



City of Cincinnati Primary Care Board of Governors Meeting & Strategic Planning Session

February 14, 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).

3:00 pm – 3:03 pm Call to Order and Roll Call

Leadership Update

3:03 pm – 3:10 pm Ms. Joyce Tate, Chief Executive Officer
CEO Report
Personnel Actions – **handout**

Strategic Planning Session

3:10 pm – 5:25 pm Dr. Angelica Hardee & Ms. Denisha Porter, MPH, RS, REHS, HHS – CCPC Strategic Planning Facilitators
SWOT Analysis – 45 mins
SOAR Analysis – 30 mins.
Closing – 15 mins

New Business

5:25 pm – 5:30 pm Public Comments

5:30 pm Adjourn

Documents in the Packet but not presented.

- Monthly Finance Update is included in the packet, contact Mr. Mark Menkhaus Jr. with Questions
- Efficiency Update is included in the packet. Please contact Dr. Geneva Goode with any questions/concerns.

Next Meeting – March 13, 2024

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



Date: 1/23/2024

To: MEMBERS of the BOARD of HEALTH

From: Grant Mussman, MD MHSA, Health Commissioner

Copies: Leadership Team, HR File

Subject: PERSONNEL ACTIONS for January 23, 2024 BOARD of HEALTH MEETING

NON-COMPETITIVE APPOINTMENT –pending EHS and/or background check

ANYA BLANCHARD

**BREASTFEEDING PEER
COUNSELOR**

WIC PROGRAM

(Resignation vacancy)

Salary Bi-Weekly Range:

\$722.10

Grant Fund

Anya Blanchard meets the qualifications of the breastfeeding peer helper position. She has breastfeeding experience and has received WIC services herself. She will be able to share her experience while assisting participants with breastfeeding. Anya desires to educate people in the community by building trusting relationships.

TASHAE BRADLEY

MEDICAL ASSISTANT

CCPC

(Transfer vacancy)

Salary Bi-Weekly Range:

\$1,992.47 to \$2,104.80

Revenue Fund

The Cincinnati Health Department- City of Cincinnati Primary Care (CCPC) wishes to hire Tashae Bradley as a medical assistant at Ambrose H. Clement Health Center. Ms. Bradley earned her Medical Assistant Certificate from Beckfield College in 2020. She has been practicing as a medical assistant for three years. Ms. Bradley’s work experience includes working as a contracted employee at University of Cincinnati - University Health Services and at Doctor’s Urgent Care. Her skills, knowledge, and caring attitude will be an asset for Cincinnati Health Department-City of Cincinnati Primary Care.

ANGELA BURGESS

MEDICAL ASSISTANT

CCPC

(Retirement vacancy)

Salary Bi-Weekly Range:

\$1,992.47 to \$2,104.80

Revenue Fund

The Cincinnati Health Department- City of Cincinnati Primary Care (CCPC) wishes to hire Angela Burgess as a Medical Assistant at Braxton Cann Medical Center. Most Angela’s experiences and skill set align directly with the requirements and skillset we are seeking in the medical assistant role here at Braxton Cann Medical Center. Angela’s references attest to her character of being a compassionate, experienced, and caring medical assistant who takes great pride in her work ethic. Angela’s references also attest to her superior customer service skills. Angela’s skill set and personal attributes would be a great asset to the Cincinnati Health Department-City of Cincinnati Primary Care and directly align the core values of excellence, commitment, communication, accountability, leadership, collaboration, and quality.

PERSONNEL ACTIONS for January 23, 2024 , BOARD of HEALTH MEETING
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NON-COMPETITIVE APPOINTMENT –pending EHS and/or background check

SUZANNE CRABLE **PUBLIC HEALTH EDUCATOR** **WIC PROGRAM**
(Retirement vacancy)

Salary Bi-Weekly Range: \$2,229.07 to \$2,995.68 Grant Fund
Suzanne Crable has been selected for the Public Health Educator position for the WIC Program. Suzanne has a master's degree in health education and is an International Board-Certified Lactation Consultant. Suzanne brings vast experience in the breastfeeding field including: La Leche League Liaison, Breastfeeding USA Reviewer, and years of experience working with families at Good Samaritan and Bethesda North hospitals. She is also a member of the South-West-Ohio-Breastfeeding-Coalition. Suzanne's experience helping families one on one will be instrumental in assisting the WIC breastfeeding moms at the new Lactation Center. She will be of great assistance linking the local hospitals and the WIC program to increase breastfeeding support. She desires to empower families to meet their breastfeeding goals and to increase the number of lactation specialists by working with the WIC peer program.

ABRIA DRUMMONDS **SENIOR ADMINISTRATIVE** **CCPC**
SPECIALIST

(Transfer vacancy)
Salary Bi-Weekly Range: \$2,624.29 to \$3,989.81 General Fund
The City of Cincinnati Primary Care would like to hire Abria Drummonds as a Senior Administrative Specialist. Ms. Drummond earned her bachelor's degree from Wilberforce University. She has an extensive background working in public service with the Ohio Department of Job and Family Services. Her primary responsibility will be to supervise the CHD Central Scheduling Unit. Ms. Drummonds will be a valuable asset to the CCPC team.

COURTNEY ELLERBEE **HEALTH CLINIC** **CCPC**
COORDINATOR

(Transfer vacancy)
Salary Bi-Weekly Range: \$2,502.59 to \$3,363.28 General Fund
The City of Cincinnati Primary Care would like to hire Courtney Ellerbee as a Health Clinic Coordinator. Ms. Ellerbee earned her bachelor's degree with a focus on Communications, Management, & Organizational Leadership from Xavier University in 2021. She expects to complete her MBA at Xavier University in May 2024. Ms. Ellerbee has a desire to serve the community and her skills, knowledge, and empathy will be an asset to CCPC. Ms. Ellerbee's extensive background will be a valuable addition to the CCPC Operations team.

RAE'L JORDAN **DENTAL ASSISTANT** **CCPC**
(Resignation vacancy)

Salary Bi-Weekly Range: \$1,992.47 to \$2,104.80 Revenue Fund
Rae'l Jordan is a dental assistant with 3 plus years of experience. She has worked in pediatrics and orthodontic offices and has a background in customer service. She graduated from the Dental Assistant Program at the Ross Medical Education Center where she was awarded an Academic Honors Award as well as the Perfect Attendance Award. She received very positive reviews from her references and we think she will be a great asset to the Cincinnati Health Department Dental Team.

PERSONNEL ACTIONS for January 23, 2024 , BOARD of HEALTH MEETING
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NON-COMPETITIVE APPOINTMENT –pending EHS and/or background check

NICOLE MITCHELL

MEDICAL ASSISTANT

CCPC

(Transfer vacancy)

Salary Bi-Weekly Range:

\$1,992.47 to \$2,104.80

Grant Fund

City of Cincinnati Primary Care (CCPC) wishes to hire Nicole Mitchell as a

Medical Assistant at Bobbie Sterne Medical Center. Nicole graduated from Brown Mackie College in 2015 and has almost 9 years of experience as a medical assistant. Nicole has experience in adult medical, pediatrics, and OB/Gyn. Most of Nicole’s employment experiences and skill set align directly with the requirements and skillset we are seeking in the medical assistant role here at Bobbie Sterne Health Center. Nicole’s references attest to Nicole’s character of being a compassionate, experienced, and caring medical assistant who takes great pride in her work.

Nicole’s skill set and personal attributes would be a great asset to the Cincinnati Health Department-City of Cincinnati Primary Care and directly align the core values of excellence, commitment, communication, accountability, leadership, collaboration, and quality.

KE’S SHAWNA NEWTON

MEDICAL ASSISTANT

CCPC

(Resignation vacancy)

Salary Bi-Weekly Range:

\$1,992.47 to \$2,104.80

Revenue Fund

I am requesting Ms. Ke’Shawna Ronvina Newton is approved to fill Medical Assistant position at Millvale Health Center. She has worked over four years with Cincinnati Children’s Hospital Medical Center and three years with the Pediatric Partners of NKY. She has a strong pediatric background and has assisted in gynecological care with female adolescents.

In her interview, Ms. Newton expressed she would like to be the first person on the clinical team to meet and room the patient. She said she wants the patients to know they will be receiving good care and are in good hands. She also commented that she likes to help train staff and wants to assist the provider in the care of the patients.

Ms. Newton is very pleasant; states she is a quick learner and is a team player. Ms. Newton also expressed a desire to work as a City of Cincinnati and Cincinnati Health Department employee. I know she will be a valuable part of the Millvale Health Center team.

JOHN O’SHEA

LABORER

CCPC

(Resignation vacancy)

Salary Bi-Weekly Range:

\$1,648.34 to \$1,909.32

General Fund

Mr. Oshea is bright, professional, and ready to work. I think he will be a good fit for our department.

If he would like to move up in the future, I think he may do well as a city employee.

JACQUELINE SILAS

NURSING SUPERVISOR

NURSING

(Resignation vacancy)

Salary Bi-Weekly Range:

\$3,201.57 to \$4,302.64

Revenue Fund

The City of Cincinnati Primary Care would like to hire Ms. Jacqueline Silas as a Nursing Supervisor. Ms. Silas previously served as a Nursing Supervisor with CHD before her retirement in 2021. She is an experienced Registered Nurse (RN) with a wealth of knowledge about nursing, CHD and CCPC. Ms. Silas is on track to complete her Master of Science degree in Nursing Education in April 2024. Ms. Silas will be an asset to our clinical team and to CCPC

PERSONNEL ACTIONS for January 23, 2024 , BOARD of HEALTH MEETING
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NON-COMPETITIVE APPOINTMENT –pending EHS and/or background check

KAREN STEPHENSON
(Resignation vacancy)

NURSE PRACTITIONER

CCPC/SCHOOL BASED

Salary Bi-Weekly Range:

\$3,435.90 to \$4,761.18

Revenue Fund

The Division of School and Adolescent Health wishes to hire Karen Stephenson as a Nurse Practitioner. She earned a Bachelor of Science and a Master of Science in Nursing from University of South Carolina (earning Magna Cum Laude in her Master's program). Ms. Stephenson has nine years of experience as a Family Nurse Practitioner, including seven years in Federally-Qualified Health Centers. The skills and experience that Ms. Stephenson brings to the position directly align with the priorities in the School and Adolescent Program. Ms. Stephenson has a desire to serve students, family, and the community. She is described as knowledgeable, hard-working, and caring by her referenced peers. Ms. Stephenson will be an asset for the School Health Program.

JOEY ZARBA

ACCOUNTANT

FINANCE

(Promotional vacancy)

Salary Bi-Weekly Range:

\$2,502.59 to \$3,363.28

General Fund

Joey Zarba is a diligent accountant committed to ensuring fiscal responsibility and transparency in Local Government. He is an experienced healthcare accountant seeking the position of Accountant at the City of Cincinnati's Health Department. Proven expertise in financial compliance, data analysis, and compliance, dedicated to ensuring accuracy and supporting the department's mission to enhance community health.

TRANSFERS

JACOB STRATMAN

**ENVIRONMENTAL HEALTH
SPECIALIST-IN-TRAINING**

CHES

(Transfer vacancy)

Salary Bi-Weekly Range:

\$2,290.78 Click or tap here to enter text.

Revenue Fund

Jacob Stratman will be filling the Environmental Health Specialist in Training position within the Environmental Waste Unit. Jacob is a graduate of the University of Dayton with a degree in Geology. He has been working at the Greater Cincinnati Water Works for the last two years. Jacob has enjoyed working for a city agency and helping the people in the Cincinnati community. This opportunity is a promotion for Jacob and we are looking forward to having him join our team.

DATE: February 14, 2024
TO: City of Cincinnati Primary Care Governing Board
FROM: Mark Menkhaus, Jr., CFO
SUBJECT: Fiscal Presentation December 2023

Fiscal Presentation

Fiscal Presentation for December 2023.

- For FY24, as of December 2023, Cincinnati Primary Care had a net gain of \$140,128.15.
- In FY23, December had a net gain of \$6,294,368.72. Comparing FY24 with FY23 shows a decrease of \$6,154,240.57. This decrease 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 has decreased by \$3,460,128.87 from FY23. This is mainly due to the FY21 Medicaid Maximization payment.
- Expenses increased by \$2,694,111.70 from FY23. The increase is mostly due to filling vacant positions and a corresponding increase in fringe benefits, which impact the Personnel and Fringes expense lines, respectively. The increase is also due to the timing of invoices paid, which impacts the Contractual and Material expense lines.
- Here are charges for disaster regular hours and overtime as it relates to COVID-19 for FY23 and FY22 for December.

