



City of Cincinnati Primary Care Board of Governors Meeting

January 10, 2024

Agenda

Pamela J. Adams	Jeffery Brewster	Robert H. Brown	Michelle Burns
Timothy Collier	Robert Cummings	Dr. Angelica Hardee	Dr. Camille Jones
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 – 6:10 pm **Vote: Motion to approve the Minutes from November 8, 2023, CCPC Board Meetings**

Leadership Updates

6:10 pm – 6:25 pm Ms. Joyce Tate, Chief Executive Officer
CEO Report

6:25 pm – 6:50 pm Dr. Denise Saker, Interim Chief Medical Officer
CMO Report – **handout**

6:50 pm – 7:00 pm Mr. Mark Menkhaus Jr., Chief Financial Officer
CFO Report – **handout**

New Business

7:05 pm – 7:10 pm Public Comments

7:10 pm Adjourn

Documents in the Packet but not presented.

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

Next Meeting – February 14, 2024

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

CCPC Board of Governors Meeting Minutes

Wednesday, November 8, 2023

Call to order at 6:00 pm

Roll Call

CCPC Board members present –Ms. Pamela J. Adams, Mr. Robert Brown, Ms. Michelle Burns, Mr. Timothy Collier, Mr. Robert Cummings, Dr. Angelica Hardee, Dr. Camille Jones, Dr. Phil Lichtenstein, Ms. Luz Schemmel, Ms. Debra Sellers, Ms. Jen Straw, Ms. Erica White-Johnson, Dr. Bernard Young

CCPC Board members absent – Mr. Jeff Brewster

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Mr. Mark Menkhaus Jr, Dr. Denise Saker, Ms. Hannah Back, Mr. David Miller, Dr. Michelle Daniels, Dr. Ed Herzig, Ms. Kim Wright, Ms. Colleen Swim, Ms. Denisha Porter-Guest presenter



CCPC Board Meeting Agenda



CCPC Strategic Planning Overview (

Topic	Discussion/Action	Motion	Responsible Party
Call to Order/Moment of Silence	The meeting was called to order at 6:00 p.m. The board gave a moment of silence to recognize our two most important constituencies; the staff and patients.	n/a	Mr. Tim Collier
Roll Call	13 present, 1 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: That the City of Cincinnati Primary Care Board of Governors approves the minutes of the October 11, 2023, CCPC Board Meeting. <i>Ms. Straw joined the meeting after this vote</i>	M: Ms. Michelle Burns 2nd: Ms. Debra Sellers Action: 12-0 Passed	Mr. Tim Collier
Executive Committee			
Board Communication & Committees	Mr. Collier addressed the board regarding Board Communication and Committees. Board Communication <ul style="list-style-type: none"> • Mr. Collier informed the board that if board members have any questions outside of the meeting that have to do with board matters/business, they are to be sent directly to him (via email/call/text) and he will address the question at the meeting. Therefore, these items will be placed in the minutes and discussed amongst board members. This is not to be confused with complaints as a citizen or a records request. • Ms. Colleen Swim from the solicitor’s office provided some clarification on board communication. Ms. Swim stated that it is not unreasonable for board matters/business to 	n/a	Mr. Tim Collier

	<p>come through the Board Chair as a point of order—this excludes and is separate from public records requests and citizen complaints.</p> <p>Board Committees</p> <ul style="list-style-type: none"> • Mr. Collier informed the board that he is working with the CEO and staff to develop committees. He would like committees to form and be involved in some of the decision making and reporting on some of the items that come up in our meeting. • Mr. Collier is going to call board members but asks for board members to reach out to him regarding which committee board members would like to be a part of. 		
<p>Strategic Planning Process</p>	<p>Dr. Hardee and Ms. Denisha Porter discussed the upcoming strategic planning process with the Board.</p> <ul style="list-style-type: none"> • Presentation presented and sent out to the board. • Dr. Hardee introduced Ms. Denisha Porter • Ms. Porter asked the board why they were passionate about being a member of CCPC. Each board member shared their passions and Dr. Hardee led this portion. <ul style="list-style-type: none"> ○ Dr. Hardee shared that she is passionate about volunteering time at CHD and learning about CHD and CCPC and the facets they serve in the community. ○ Dr. Young shared that he was with the health department for 30+ years and knows about the level of service CHD provides. He enjoys being a part of a board that makes sure citizens receive the appropriate level of health care. ○ Ms. Adams shared that her passion comes from her love of taking care of others, seeing people in good health, making a difference, and admires what the health department does every day. ○ Mr. Collier shared that as a caregiver in the community and a patient, he is passionate about being a voice and an advocate for CCPC/CHD when decisions are made; as well as assisting CHD workers how he is able. ○ Ms. Burns shared that her passion comes from her belief that the CHD services that are provided are the best kept secret in health care. As a former CHD staff member, she saw firsthand the importance of what CHD was providing. Would love to see the board continue to grow and no longer be the best kept secret. ○ Mr. Brown shared that his passion stems from him believing the CCPC Board does important work in the community and 	<p>n/a</p>	<p>Dr. Angelica Hardee and Ms. Denisha Porter</p>

	<p>spreading the word about the services that CCPC provides and their accomplishments.</p> <ul style="list-style-type: none"> ○ Mr. Cummings shared that his passion comes from identifying health care disparities in impoverished communities as well as minorities. He likes that CHD is a poverty fighter and keeps the community informed. ○ Ms. Sellers shared that her passion comes from being a user of the services and seeing the importance of CHD in the community, and advocates from the high quality of care received. ○ Dr. Lichtenstein shared this his passion comes from working with FQHCs after working in private practice. He has been able to see firsthand how challenging it is to do the work that CHD does and what the potential is— using quality improvement, adhering to the mission statement, and converting clinics into health centers. ○ Ms. Schemmel shared that her passion comes from the importance of families having an established primary care physician. When she was working in Price Hill, she informed the Hispanic families of the accessibility and quality of care at CHD/CCPC. She is excited to continue that work as a board member. ○ Dr. Jones shared that her passion comes from working on the public health side of CHD for 13 years and working closely with CCPC leadership when creating the FQHC infrastructure. Wants to continue the mission of ensuring patients have access to care. ○ Ms. Straw shared that her passion comes from being a user of the dental services. She was blown away by the high level of dental care and respect received at our health centers. ○ Dr. Herzig (BOH liaison) shared that his passion comes from his belief that CHD is a stealth organization and that people need to know about the high-quality care and expertise of the clinicians and staff who work at the Health Department. ○ Ms. Douglas (BOH liaison) shared that her passion comes from learning more about CCPC when joining Board of Health. She likes what she has learned and seen over the years from CCPC. <ul style="list-style-type: none"> ● Dr. Hardee gave an overview of the City of Cincinnati Primary Care Board, discussing the mission, vision, and the definition and components of a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) in the strategic planning process. ● Ms. Porter did a core value activity with the Board. <ul style="list-style-type: none"> ○ Ms. Porter discussed Collaboration: We believe in being an active member of our community, participating in 		
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	<p>conversations and engaging with each other productively and respectfully to achieve common goals.</p> <ul style="list-style-type: none"> ○ Ms. Porter discussed 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. ○ Ms. Porter discussed 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 public. ○ Ms. Porter discussed 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 the people of Cincinnati. We pursue excellence in outcomes and social determinants of health through continuous quality improvement. ○ Ms. Porter discussed Health Equity and 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. ● Ms. Porter elaborated that The CCPC Board of Directors and key leadership staff will meet for a strategic planning retreat. The group will review the current Vision, Mission and Core Values and identify key strategic goals for the next 3-year period. Staff will work to develop objectives, action steps and timelines for each of the strategic objectives selected by the Board. 		
<i>Old Business</i>			
CEO Update	<p>Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.</p> <p>Ambrose Community Event</p> <ul style="list-style-type: none"> ● A flyer for this event is included in the agenda packet. ● Ms. Tate informed the board that CCPC will be hosting a community day, partnering with local community partners, Saturday, November 18, 2023, from 10am-2pm. There will also be a turkey giveaway. Ms. Tate 	n/a	Ms. Joyce Tate

	<p>encouraged board members to attend.</p> <p>Northside Staff</p> <ul style="list-style-type: none"> Ms. Tate informed the board that there were 3 staff members at the Northside location that experienced tragedy this week—one staff member lost a grandson to a shooting, one staff member lost a nephew in a car accident, one staff member lost a brother in a car accident. Leadership is rallying around these employees and providing support for family. <p>Personnel Actions</p> <ul style="list-style-type: none"> The Board of Health Personnel Actions is included in the Board packet. No additional discussion from the board. 		
<p>CMO Update</p>	<p>Dr. Saker presented her CMO Report to the board.</p> <p>Highlights</p> <ul style="list-style-type: none"> See the memo in the agenda packet. Dr. Saker informed the board that she has reinstated the quality committee to follow the HRSA regulatory requirements. The committee will review high-level quality measures for CCPC summarized in a monthly dashboard and address the institutional priority areas. A charter is being drafted by the committee. <ul style="list-style-type: none"> Focus areas are access to services, high-level view of capacity to expand by adding providers and support staff, and balance of time. Dr. Saker updated the board regarding School-Based Health Centers. <ul style="list-style-type: none"> The SBHCs are almost fully staffed between providers and support staff. Community access to SBHC services is going very well and is appreciated by the public. There is an Asthma Care QI project currently going on in the SBHCs. Dr. Saker updated the board regarding Behavioral Health Services. <ul style="list-style-type: none"> The team is evaluating the Adult Behavioral Health Program objectives and learnings for access. Pediatric and Adolescent Integrated Behavioral Health Services are currently being offered at the Millvale and Price Hill Health Centers—in collaboration with Cincinnati Children’s Hospita No additional discussion from the board. 	<p>n/a</p>	<p>Dr. Denise Saker</p>

Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY22 and FY23 for the month of September 2023.</p> <ul style="list-style-type: none"> • Please see the memo and presentation attached to the agenda. <p>Highlights</p> <ul style="list-style-type: none"> • Disaster hours for Health Centers are down significantly and no overtime. • Disaster hours for School-Based Health Centers are down almost 100%. • Revenue increased 47.25%. <ul style="list-style-type: none"> ○ Grant revenue is at 0%. ○ Self-paid patients increased 2.12%. ○ Medicare increased 22.34%. ○ Medicaid increased 39.39%. ○ Private Pay insurance decreased 2%. ○ Medicaid managed care decreased 5.11%. ○ 416—Offset increased 6.48%. • Expenses increased 26.31%. <ul style="list-style-type: none"> ○ Personnel expenses increased 14.30%. ○ Material expenses increased 252.31%. ○ Contractual Costs increased 17.98%. ○ Fixed costs increased 37.42%. ○ Fringes increased 25.25%. • Net Gain was \$390,800.17. <ul style="list-style-type: none"> ○ Invoices greater than 90 days are at 35% (below 20% is the goal). ○ Invoices greater than 120 days are at 24% (below 10% is the goal). ○ Days in Accounts receivable were 0.5 days 	n/a	Mr. Mark Menkhaus Jr.
<i>New Business</i>			
Public Comments	<ul style="list-style-type: none"> • No Public Comments. 	n/a	Mr. Tim Collier
Documents in the Packet but not presented.	<ul style="list-style-type: none"> • Efficiency Update is included in the packet. 	n/a	n/a

Meeting adjourned: 7:34 pm

Next meeting: December 13, 2023, at 4:00 pm (special time)

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/ps1byNP9iF/>

Date: 11/8/2023
Clerk, CCPC Board of Governors

Date: 11/8/2023
Dr. Angelica Hardee, Secretary

CCPC Board of Governors

Cincinnati Health Department

November 8, 2023

Board Members	Roll Call	10.11.2023 Minutes		
Ms. Pamela J. Adams	X		X	<i>Present</i>
Mr. Jeffrey Brewster				<i>Yay</i>
Mr. Robert Brown	X			<i>Nay</i>
Ms. Michelle Burns	X	M		<i>Absent</i>
Mr. Timothy Collier-Chair	X			<i>Didn't vote, but present</i>
Mr. Robert Cummings	X		M	<i>Move</i>
Dr. Angelica Hardee	X		2nd	<i>Second</i>
Dr. Camille Jones	X			
Dr. Philip Lichtenstein	X			
Ms. Luz Schemmel	X			
Ms. Debra Sellers	X	2nd		
Ms. Jen Straw	X			
Ms Erica White-Johnson	X			
Dr. Bernard Young	X			
Motion Result:	Quorum	Passed		

Ms. Carrie douglas - Ex Officio	X
STAFF	
Sa-Leemah Cunningham (clerk)	X
Mark Menkhaus Jr.	X
Dr. Denise Saker	X
Joyce Tate	X
Hannah Back	X
David Miller	X
Michelle Daniels	X
Dr. Ed Herzig	X
Ms. Denisha Porter-Guest	X
Kim Wright	X
Colleen Swim	X



City of Cincinnati Primary Care
Board of Directors Meeting
January 10, 2024
Chief Medical Officer Report

CCPC Quality Improvement Summary 2023

On December 13, 2023, the Quality Improvement Steering Committee met for a year-end celebration of department-wide project successes.

The presentations showcased a wide variety and exciting depth of clinical and public health initiatives from all service areas within the Cincinnati Health Department. Included were established QI projects in hypertension and diabetes measures, lead screening, community access to care, mold remediation, student access to preventive oral health services, and addressing environmental causes of asthma.

