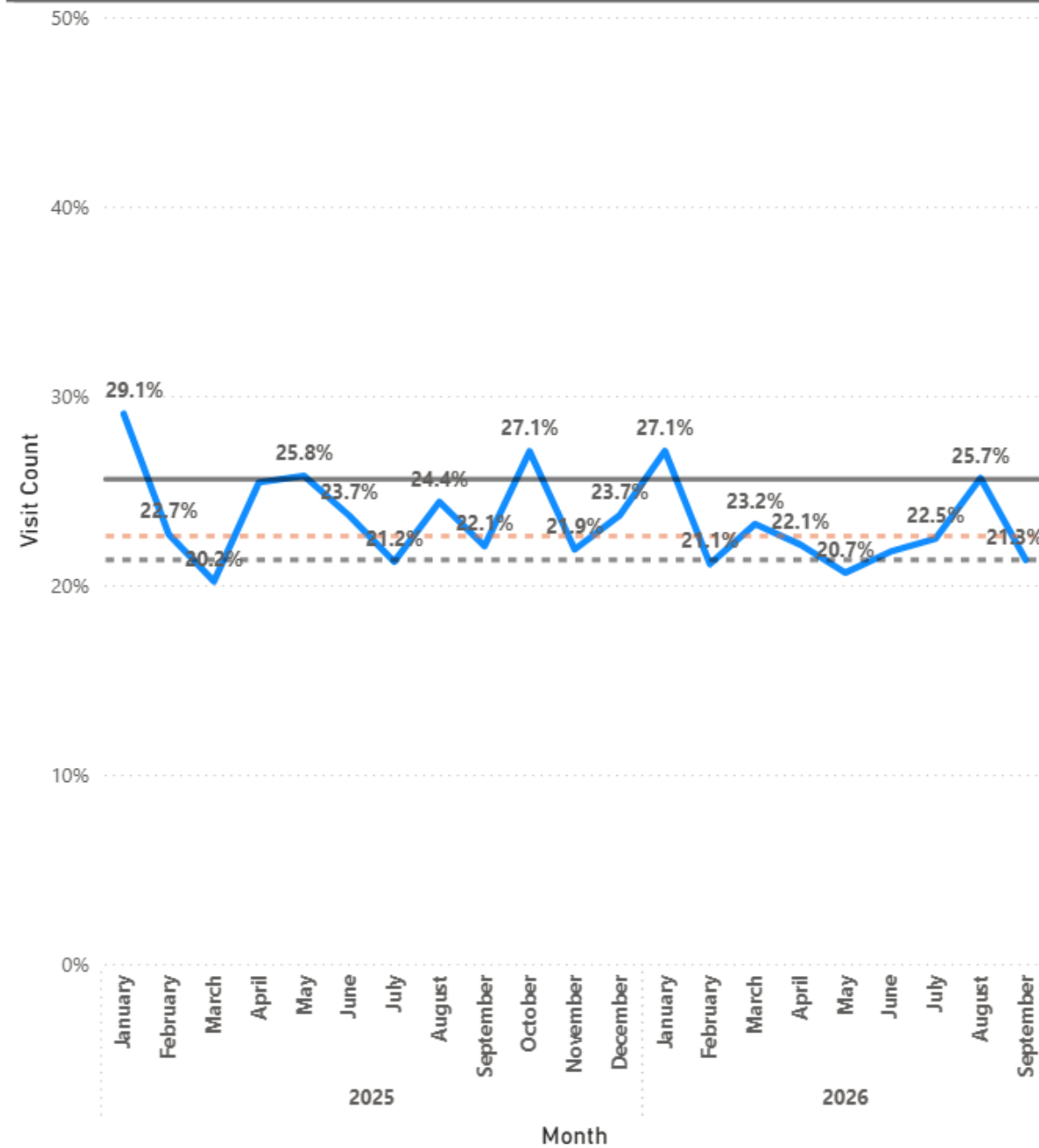


— Total Visits — Telemedicine Visits - - - Current FY26 Median — FY25 Median - - - FY24 Median