Clinics		
Type Labor Cost	FY24	FY23
Disaster Regular	\$10,377.76	\$31,838.51
Disaster Overtime	\$ 0.00	\$ 4,260.68
Total	\$10,377.76	\$36,099.19

School Based		
Type Labor Cost	FY24	FY22
Disaster Regular	\$968.38	\$34,891.71
Disaster Overtime	\$ 0.00	\$ 6,778.57
Total	\$968.38	\$41,670.28

December Payor Mix Highlights:

	Medicaid	Commercial	Medicare	Self-Pay
Medical	-6%	2%	0%	6%
Dental	-2%	-1%	-1%	5%
School-Based Medical	-5%	-1%	0%	4%
School-Based Dental	-5%	3%	0%	1%
Behavioral Health	-6%	-2%	-3%	7%
Vision	-9%	0%	1%	8%

Accounts Receivable Trends:

- The accounts receivable collection effort for December for 90-days is 10% and for 120-days is 3%. Our aim for the ideal rate percentage for 90-days is 20% and for 120-days is 10%. The rate for 90-days remained constant, and the rate for 120-days decreased by 1% from the previous month.

Days in Accounts Receivable & Total Accounts Receivable:

- The days in accounts receivable have increased slightly from the month prior by 0.3 days. This is the first increase in the past 3 months.

CCPC-related Contracts Recently Approved by the Board of Health:

- OCHIN – 45x10572 (Dr. Mussman)
 - This is a participation agreement between OCHIN and the Cincinnati Health Department (VHD) to test implementation of Hypertension Medication Management (HMM) in trusted spaces, such as barber shops, as an approach to reducing treatment disparities for African American adults with hypertension. CHD is expected to reach 25 patrons of trusted space enrolled in HMM by 7/31/24, determine how to maintain program after project period, and identify how long patients need to be followed, how to graduate, and other ways to follow up in trusted spaces. Compensation for this project is \$20,000 and the term begins December 4, 2023 and ends on July 31, 2024.
- OCHIN – 45x10607 (Dr. Mussman)
 - This is a participation agreement between OCHIN and the Cincinnati Health Department (CHD) to participate in the Occupational Data for Health project. This project aims to improve methods to collect Occupational Data for Health (ODH) at point of care, assess data quality and completeness, demonstrate value, and provide examples of use of ODH both to improve data on patient's work and on patient care. A CHD provider will participate in a 1-hour meeting with OCHIN to support the design of a clinical use case for a population at risk. The project timeline began on December 4, 2023 and will end on July 31, 2024. OCHIN will pay CHD a \$500 impact fee at the completion of the project.
- Envolve Vision, Inc. – 45x10612 (Lauren Thamann-Raines)
 - Envolve Vision Care is the vision subcontractor for Buckeye Medicaid plans. This contract will allow the Cincinnati Health Department's Vision Centers to serve Buckeye/Envolve members and be reimbursed for services provided. This contract has been in place with City of Cincinnati since 2014. This request is to extend and update the agreement with Envolve.

- UC Winkle College of Pharmacy – 35x10529 – 1st Amendment (David Miller)
 - This is a Residency Program Support Affiliation Agreement between CHD and UC Winkle College of Pharmacy. The College will provide faculty expertise and resources to develop, conduct and maintain the educational integrity of the Residency Program. PharmD students will participate in clinical experiences required by the residency program at CHD facilities. The Resident will be guaranteed time weekly (up to 12 hours per week) to work with and on residency related activities. CHD will provide the college with \$47,476 annually for resident stipend plus fringe and up to \$2,000 for resident's travel expenses. The term begins once it is fully executed and will remain in effect for a term of 5 years. The amendment would increase the annual salary to \$49,000 for the remaining 4 years of the agreement. The term remains the same.

- Cardinal Health – 15x10418 – 5th Amendment (David Miller)
 - This is an agreement between CHD and Cardinal Health to supply pharmaceuticals to the pharmacies and entities operated by the Board of Health. The amendment would extend the term for 6 months while a new contract is negotiated and executed.

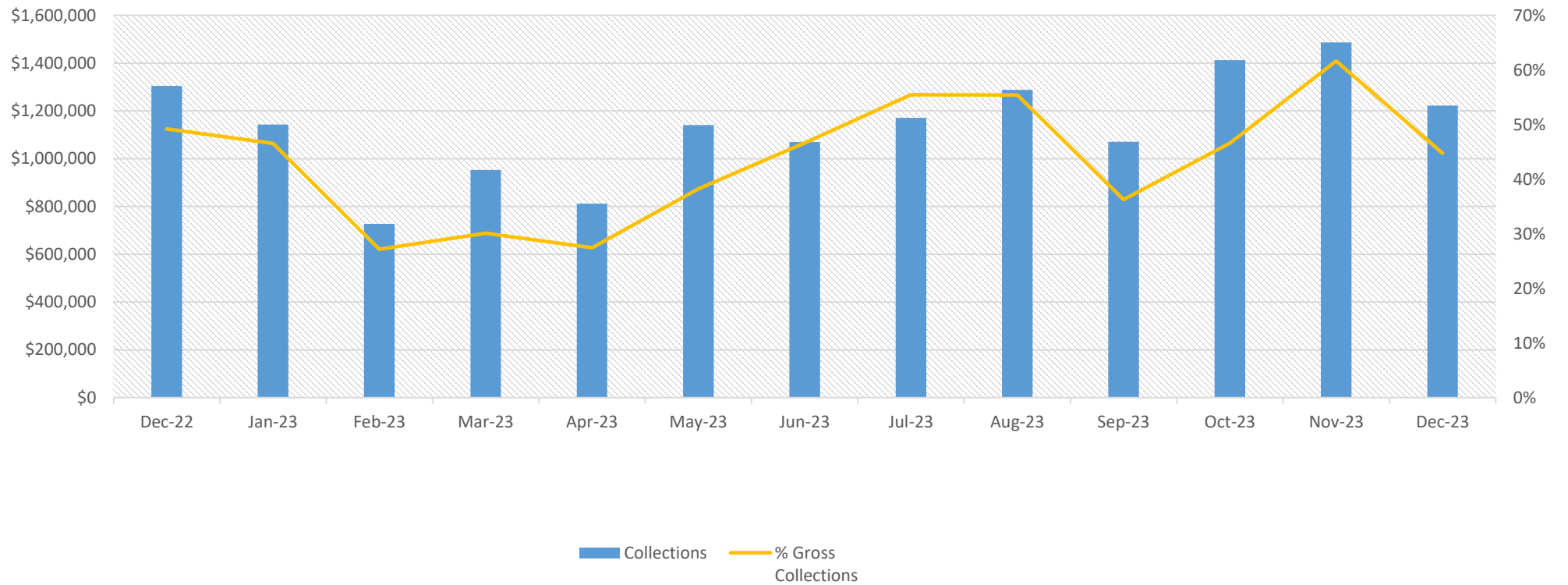
City of Cincinnati Primary Care
Profit and Loss with fiscal year comparison
December 2022 (FY23) - December 2023 (FY24)

	FY24 Actual	FY23 Actual	Variance FY24 vs F23
Revenue			
8536-Grants\State	\$50,000.00	\$0.00	0.00%
8556-Grants\Federal	\$1,794,167.98	\$3,292,980.00	-45.52%
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	\$456,075.22	\$486,927.03	-6.34%
8734-Medicare	\$2,592,201.17	\$2,683,511.03	-3.40%
8736-Medicaid	\$5,264,788.29	\$8,280,622.31	-36.42%
8737-Private Pay Insurance	\$616,923.18	\$626,531.45	-1.53%
8738-Medicaid Managed Care	\$3,165,892.51	\$3,316,801.51	-4.55%
8739-Misc. (Medical rec.\smoke free inv.)	\$305,385.10	\$133,239.43	129.20%
8932-Prior Year Reimbursement	\$29,945.25	\$481,127.26	-93.78%
416-Offset	\$2,447,158.27	\$2,555,318.48	-4.23%
Total Revenue	\$18,396,929.63	\$21,857,058.50	-15.83%
Expenses			
71-Personnel	\$9,270,047.54	\$7,897,419.20	17.38%
72-Contractual	\$2,957,829.45	\$2,723,454.40	8.61%
73-Material	\$1,046,443.62	\$918,604.29	13.92%
74-Fixed Cost	\$938,773.27	\$733,216.08	28.04%
75-Fringes	\$4,043,707.60	\$3,289,995.81	22.91%
Total Expenses	\$18,256,801.48	\$15,562,689.78	17.31%
Net Gain (Losses)	\$140,128.15	\$6,294,368.72	-97.77%

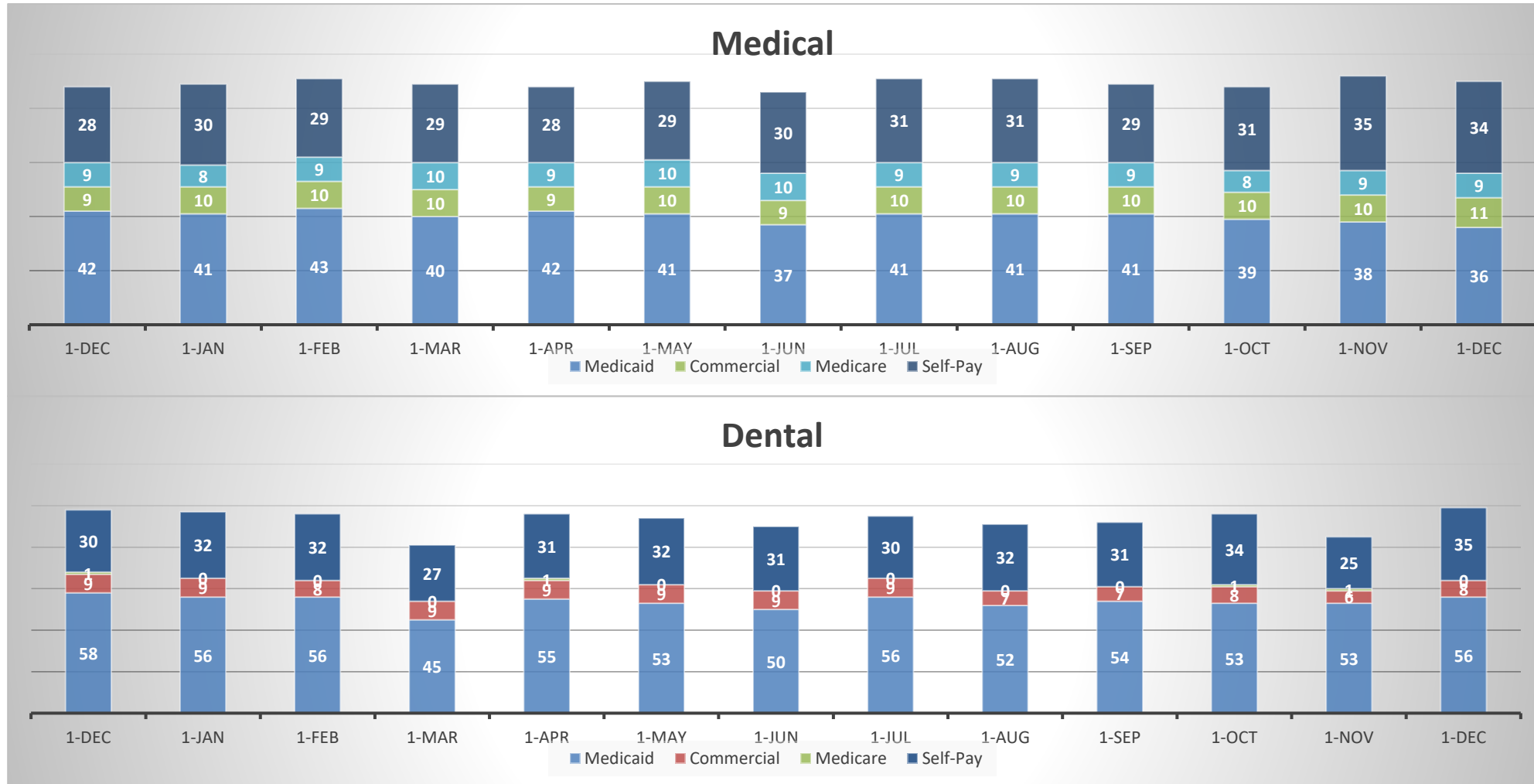
CHD/CCPC Finance
Update
February 14, 2024