Highlights:

Diabetes: Reduction in the percentage of patients with uncontrolled diabetes from 27.3% in 2021 to 23.5% in 2023. This is across the entire CCPC system.

Hypertension: Improvement in hypertension control from 50% in 2021 to 75% in 2023. This is also across the entire CCPC system.

Hypertension in African Americans: Improvement in blood pressure control from 61.2% in 2021 to 68.4% in 2023.

Children with asthma: Completion of home inspection to identify environmental asthma triggers increased from 40% in 2022 to 100% in 2023.

Clinical Pharmacy Program: Development of a collaborative care model of chronic disease state management and medication therapy management for primary care providers and clinical pharmacists in three CCPC health centers

Program participants acknowledge Dr. Grant Mussman, Dr. Maryse Amin, and Mindy Corcoran (CCHMC Director of Improvement Science) for their guidance and expertise.

A complete list of projects is attached.



Quality Improvement Steering Committee 2023 Celebration Presentations

Janie Hils, MPH: Optimizing the Dailies Process in the Childhood Lead Poisoning Prevention Program (CLPPP)

Maryse Amin, PHD, MS: Increasing Lead Screening in Cincinnati Pediatric Population

Antonio Young, REHS: Reducing Environmental Hazards in the Living Space of Asthmatic Children

Angela Uran, REHS: Shortening the Response Time to Mold Complaints

Adrienne Sirbu, RN: School Based Health Center (SBHC) – Central Scheduling (CSU) Access

Adrienne Sirbu, RN: Asthma Management in the School Setting

Yury Gonzales, MD: CHD Diabetes Mellitus Quality Improvement Initiative

David Miller: Pharmacy Chronic Disease State Management and Formulary Medication Therapy

Meron Hirpa Kassa, MD: CHD Blood Pressure Control Initiative

Stephanie Courtney, DrPH, MPH: Improving Blood Pressure Control for African Americans

Anna Novais, DMD: Improving Student Access to Preventive Oral Health Services Through School-Based Dental Centers

Denise Saker, MD, MPH: Reducing Vaccine-Preventable Disease: Pertussis and 4th DTaP Immunization

Tiffany White: Cribs for Kids Program – Improving Safe Sleep Education

Tunu Kinebrew: Reduction of USPS Mail Complaints and Returns

John Sanders: Food License Renewal Process Improvement

DATE: January 10, 2024
TO: City of Cincinnati Primary Care Governing Board
FROM: Mark Menkhaus, Jr., CFO
SUBJECT: Fiscal Presentation November 2023

Fiscal Presentation

Fiscal Presentation for November 2023.

- For FY24, as of November 2023, Cincinnati Primary Care had a net gain of \$380,983.89.
- In FY23, November had a net gain of \$5,563,830.18. Comparing FY24 with FY23 shows a decrease of \$5,182,846.29. This increase is due in part to the Medicaid Maximization payment from FY21 that was received in October 2022 in the amount of \$4,831,974.95.
- Revenue decreased by \$2,858,673.20 from FY23. This was mainly due to the Medicaid Maximization payment.
- Expenses increased by \$2,324,173.79 from FY23. The increase is due to filled positions and a corresponding increase in Fringe benefits. The increase is also due to the timing of invoices paid.
- Here are charges for disaster regular hours and overtime as it relates to COVID-19 for FY23 and FY22 for August.

Clinics		
Type Labor Cost	FY24	FY23
Disaster Regular	\$9,312.52	\$26,626.67
Disaster Overtime	\$ 0.00	\$ 4,260.68
Total	\$9,312.52	\$30,887.35

School Based		
Type Labor Cost	FY24	FY22
Disaster Regular	\$574.63	\$33,732.99
Disaster Overtime	\$ 0.00	\$ 6,778.57
Total	\$574.63	\$40,511.56

April Payor Mix Highlights:

	Medicaid	Commercial	Medicare	Self-Pay
Medical	-6%	0%	-1%	6%
Dental	-5%	-3%	0%	-5%
School-Based Medical	-34%	3%	8%	17%
School-Based Dental	-17%	-2%	0%	2%
Behavioral Health	6%	-4%	-5%	8%
Vision	-10%	-1%	0%	8%

Accounts Receivable Trends:

- The accounts receivable collection effort for September for 90-days is 10% and for 120-days is 4%. 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 14% and the rate for 120-days decreased by 14% from the previous month.

Days in Accounts Receivable & Total Accounts Receivable:

- The days in accounts receivable have decreased from the month before by 12.8 days. The number of days has been decreasing for the past 2 months.



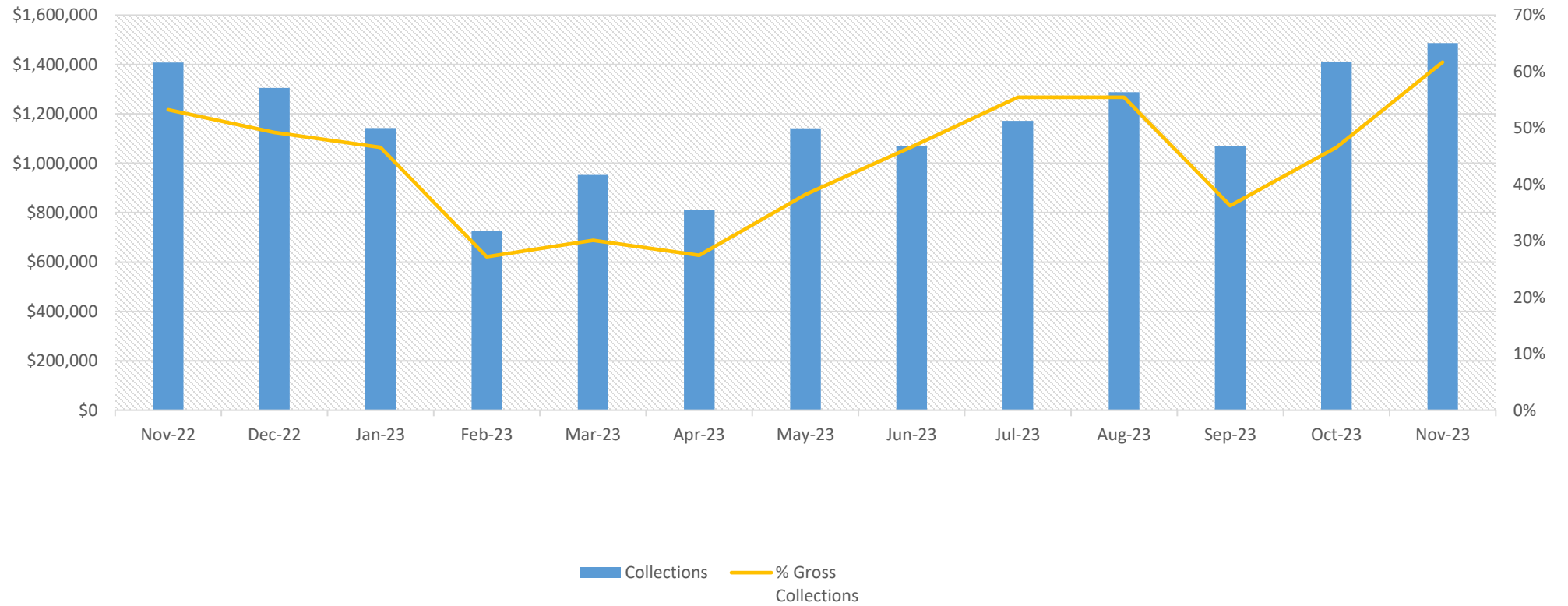
City of Cincinnati Primary Care
 Profit and Loss with fiscal year comparison
 November 2022 - November 2023

	FY24 Actual	FY23 Actual	Variance FY24 vs F23
Revenue			
8556-Grants\Federal	\$1,794,167.98	\$2,195,320.00	-18.27%
8563-Board of Ed Svc (School Nurses Sal.)	\$1,674,392.66	\$0.00	0.00%
8571-Specific Purpose\Private Org.	\$0.00	\$0.00	0.00%
8617-Fringe Benefit Reimbursement	\$0.00	\$0.00	0.00%
8733-Self-Pay Patient	\$378,624.40	\$410,396.19	-7.74%
8734-Medicare	\$2,183,537.42	\$2,229,003.30	-2.04%
8736-Medicaid	\$4,483,411.40	\$7,610,038.29	-41.09%
8737-Private Pay Insurance	\$531,089.03	\$467,164.15	13.68%
8738-Medicaid Managed Care	\$2,059,280.66	\$2,725,588.53	-24.45%
8739-Misc. (Medical rec.\smoke free inv.)	\$284,312.37	\$106,634.21	166.62%
8932-Prior Year Reimbursement	\$29,945.25	\$481,127.26	-93.78%
416-Offset	\$2,054,688.39	\$2,106,850.83	-2.48%
Total Revenue	\$15,473,449.56	\$18,332,122.76	-15.59%
Expenses			
71-Personnel	\$7,534,246.17	\$6,490,453.39	16.08%
72-Contractual	\$2,426,835.01	\$2,242,084.05	8.24%
73-Material	\$996,536.23	\$671,881.84	48.32%
74-Fixed Cost	\$755,508.65	\$618,127.23	22.23%
75-Fringes	\$3,379,339.61	\$2,745,746.07	23.08%
Total Expenses	\$15,092,465.67	\$12,768,292.58	18.20%
Net Gain (Losses)	\$380,983.89	\$5,563,830.18	-93.15%

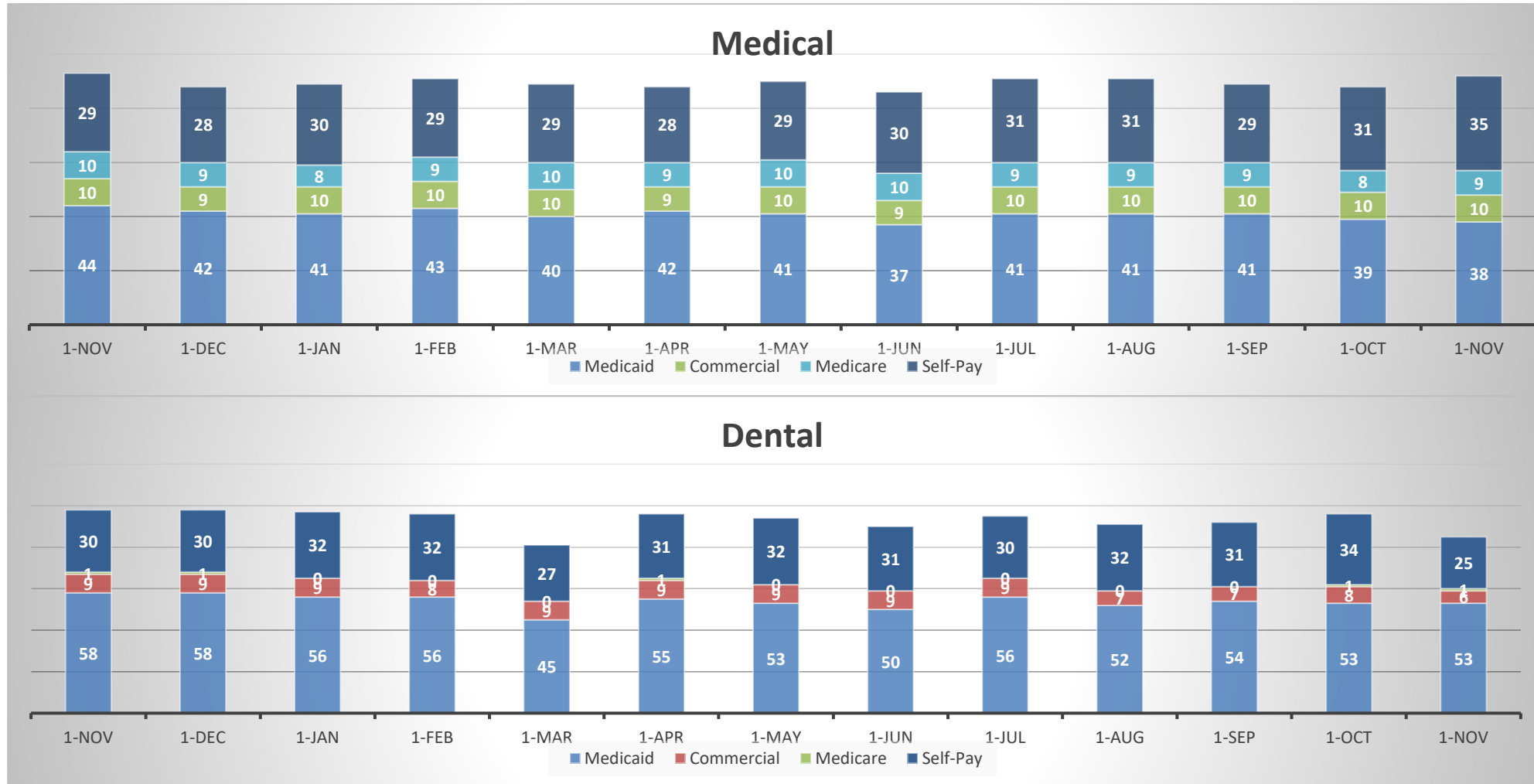
CHD/CCPC Finance
Update
January 10, 2024

