



City of Cincinnati Primary Care Board of Governors Meeting

May 14, 2025

Agenda

Renu Bahkshi	Robert Cummings	Alexius Golden Cook	Dr. Angelica Hardee
Dr. Camille Jones	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 – 6:10 pm **Vote: Motion to approve the Minutes from April 9, 2025, CCPC Board Meeting.**

Leadership Updates

6:10 pm – 6:35 pm Ms. Joyce Tate, Chief Executive Officer
CEO Report – **document**
Personnel Actions – **document**
Administrative Professional Dress Code Policy – **document**
Vote: Motion to approve the Administrative Professional Dress Code Policy.
Credentialing and Privileging Policy – **document**
Vote: Motion to approve the Credentialing and Privileging Policy.

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

New Business

6:45 pm – 6:50 pm Comments

6:50 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 – June 11, 2025

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

CCPC Board of Governors Meeting Minutes

Wednesday, April 9, 2025

Call to order at 6:00 pm

Roll Call

CCPC Board members present –Ms. Michelle Burns, Mr. Robert Cummings, Ms. Alexius Golden Cook, Dr. Angelica Hardee, Dr. Camille Jones, Mr. John Kachuba, Dr. Philip Lichtenstein, Ms. Luz Schemmel, Ms. Debra Sellers, Dr. Bernard Young

CCPC Board members absent –Ms. Renu Bakhshi, Ms. Jen Straw, Ms. Erica White-Johnson

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Dr. Geneva Goode, Dr. Edward Herzig, Dr. Yury Gonzales, Dr. Nick Taylor, Mr. Ian Doig

Board Documents:

[CCPC-Board-Meeting-Agenda-Packet 4.9.2025.pdf](#)

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	Ms. Timothy Collier
Roll Call	10 present, 3 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: the City of Cincinnati Primary Care Board of Governors approves the minutes of March 12, 2025, CCPC Board Meeting.	M: Dr. Camille Jones 2nd: Ms. Luz Schemmel Action: 10-0, Passed	Mr. Timothy Collier
Old Business			
CCPC Board Officer Previous and New Nominations of Officers	Please see a list of election eligible board members in the agenda packet. Ms. Sa-Leemah Cunningham & Mr. Ian Doig reminded the board of the election process and took some additional nomination changes. <ul style="list-style-type: none"> The list of CCPC Board members eligible for CCPC Elections was included in the packet. Nominations for Chair, Vice-Chair, and Secretary were discussed. <ul style="list-style-type: none"> Nominees from the March Board Meeting <ul style="list-style-type: none"> Chair: Dr. Camille Jones Vice Chair: Mr. John Kachuba Vice Chair: Dr. Angelica Hardee Secretary: Mr. John Kachuba Secretary: Dr. Angelica Hardee New Changes from the March Board meeting <ul style="list-style-type: none"> Ms. Sellers requested to withdraw her nomination for board chair due to personal reasons. 	n/a	Ms. Sa-Leemah Cunningham & Mr. Ian Doig

	<ul style="list-style-type: none"> ○ Dr. Jones nominated herself for vice chair and withdrew her nomination for board chair. ○ Mr. John Kachuba nominated himself for board chair. ○ Dr. Angelica Hardee nominated herself for board secretary. 		
CCPC Board Election of Officers	<p>The board began the election of officers.</p> <ul style="list-style-type: none"> • Board Chair Election <ul style="list-style-type: none"> ○ With Mr. John Kachuba running unopposed, the board voted on him being elected for Board Chair. ○ Mr. Kachuba was elected Board Chair. ○ The board had no additional discussion regarding the New Board Chair vote. • Board Vice-Chair Election <ul style="list-style-type: none"> ○ With Dr. Jones running unopposed, the board voted on him being elected for Board Vice Chair. ○ Dr. Jones was elected Board Vice Chair. ○ The board had no additional discussion regarding the New Board Vice-Chair vote. • Board Secretary Election <ul style="list-style-type: none"> ○ With Dr. Hardee running unopposed, the board voted on him being elected for Board Secretary. ○ Dr. Angelica Hardee was elected as Board Secretary. ○ The board had no additional discussion regarding the New Board Secretary. 	<p>Vote: Board Chair Election Kachuba (ran unopposed)-10 votes</p> <p>Vote: Board Vice-Chair Election Jones (ran unopposed)-10 votes</p> <p>Vote: Board Secretary Election Hardee (ran unopposed)-10 votes</p>	
Extension of 2nd Term for Board members	<p>The board discussed and voted on the term extension for Four Board members: Dr. Philip Lichtenstein, Ms. Jeanette Straw, Ms. Debra Sellers, Dr. Bernard Young.</p> <ul style="list-style-type: none"> • Ms. Cunningham informed the board that Dr. Philip Lichtenstein, Ms. Jeanette Straw, Ms. Debra Sellers, Dr. Bernard Young are up for an extension of her term and called for a motion to extend. • There was no board discussion, and the board moved to vote. <p>Motion to approve Board member, Dr. Philip Lichtenstein for a 2nd Term.</p> <p>Motion to approve Board member, Ms. Jeanette Straw for a 2nd Term.</p> <p>Motion to approve Board member, Ms. Debra Sellers for a 2nd Term.</p> <p>Motion to approve Board member, Dr. Bernard Young for a 2nd Term.</p>	<p>Vote: Dr. Philip Lichtenstein for a 2nd Term. M: Dr. Bernard Young 2nd: Dr. Camille Jones Action: 10-0 Passed</p> <p>Vote: Ms. Jeanette Straw for a 2nd Term. M: Dr. Camille Jones 2nd: Mr. John Kachuba Action: 9-0 Passed</p> <p>Vote: Ms. Debra Sellers for a 2nd Term. M: Ms.</p>	Ms. Sa-Leemah Cunningham

		<p>Michelle Burns 2nd: Dr. Camille Jones Action: 9-0 Passed</p> <p>Vote: Dr. Bernard Young for a 2nd Term. M: Mr. Robert Cummings 2nd: Mr. Tim Collier Action: 9-0 Passed</p>	
<p>Recognition of Outgoing Board Members</p>	<p>Ms. Cunningham addressed the Chair to acknowledge that Ms. Burns had to depart for another meeting. She took a moment to express appreciation to Ms. Burns and Mr. Collier for their dedicated service on the board, stating:</p> <ul style="list-style-type: none"> • “We thank you for your hard work and dedication in your years on this board. You will be receiving a token of our appreciation in the mail. Both of you have supported me throughout my time here and helped me navigate the board. Your presence will be missed, especially by me. Mr. Collier, we’ve been in this together.” <p>Ms. Tate echoed the sentiments, noting the difficulty of saying farewell to long-serving board members:</p> <ul style="list-style-type: none"> • “It’s always a sad time when board members have to leave, especially those who have been with us through the trenches. We’ve had an exceptional executive team with Mr. Collier, Ms. Burns, and Dr. Hardee. These are challenging times, and having such committed members has been invaluable. It has truly been a pleasure and a privilege to work with you both. I hope, after some well-deserved time with your families, you consider returning after the next 12 months. Please stay engaged, Roberts is opening soon, and we’d love you to be involved. We’re also working on a meet-and-greet or reception for outgoing and current board members. Thank you for everything. I couldn’t have made it without you. We just wish you the best in the year ahead.” <p>Mr. Kachuba offered his appreciation and encouragement:</p> <ul style="list-style-type: none"> • “That applause was for everyone leaving the board. MR. Collier, I know you’ve done a great job. We’ve known each other for years. 		

	<p>Even though I’ve been in your position before, times have changed. I hope I can follow your lead over the next few years. Thank you for all you’ve done.”</p> <p>Dr. Jones added brief words of recognition:</p> <ul style="list-style-type: none"> • “Thank you both for being hardworking, effective, and kind board members.” <p>Dr. Herzig, on behalf of the Board of Health, extended his gratitude:</p> <ul style="list-style-type: none"> • “Thank you, Mr. Collier, and the rest of the Board for your service to the people of Cincinnati. I remember meeting you in the back of the Duke auditorium during your first COVID meeting. Your contributions have been invaluable.” <p>Dr. Lichtenstein shared his personal reflections:</p> <ul style="list-style-type: none"> • “Mr. Collier, we’ve worked together for nearly seven years on both boards. I’ll miss your sense of humor, your focus on important issues, and your leadership qualities. I hope we have the privilege of seeing you return to the board within the next year or two.” <p>Ms. Burns expressed her appreciation for the opportunity to serve:</p> <ul style="list-style-type: none"> • “I appreciate it—I really do. I learned a lot being on the board and in the role I served. I’m looking forward to tuning in to see the new board at work. The Health Department and CCPC will always be in my heart. I’m here—just let me know when you need my support, and if I’m available, I’ll be there.” <p>Mr. Collier offered his closing remarks and heartfelt acknowledgments:</p> <ul style="list-style-type: none"> • “Thank you. I appreciate that. I don’t want Ms. Burns to get away without a proper thank you. Thank you for your support, for keeping me on track, and for staying engaged when we needed it most. I truly appreciate you. I say this to all board members, just showing up to meetings means a lot. It may seem small, but during this time of service and volunteering, your presence speaks volumes. Miss Schemmel—though she’s not here—and Renu, I want to acknowledge the work you do beyond this board, which greatly impacts the community. Thank you all Sincerely” 		
CEO Update	Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.	n/a	Ms. Joyce Tate