Revenue Presentation

Monthly Visit Revenue

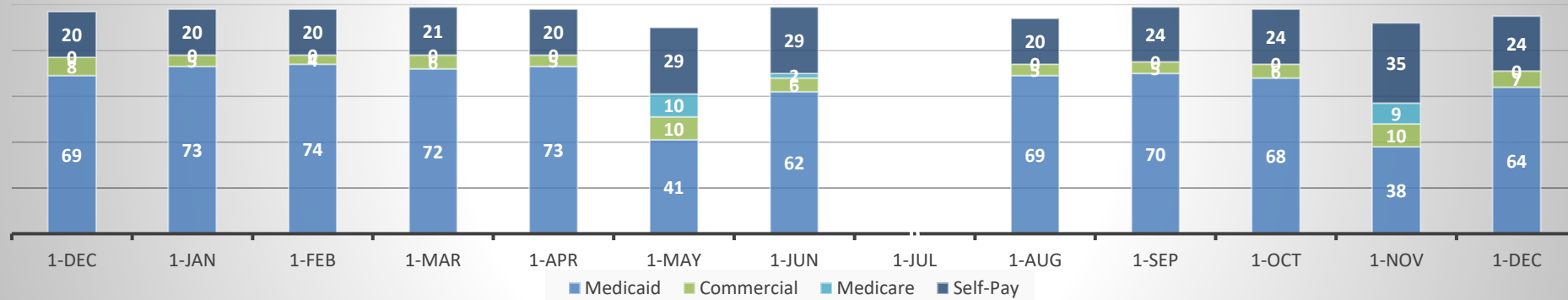


Payor Mix

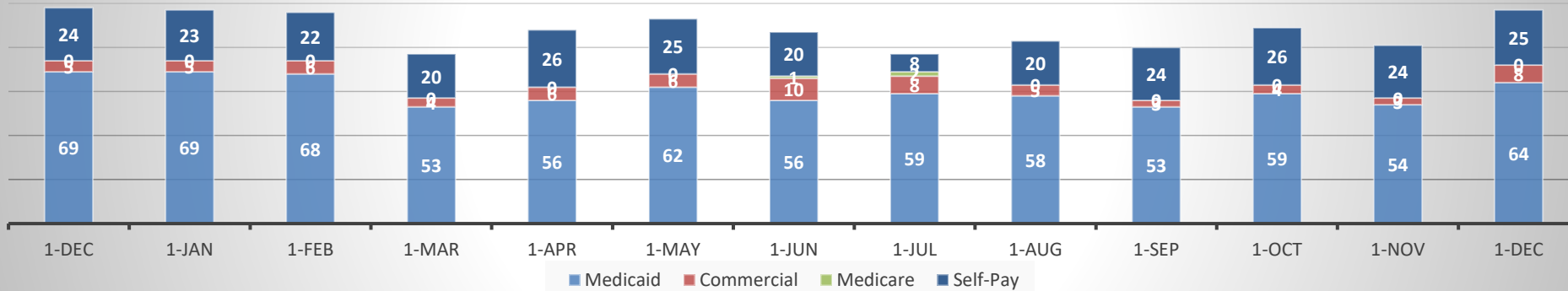


Payor Mix

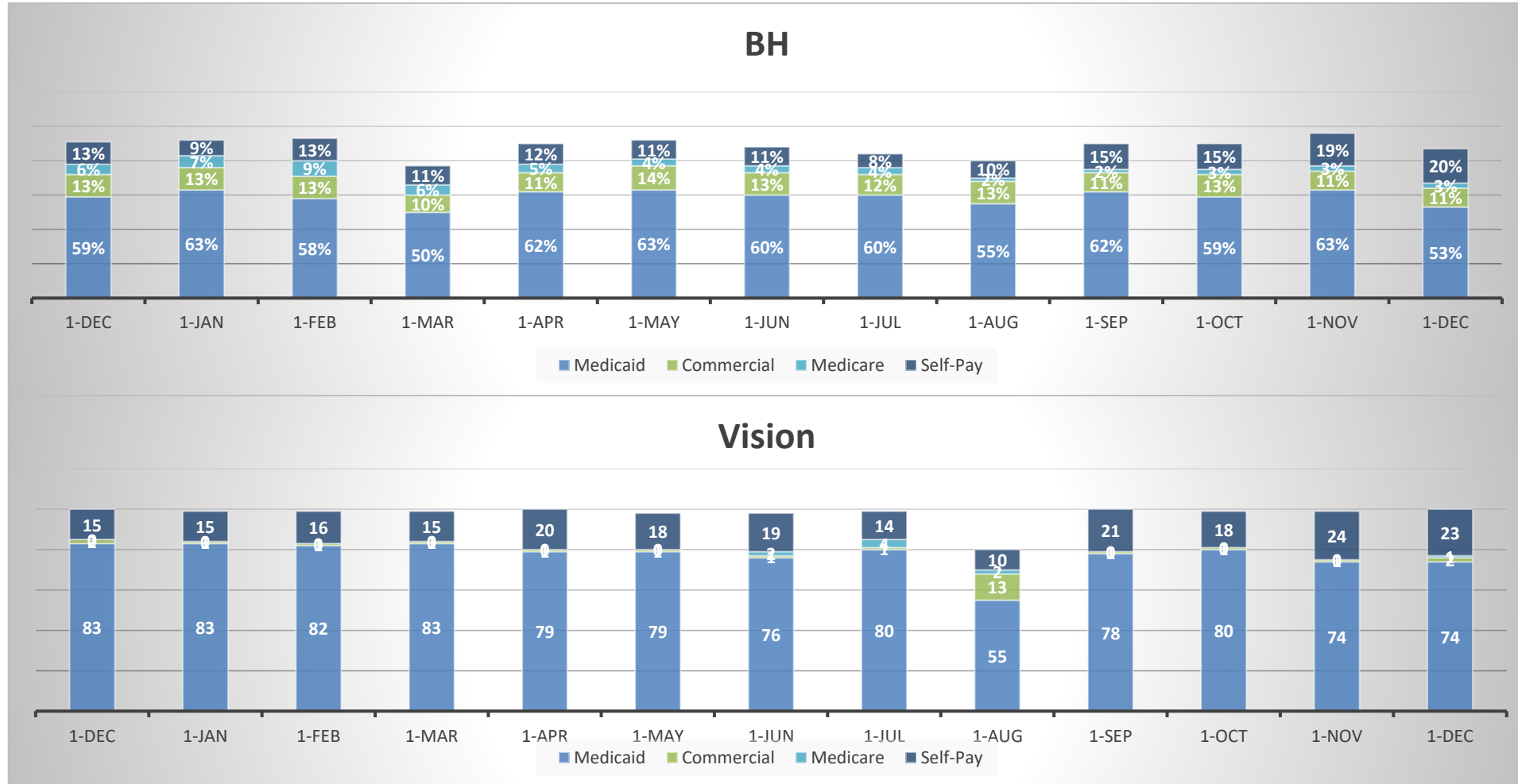
SBHC - Medical



SBHC - Dental

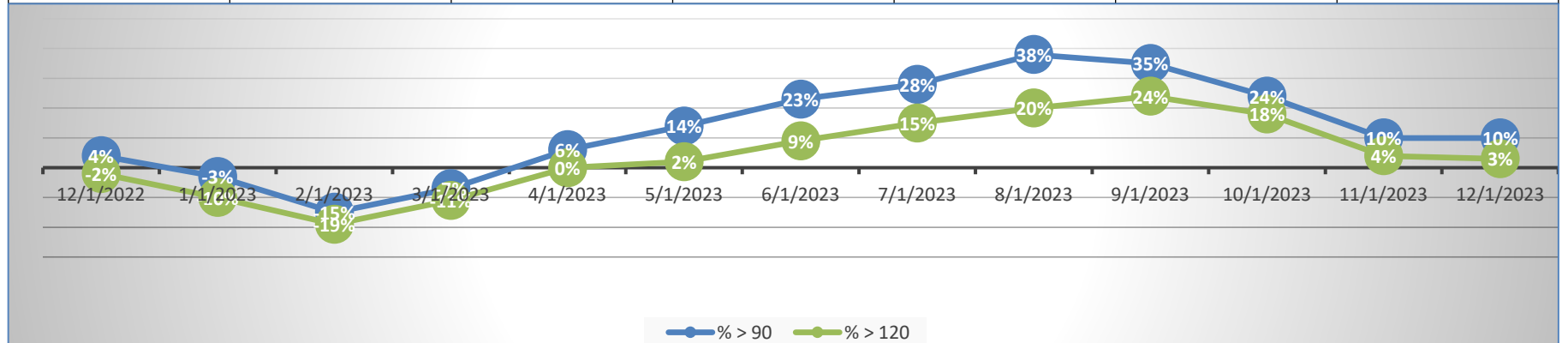


Payor Mix

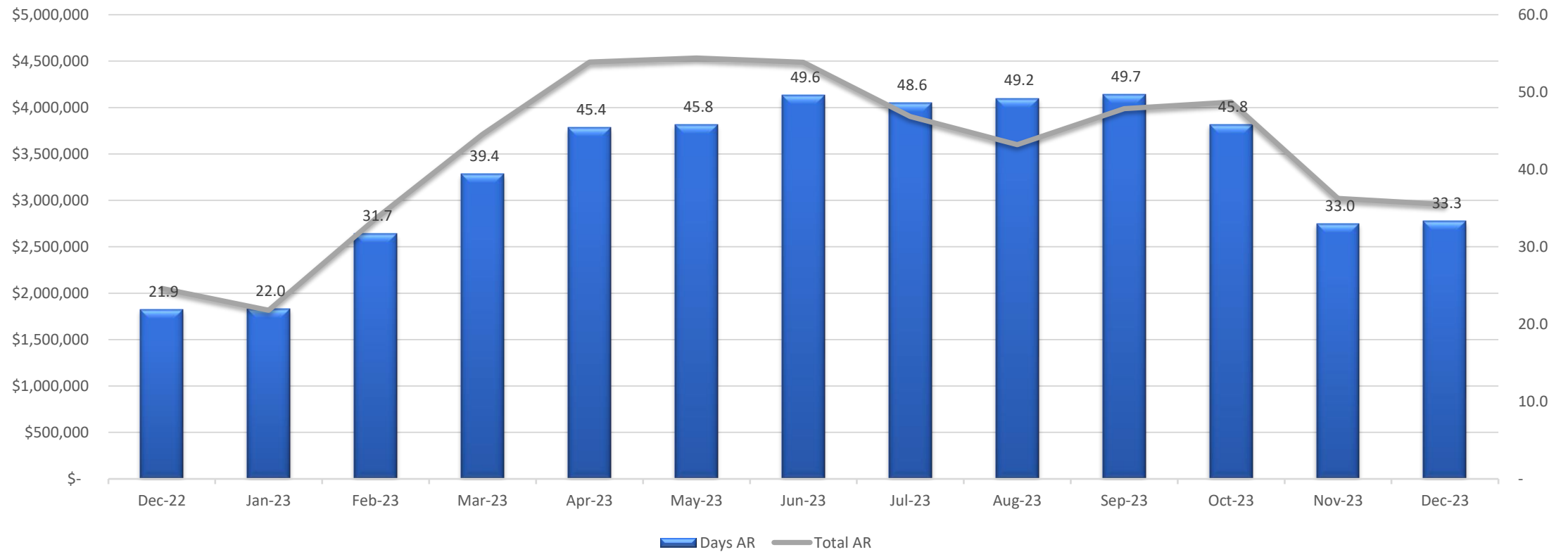


AR Trends

Aging Period	Insurance December	Patient - All December	Patient - On pmt Plan December	Patient - Not on pmt Plan December	Total December	% Total December
0 - 30	\$1,562,681	\$126,812	\$682	\$126,130	\$1,689,494	53.06%
31 - 60	\$477,241	\$115,847	\$1,729	\$114,118	\$593,088	18.63%
61 - 90	\$437,375	\$132,930	\$1,326	\$131,604	\$570,305	17.91%
91 - 120	\$122,987	\$97,936	\$600	\$97,336	\$220,923	6.94%
121 - 150	\$72,852	\$42,612	\$1,016	\$41,597	\$115,464	3.63%
151 - 180	\$29,011	\$19,729	\$394	\$19,335	\$48,740	1.53%
181 - 210	\$22,840	\$25,744	\$272	\$25,472	\$48,584	1.53%
211+	(\$23,663)	(\$79,041)	\$1,172	(\$80,212)	(\$102,704)	-3.23%
Total	\$2,701,325	\$482,570	\$7,190	\$475,380	\$3,183,895	
% > 90	8%	22%	48%	22%	10%	
% > 120	4%	2%	40%	1%	3%	