Revenue Presentation

Monthly Visit Revenue

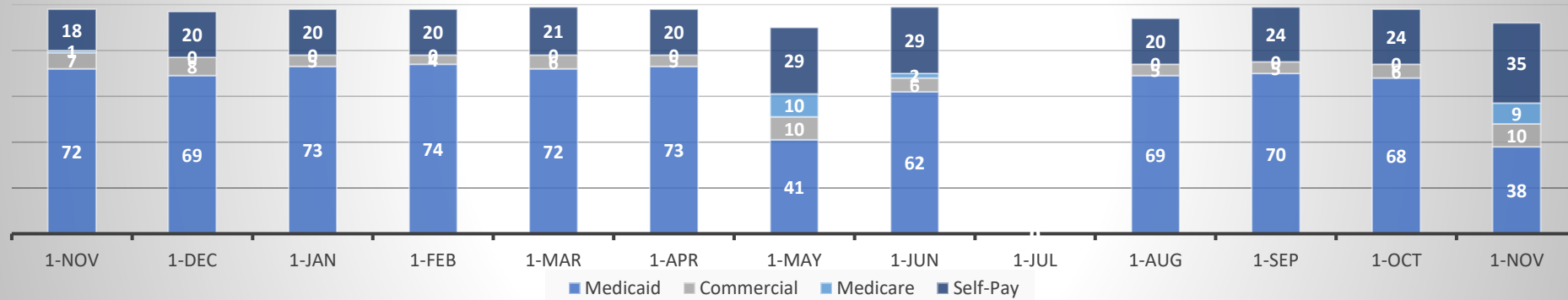


Payor Mix

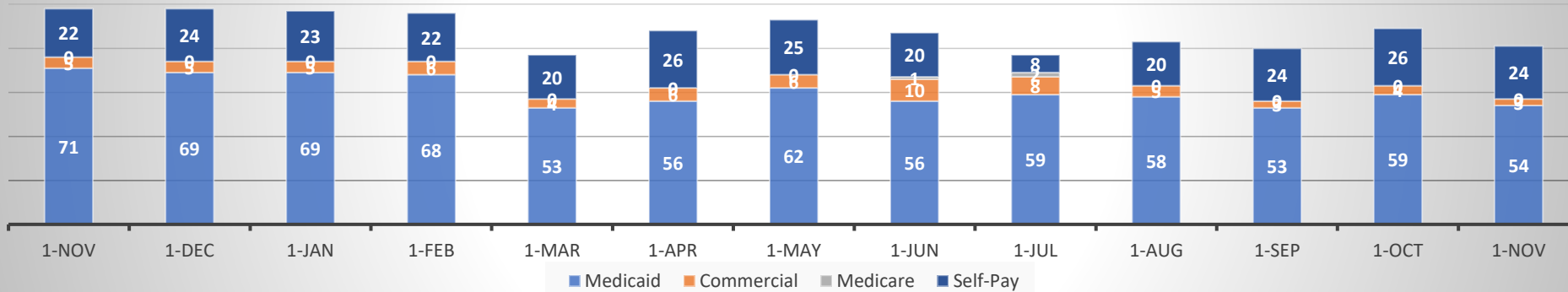


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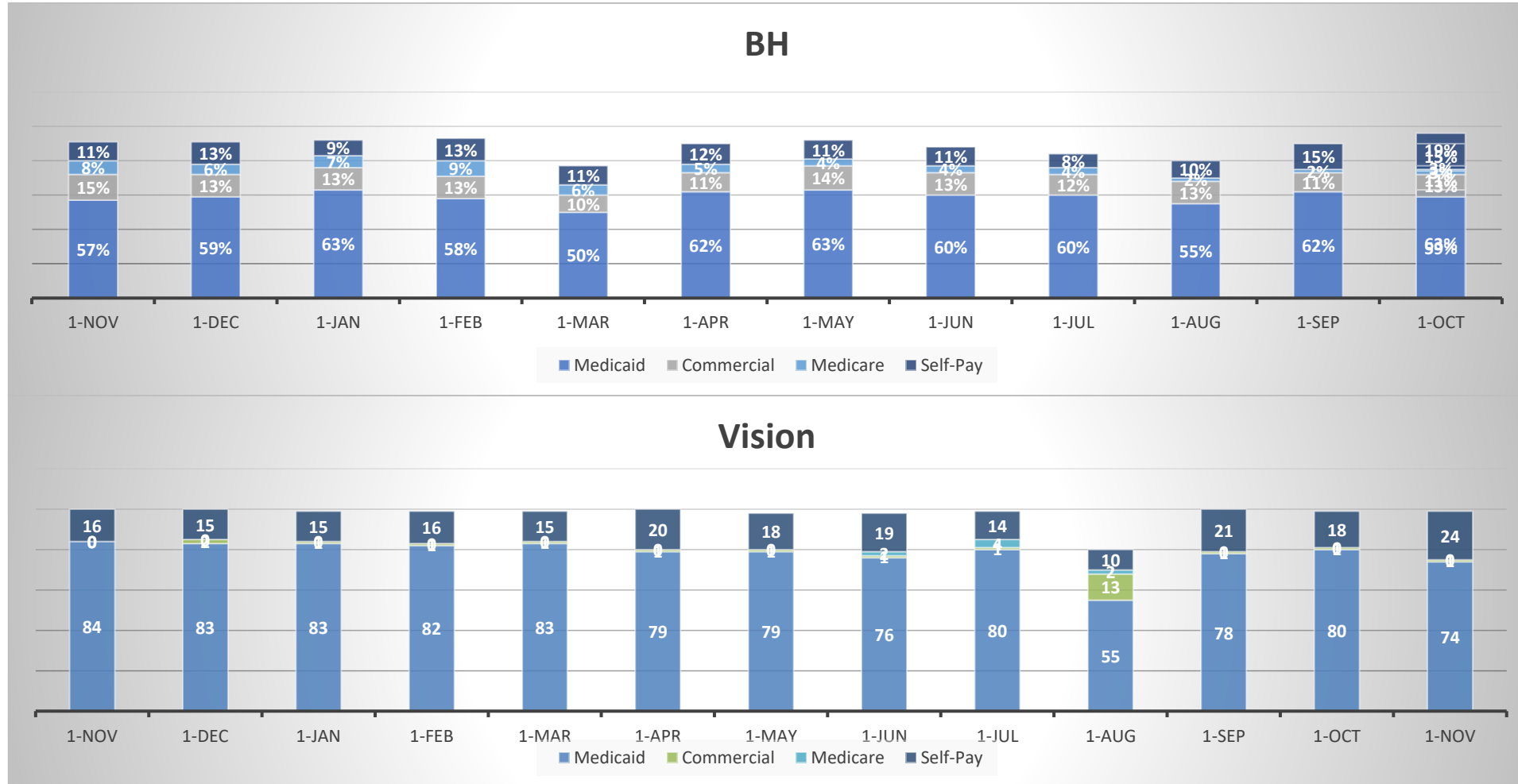
SBHC - Medical



SBHC - Dental

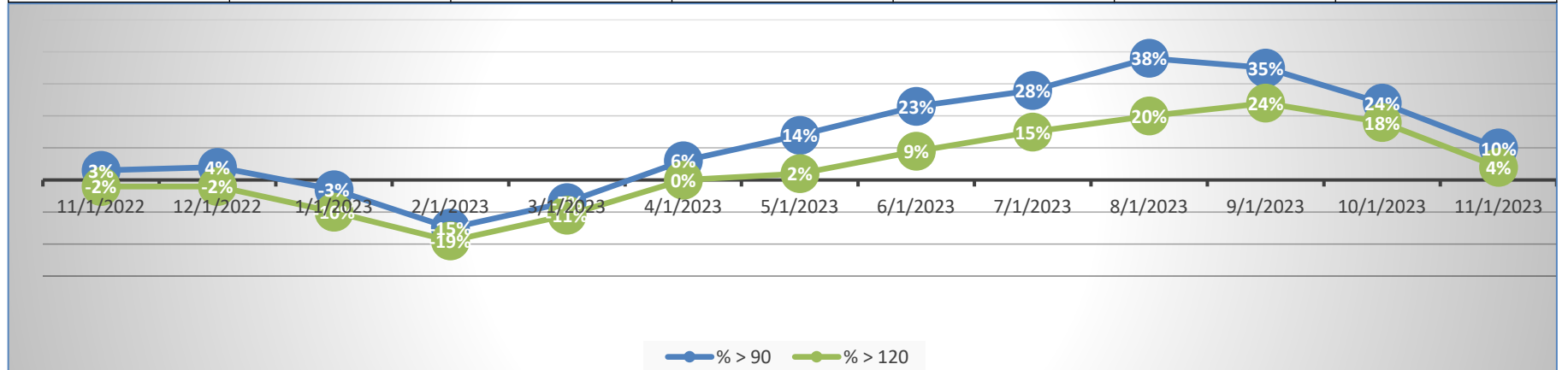


Payor Mix

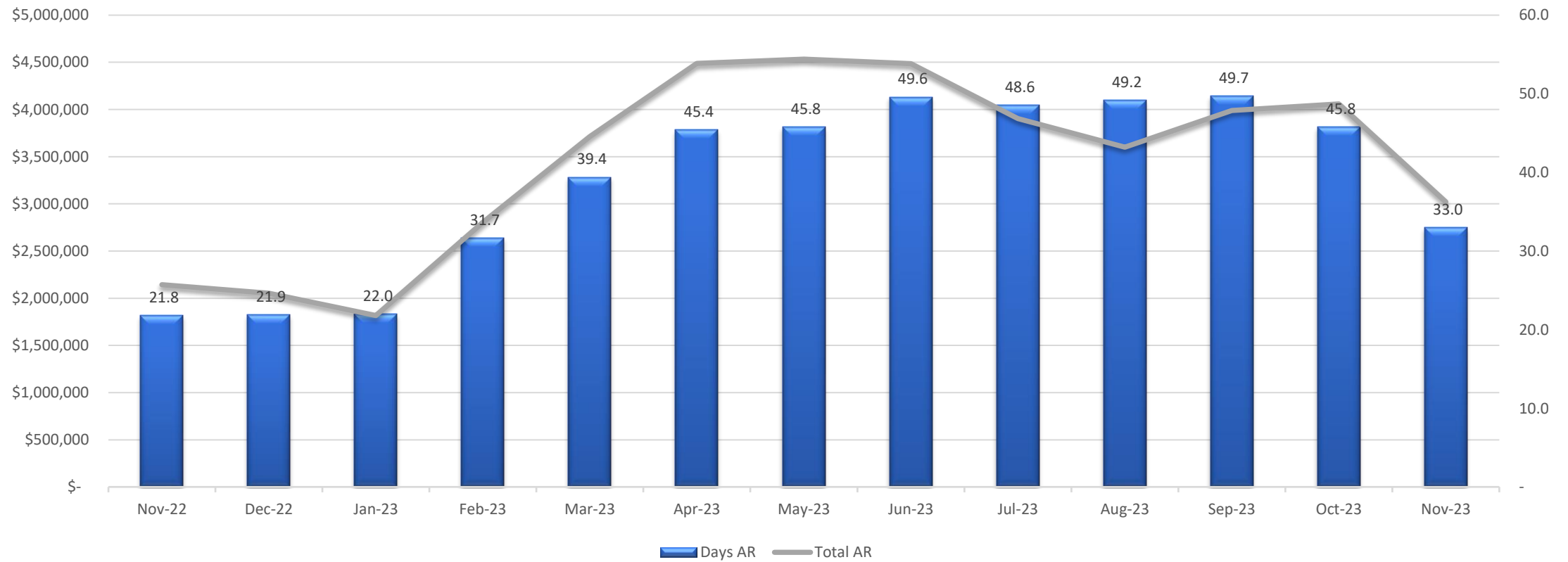


AR Trends

Aging Period	Insurance November	Patient - All November	Patient - On Pmt Plan November	Patient - Not on Pmt Plan November	Total November	% Total November
0 - 30	\$1,569,496	\$110,292	\$1,319	\$108,973	\$1,679,788	52.12%
31 - 60	\$727,523	\$136,225	\$1,648	\$134,578	\$863,749	26.80%
61 - 90	\$235,460	\$113,264	\$596	\$112,668	\$348,724	10.82%
91 - 120	\$139,690	\$73,968	\$1,178	\$72,790	\$213,658	6.63%
121 - 150	\$86,274	\$28,225	\$602	\$27,622	\$114,498	3.55%
151 - 180	\$43,434	\$26,826	\$251	\$26,575	\$70,260	2.18%
181 - 210	\$33,168	\$17,297	\$469	\$16,828	\$50,465	1.57%
211+	(\$9,881)	(\$108,276)	\$1,018	(\$109,294)	(\$118,156)	-3.67%
Total	\$2,825,165	\$397,822	\$7,082	\$390,740	\$3,222,987	
% > 90	10%	10%	50%	9%	10%	
% > 120	5%	-9%	33%	-10%	4%	