	<p>Please see the memo in the agenda packet</p> <ul style="list-style-type: none"> Ms. Tate opened her report by extending well wishes to Mr. Menkhaus, who was unable to attend the meeting due to illness. She acknowledged his consistent attendance and expressed hope that he will return with a report next month. <p>Roberts Expansion Update</p> <ul style="list-style-type: none"> The Board was directed to photos in the meeting packet showing construction progress at the Roberts expansion site. Ms. Tate shared details from a recent meeting with Chris Burkhart, CEO of Cincinnati Public Schools (CPS), who expressed enthusiasm about the installation of interior walls and upcoming flooring work. The grand opening is anticipated for May or June, with confirmation expected by the next board meeting. <p>Crest Smile Shoppe Relocation Project</p> <ul style="list-style-type: none"> The relocation project for the Crest Smile Shop is progressing, albeit slowly. The city attorney is working to finalize the lease agreement for the new location in Avondale Plaza, adjacent to the Ambrose Health Center. Ms. Tate reported that although the project was delayed, a crucial extension was secured from HRSA before major staffing changes. <p>Capital Project Staffing Challenges</p> <ul style="list-style-type: none"> Ms. Tate acknowledged the departure of key HRSA capital project staff, including architect Dana Evans, who had played an instrumental role in the progress. Another capital project specialist, formerly part of the engineering team, contacted Ms. Tate offering continued support for grantees despite being laid off. His contact information will be shared with OACHC for potential collaboration. <p>Federal Restructuring & Advocacy Efforts</p> <ul style="list-style-type: none"> Ms. Tate highlighted the real and growing impacts of federal restructuring, particularly within HRSA, now operating under the “Make America Healthy Again” administration. She encouraged advocacy efforts around Medicaid and 340B funding and invited board members to help engage congressional representatives, such as Rep. Greg Landsman and Senator Moreno, to visit local health centers. Senator Moreno recently toured Primary Health Care Solutions in Hamilton, OH, and Ms. Tate encouraged similar visits to CCPC sites. 		
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	<p>Board Engagement and Mentorship</p> <ul style="list-style-type: none"> • Ms. Tate emphasized the need for deeper engagement among newer board members who may not yet know where they fit in. • She proposed working with the Executive Committee on: <ul style="list-style-type: none"> ○ Assigning board committee roles, ○ Creating mentoring opportunities with seasoned board members, ○ Planning a Meet and Greet event for current and departing board members. <p>Board Member Acknowledgments</p> <ul style="list-style-type: none"> • Ms. Tate thanked several board members for their continued participation: <ul style="list-style-type: none"> ○ Ms. Sellers for her willingness to serve, ○ Ms. Cook and Ms. Schemmel for their attendance. Ms. Schemmel for remaining engaged despite personal challenges. • Special thanks were given to Ms. Cunningham for designing certificates of appreciation for departing members. <p>March Report & Personnel Updates</p> <ul style="list-style-type: none"> • Ms. Tate noted that her March report and personnel update were included in the board packet. • She invited some follow-up questions to be directed at fiscal staff. • She shared that Dr. Nick Taylor has been selected as the new Dental Director, pending civil service finalization. <ul style="list-style-type: none"> ○ Dr. Taylor acknowledged the announcement and stated that three new dental providers will begin in August. Two are from a UC residency program; one is relocating from Nashville. <p>Upcoming Health Fair</p> <ul style="list-style-type: none"> • Dr. Goode provided an update on behalf of the Northside Health Center, which will host a Spring into Health Fair on Saturday, May 10th, from 10 a.m. to 2 p.m. <ul style="list-style-type: none"> ○ A flyer will be distributed once available. ○ The fair will include participation from managed care organizations and various internal divisions such as: <ul style="list-style-type: none"> ▪ Healthy Communities, ▪ Lead Team, ▪ Behavioral Health, ▪ Primary Care Services. • No additional commentary from the board 		
New Business			

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 was included in the packet. 	n/a	n/a

Meeting adjourned: 6:47 pm

Next meeting: May 14, 2025, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes: <https://archive.org/details/ccpc-4-9-25>

Date: 4/9/2025
Clerk, CCPC Board of Governors

Date: 4/9/2025
Mr. Timothy Collier, Board Chair

CCPC Board of Governors

Cincinnati Health Department

April 9, 2025

Board Members	Roll Call	3.12.2025 Minutes	Approve Board member, Dr. Philip Lichtenstein for a 2nd Term.	Approve Board member, Ms. Jeanette Straw for a 2nd Term.	Approve Board member, Ms. Debra Sellers for a 2nd Term.	Approve Board member, Dr. Bernard Young for a 2nd Term.
Ms. Renu Bakhshi						
Ms. Michelle Burns	X				M	
Mr. Timothy Collier - Chair	X					2nd
Mr. Robert Cummings	X					M
Ms. Alexius Golden Cook	X					
Dr. Angelica Hardee	X					
Dr. Camille Jones	X	M	2nd	M	2nd	
Mr. John Kachuba	X			2nd		
Dr. Philip Lichtenstein	X					
Ms. Luz Schemmel	X	2nd				
Ms. Debra Sellers	X					
Ms. Jen Straw						
Ms Erica White-Johnson						
Dr. Bernard Young	X		M			
Motion Result:	Quorum	Passed	Passed	Passed	Passed	Passed

X	Present
	Yay
	Nay
	Absent
	Didn't vote, but present
M	Move
2nd	Second

STAFF/Attendees

Sa-Leemah Cunningham (clerk)	X
Joyce Tate	X
Geneva Goode, DNP	X
Edward Herzig, MD	X
Yury Gonzales, MD	X
Nick Taylor, MD	X
Ian Doig	X

CCPC Board of Governors

Cincinnati Health Department

April 9, 2025 Elections

CCPC Board of Governors	Vote: Election of Board Chair - Mr. John Kachuba	Vote: Election of Board Vice-Chair - Dr. Camille Jones	Vote: Elect Board Secretary - Dr. Angelica Hardee
Ms. Renu Bakhshi			
Ms. Michelle Burns	X	X	X
Mr. Timothy Collier	X	X	X
Mr. Robert Cummings	X	X	X
Ms. Alexius Golden Cook	X	X	X
Dr. Angelica Hardee	X	X	X
Dr. Camille Jones	X	X	X
Mr. John Kachuba	X	X	X
Dr. Philip Lichtenstein	X	X	X
Ms. Luz Schemmel	X	X	X
Ms. Debra Sellers	X	X	X
Ms. Jen Straw			
Ms Erica White-Johnson			
Dr. Bernard Young	X	X	X
Motion Result:	Elected	Elected	Elected

DATE: May 14, 2025

TO: City of Cincinnati Primary Care Board of Governors

FROM: Joyce Tate, CEO

SUBJECT: CEO Report for May 2025

Roberts Academy SBHC

- We are excited to share that the Roberts Academy School-Based Health Center is scheduled to open on May 30, pending final completion.
- A special thank you to Darlene Kamine for her pivotal contribution to this project. We are planning a formal recognition to honor her—more details to follow.

Public Health Updates

- Continued monitoring of **measles and flu** cases is underway.
- We've noted staffing changes in the CDU unit due to the loss of contracted personnel.
- Updates related to **Title X funding** and **ICE activity** are pending. No related incidents have been reported at any clinical locations.

Upcoming Northside Health Fair

- We're proud to support the upcoming Northside Health Fair on Saturday, May 10.
 - Board members and staff are encouraged to attend and engage with the community.
-

Policies for Board Approval

Administrative Dress Code Policy:

- The leadership team is proposing updates to the Administrative Dress Code Policy to provide clearer guidance on acceptable casual attire.
- The Policy was included in your packet and was sent with the changes and feedback we received from board members.
- The proposed revisions are as follows:
 - **Casual Attire Definition:** Appropriate casual wear shall include khakis, slacks, or skirts paired with professional tops (e.g., blouses, button-down shirts, polos).
 - **Prohibited Attire:** Spandex, overly revealing clothing, and inappropriate or graphic T-shirts will not be permitted under any circumstances.
 - **City-Themed Casual Days:** Exceptions may be made for City-recognized events (e.g., Bengals or FC Cincinnati game days), during which themed attire will be allowed with prior notification.

Credentialing and Privileging Policy:

- The Credentialing and Privileging Policy has undergone a comprehensive update to align with current regulatory standards and streamline operational clarity.
- The revised full policy document is included in your agenda packet and was sent for prior review to the board.
- All updates are aligned with guidance from the Health Resources and Services Administration (HRSA) and relevant state and federal regulatory bodies.
- The following key changes are submitted for Board approval:
 - **Appendix A – Glossary/Definitions:** Moved to the end of the document to improve readability and organization.
 - **Appendix B – Checklist Addition:** Introduced a formal Credentialing and Privileging Checklist to support standardized documentation and process tracking.
 - **Tuberculosis (TB) Screening Update:** Language updated to reflect “IGRA and/or TB risk assessment” in accordance with best practice guidance.
 - **Basic Life Support (BLS) Requirement:** Added requirement for current BLS certification for all healthcare providers.
 - **Enforcement Clarification:** Updated compliance language to state that failure to comply or submit required documentation may result in corrective action.
 - **Immunization Updates:** Added mandatory requirements for MMR and varicella immunizations; Flu and Meningococcal vaccinations are now strongly recommended.
 - **Language Streamlining:** Removed redundant and repetitive language throughout the document.
 - **Subrecipient Oversight Removal:** Language referencing oversight of subrecipients has been removed to better reflect current organizational structure



Date: 4/22/2025

To: MEMBERS of the BOARD of HEALTH

From: Grant Mussman, MD MHSA, Health Commissioner

Copies: Leadership Team, HR File

Subject: **PERSONNEL ACTIONS for April 22, 2025 BOARD of HEALTH MEETING**

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

KEYSHA BRITTON **PUBLIC HEALTH NURSE 2** **NURSING**
(Resignation vacancy)

Salary Bi-Weekly Range: \$2,374.81 to \$3,206.35 Contract

The School and Adolescent Health Program is moving forward with hiring Keysha Britton for the Public Health Nurse 2 position. She earned her Bachelor of Nursing in 2024 and has three years of nursing experience. Prior to becoming an RN, she worked six years as a Medical Assistant, including three years at a City of Cincinnati Primary Care Health Center. Her RN experience includes hospital, outpatient OB/GYN, and home visiting under the Nurse-Family Partnership model. Ms. Britton's education, diverse experience, and commitment to public health make her a strong fit for the role.