Day in AR & Total A/R



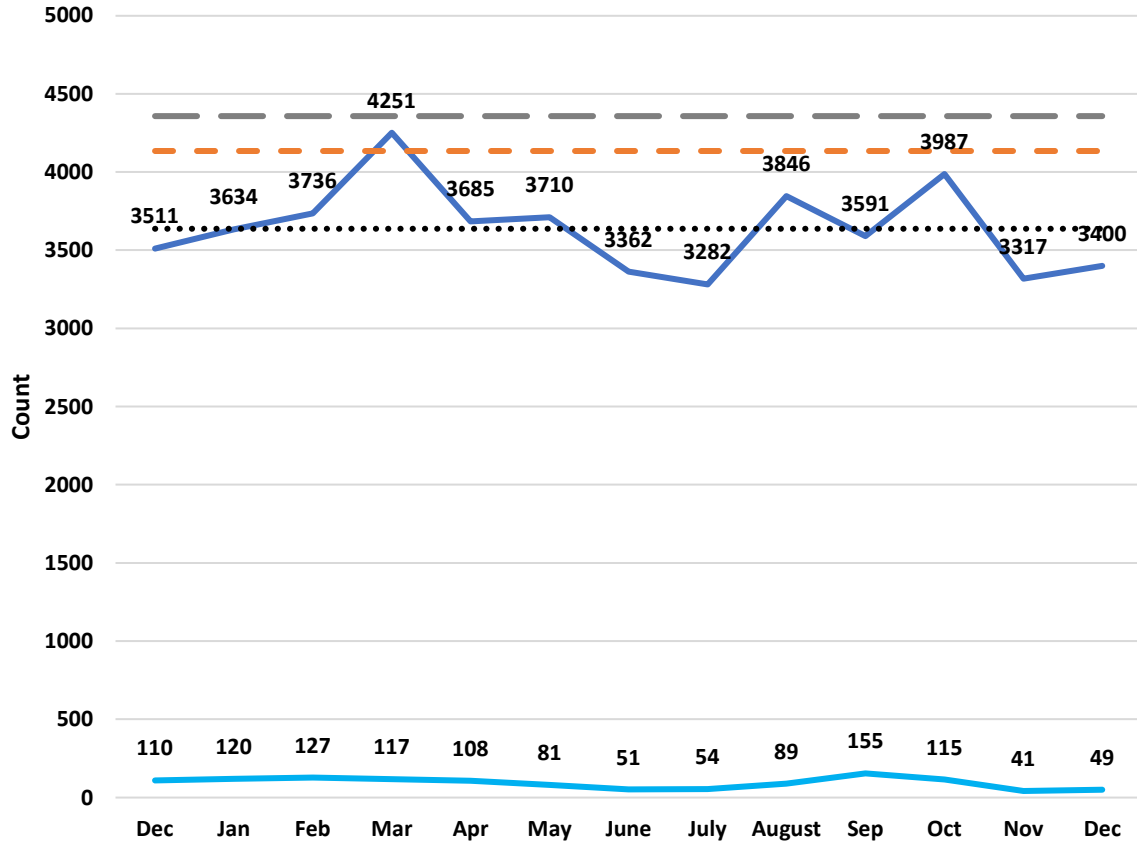


CCPC Board Meeting – Efficiency Update

February 2024

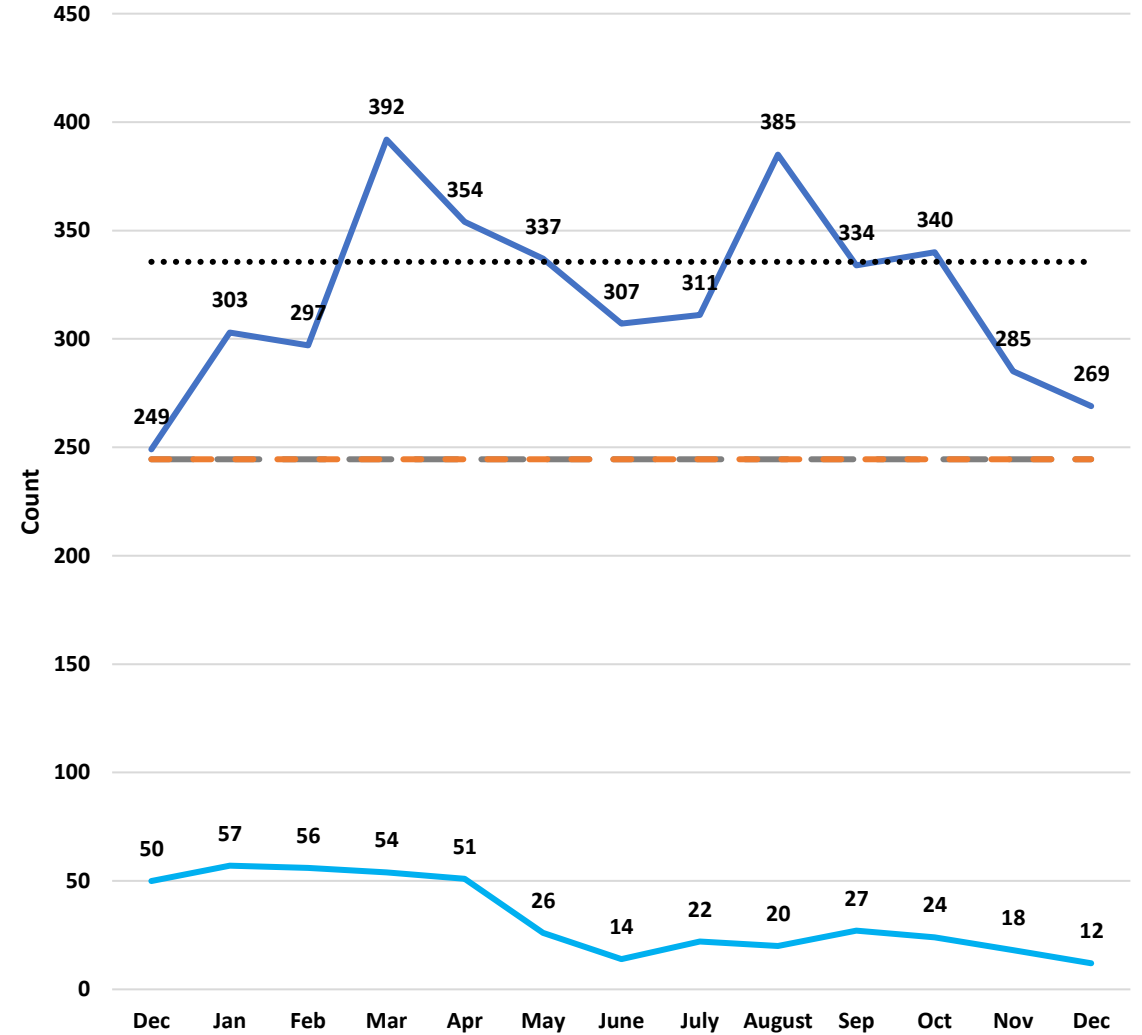
Medical/Behavioral Health

NUMBER OF VISITS - ALL LOCATIONS



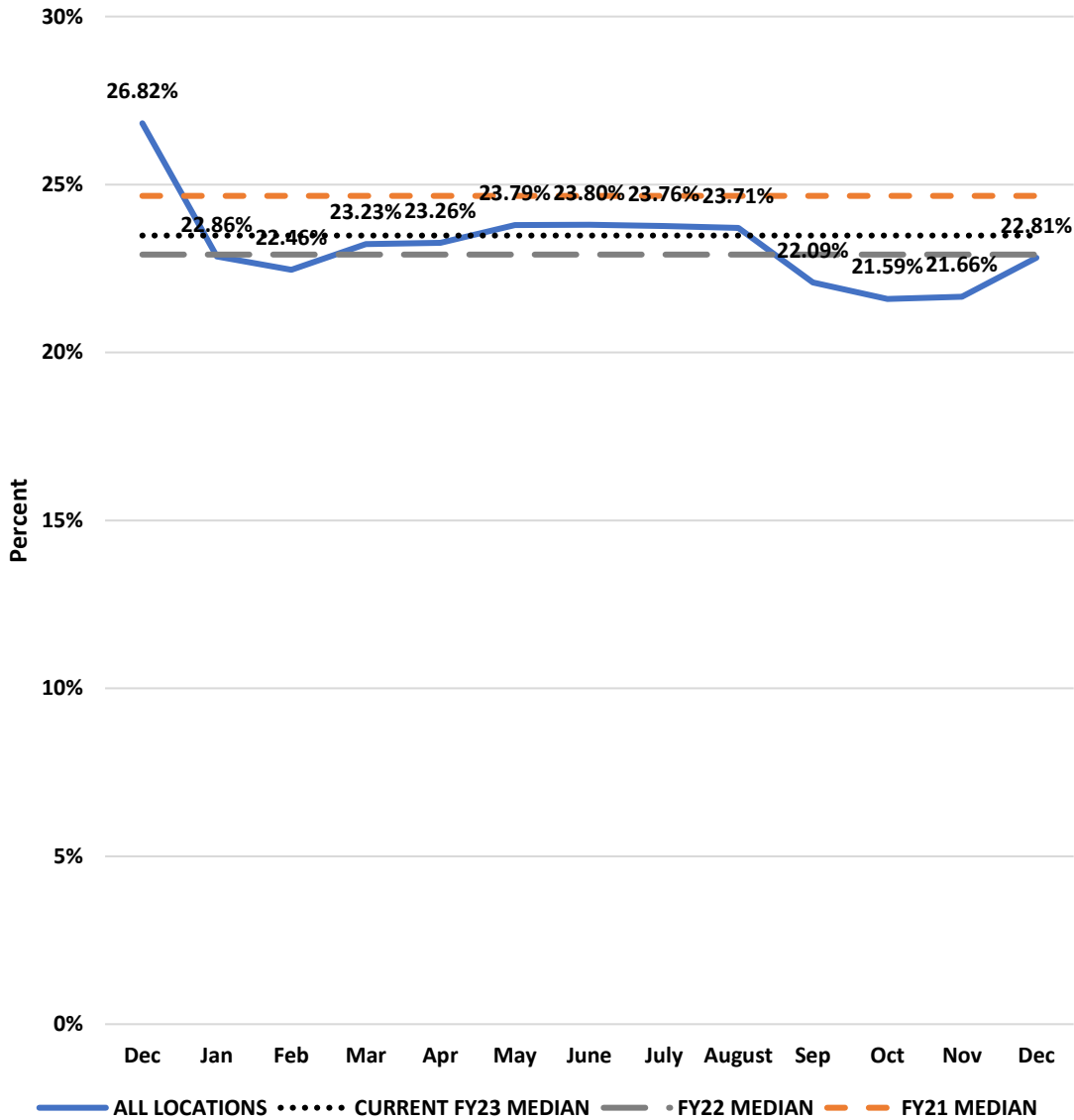
— ALL LOCATIONS — TELEHEALTH VISITS CURRENT FY23 MEDIAN
- - - FY22 MEDIAN - - - FY21 MEDIAN