Day in AR & Total A/R



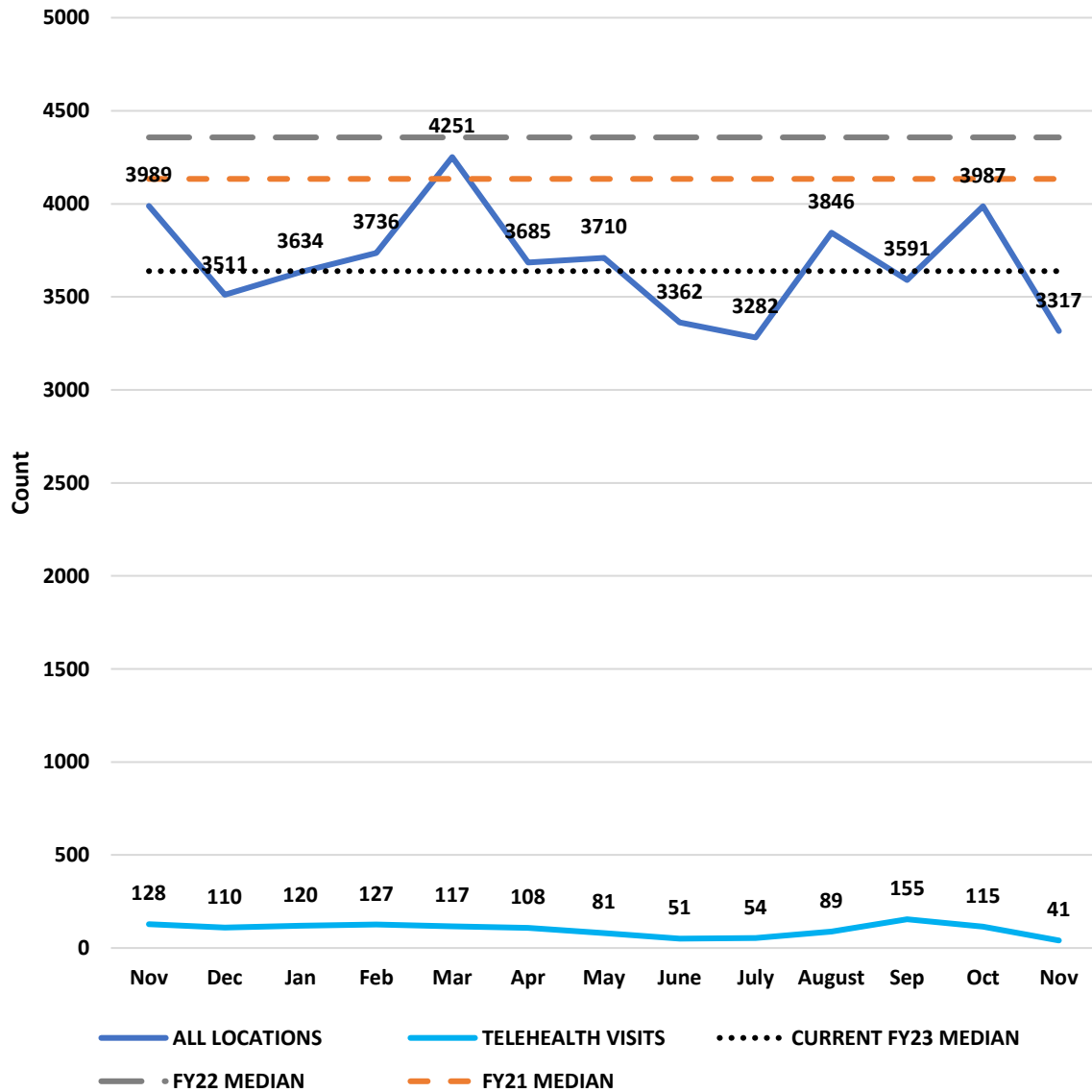


CCPC Board Meeting – Efficiency Update

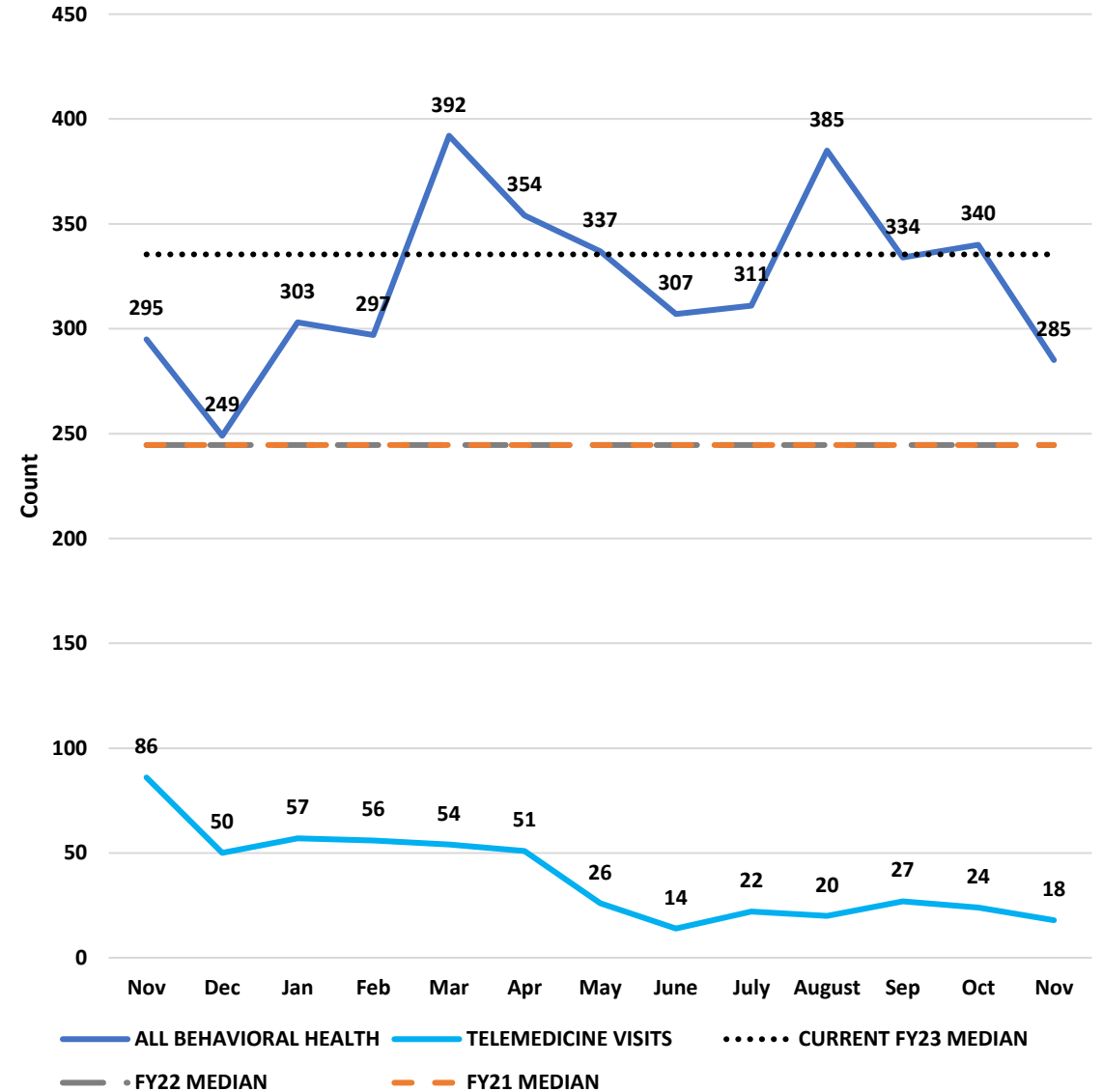
January 2024

Medical/Behavioral Health

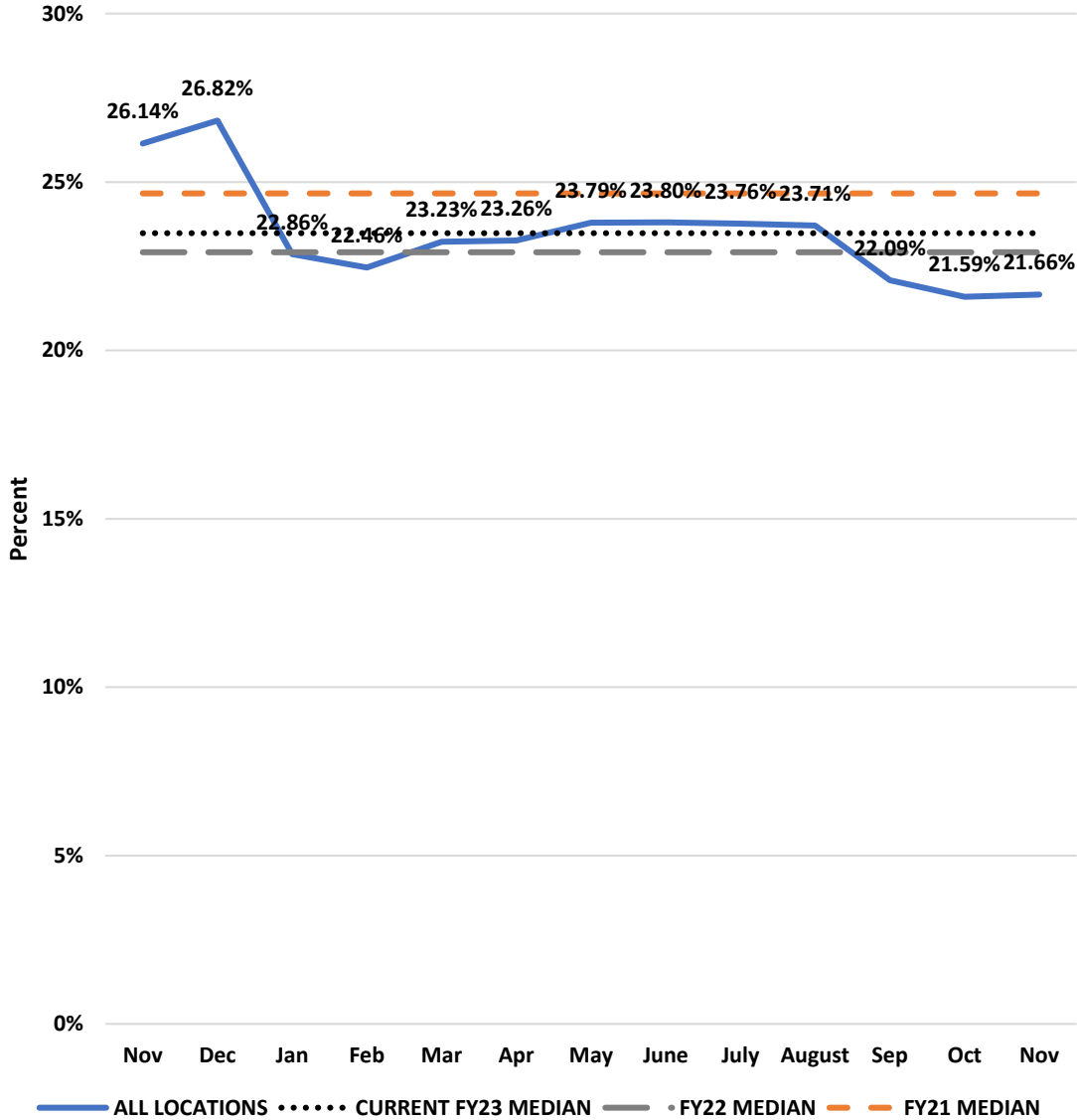
NUMBER OF VISITS - ALL LOCATIONS



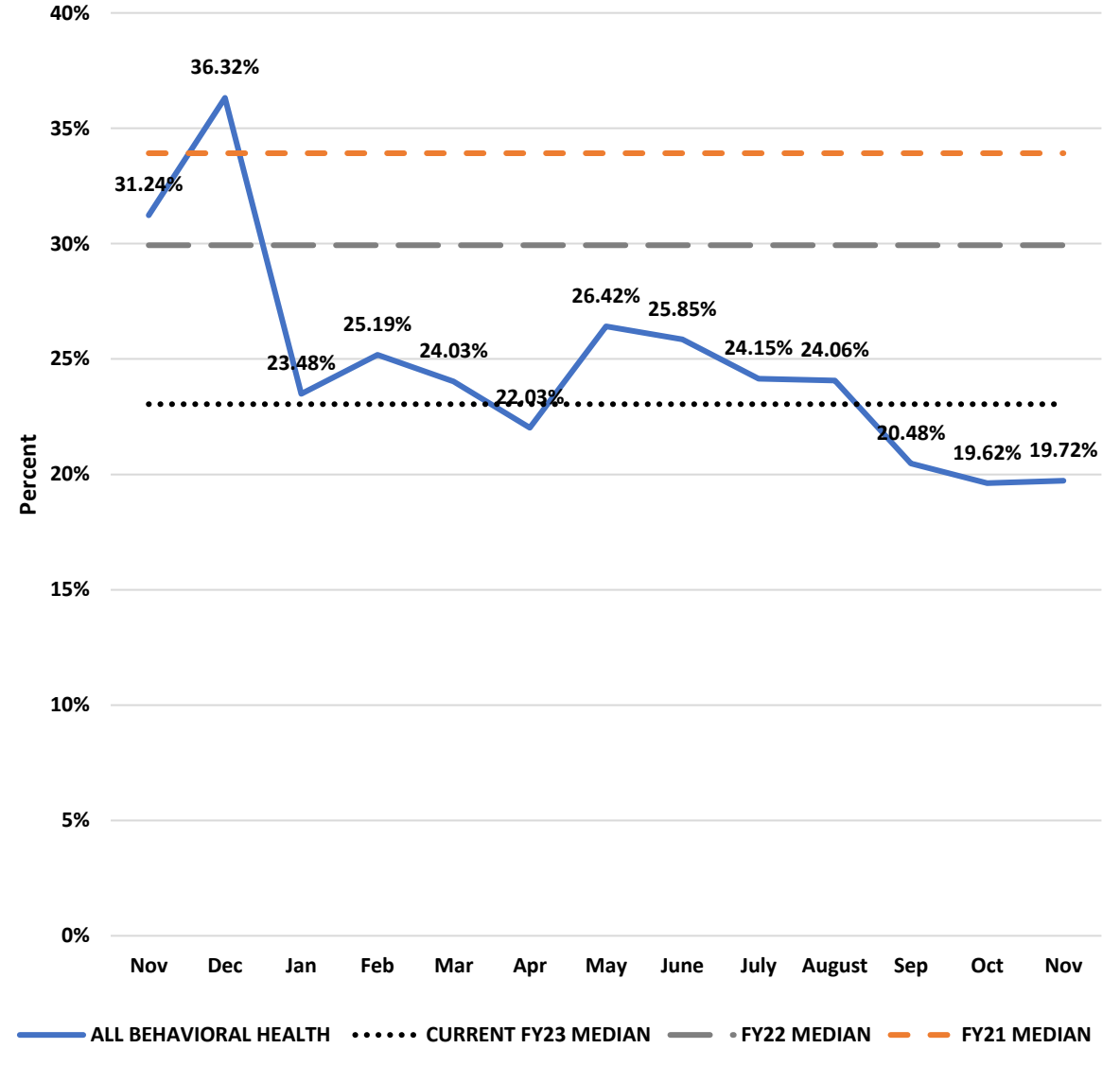
NUMBER OF VISITS - ALL BEHAVIORAL HEALTH