No Show % - All Locations



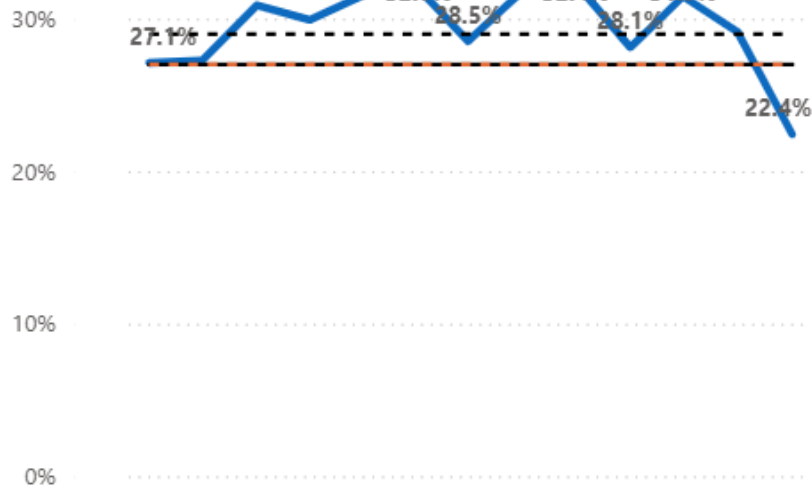
No Show % - All Behavioral Health



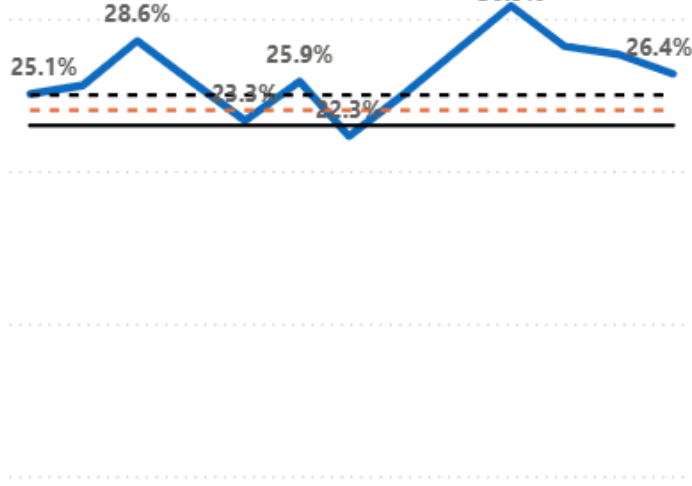
--- Current FY26 Median — FY25 Median - - - FY24 Median