NUMBER OF VISITS - ALL BEHAVIORAL HEALTH

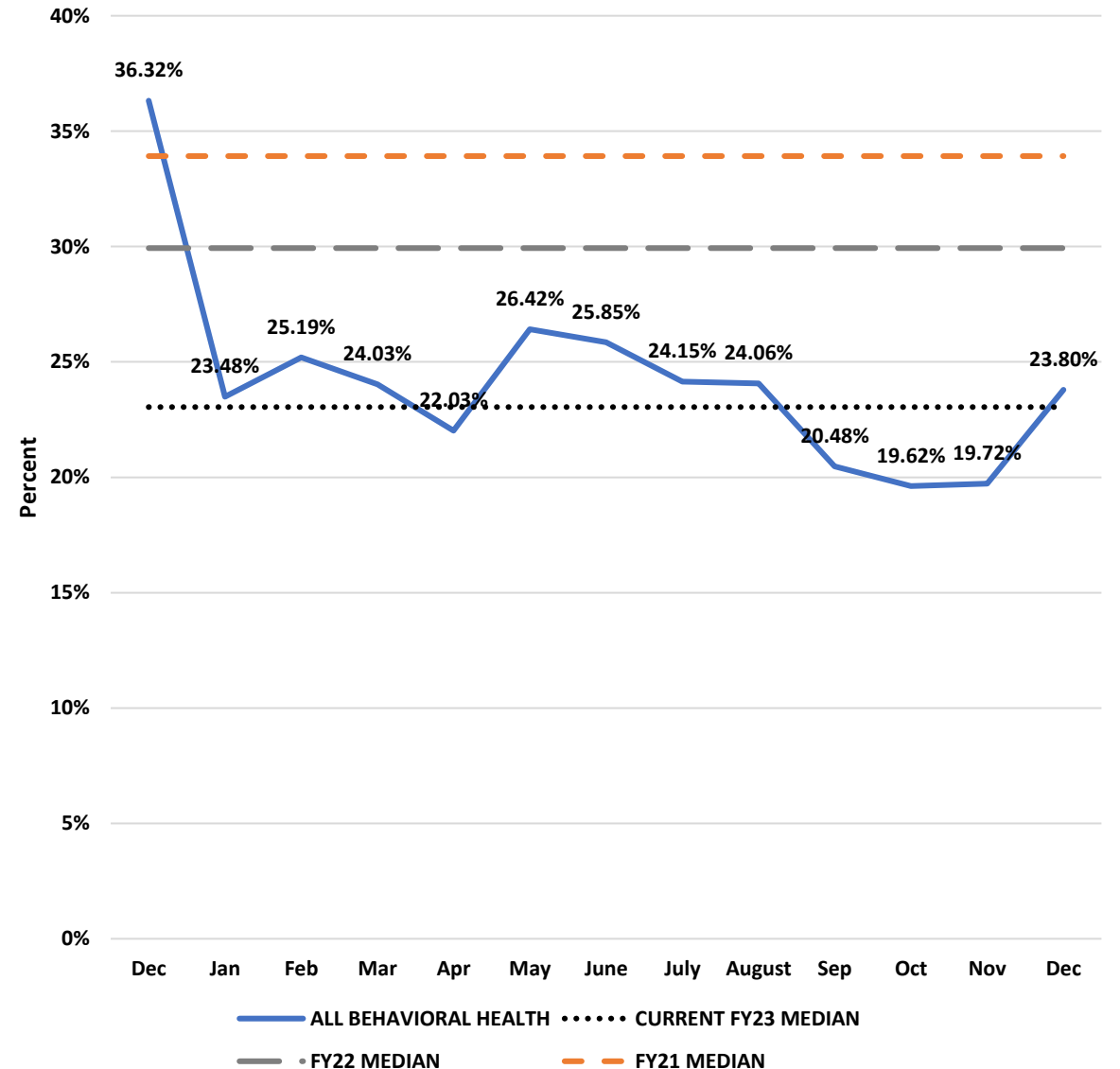


— ALL BEHAVIORAL HEALTH — TELEMEDICINE VISITS CURRENT FY23 MEDIAN
- - - FY22 MEDIAN - - - FY21 MEDIAN

NO SHOW % - ALL LOCATIONS

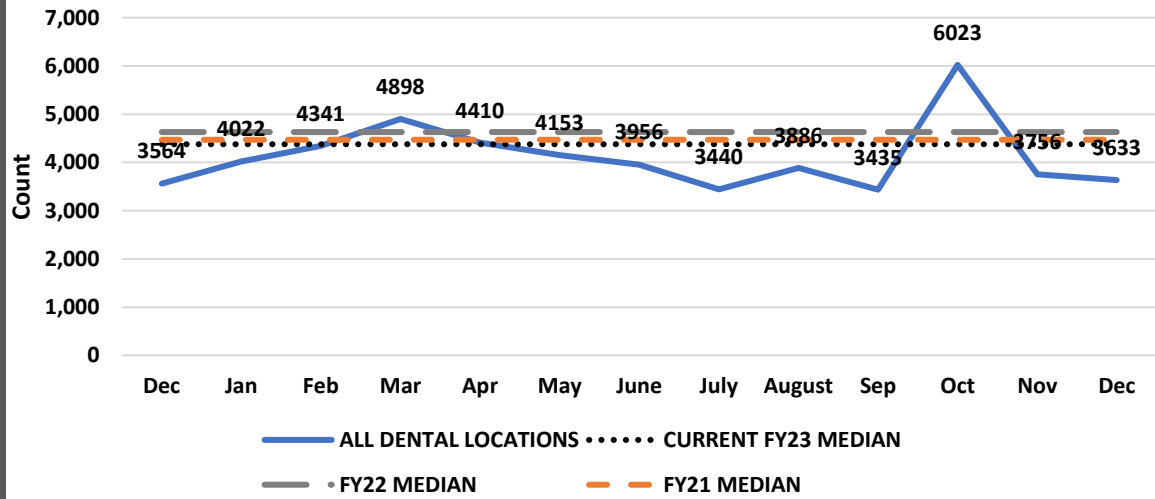


NO SHOW % - ALL BEHAVIORAL HEALTH

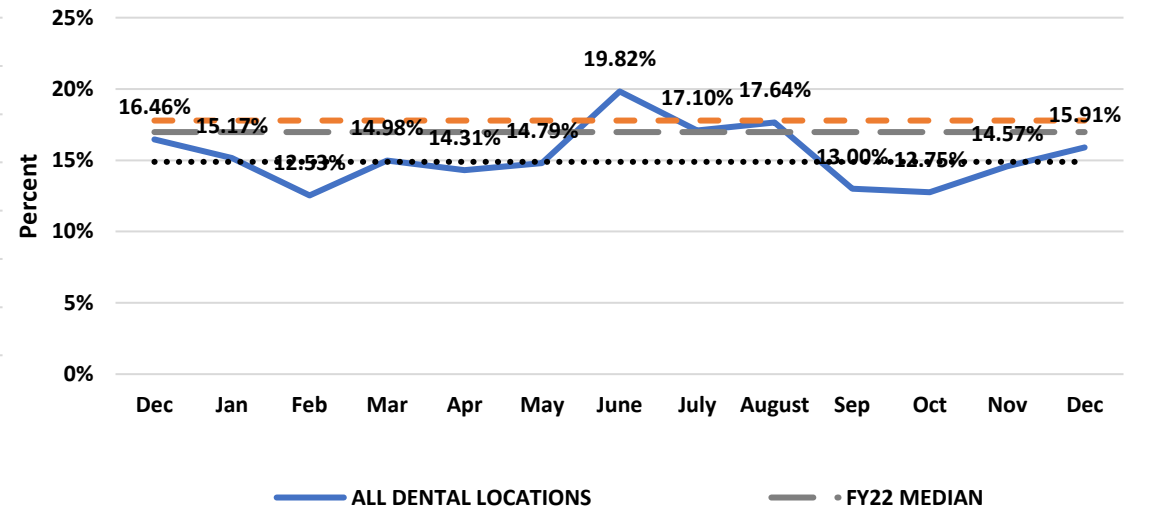


Dental

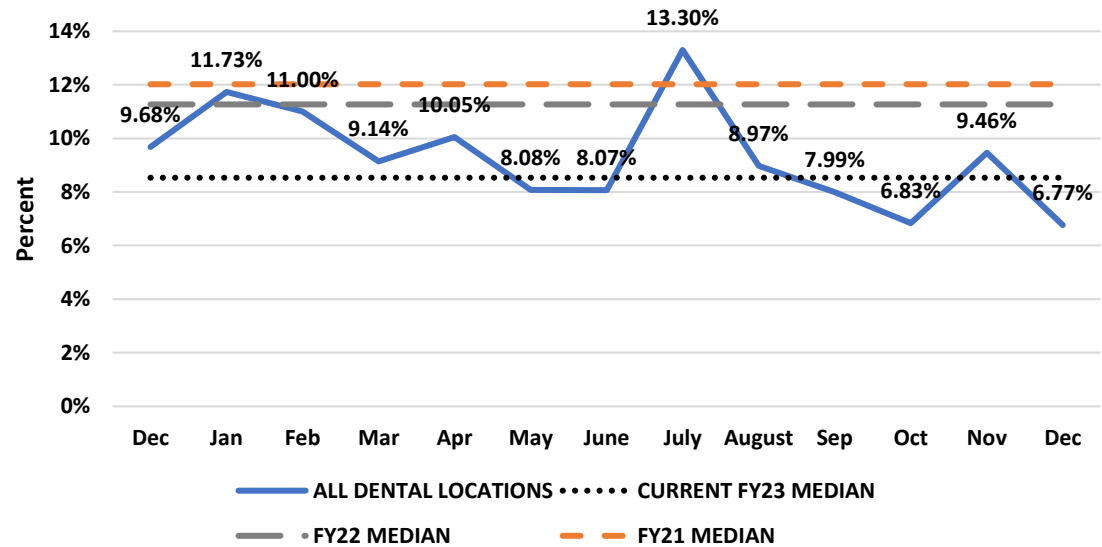
DENTAL VISITS - ALL LOCATIONS



DENTAL BROKEN APPT % - ALL LOCATIONS