DANYELLE BURTON **PUBLIC HEALTH NURSE 2** **NURSING**
(Promotional vacancy)

Salary Bi-Weekly Range: \$2,374.81 to \$3,206.35 Contract

The School and Adolescent Health Division recommends hiring Danyelle Burton as a Public Health Nurse II. She holds an Associate of Science in Nursing from Cincinnati State (2019) and brings school nursing experience and a strong community involvement background. Her dedication to student well-being and public service aligns with the Cincinnati Health Department's mission and will be a valuable asset to the School Health Program..

ASIA HUDSON **DENTAL ASSISTANT** **CCPC**
(Retirement vacancy)

Salary Bi-Weekly Range: \$2,052.24 to \$2,167.95 Revenue Fund

Asia Hudson has over 6 years of dental experience as a dental assistant. She has worked in pediatrics and general dentistry. Ms. Hudson has over 6 years of experience as a chair side dental assistant with endo and restorative dentistry. She has a wide range of experience, and we think she will be a great asset to the Cincinnati Health Department dental program.

PERSONNEL ACTIONS for April 22, 2025 , BOARD of HEALTH MEETING
Page 2 of 3

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

AMY KNOCHELMANN PUBLIC HEALTH NURSE 2 NURSING
(Promotional vacancy)

Salary Bi-Weekly Range: \$2,374.81 to \$3,206.35 Contract

The School and Adolescent Health Program plans to move forward with hiring Amy Knochelmann for the Public Health Nurse II position. She holds a Bachelor of Nursing from Ashland University (2018) and has 7 years of experience as a Registered Nurse in various settings, including a Progressive Care Unit, as a Clinical Adjunct Faculty member at Xavier University, and in Labor and Delivery. Her clinical background and commitment to community health make her a strong addition to the team.

MIKAYLA MAJESKI	DENTAL ASSISTANT	CCPC
(Transfer vacancy)		
Salary Bi-Weekly Range:	\$2,052.24 to \$2,167.95	Revenue Fund
Mikayla Majeski has over 4 years of dental experience as a dental assistant. She has worked primarily in oral surgery but is knowledgeable in general dentistry and is comfortable with endo and restorative dentistry. She has a wide range of experience, and we think she will be a great asset to the Cincinnati Health Department dental program,		

SIERRA REDD	DENTAL ASSISTANT	CCPC
(Retirement vacancy)		
Salary Bi-Weekly Range:	\$2,052.24 to \$2,167.95	Revenue Fund
Sierra Redd has over 6 years of dental experience as a dental assistant and graduated top of her class at Antonelli College. She has worked in pediatrics, general dentistry and oral surgery and has a passion for public health and working with those living in poverty. She enjoys educating others about oral health and Sierra has a wide range of experience that will be a great asset to the Cincinnati Health Department Dental Team.		

PERSONNEL ACTIONS for April 22, 2025 , BOARD of HEALTH MEETING
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PROMOTIONS

TRISHA BLAKE	SR. ENVIRONMENTAL HEALTH SPECIALIST	CHES
(Retirement vacancy)		
Salary Bi-Weekly Range:	\$2,891.72 to \$2,992.91	General Fund
Trisha Blake has been with CHD since January 15, 2006, starting in the Environmental Lead Program and now working in Food Safety and Inspections. She is being promoted from Senior Environmental Health Specialist to Supervising EHS. Trisha is tech-savvy, organized, and focused on customer service. She's received positive feedback for her hard work and is a great addition as a second supervisor in the busy Food Safety and Inspections Program.		

NICHOLAS TAYLOR	DENTAL DIRECTOR	CCPC
(Other)		
Salary Bi-Weekly Range:	\$7,411.87 to \$8,885.91	Grant Fund
Dr. Nicholas M. Taylor is recommended to become the permanent Dental Director for City of Cincinnati Primary Care starting April 20, 2025. He joined CHD in 2021 after nine years with Healthsource of Ohio, serving both urban and rural communities. Dr. Taylor has strong experience in meeting the dental needs of underserved populations.		
Since 2023, he has supported former Director Dr. Anna Novais with quality improvement efforts and the rollout of a new dental EMR system. He currently practices at Bobbie Sterne Health Center and will oversee clinical and administrative operations at eleven dental sites, including school-based centers. Dr. Taylor is passionate about public health and committed to improving access to dental care for children and adults.		



City of Cincinnati Primary Care (CCPC)

Administrative Professional Dress Code Policy

Effective Date: May 1, 2025

POLICY/ SYSTEM MANAGER

Name: Ryan E. Baumgartner MSN, RN-BC, CPH, AHN-BC

Title: Nursing Administration / Quality Improvement & Assurance

Contact: (513) 357-7259, ryan.baumgartner@cincinnati-oh.gov

Review: 05/25

A biennial review is required by the Chief Executive Officer (CEO).

_____	_____
Board of Governors Chair CCPC	Date
_____	_____
Chief Executive Officer, CCPC	Date
_____	_____
Medical Director, CCPC	Date
_____	_____
Chief Operations Officer, CCPC	Date
_____	_____
Director of Clinical and Community Nursing	Date
_____	_____
Health Commissioner	Date

I. PURPOSE

To establish guidelines for a professional dress code that creates a cohesive environment, facilitates a professional image, ensures safety, and minimizes distractions for City of Cincinnati Primary Care (CCPC) contracted, resident, student, fellow, agency, nursing, and administrative personnel.

II. POLICY

A. CCPC administrative personnel shall dress professionally. Supervisors are responsible for monitoring policy compliance. Clinical support staff shall refer to [the Memorandum of Understanding \(MOU\) Dress Code Policy for AFSCME Locals 3119 and 1543](#).

- a. All CCPC nurse supervisors, providers, health clinic coordinators (HCC), and customer relations representatives (CRR) must wear their identification badges and badge extenders during patient contact in a way that is visible to the public. The employee's name and photograph must always be in plain view.
 - i. If a CCPC associate has lost or misplaced their identification badge, they are to contact the Cincinnati Health Department (CHD) Human Resources Office for a replacement.
 - ii. The loss of an identification badge may result in an assessment of a replacement fee. If identification badges are broken, there may be a replacement charge.
- b. CCPC promotes a positive image, demonstrated by the professional attire that patient-facing personnel wear. This attire should be clean, neat, pressed, in good repair, without holes, tears, fraying, fading, and inoffensive to the public, patients, visitors, and colleagues.
- c. Slogans, statements, pictures, inappropriate language, and offensive messages on clothing are not acceptable.
- d. Apparel shall not promote cigarette, drug, or alcohol use.
- e. Clothing shall not promote sexual activity, innuendo, political candidacy, or behavior contrary to the law.
- f. Attire should be sufficient in length and fit to be modest when performing work-related activities required in staff roles and duties.
- g. Personnel will not wear strong perfumes, lotions, aftershaves or colognes.
- h. Hats, silk caps/bonnets are not appropriate. Head covers that are required for religious purposes or to honor cultural traditions are allowed.
- i. All visible tattoos must be in good taste and not depict offensive symbols, slogans, nudity, or violence. Management reserves the right to require an associate to cover a tattoo that does not meet these qualifications.
- j. Jewelry must not impair the associate's ability to perform job functions. Accessories worn with dress attire should be professional.
- k. Jewelry in the clinical setting should not come in contact with patients or the work area or pose a danger of becoming caught on medical equipment.
- l. Personnel must maintain neatly manicured fingernails, not exceeding ¼" beyond the fingertip. This requirement applies to all types of nail enhancements.
- m. In a professional healthcare setting, employees shall maintain neat, clean, and well-groomed hair. Hair is to be pulled back and secured if longer than shoulder length.