NO SHOW % - ALL LOCATIONS

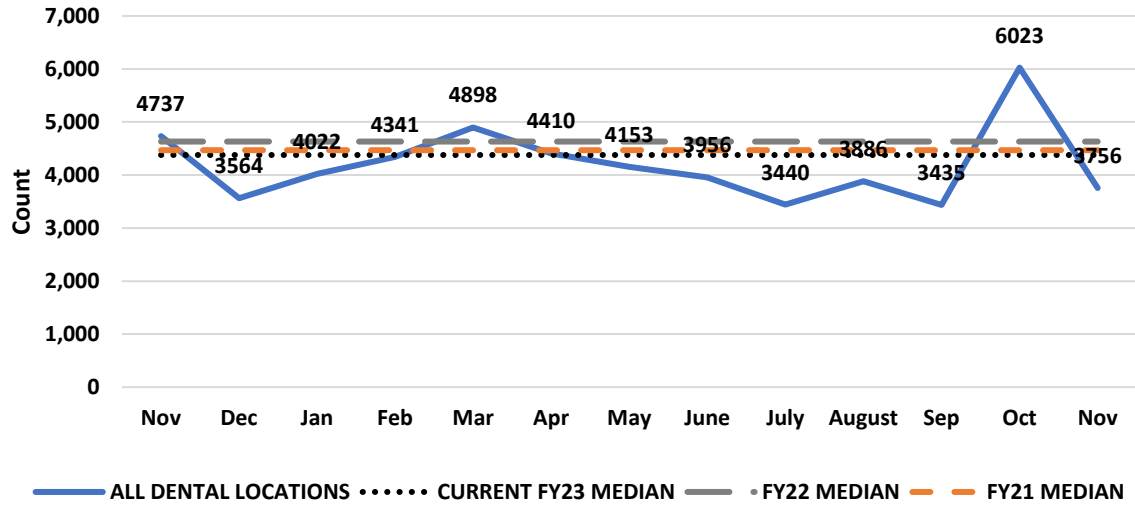


NO SHOW % - ALL BEHAVIORAL HEALTH

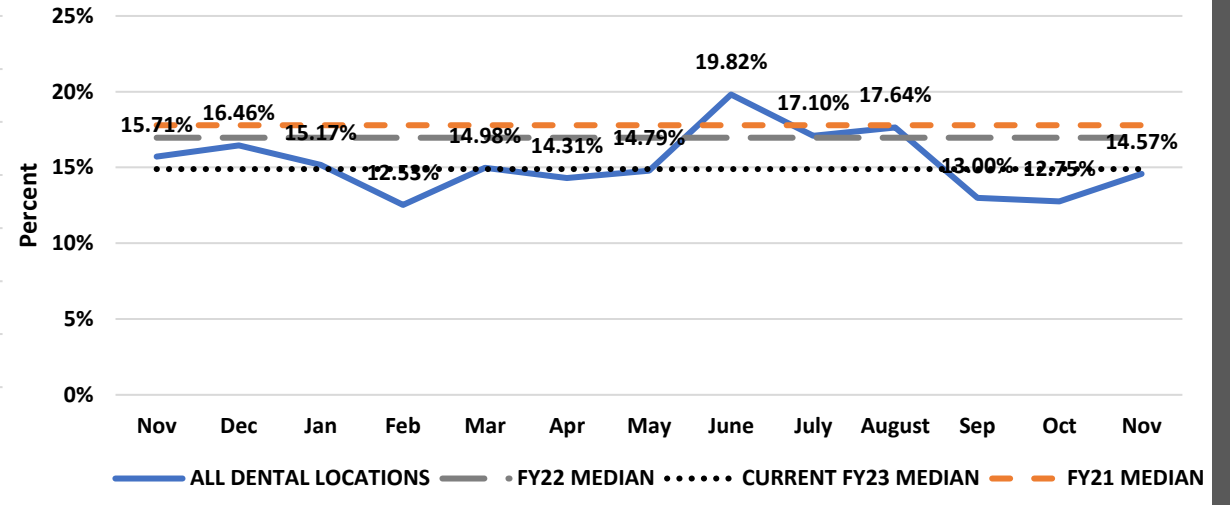


Dental

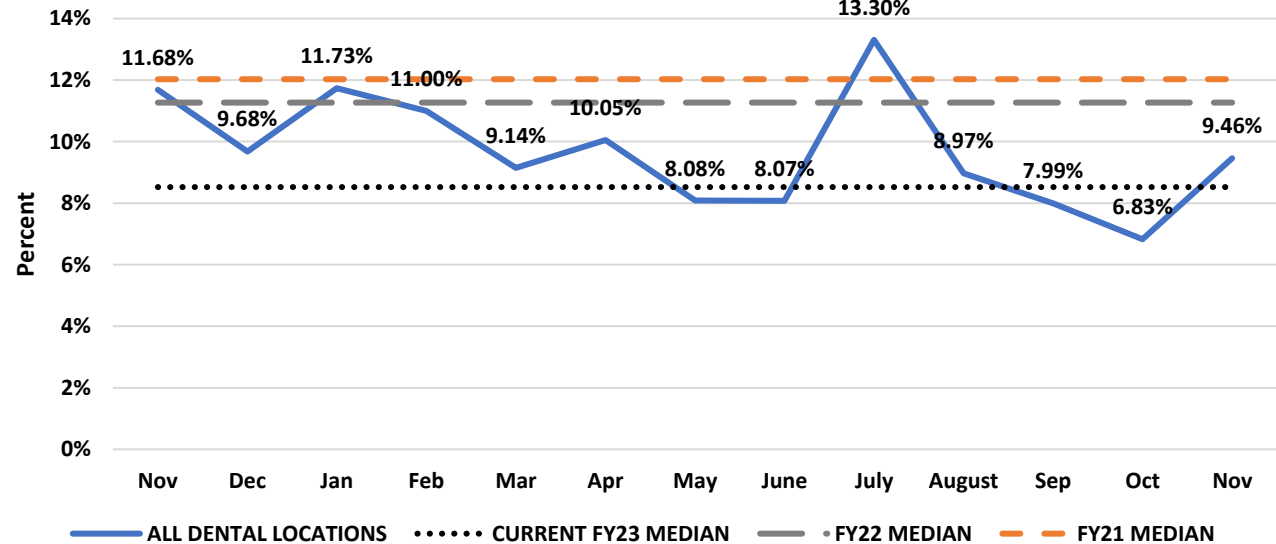
DENTAL VISITS - ALL LOCATIONS



DENTAL BROKEN APPT % - ALL LOCATIONS

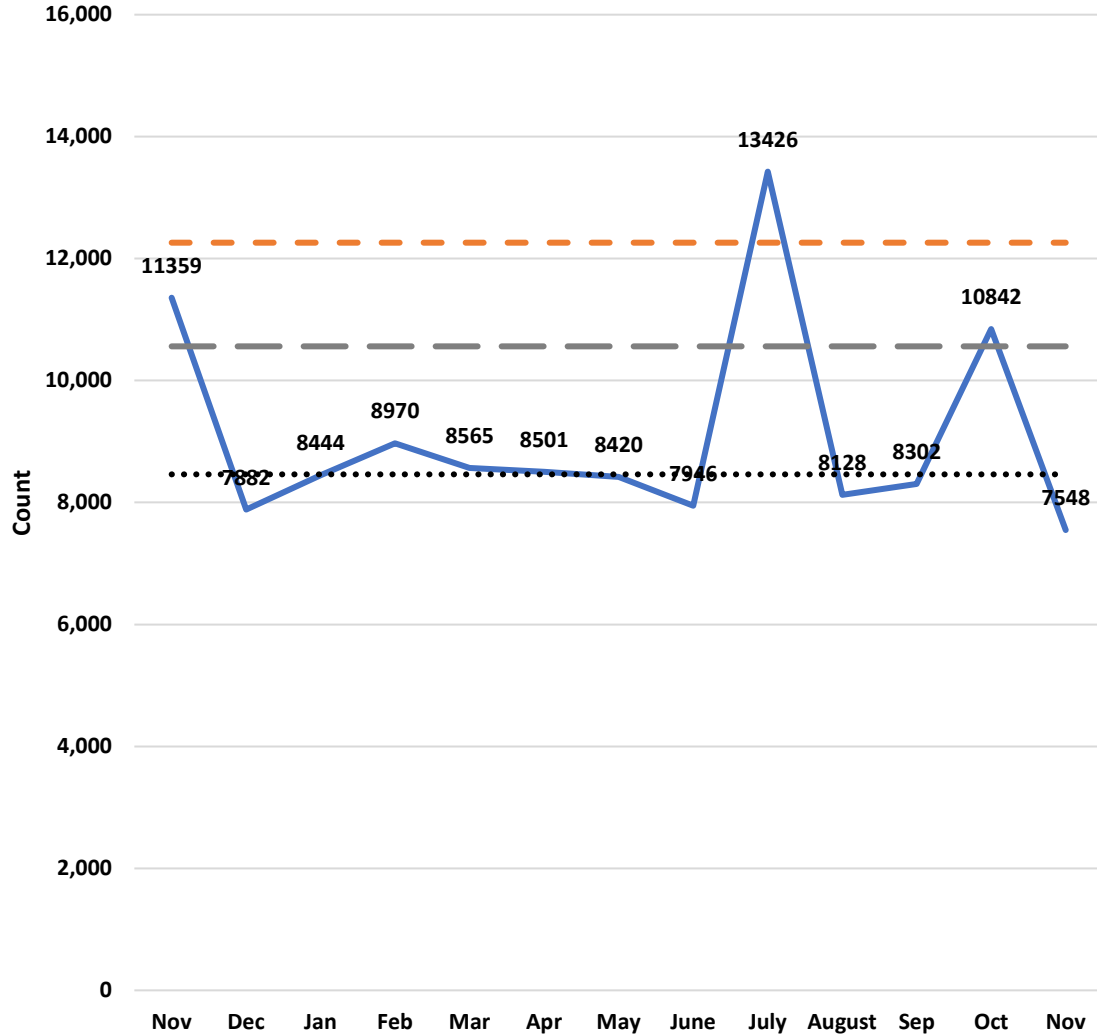


DENTAL NEW PATIENT % - ALL LOCATIONS



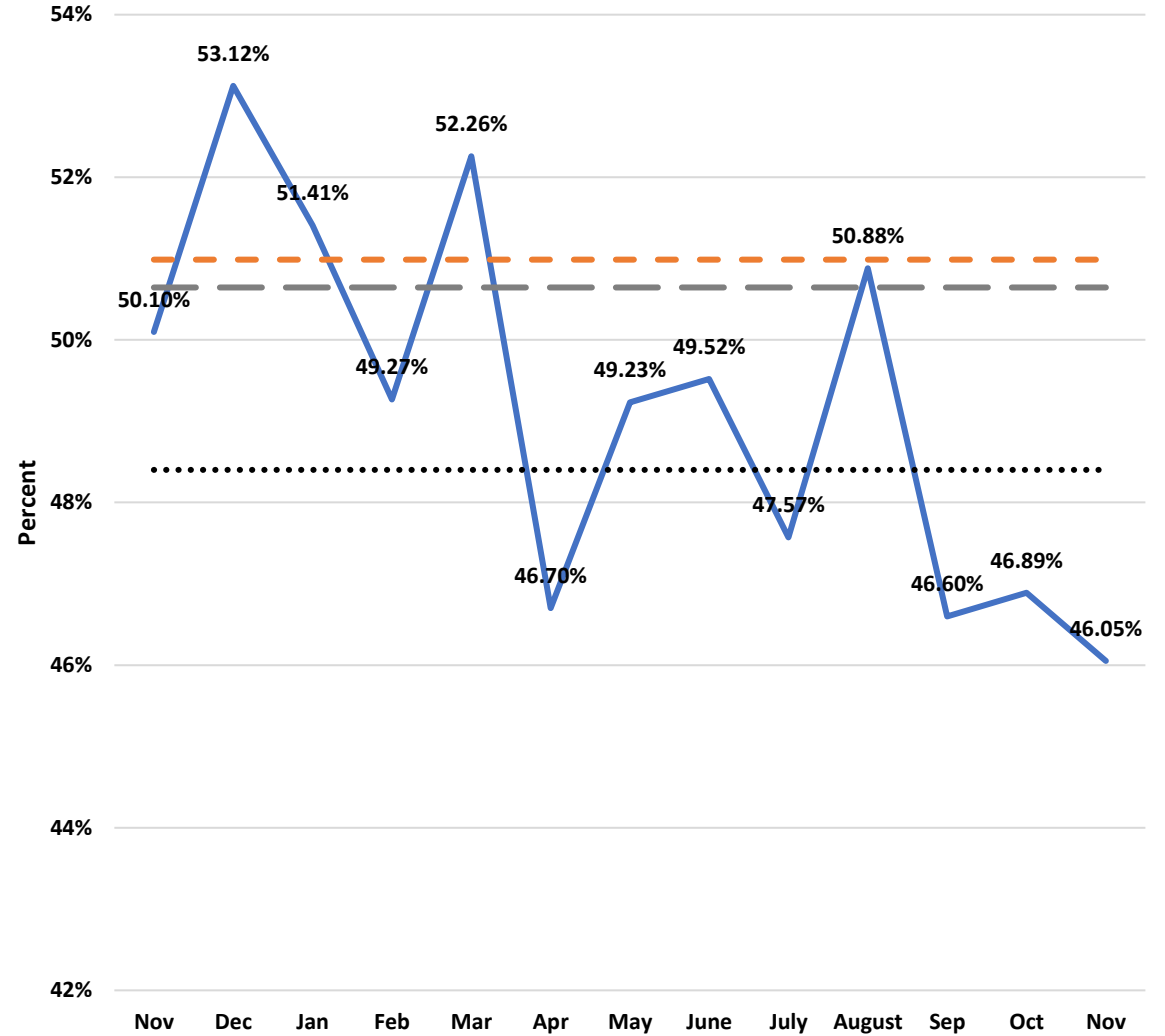