No Show % by Department

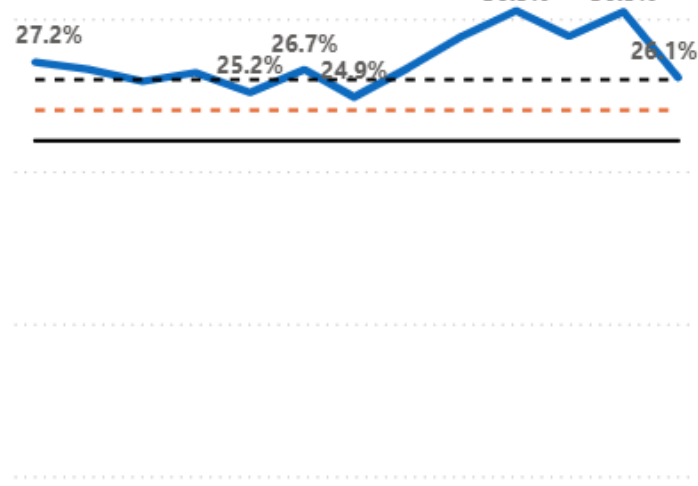
CCPC AMBROSE CLEMENT



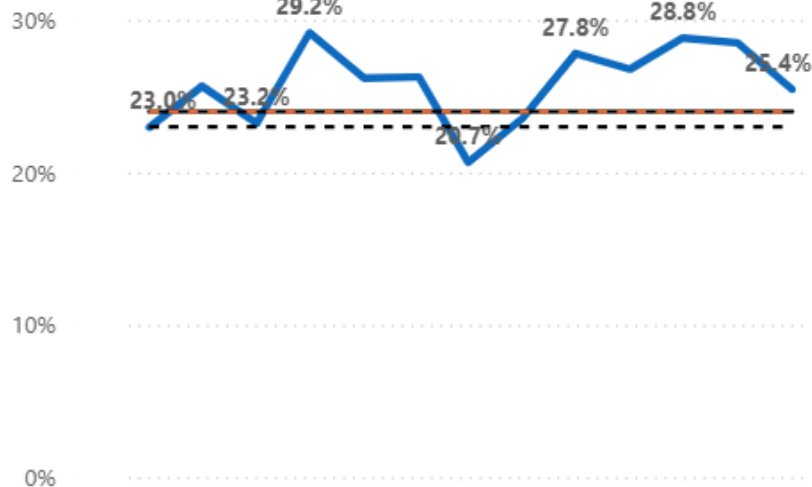
CCPC BOBBIE STERNE



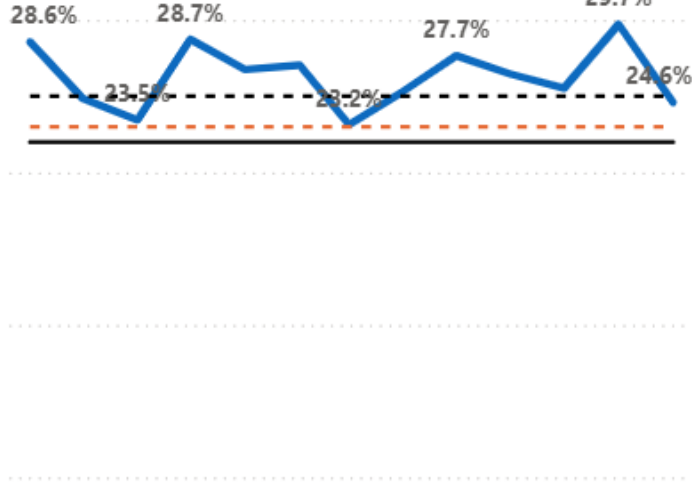
CCPC BRAXTON CANN