- n. CCPC management reserves the right to request that facial piercings, including tongue piercings, ear plugs, and body piercings, be removed during work hours.
- B. Personnel members interacting with patients or working in community settings are not permitted to wear the following items while on duty. These items are not considered professional and are not suitable for a clinical or community setting:
 - a. Sweatshirts and sweatpants
 - b. Blue jeans
 - c. Shorts
 - d. Bonnets, wave or silk caps
 - e. Miniskirts
 - f. T-shirts
 - g. Midriff or halter tops
 - h. Tube tops
 - i. House shoes, bedroom slippers, or hiking boots,
 - j. Spaghetti strap tops
 - k. Tank tops
 - l. Jogging suits
 - m. Low-cut necklines
 - n. Spandex clothing or leggings
 - o. See-through clothing
 - p. Shoes should be clean, in good repair, and dedicated to the work setting.
 - i. Safety, comfort, and appearance are considerations when selecting appropriate footwear.
 - ii. Closed-toed shoes and socks are required in patient care areas while providing direct patient care. Flip-flops and crocks pose a safety risk and are prohibited.
- C. Business Attire
 - a. Personnel not in clinical uniform must wear professional business attire and appropriate footwear.
 - b. Administrative personnel will wear a professional-looking shirt, dress pants, khakis, dress, suit, pantsuit, or coordinated skirt/slacks and blouse, and a coordinated coat or jacket when appropriate.
 - c. In some instances, employees in this category may need to visit a clinical site. If this applies, the employee may wear a lab coat over their business attire.
- D. When CCPC personnel opt to participate in *casual days* staff are expected to dress appropriately on these designated days which the City, CHD and CCPC Administration will announce. Casual day attire consists of business pants, khakis, slacks, or a skirt, paired with a shirt as specified by the City, CHD, or CCPC. Administrative and nursing personnel must adhere strictly to the dress code on all other workdays. Clothing must not distract from the work environment and should be suitable for all administrative and nursing activities.
 - a. Administration will address any attire that disrupts the work environment and take appropriate action to resolve any dress code violations.
 - b. Administration reserves the right to address emerging fashion trends not explicitly mentioned in this document, ensuring they remain suitable for the professional environment in all CCPC settings.
- E. Failure to comply may result in corrective action.

- F. This policy is applicable to all personnel who represent the CCPC during off-site functions. This includes, but is not limited to, conferences, workshops, seminars, and other official gatherings that take place outside of the primary workplace. It is essential that all CCPC representatives adhere to this policy to ensure a consistent and professional image of the CCPC, while also upholding the CCPC values and standards in all interactions and engagements.

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City of Cincinnati Primary Care (CCPC)

Credentialing and Privileging

Effective Date: May XX, 2025

POLICY/ SYSTEM MANAGER

Name: Angela Mullins

Title: Nursing Supervisor

Contact: (513) 357-7332, angela.mullins@cincinnati-oh.gov

Review: 6/10; Revised 7/3/19, 8/9/22, 8/3/23,7/12/24

Biennial review required by the Chief Executive Officer (CEO).

_____	_____
Board of Governors Chair CCPC	Date
_____	_____
Chief Executive Officer CCPC	Date
_____	_____
Chief Medical Officer CCPC	Date
_____	_____
Chief Operations Officer CCPC	Date
_____	_____
Director of Clinical and Community Nursing	Date
_____	_____
Health Commissioner	Date

I. PURPOSE

To ensure all Licensed Independent Practitioners (LIPs), Other Licensed or Certified Health Care Practitioners (OLCPs), and Other Clinical Staff (OCS) are appropriately credentialed and privileged to provide safe, high-quality care.

II. POLICY

All healthcare practitioners, whether employed, contracted, or volunteering at the City of Cincinnati Primary Care (CCPC), must meet CCPC standards as defined by the Health Resources and Services Administration (HRSA) in the Health Center Program Compliance Manual. Before engaging in patient care, all licensed, unlicensed, or certified healthcare staff must undergo credentialing with primary source verification. Staff are responsible for meeting initial and renewal credentialing and privileging criteria, including maintaining all required unexpired licensure, certification, and HRSA-mandated requirements. The Chief Executive Officer (CEO) oversees credentialing and privileging for all LIPs, OLCP, and OCS. The credentialing/privileging date is the approval date provided by the Chief Medical Officer (CMO) or delegate, as defined in the CCPC Board resolution or bylaws.

III. PROCEDURE

Responsibility

CCPC will tailor credentialing and privileging verification to each practitioner's specialty and services. The CEO, with Board oversight, manages credentialing for all practitioners, delegating implementation to the CMO and file management to the credentialing specialist. The dental, pharmacy and nursing directors will review and sign an attestation attached to the application packets. The directors will make recommendations for approval or disapproval with the CMO holding ultimate authority to approve or deny. The credentialing and privileging date is the approval date by the CMO or delegate. A supervisory evaluation may be conducted before granting privileges.

Implementation

- A. The credentialing specialist will manage the initial credentialing and privileging process for LIP, OLCP, and OCS, utilizing primary and secondary source verification. The credentialing specialist uses a checklist (see Appendix B) to document and track progress.
- B. Primary source verification will be used to verify the following:
 - 1. Current licensure, registration, or certification(e.g., Board of Nursing or Board of Medicine).
 - 2. Highest degree attained (e.g., National Student Clearinghouse or the registrar's office of the appropriate institution).
 - 3. Education, training, residency, and board certification (e.g., American Medical Association and the American Nurses Credentialing Center for the Advanced Practice Registered Nurse).
- C. Verification of information will be obtained to support the following credentialing requirements:
 - 1. Provider involvement in government healthcare programs and history (National Practitioner Data Bank (NPDB) Query)
 - 2. Drug Enforcement Administration (DEA) registration (if applicable)

3. Current documentation of Basic Life Support (BLS) for the healthcare provider
- D. Verification and information will be obtained to support the following privileging requirements:
 1. Current documentation of Basic Life Support (BLS) for the healthcare provider
 2. Fitness for duty to assess to ensure all clinical staff have the physical and cognitive ability to safely perform their duties. A "No" response to the health status question in the Council for Affordable Quality Healthcare (CAQH) Medical Condition attestation confirms health fitness.
 3. Immunization and communicable disease status: A copy of the applicant's TB test (PPD or IGRA) and/or TB risk assessment (see TB policy for positive assessment or test results), Hepatitis B immunity or Hepatitis B, Tdap or Td, Chickenpox (varicella) and MMR immunization is required. Flu and Meningococcal vaccines are recommended.
 4. Current clinical competence (two (2) peer references, competency – clinical, hospital admitting privilege attestations from applicable practitioners are acceptable as credential source documentation).
 5. A copy of the applicant's current malpractice insurance.
- E. The CMO will review all renewals for final determination.
- F. Practitioners must maintain current licensing, DEA registration, and basic life support training.
- G. Failure to comply with credentialing and privileging or to submit the necessary documentation may result in corrective action.
- H. Practitioners may submit a written request to the CMO for modifying clinical privileges. Requests must include documentation supporting their competence, such as advanced education, clinical practice information from other institutions, or references.
- I. The CCPC Board will evaluate compliance with the credentialing and privileging policy. The CEO will report to the CCPC Board annually, or more frequently if requested, providing documentation to demonstrate compliance.

Renewal Process

- A. Privileges for LIPs, OLCs, and OCS will be renewed every two years. This includes:
 - Primary source verification of credentials
 - Peer review results
 - Current documentation of Basic Life Support (BLS) for the healthcare provider (this vendor is approved by CCPC)
 - Performance improvement (evaluations) summaries
 - Competency skills assessment checklist (RN,MA)

Documentation Management

To ensure the security of credentialing records, the credentialing specialist will keep the documentation in a secure location.

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Appendix A

Definitions

Licensed Independent Practitioner (LIP): An individual permitted by law to provide care and services without direction or supervision, within the scope of the individual's license and consistent with individually granted clinical privileges. CCPC defines LIPs as:

- Physicians
- Dentists
- Nurse Practitioners
- Physician Assistants
- Licensed Independent Social Workers
- Licensed Professional Certified Counselors
- Optometrist

Other Clinical Staff (OCS): An unlicensed individual who is registered or certified to support the work of physicians, nurse practitioners, and other health professionals.

- Medical Assistants
- Dental Assistants
- Community Health Worker
- Optometric Technicians

Other Licensed or Certified Health Care Practitioner (OLCP): An individual who is licensed, registered, or certified but is not permitted by law to provide patient care services without direction or supervision. CCPC defines OLCPs as:

- Nurses
- Social Workers
- Pharmacy Technicians
- Dental Hygienists
- Expanded Function Dental Assistants (EFDA)
- Laboratory Technicians
- Opticians
- Pharmacists

Primary Source Verification (PSV) is verification by the original source of a specific credential to determine the accuracy of a qualification reported by an individual health care practitioner.

PSV is completed, at a minimum, for the following:

- Current Licensure;
- Relevant education, training, or experience (work history since the completion of medical school - account for all time with all gaps accounted for);
- Current competence; and
- Health fitness (confirmed statement)

Secondary Source Verification (SSV) uses methods to verify credentials when PSV is not required. SSV is completed for the following:

- Government issued picture identification;
- Drug Enforcement Administration registration (DEA) (as applicable);
- Hospital Admitting Privileges (as applicable);
- Immunization and tuberculin Purified Protein Derivative (PPD) status; and
- Basic Life Support Training (as applicable)

Credentialing is the process of assessing and confirming the qualifications of a licensed or certified health care practitioner.

Privileging is the process of authorizing licensed or certified health care practitioners specific scope and content of patient care services. This is performed in conjunction with an evaluation of an individual's clinical qualifications and/or performance.