Pharmacy

PHARMACY NUMBER OF FILLS - ALL LOCATIONS



— ALL PHARMACY LOCATIONS
 - - - - - CURRENT FY23 MEDIAN
- - - - - FY22 MEDIAN
 - - - - - FY21 MEDIAN

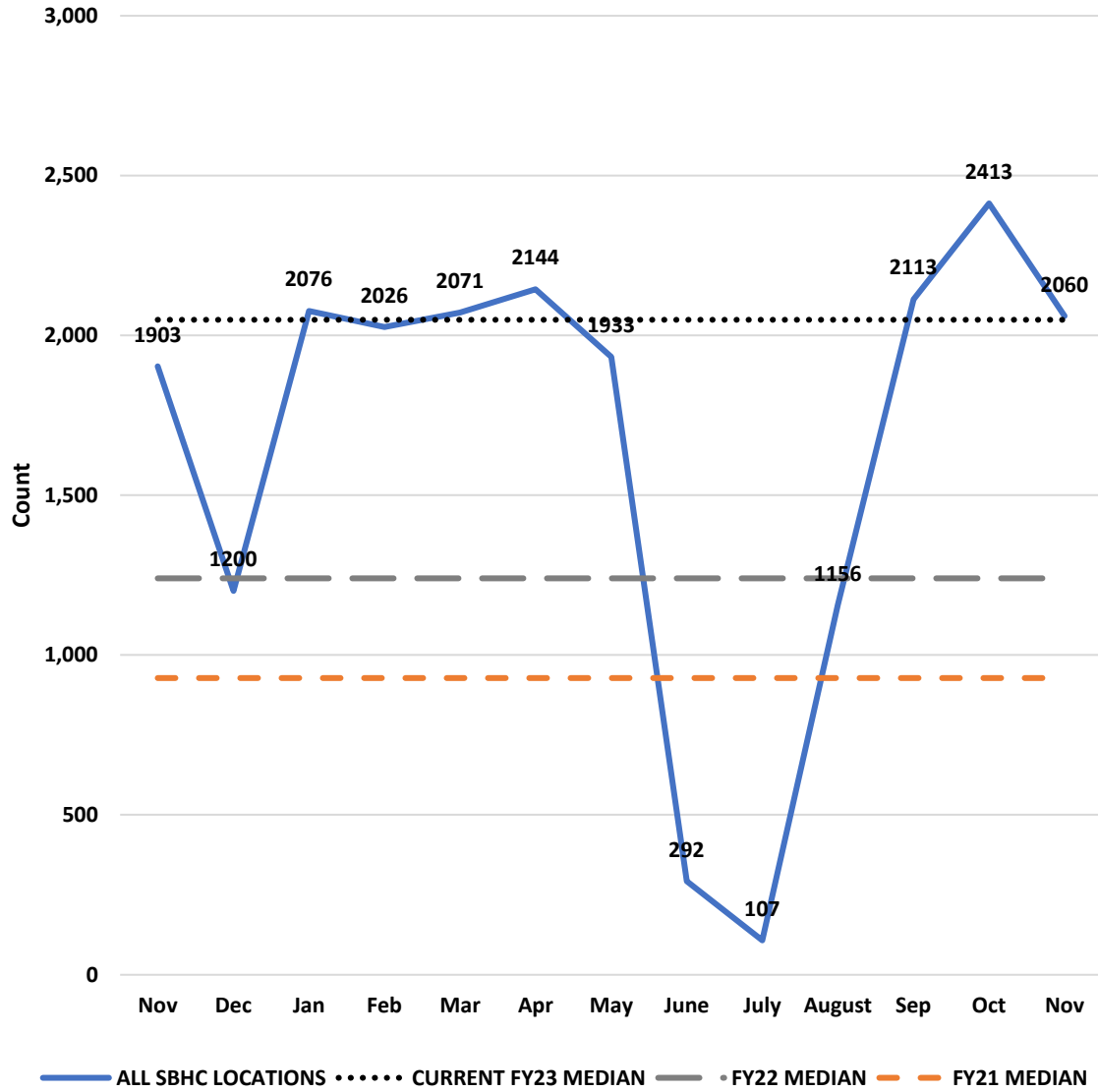
PHARMACY ESCRIBE % - ALL LOCATIONS



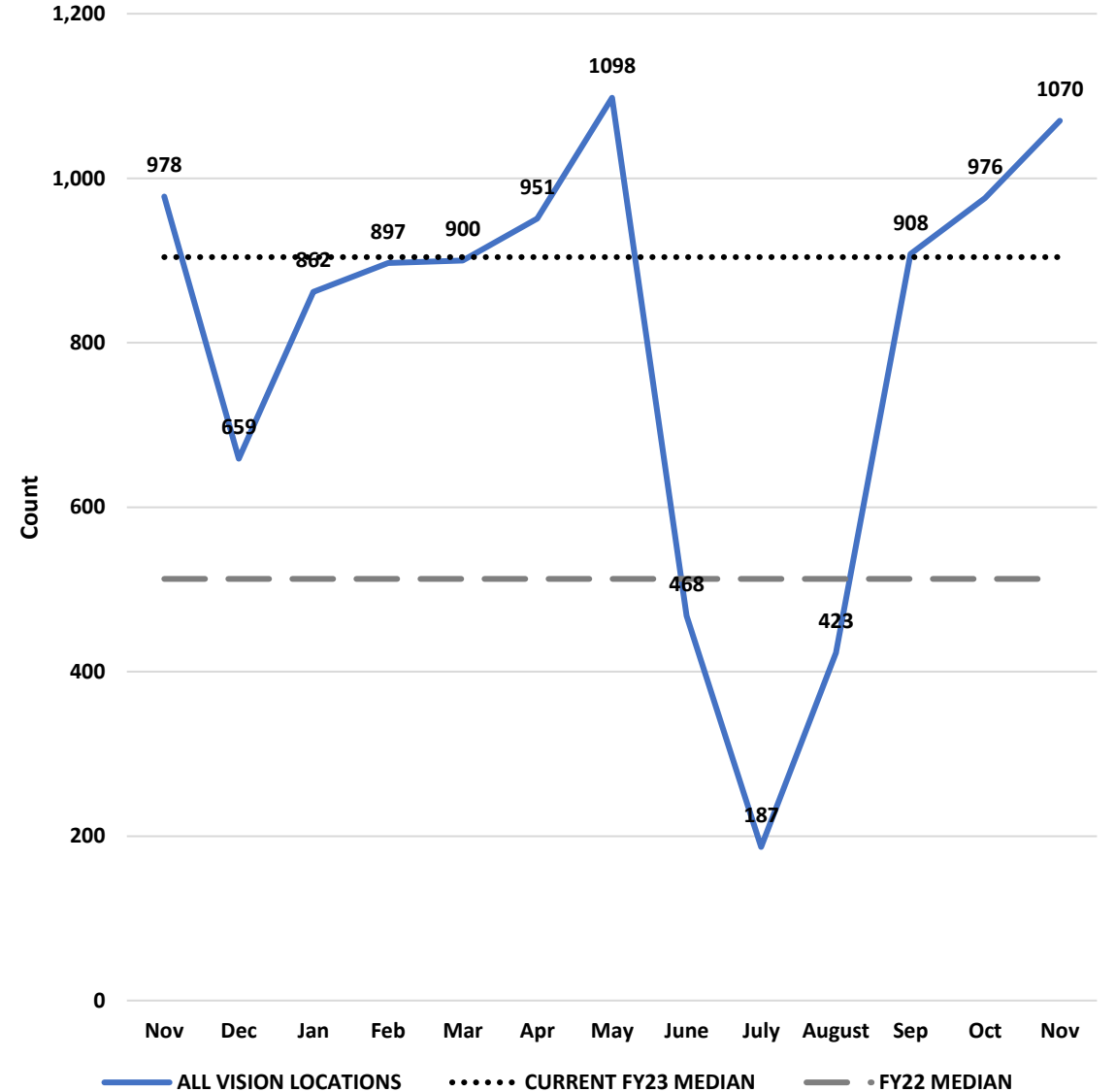
— ALL PHARMACY LOCATIONS
 - - - - - CURRENT FY23 MEDIAN
- - - - - FY22 MEDIAN
 - - - - - FY21 MEDIAN