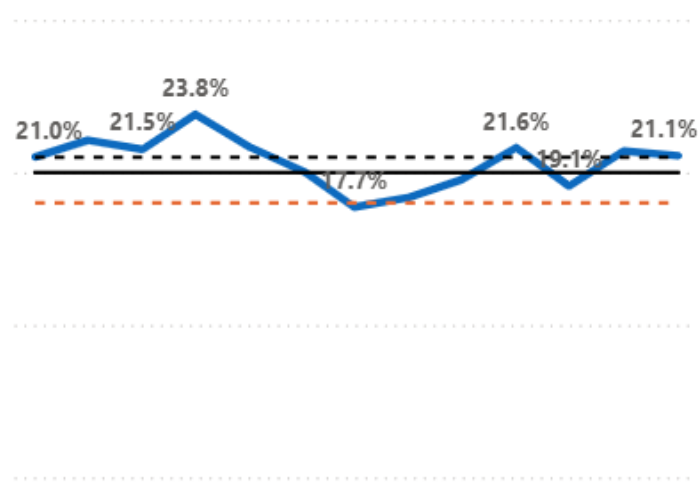
CCPC MILLVALE



CCPC NORTHSIDE



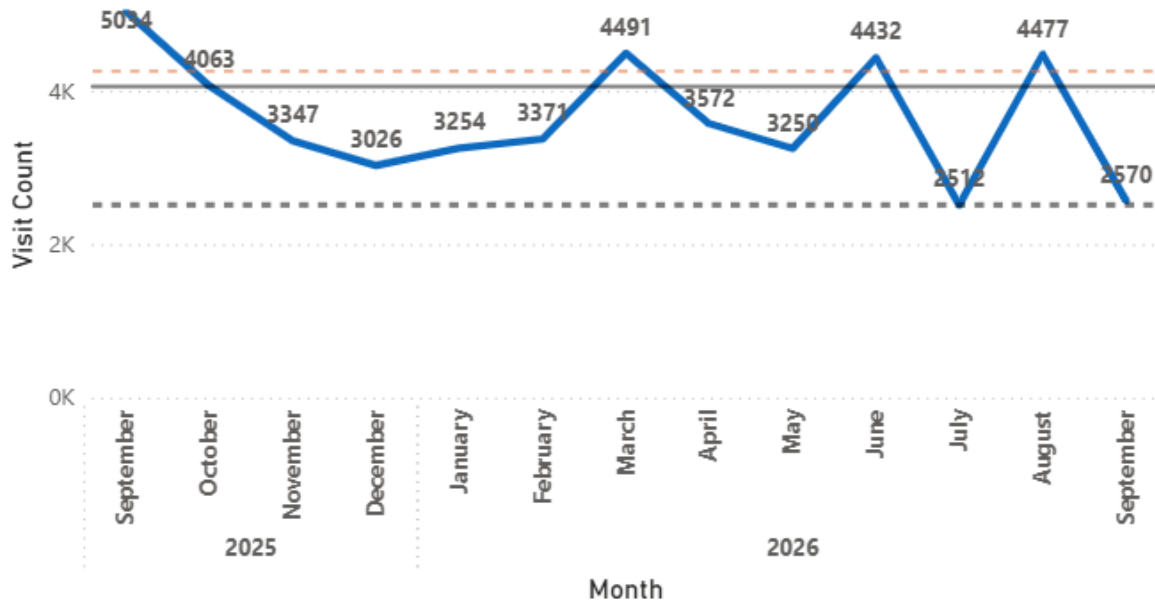
CCPC PRICE HILL



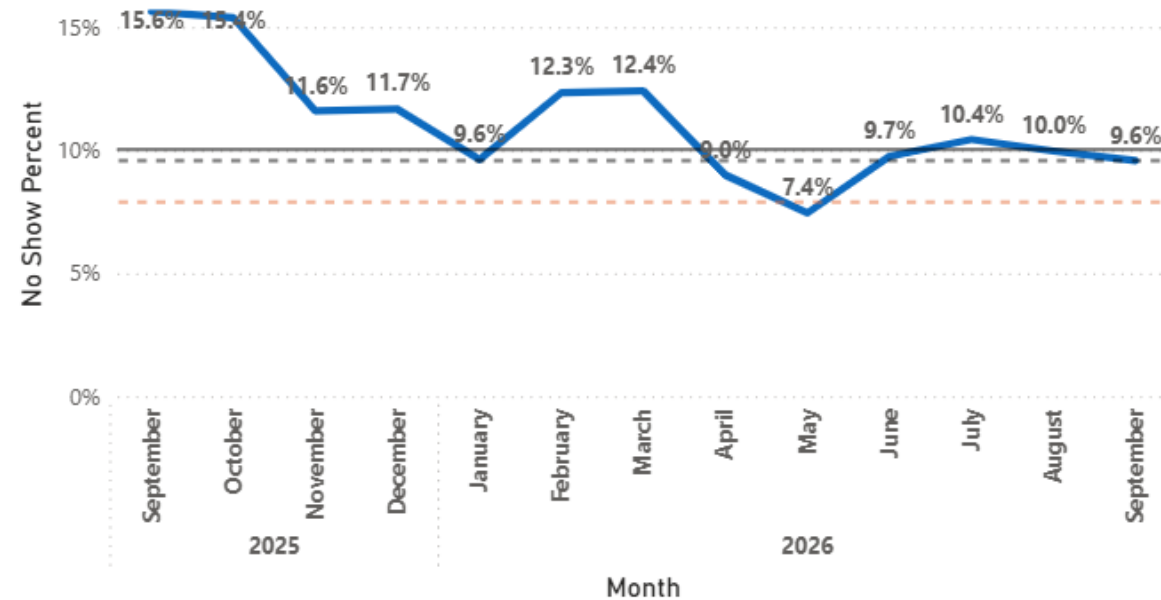
— No Show Percent - - - Current FY26 Median — FY25 Median - - - FY24 Median