Appendix B



New Staff Credentialing/Privileging Checklist/Application

Date: _____

Name: _____

Position Title: _____

Primary Location: _____

Provider Type	Expiration Date/Period	Status Comments	Initials
Credentialing			
Government Issued Picture I.D. (Drivers License, State I.D., etc.)			
Professional State License			
Professional Diploma			
Graduate School Degree			
Undergraduate Degree			
Other Relevant Education, Training or Experience			
NPI# and Verification Letter			
Resume/CV (MUST Include CHD)			
Written detailed explanation of work history gap greater 3m			
Fit for Duty Attestation			
Hepatitis B			
TB/PPD			
TDAP			
ACLS/BCLS			
3 Peer Reviews			
Competency Evaluation			
Delineation of Privileges Form, if applicable			
CONTRACT PROVIDERS MUST ALSO SUBMIT			
Liability Insurance Policy Face Sheet			
Completed by Credentialing Verification Staff			
NPDB Query			
Verification of Degree-Student Clearinghouse			
Exclusion List			

DATE: May 14, 2025

TO: City of Cincinnati Primary Care Governing Board

FROM: Mark Menkhaus, Jr., CFO

SUBJECT: Fiscal Presentation March 2025

Fiscal Presentation

Fiscal Presentation for March 2025.

- For FY25, as of March 2025, Cincinnati Primary Care had a net gain of \$470,050.01.
- In FY24, March had a net loss of \$1,267,197.93. Comparing FY25 with FY24 shows an increase of \$1,737,247.94. This increase is due to higher revenue and higher expenses.
- Revenue increased by \$2,754,571.32 from FY24. The increase is due to the Medicaid Maximization funds that were received in February totaling \$4,489,660.19.
- Expenses increased by \$1,017,323.38 from FY24. The increase is due in part to COLAs and the corresponding fringes. Increases are also due to the timing of invoices paid (ex. LabCorp were paid \$590,417.94 in FY24 but were paid \$631,887.70 in FY25. Also, Cardinal Health was paid \$1,313,965.08 in FY24 but was paid \$1,453,480.32 in FY25. However, University of Cincinnati Physicians were paid \$426,359 in FY24 but was paid \$358,413 in FY25.)
- Here are charges for disaster regular hours and overtime as it relates to COVID-19 for FY25 and FY24 for March.

Health Centers		
Type Labor Cost	FY25	FY24
Disaster Regular	\$14,626.91	\$15,312.24
Disaster Overtime	\$ 0.00	\$ 0.00
Total	\$14,626.91	\$15,312.24

School Based		
Type Labor Cost	FY25	FY24
Disaster Regular	\$0.00	\$2,838.72
Disaster Overtime	\$0.00	\$ 0.00
Total	\$0.00	\$2,838.72

March Payor Mix Highlights:

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

Accounts Receivable Trends:

- The accounts receivable collection effort for March for 90-days is 17% and for 120-days is 9%. 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 3% from the previous month (for the second month in a row) and the rate for 120-days decreased by 2% from the previous month.

Days in Accounts Receivable & Total Accounts Receivable:

- The days in accounts receivable has decreased from the month before by 3.6 days. The days in accounts receivable are above average (by 0.8 days) of the past 13 months at 38.4 days.

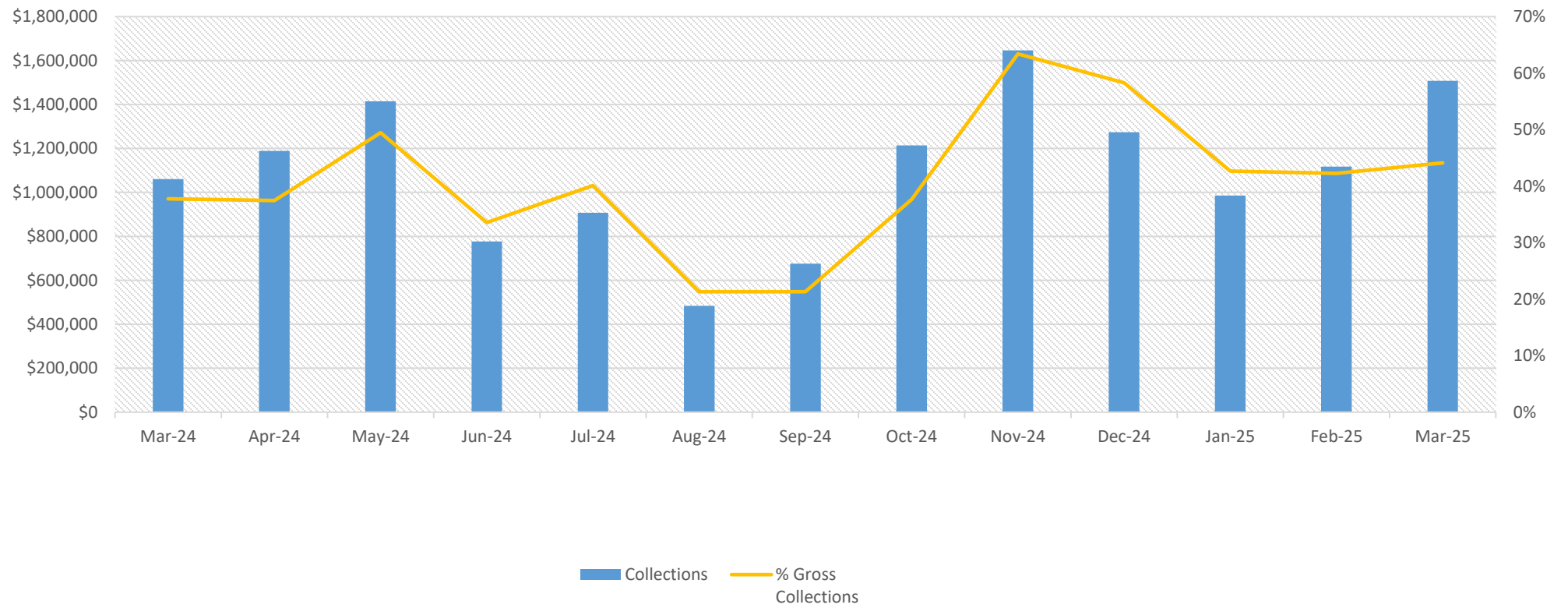
City of Cincinnati Primary Care
Profit and Loss with fiscal year comparison
March 2024 - March 2025

	FY25 Actual	FY24 Actual	Variance FY25 vs FY24
Revenue			
8556-Grants\Federal	\$3,642,123.53	\$3,298,850.23	10.41%
8571-Specific Purpose\Private Org.	\$9,000.00	\$5,000.00	80.00%
8617-Fringe Benefit Reimbursement	\$0.00	\$0.00	0.00%
8618-Overhead Charges - Indirect Costs	\$61,340.00	\$0.00	0.00%
8733-Self-Pay Patient	\$643,916.28	\$661,622.92	-2.68%
8734-Medicare	\$3,790,937.94	\$3,900,780.86	-2.82%
8736-Medicaid	\$7,917,782.96	\$6,680,654.31	18.52%
8737-Private Pay Insurance	\$874,159.56	\$892,530.94	-2.06%
8738-Medicaid Managed Care	\$6,174,111.09	\$4,738,228.86	30.30%
8739-Misc. (Medical rec.\smoke free inv.)	\$98,862.06	\$620,860.37	-84.08%
8932-Prior Year Reimbursement	\$59,229.25	\$168,586.17	-64.87%
416-Offset	\$4,308,417.30	\$3,858,193.99	11.67%
Total Revenue	\$27,579,879.97	\$24,825,308.65	11.10%
Expenses			
71-Personnel	\$13,848,842.22	\$13,019,363.80	6.37%
72-Contractual	\$4,001,121.39	\$4,132,701.06	-3.18%
73-Material	\$2,336,923.09	\$2,242,368.35	4.22%
74-Fixed Cost	\$1,459,210.98	\$1,510,052.59	-3.37%
75-Fringes	\$5,463,732.28	\$5,188,020.78	5.31%
Total Expenses	\$27,109,829.96	\$26,092,506.58	3.90%
Net Gain (Losses)	\$470,050.01	(\$1,267,197.93)	137.09%