School Based Health Centers

SBHC VISITS - ALL LOCATIONS

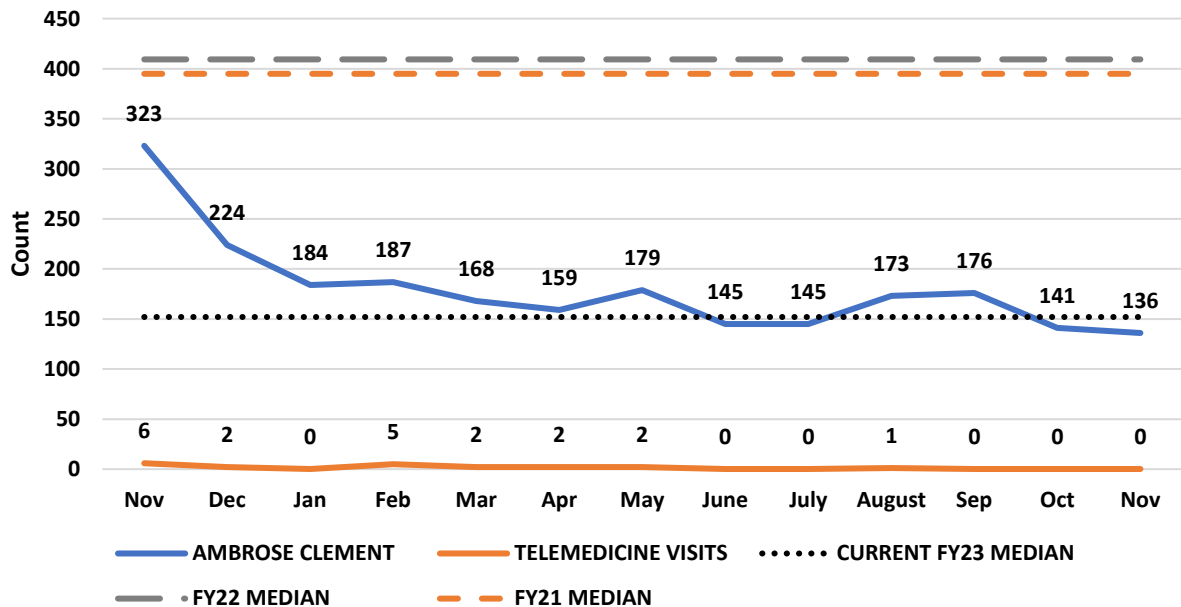


VISION VISITS - ALL LOCATIONS

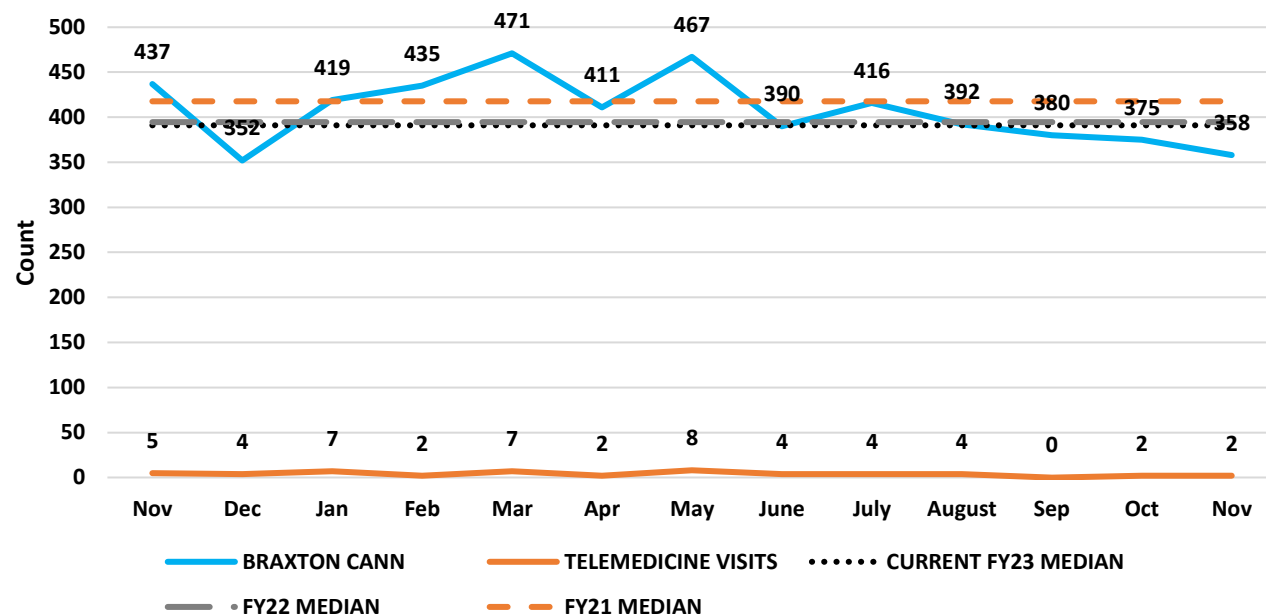


Supplemental Slides

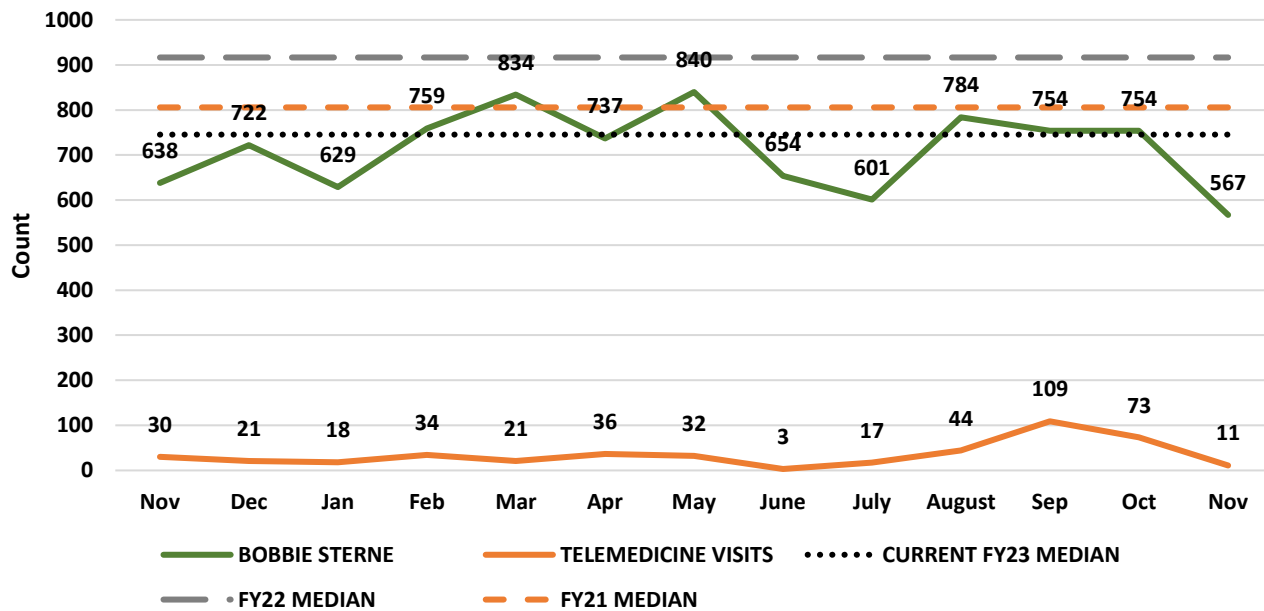
AMBROSE



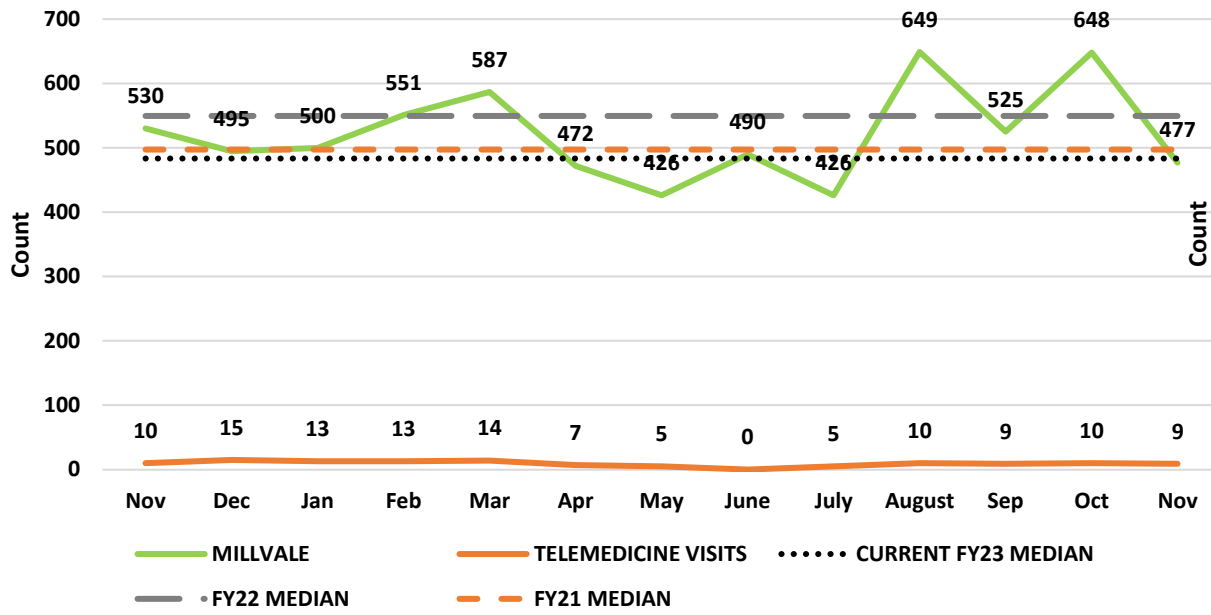
VISITS



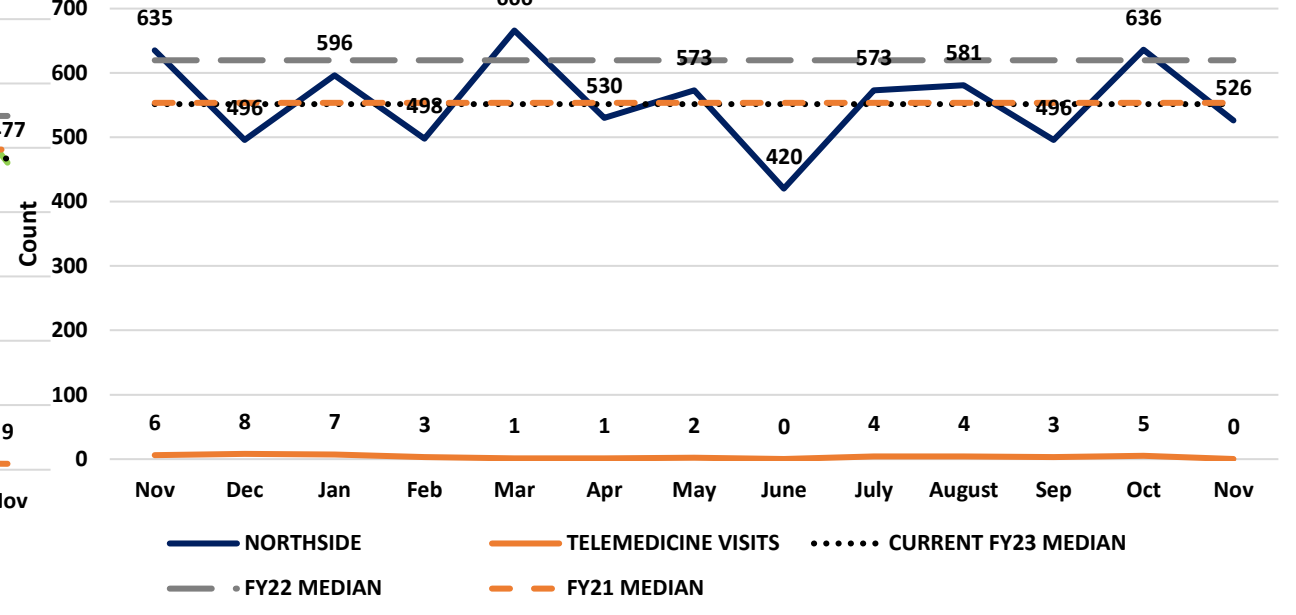
BOBBIE STERNE



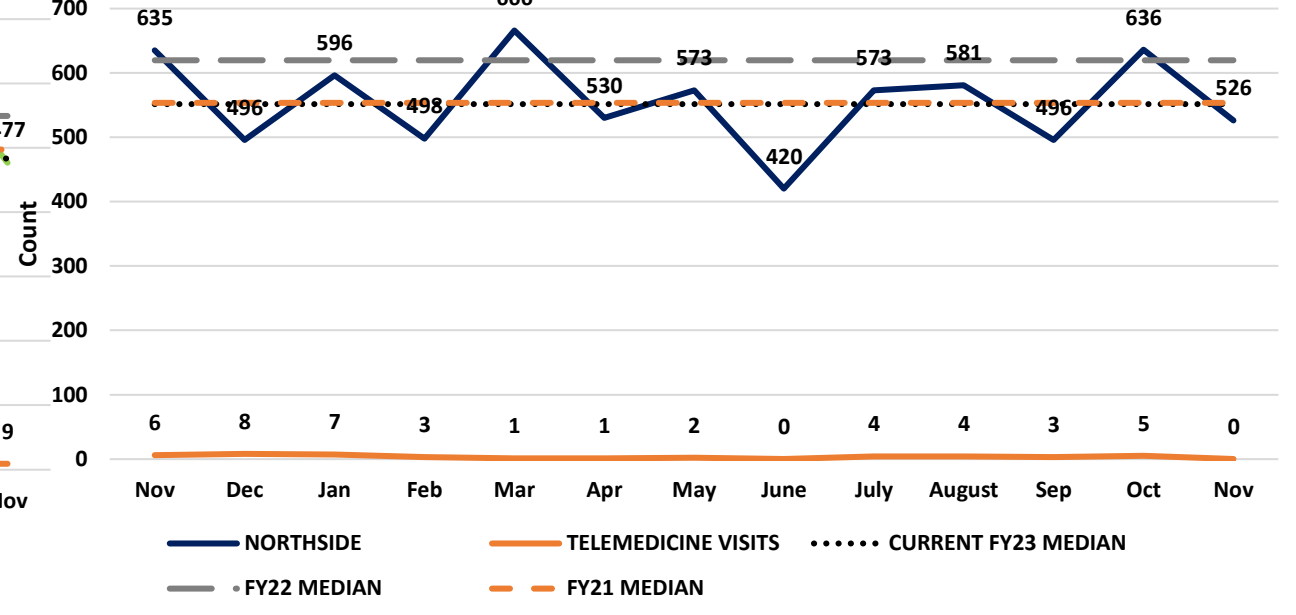
MILLVALE



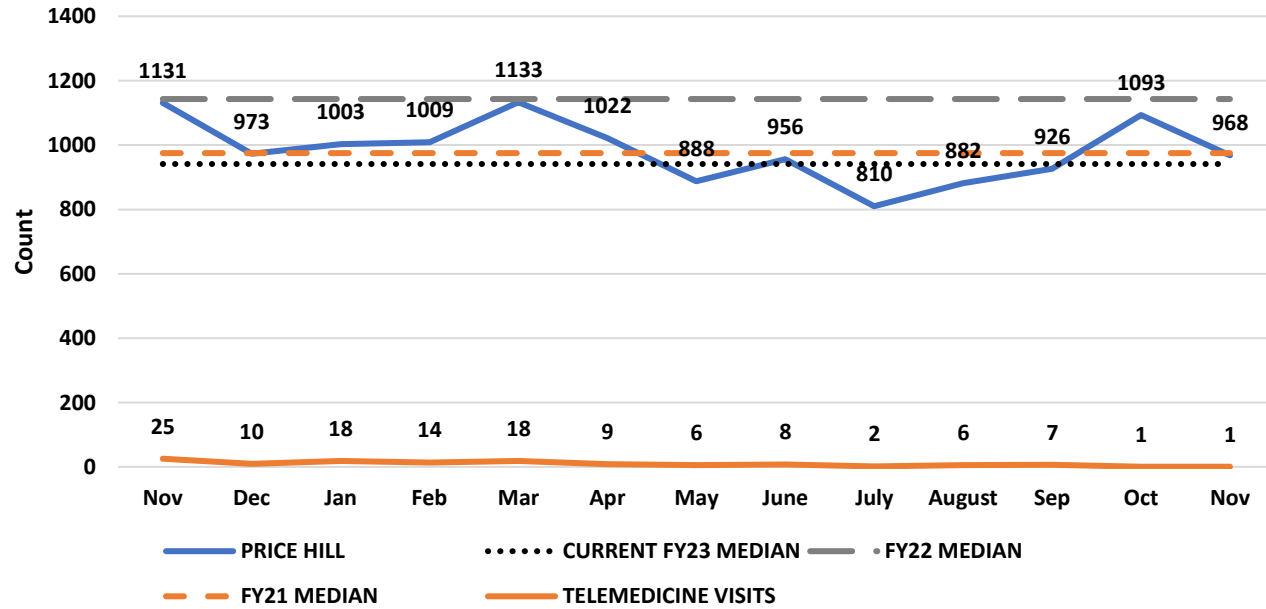