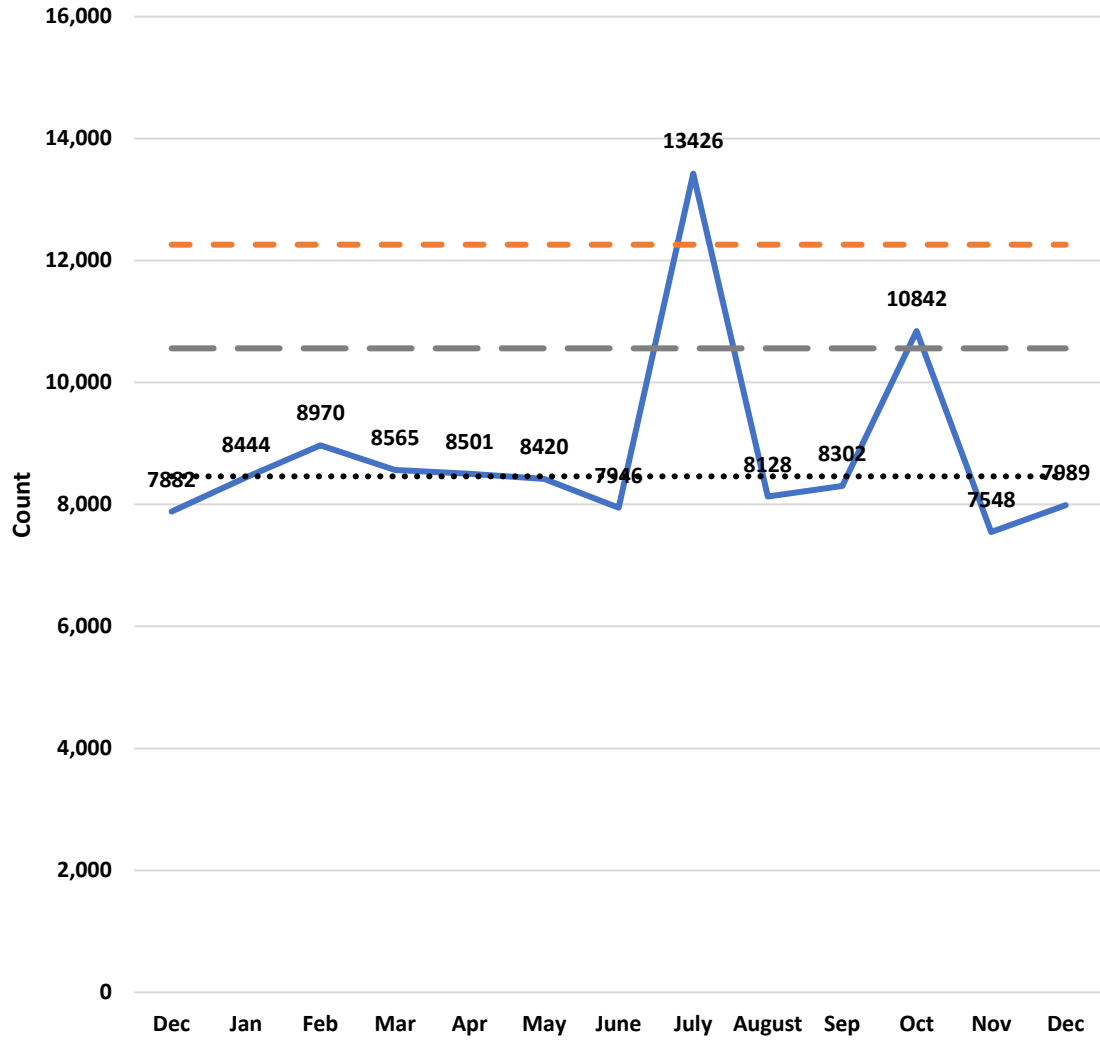


DENTAL NEW PATIENT % - ALL LOCATIONS



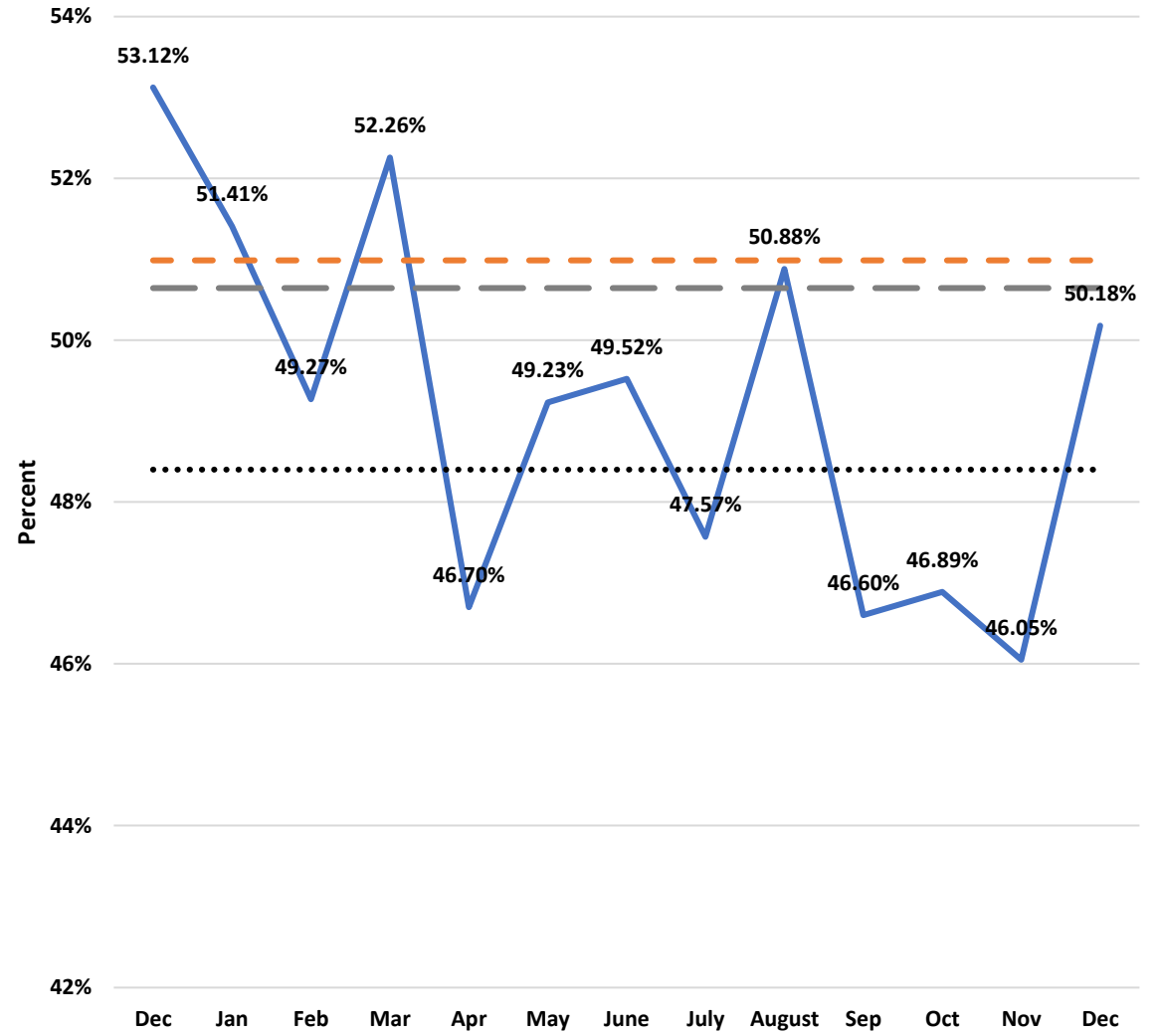
Pharmacy

PHARMACY NUMBER OF FILLS - ALL LOCATIONS



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

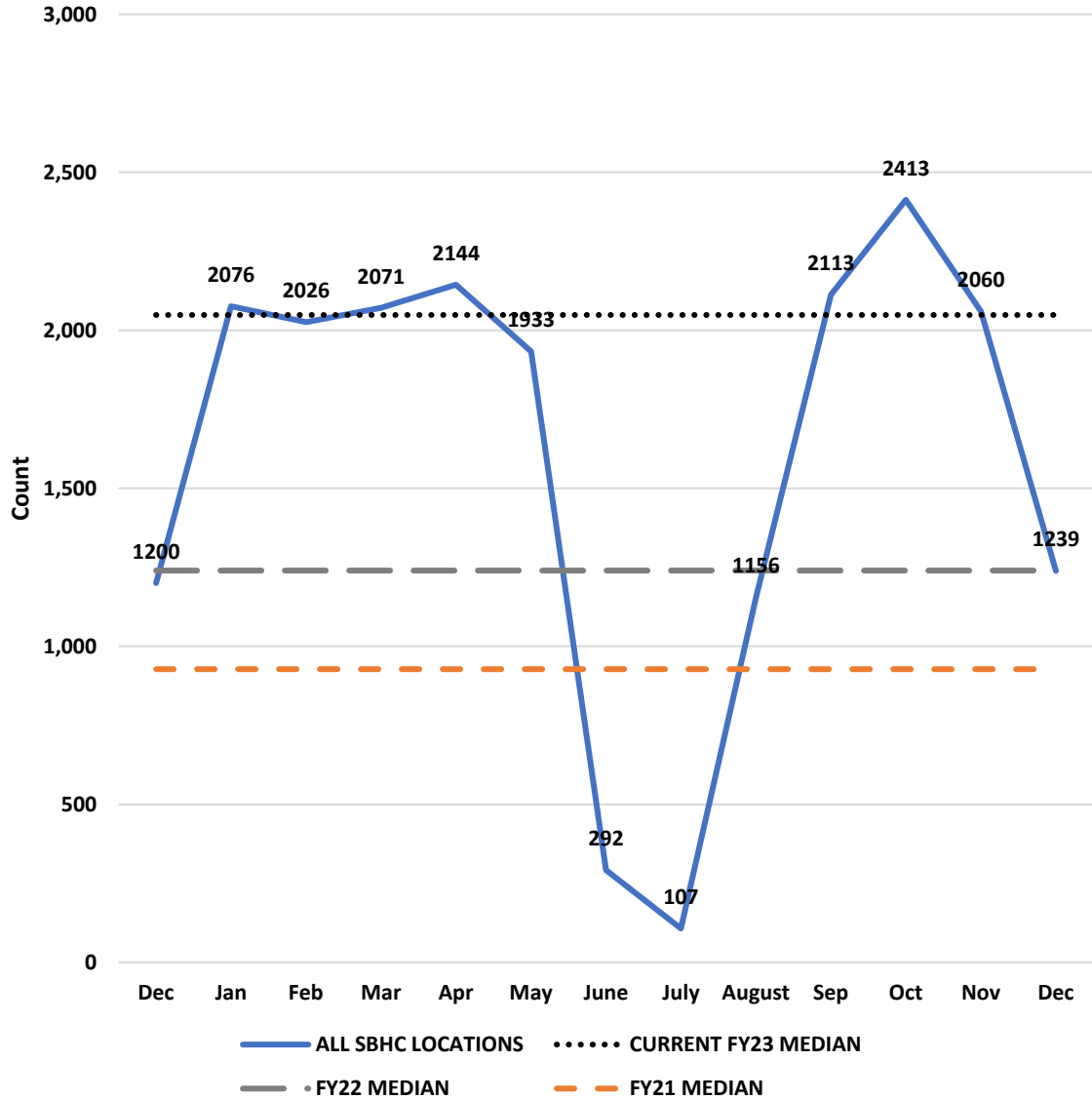
PHARMACY ESCRIBE % - ALL LOCATIONS



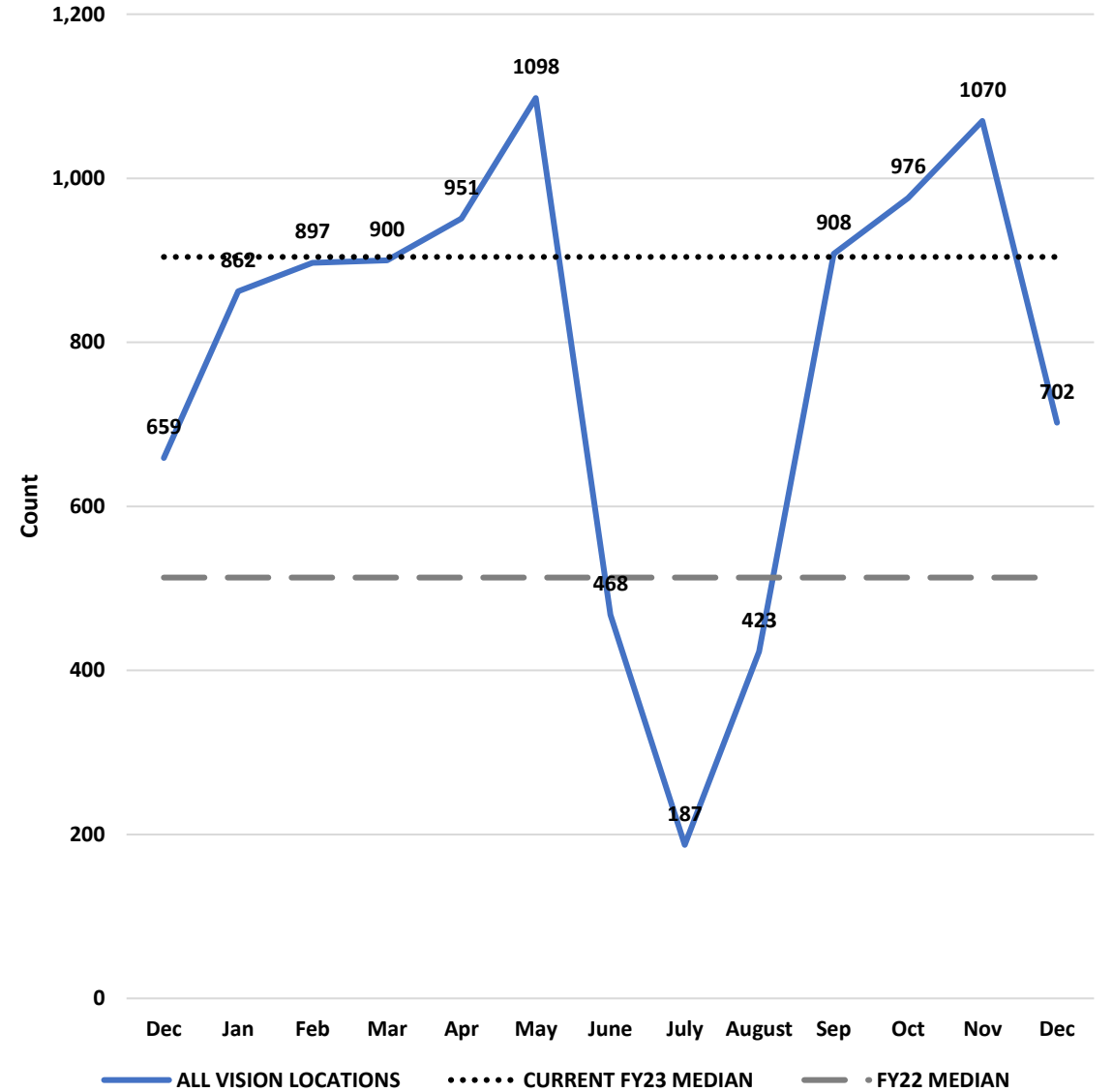
— ALL PHARMACY LOCATIONS
 ⋯ CURRENT FY23 MEDIAN
- - - FY22 MEDIAN
 - - - FY21 MEDIAN