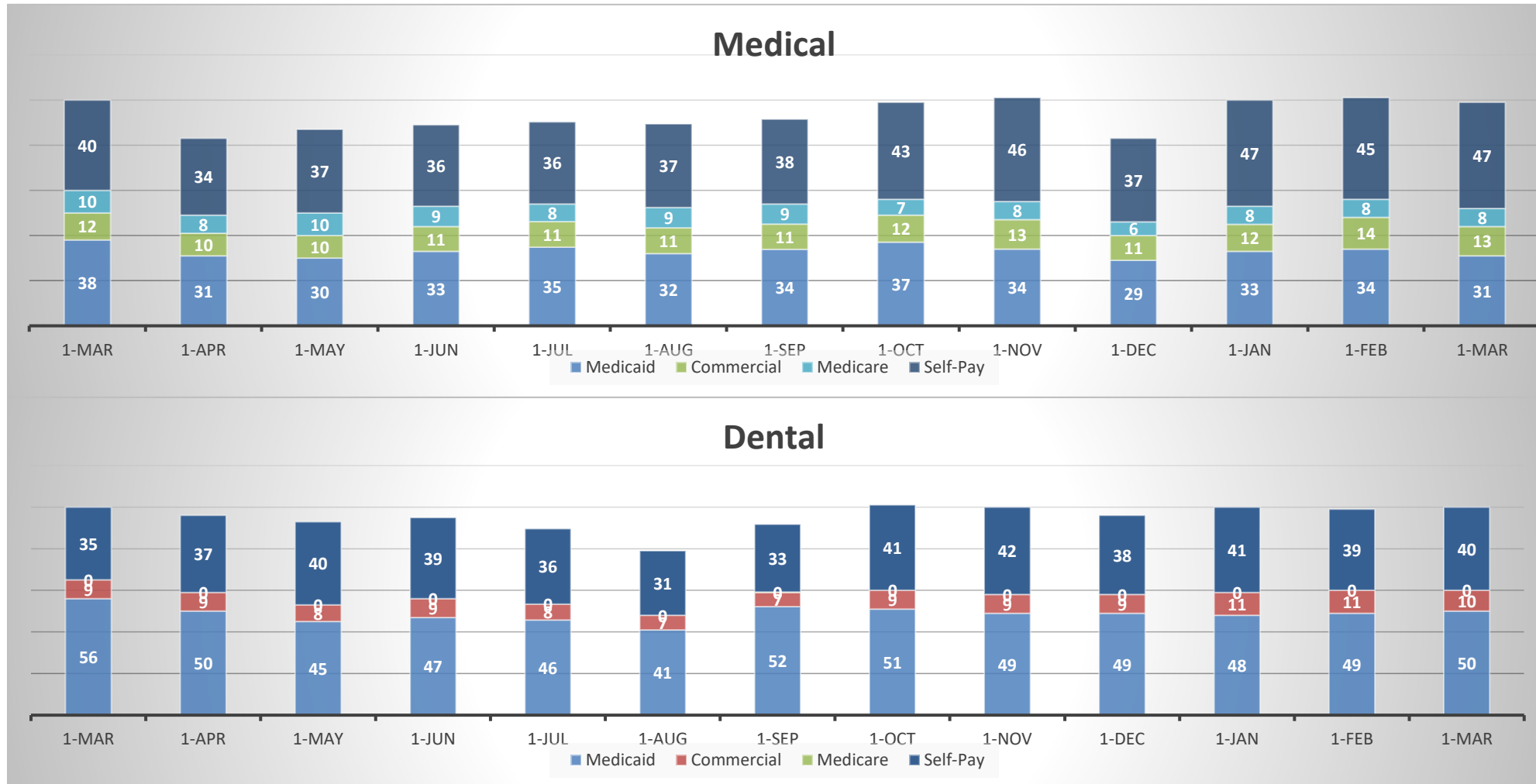
CHD/CCPC Finance
Update
May 14, 2025

Revenue Presentation

Monthly Visit Revenue

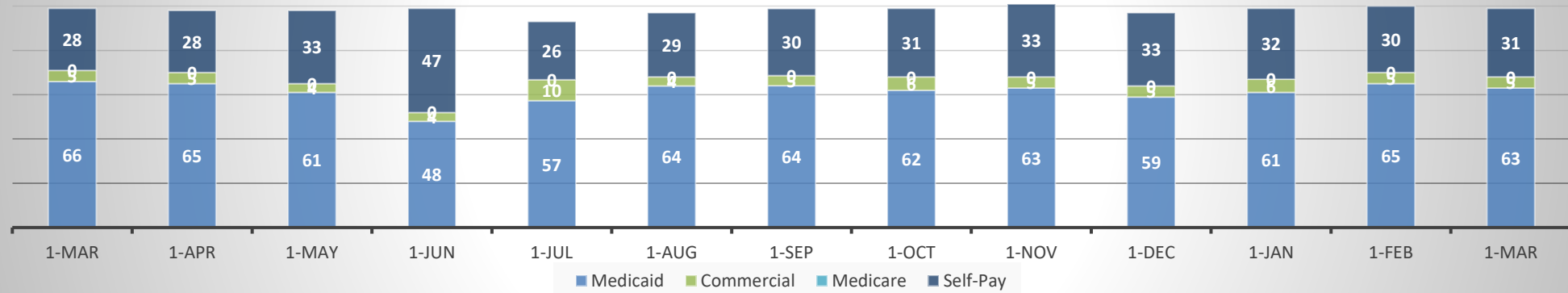


Payor Mix

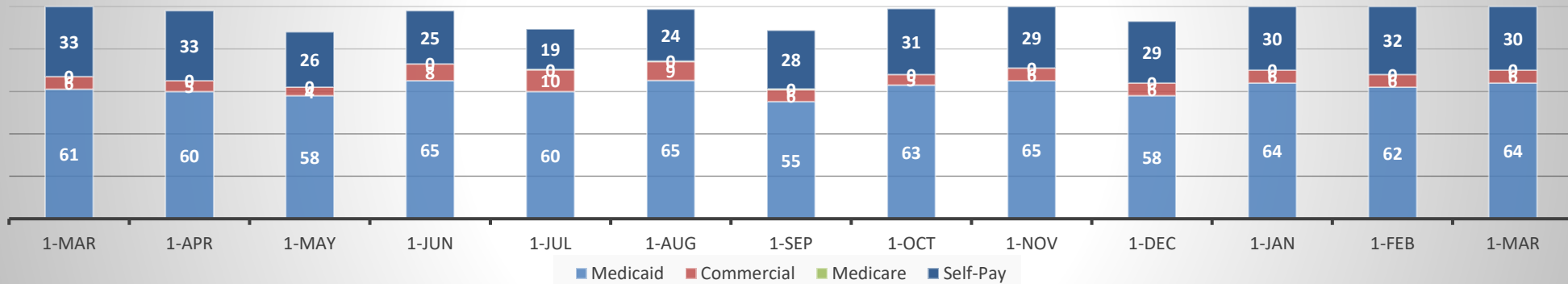


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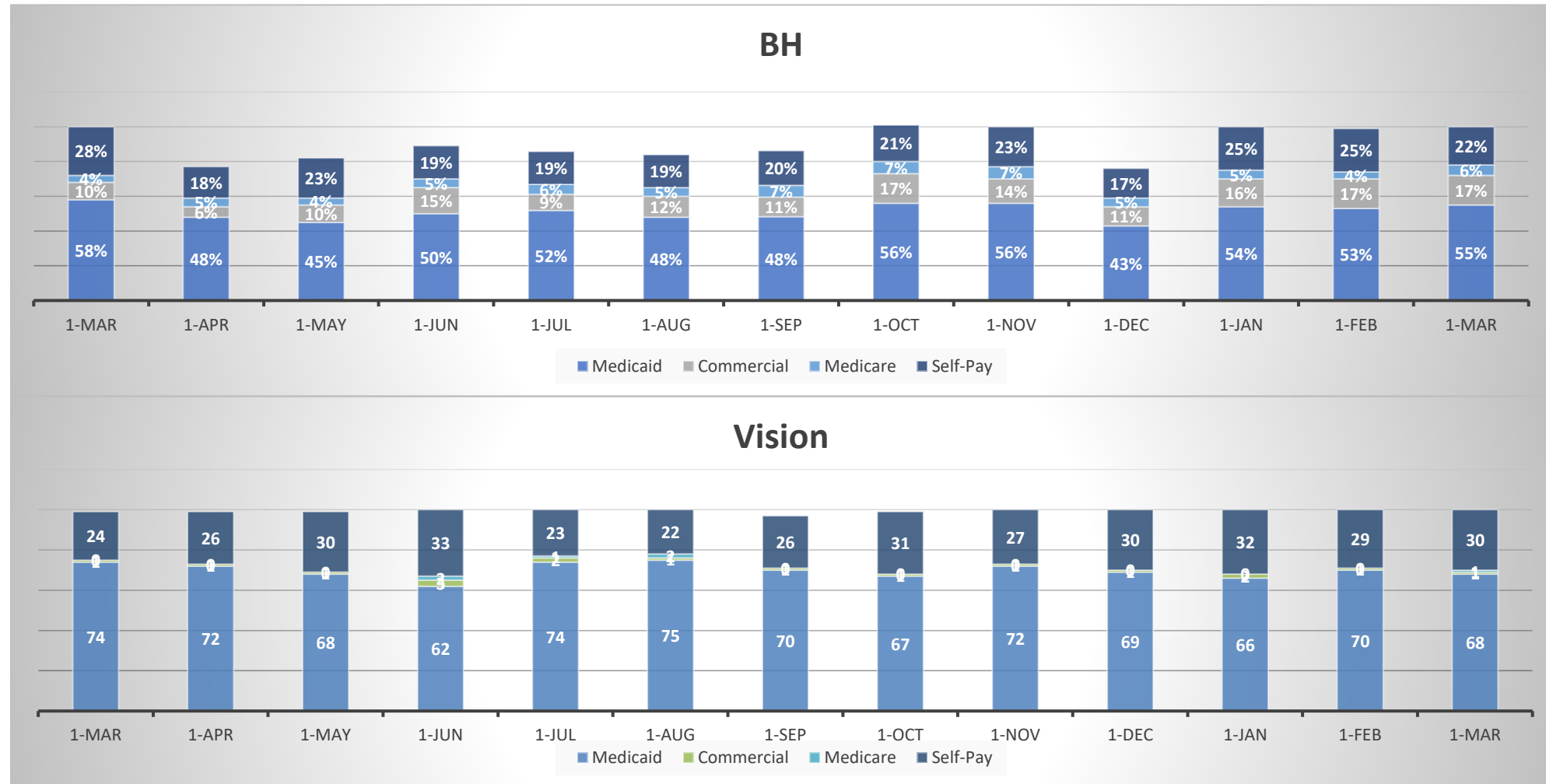
SBHC - Medical