Dental

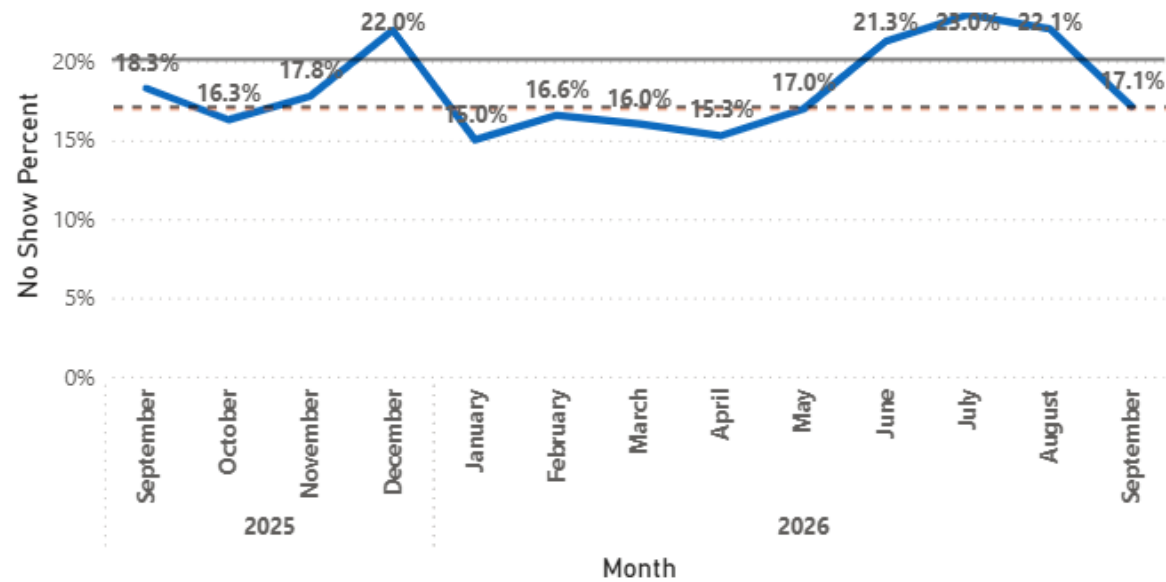
Total Visits - All Dental Locations



New Patient % - All Dental Locations



Broken Appt % - All Dental Locations

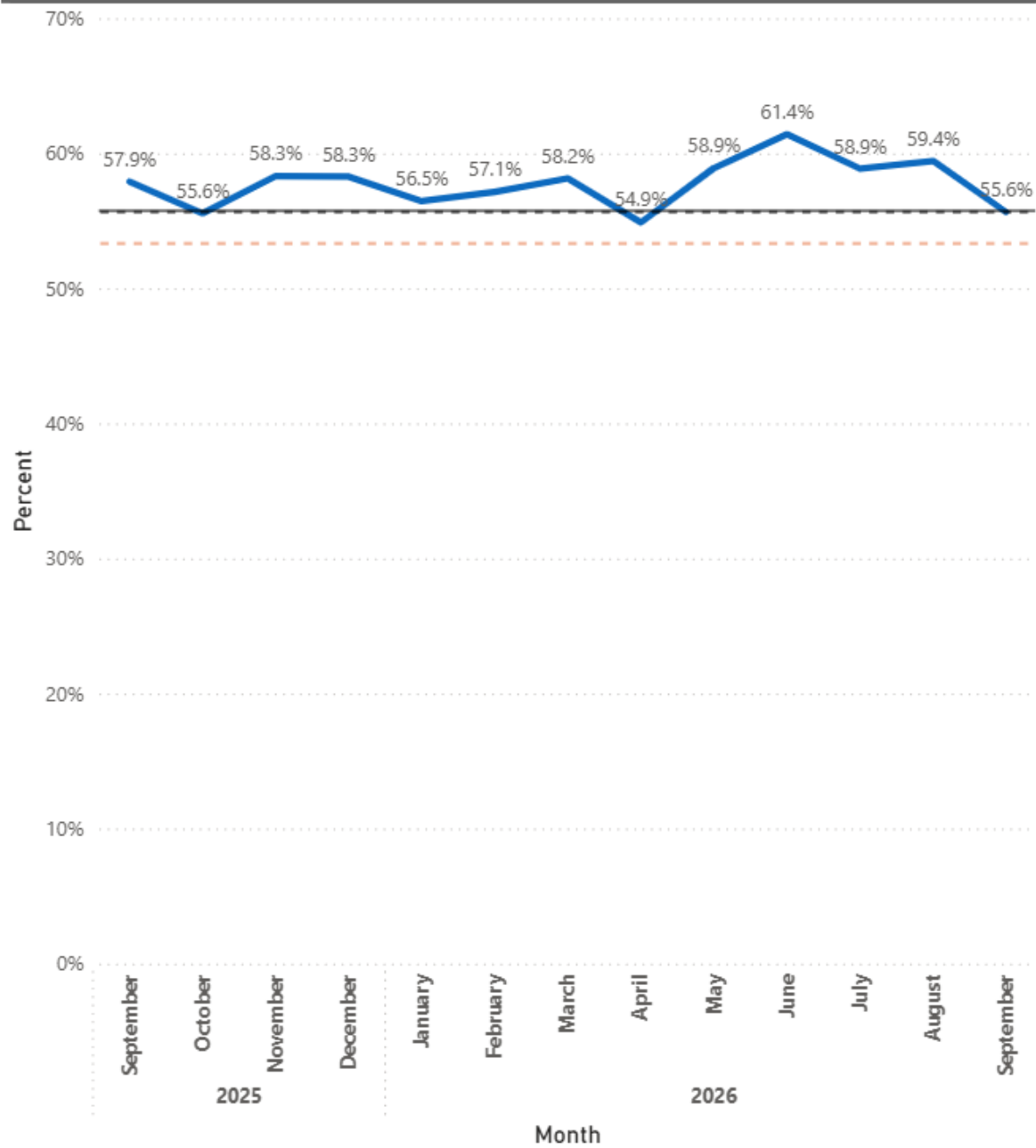


- - - Current FY26 Median — FY25 Median - - - FY24 Median

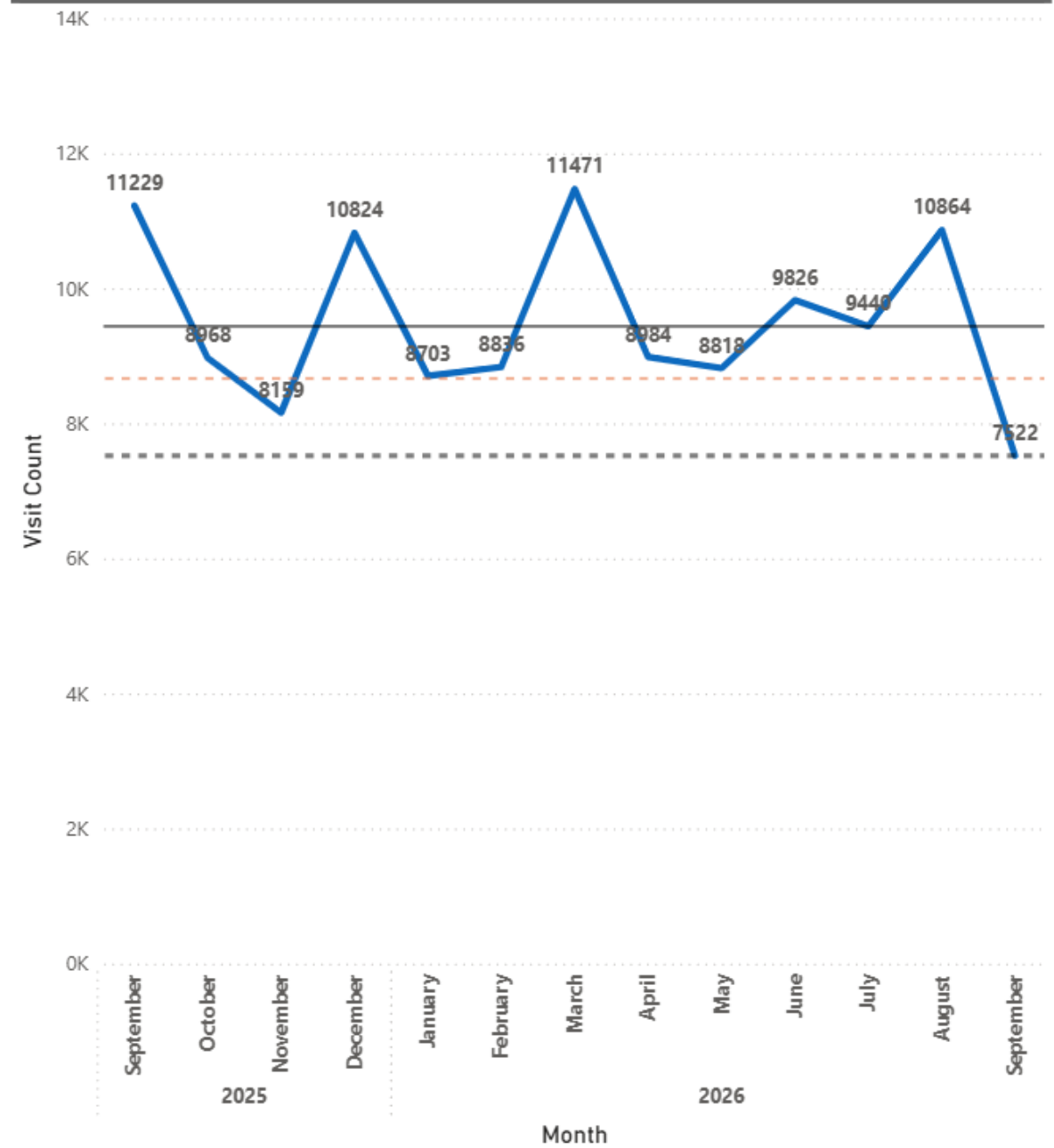
The background is a solid dark blue color, overlaid with several large, overlapping, curved shapes in lighter shades of blue. These shapes create a sense of depth and movement, resembling stylized waves or abstract architectural elements. The word "Pharmacy" is centered in the middle of the image.