VISITS



NORTHSIDE

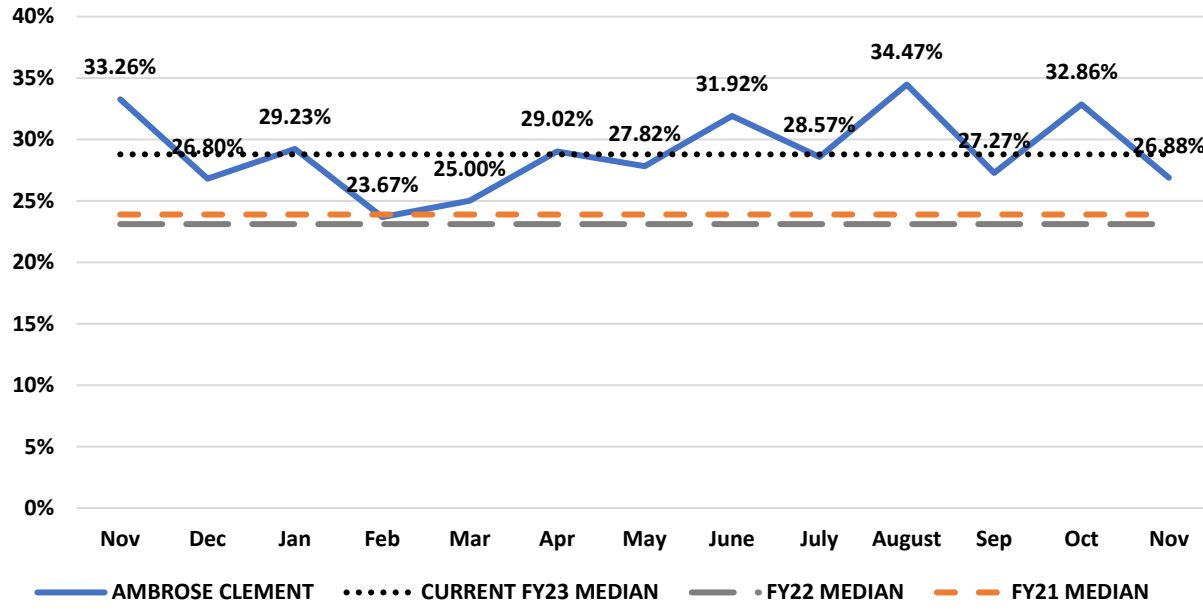


PRICE HILL

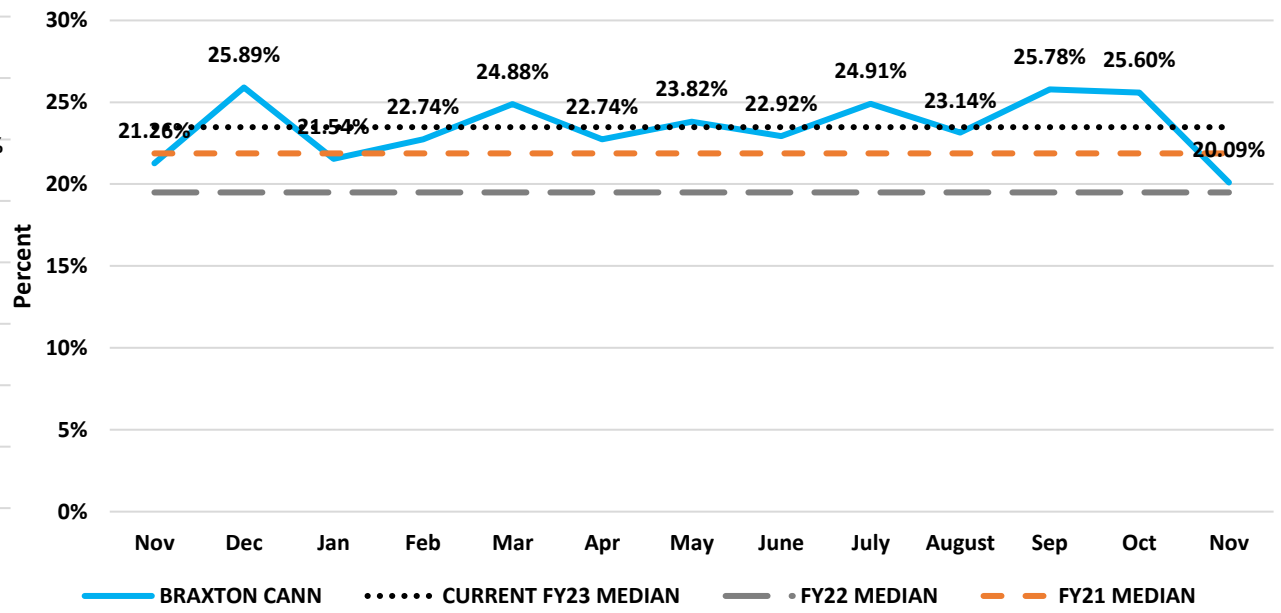


NO SHOW PERCENT

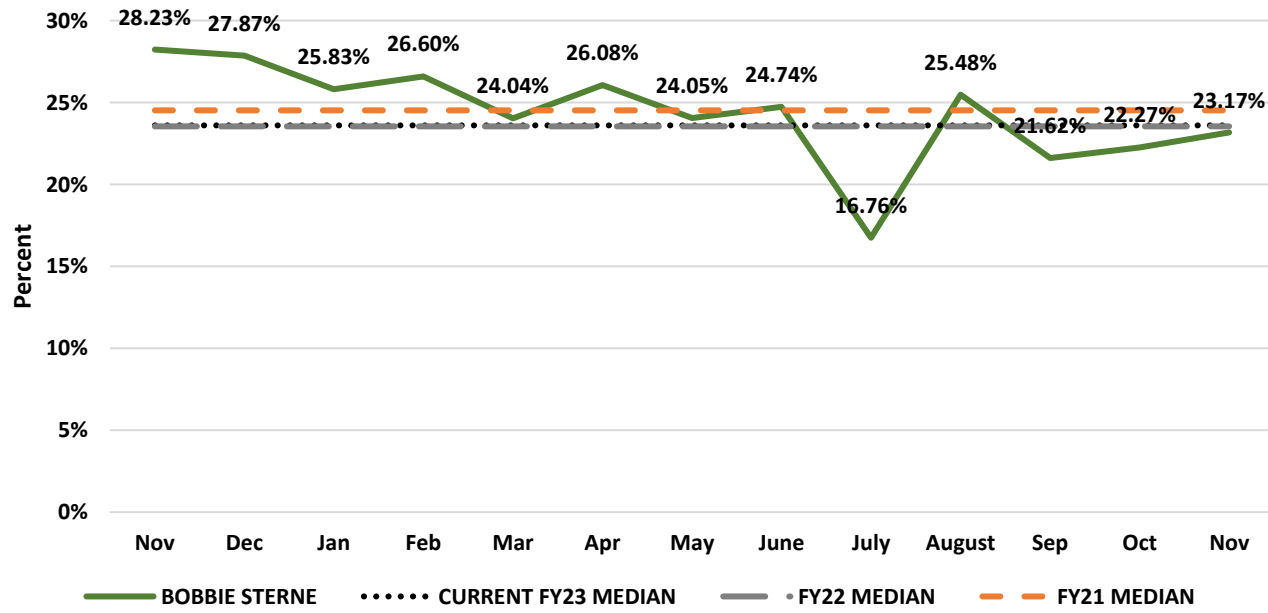
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BRAXTON CANN

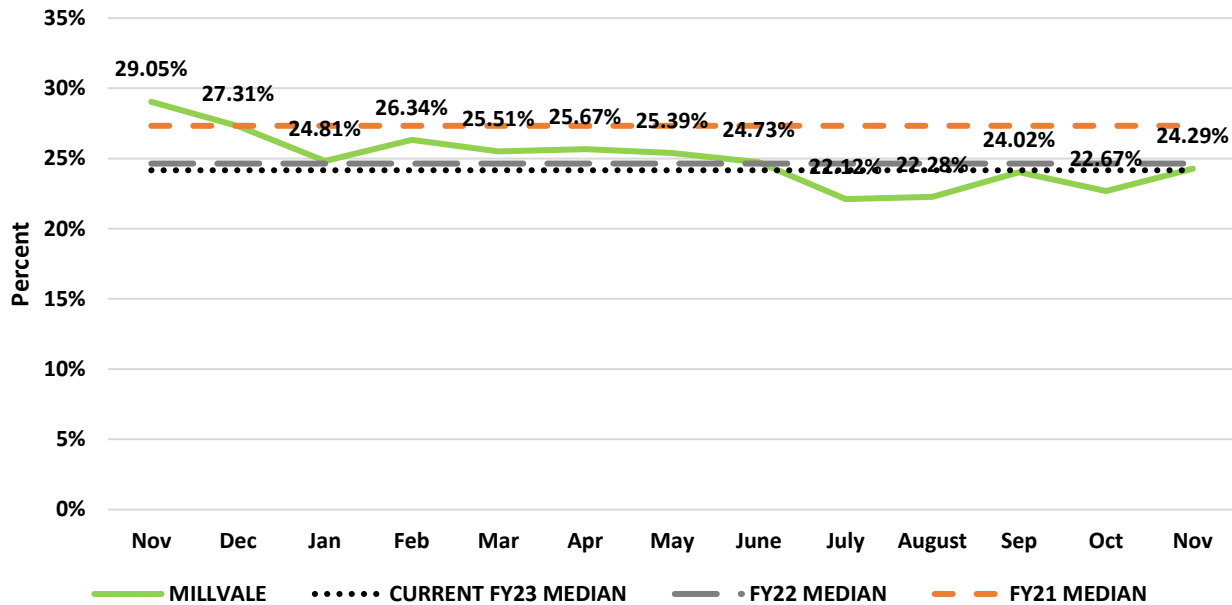


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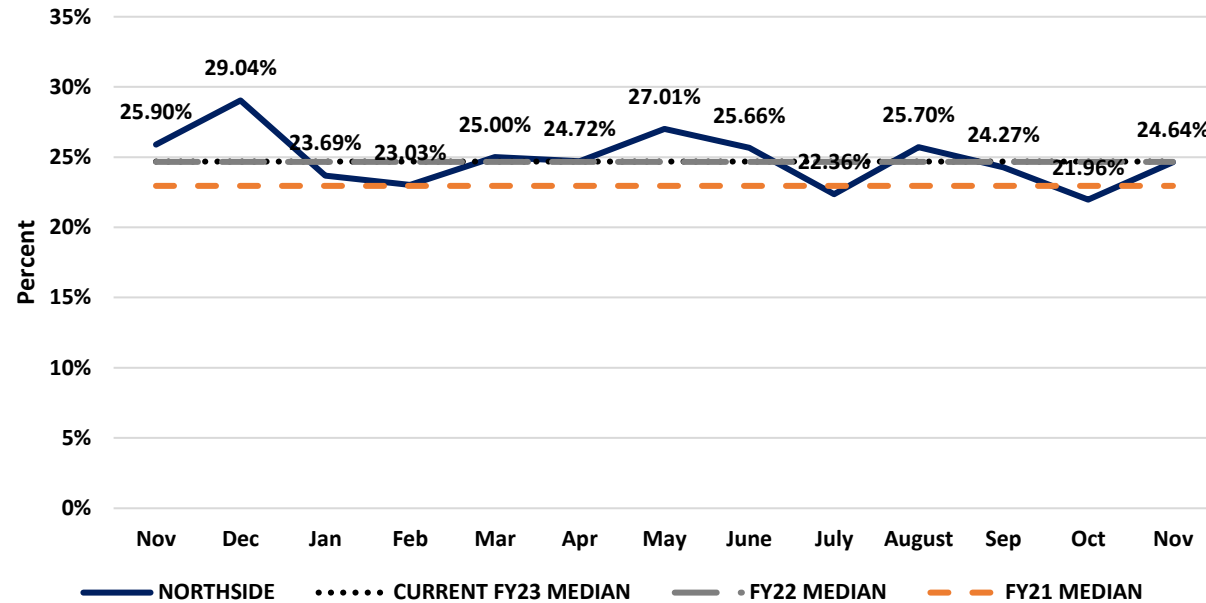


NO SHOW PERCENT

MILLVALE



NORTHSIDE



PRICE HILL