School Based Health Centers

SBHC VISITS - ALL LOCATIONS

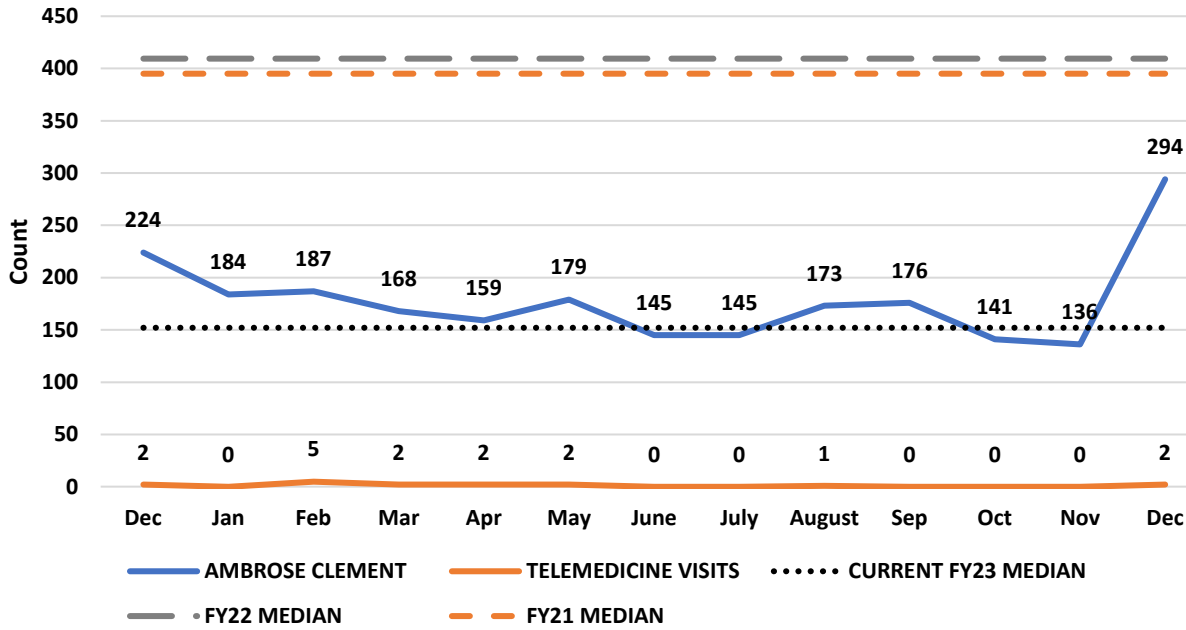


VISION VISITS - ALL LOCATIONS

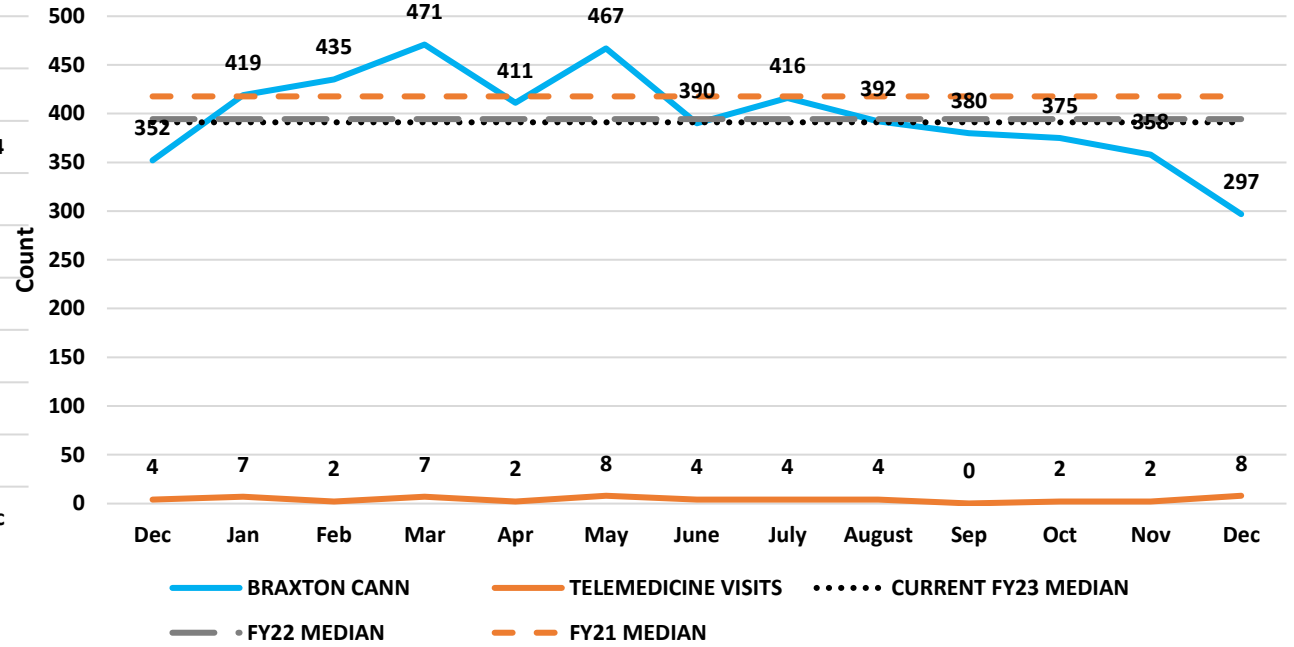


Supplemental Slides

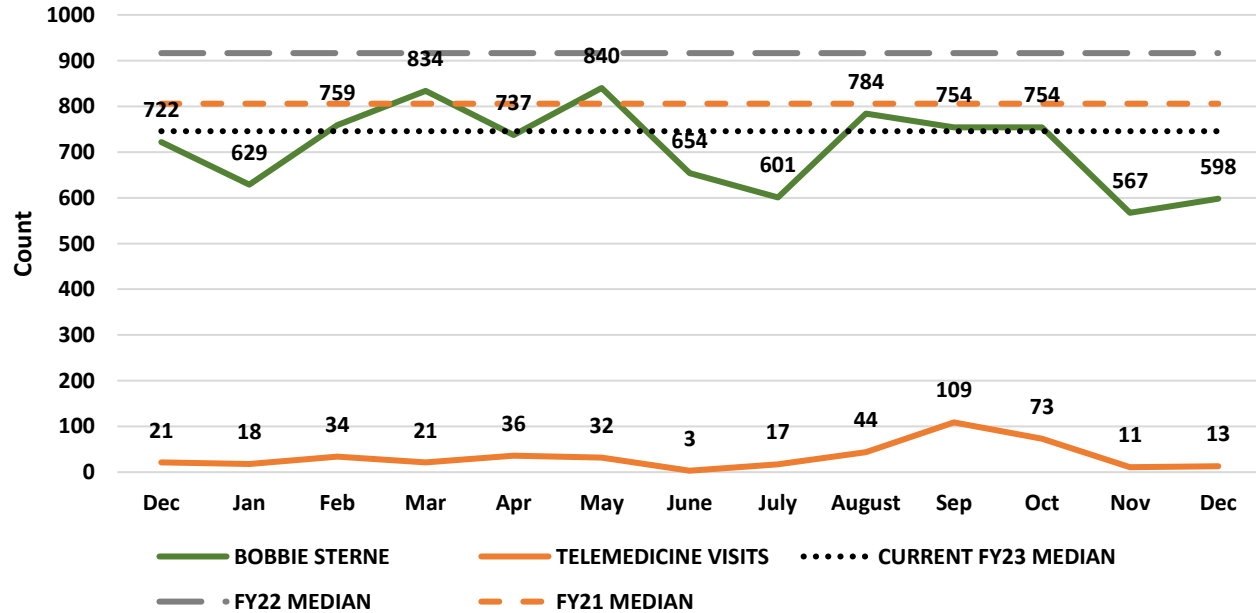
AMBROSE



VISITS

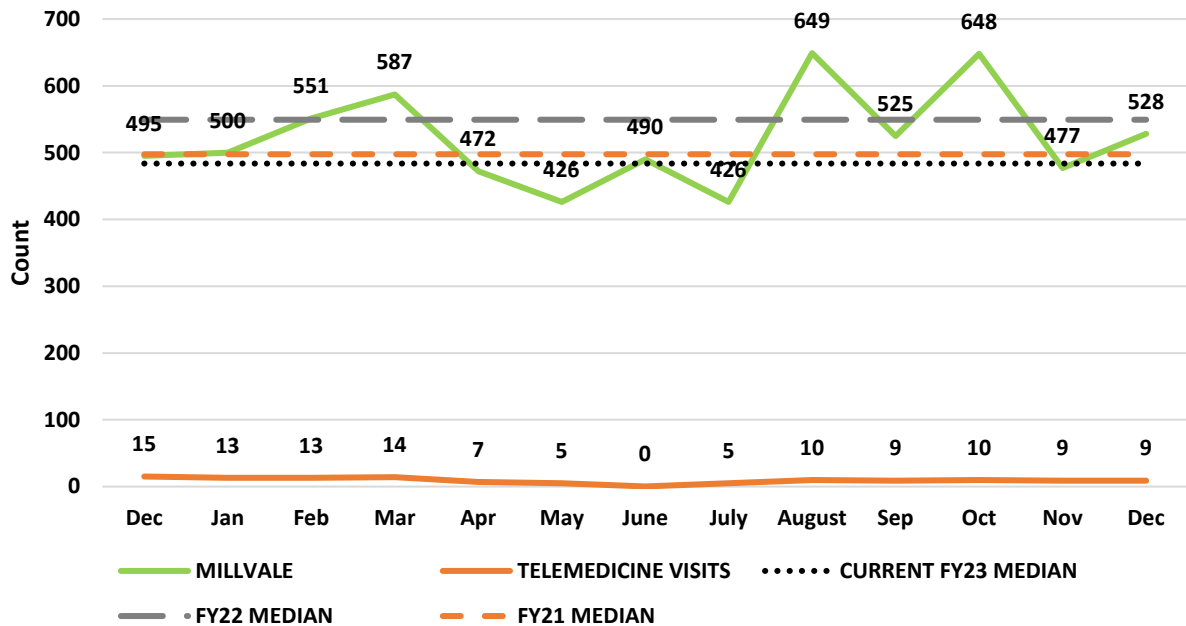


BOBBIE STERNE

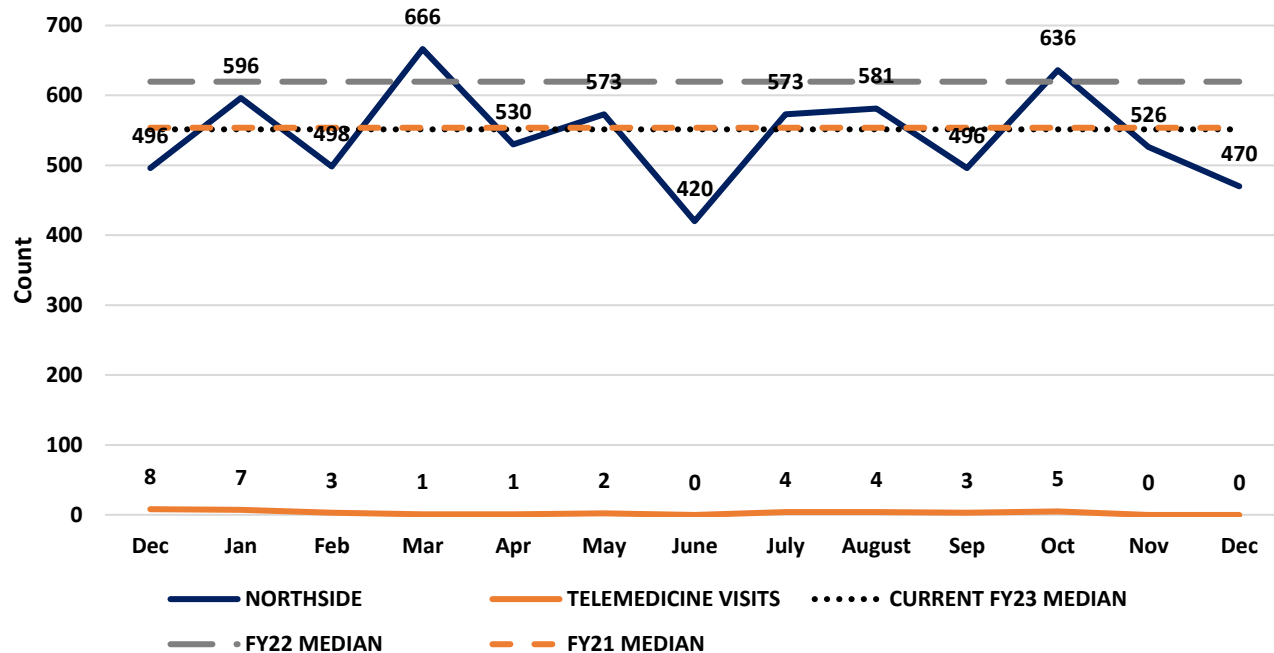


VISITS

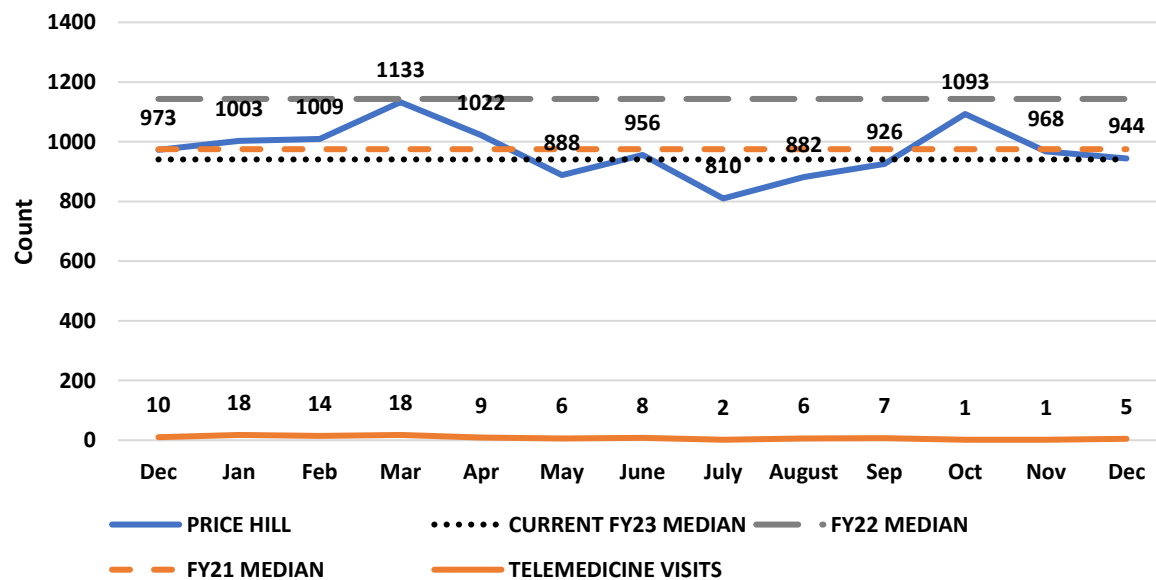