SBHC - Dental

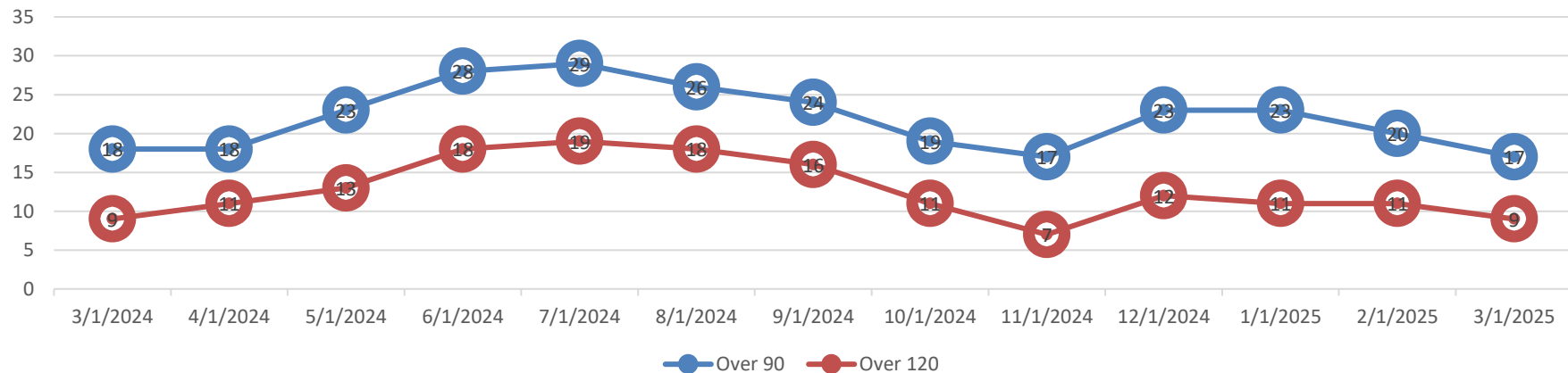


Payor Mix

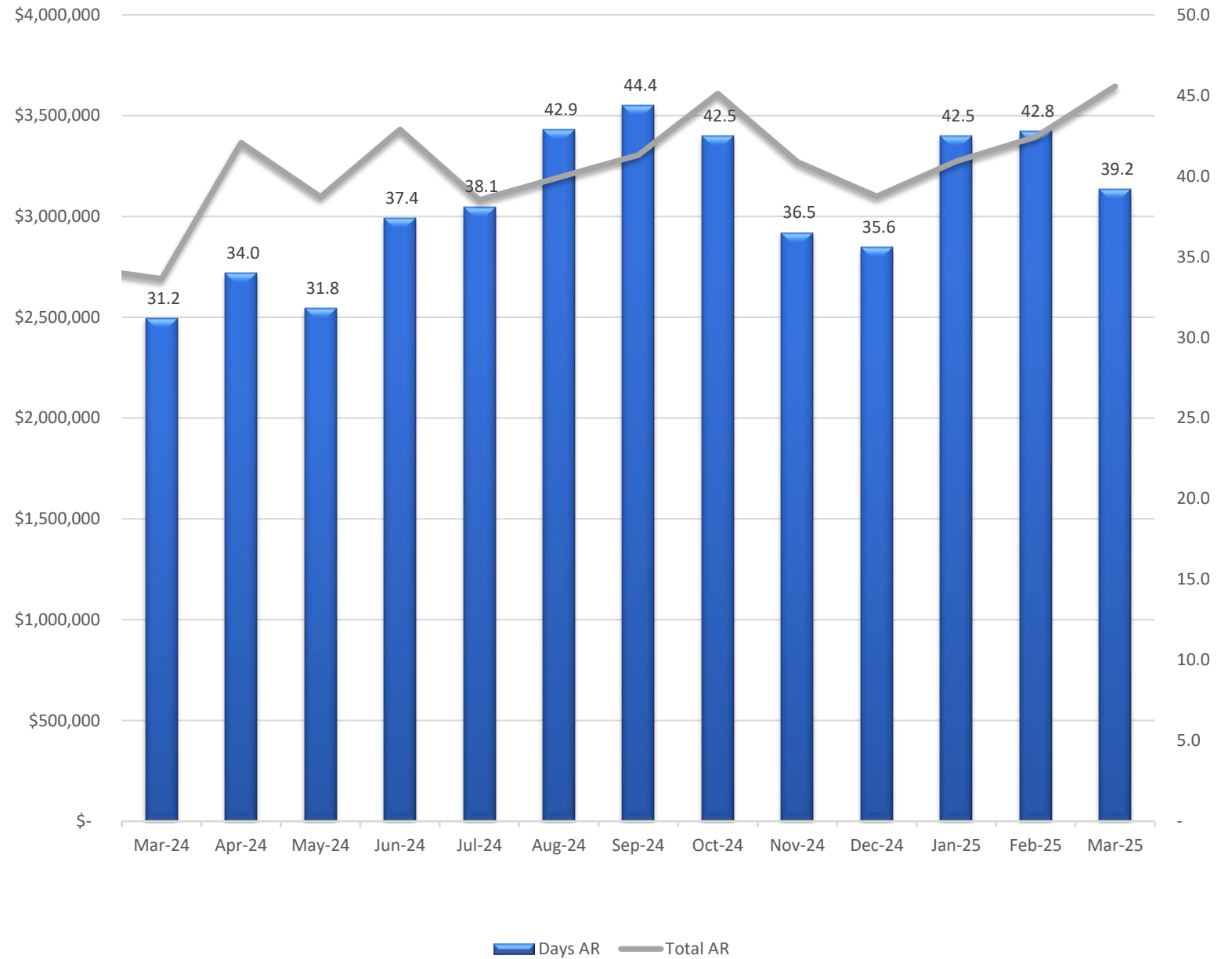


AR Trends

Aging Period	Insurance March	Patient - All March	Patient - On Pmt Plan March	Patient - Not on Pmt Plan March	Total March	% Total March
0 - 30	\$1,655,870	\$188,959	\$1,101	\$187,858	\$1,844,829	50.60%
31 - 60	\$638,881	\$183,896	\$1,133	\$182,764	\$822,778	22.57%
61 - 90	\$261,223	\$106,328	\$514	\$105,814	\$367,552	10.08%
91 - 120	\$160,297	\$114,018	\$1,510	\$112,508	\$274,316	7.52%
121 - 150	\$131,675	\$74,113	\$783	\$73,330	\$205,788	5.64%
151 - 180	\$96,008	\$21,125	\$634	\$20,491	\$117,133	3.21%
181 - 210	\$65,188	\$6,414	\$556	\$5,858	\$71,602	1.96%
211+	\$76,530	(\$134,694)	\$336	(\$135,029)	(\$58,163)	-1.60%
Total	\$3,085,673	\$560,161	\$6,568	\$553,593	\$3,645,833	
% > 90	17%	14%	58%	14%	17%	
% > 120	12%	-6%	35%	-6%	9%	