Pharmacy

Pharmacy Escribe % - All Locations



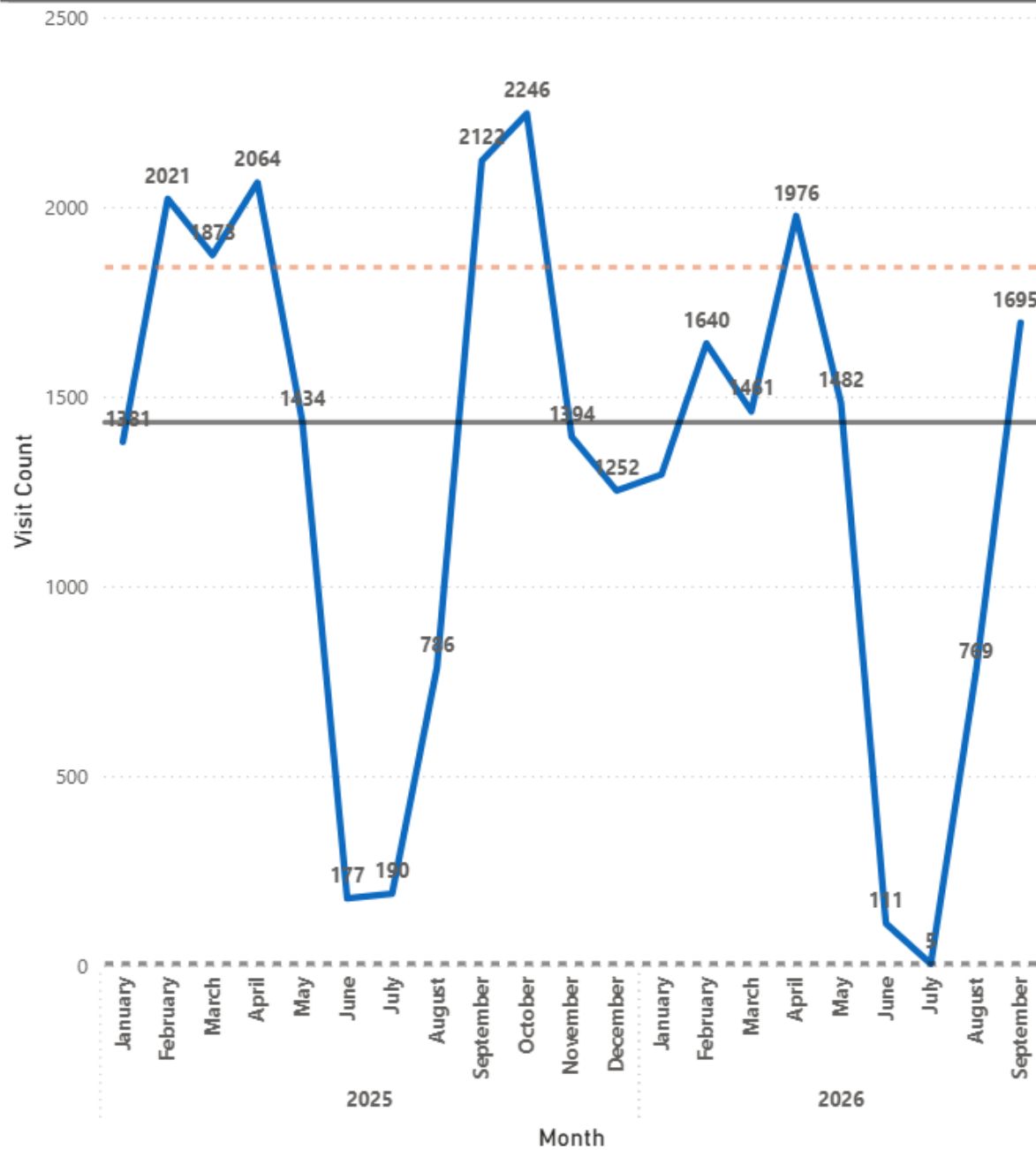
Total Fills - All Locations



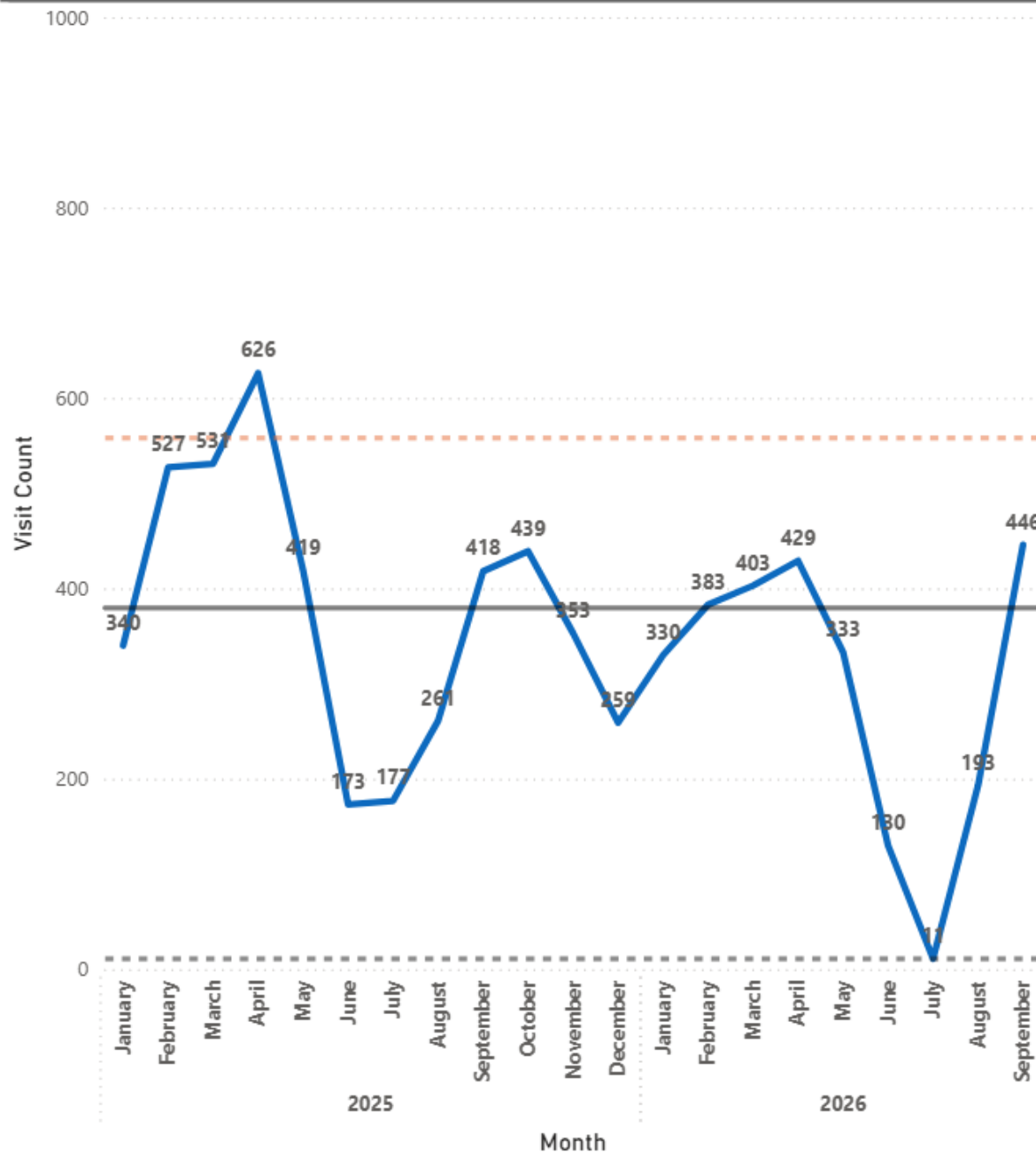
--- Current FY26 Median — FY25 Median - - - FY24 Median

School Based Health Centers

SBHC Visits - All Locations



Vision Visits - All Locations



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