MILLVALE



NORTHSIDE

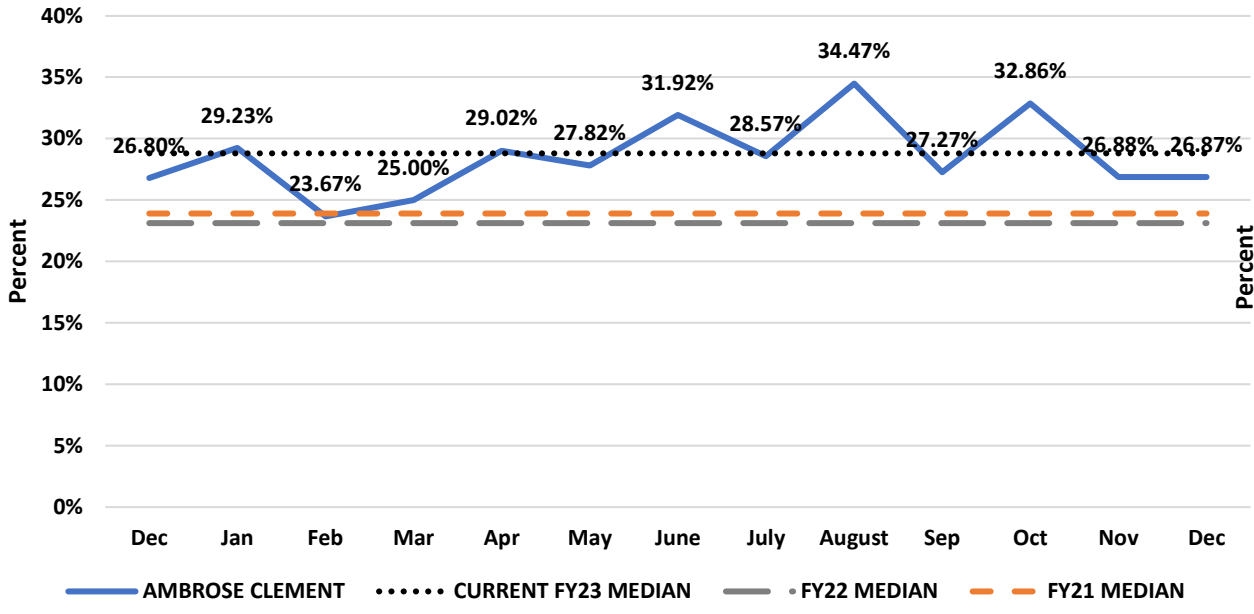


PRICE HILL

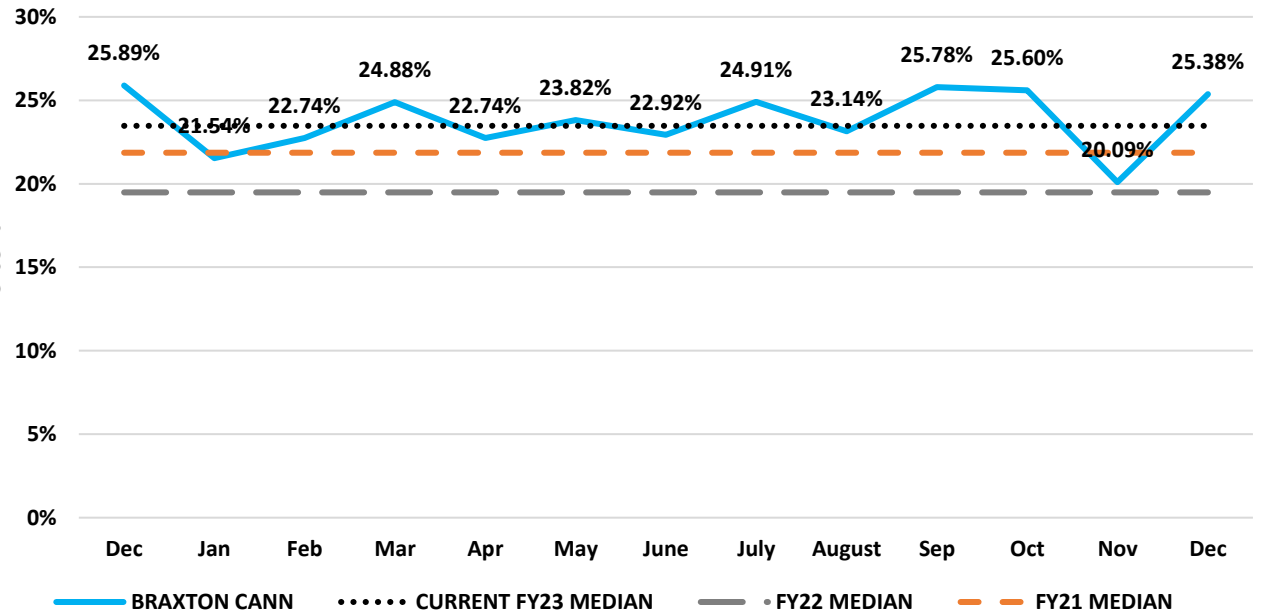


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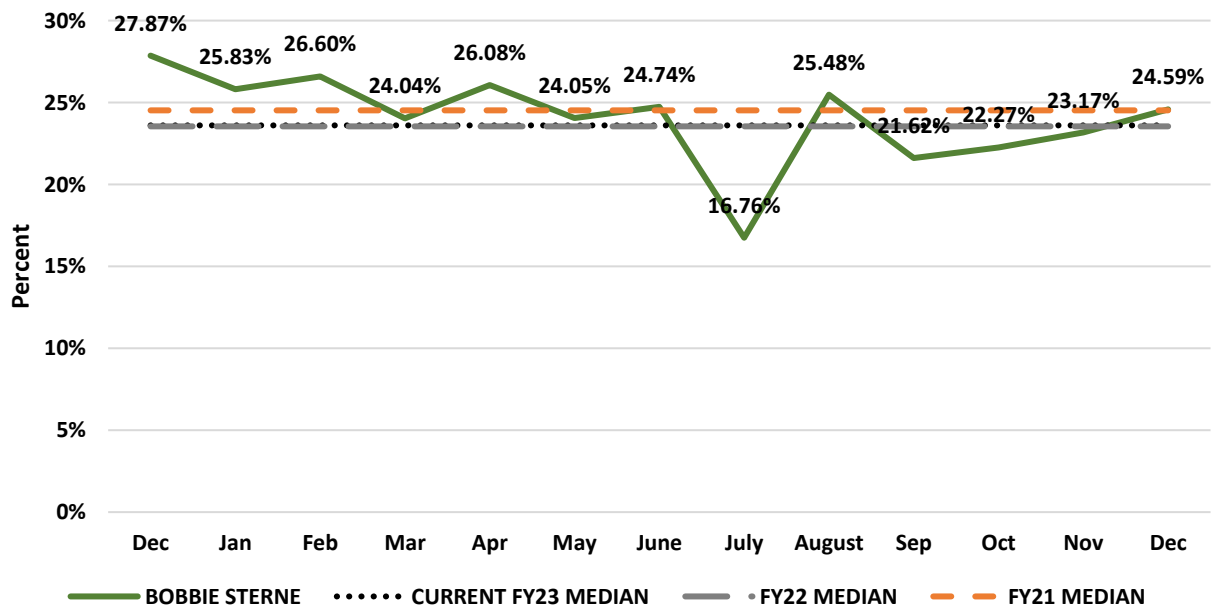
AMBROSE



BRAXTON CANN

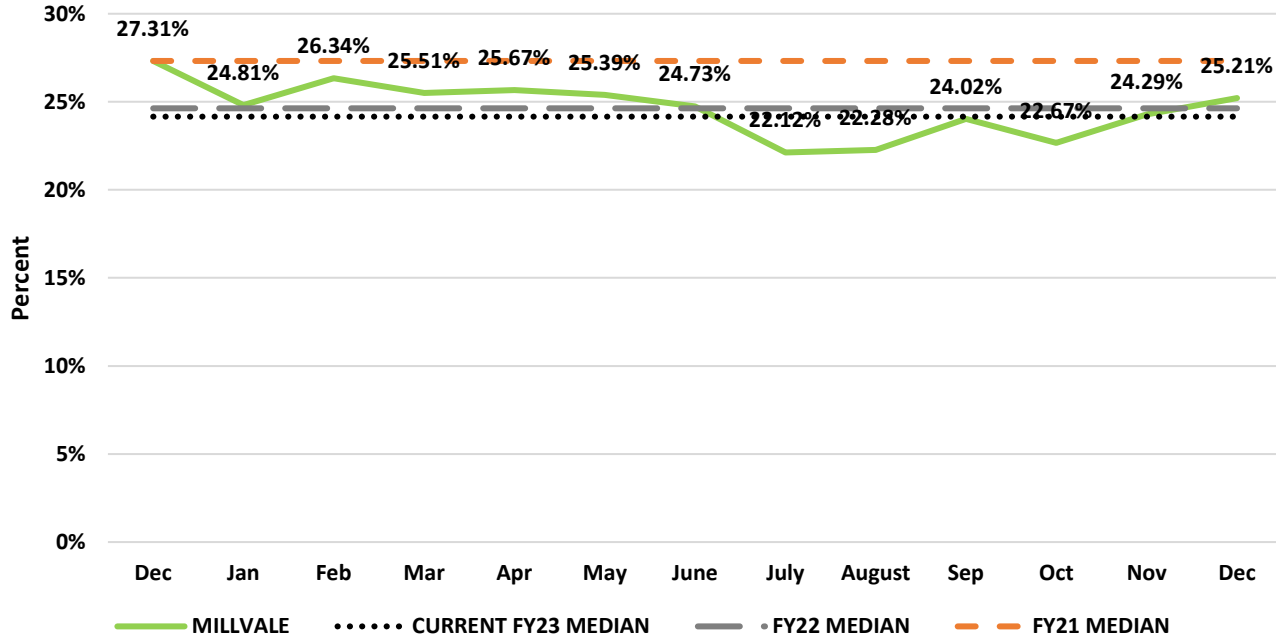


BOBBIE STERNE

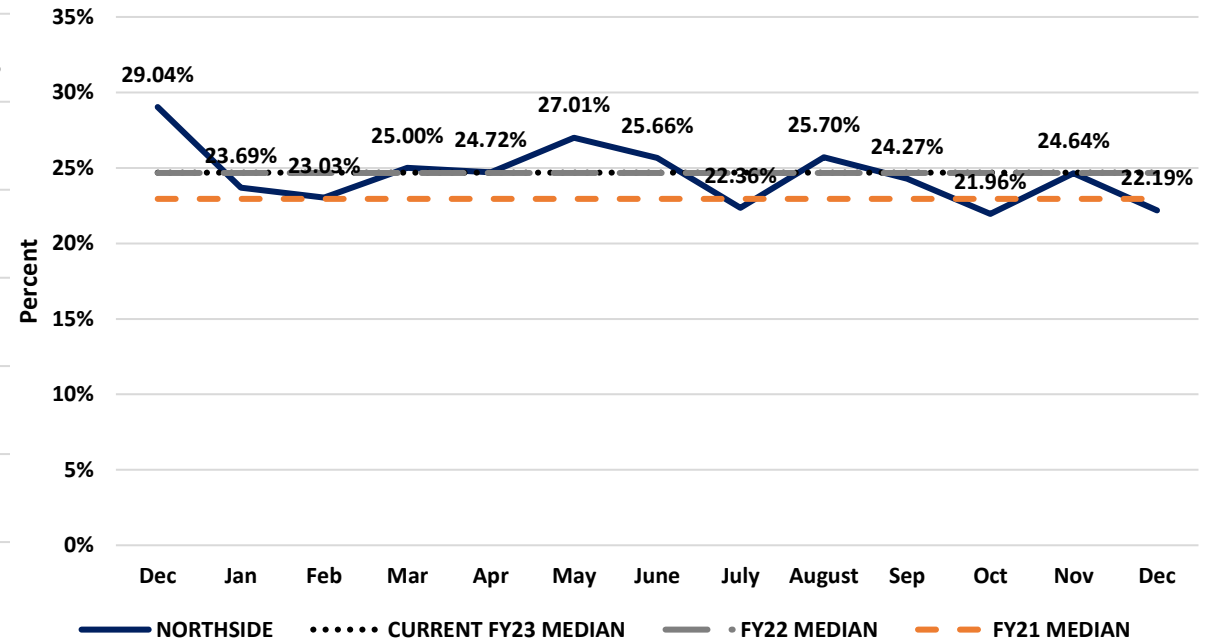


NO SHOW PERCENT

MILLVALE



NORTHSIDE



PRICE HILL