Day in AR & Total A/R



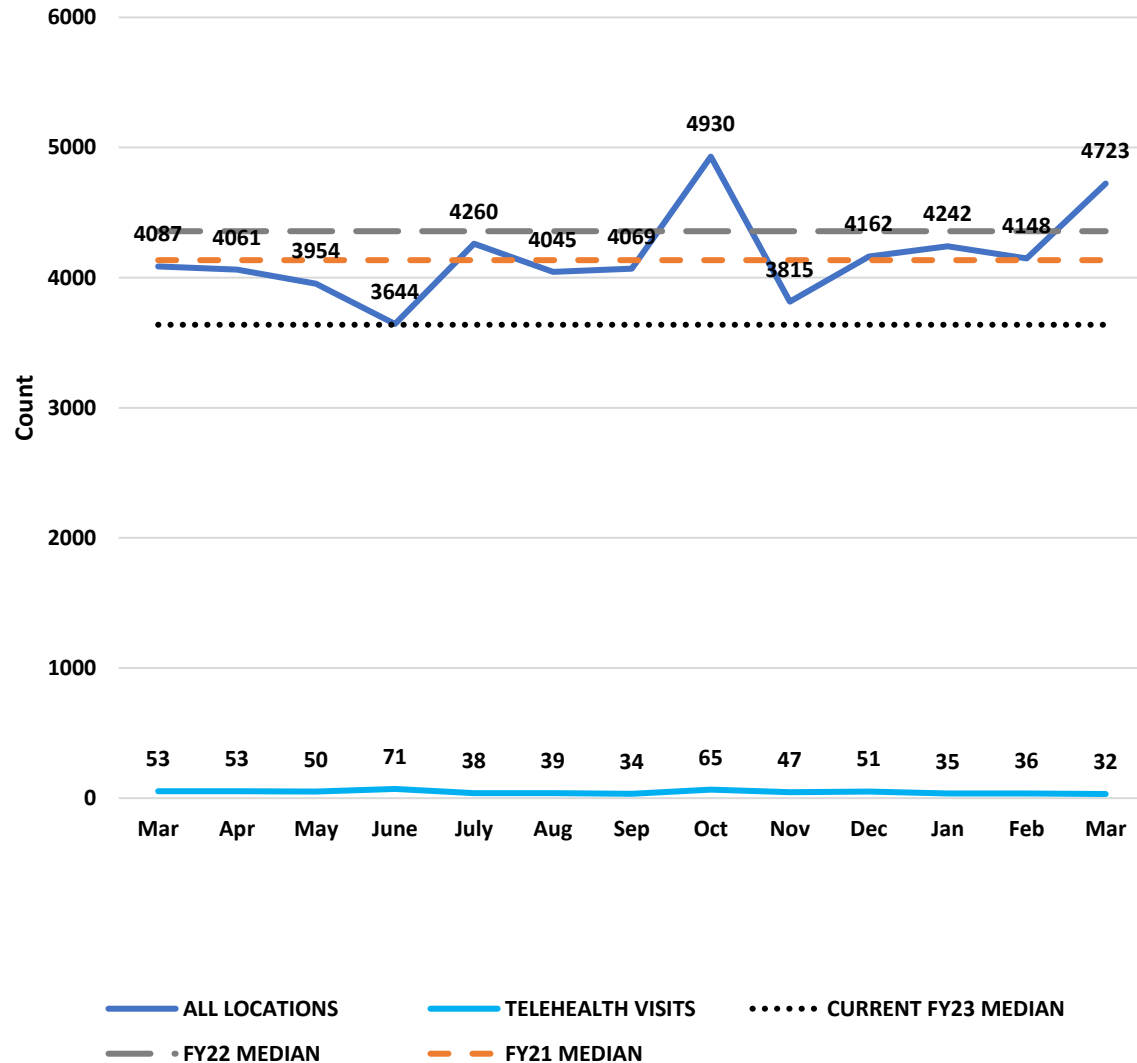


CCPC Board Meeting – Efficiency Update

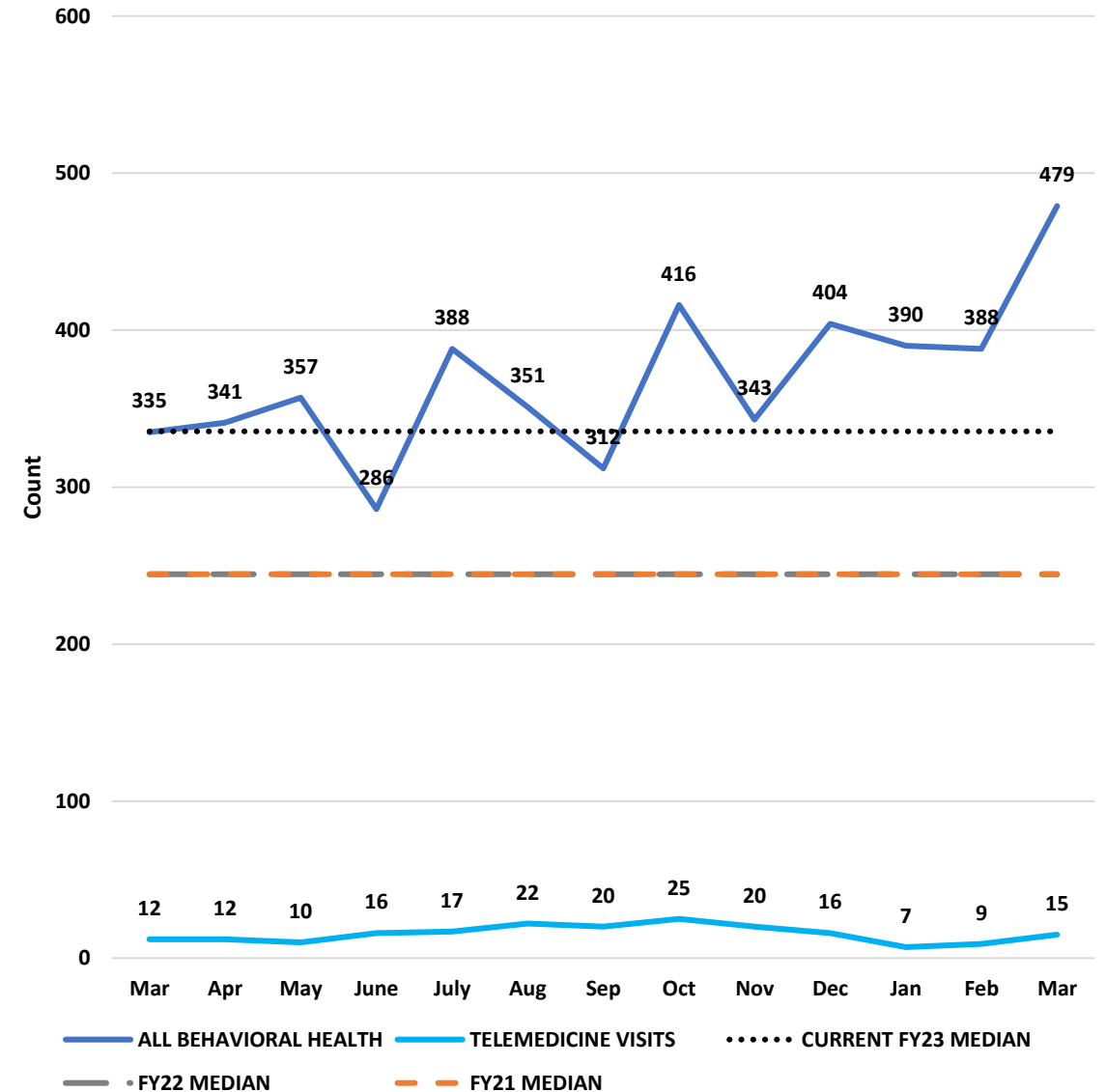
May 2025

Medical/Behavioral Health

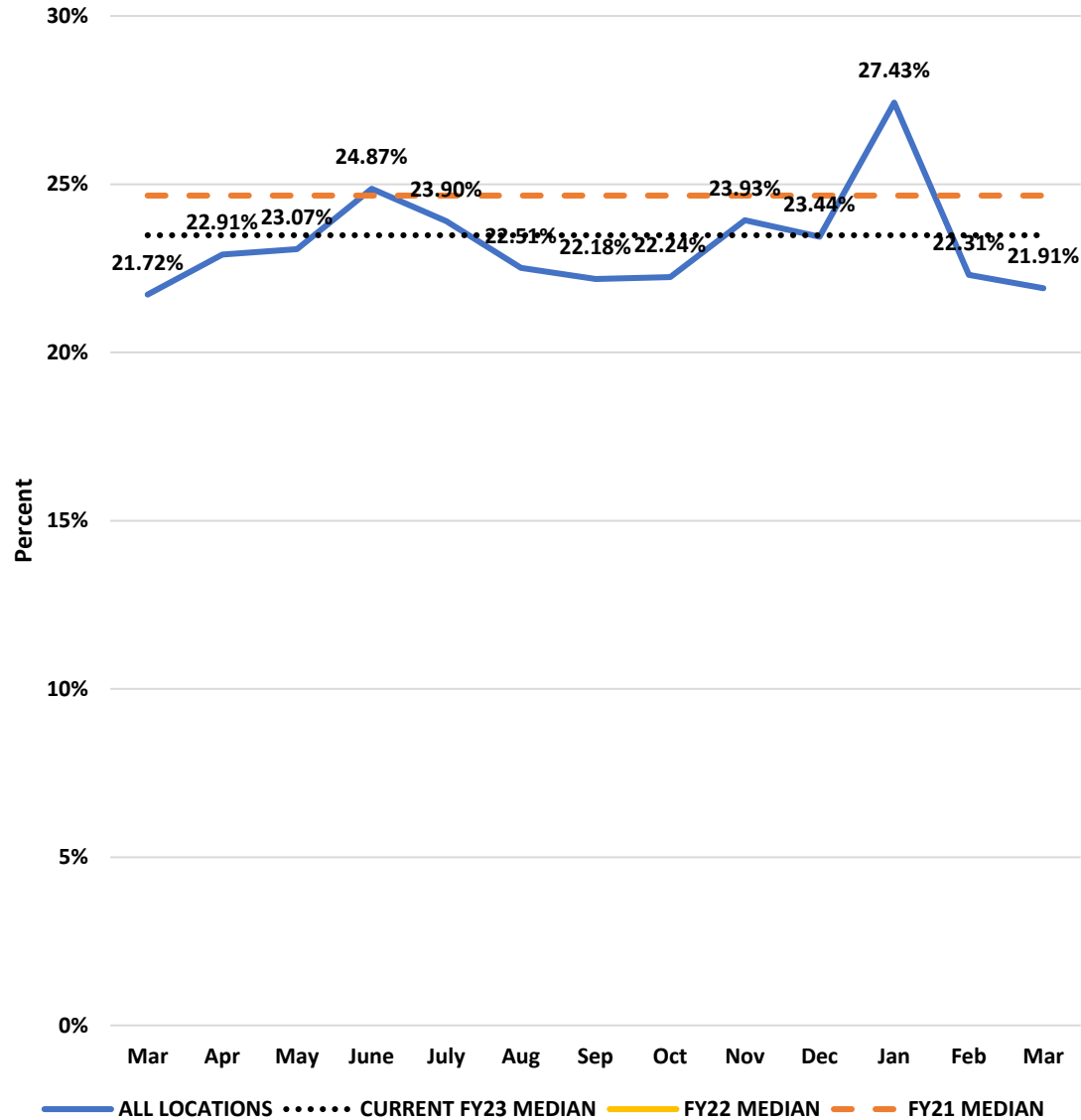
NUMBER OF VISITS - ALL LOCATIONS



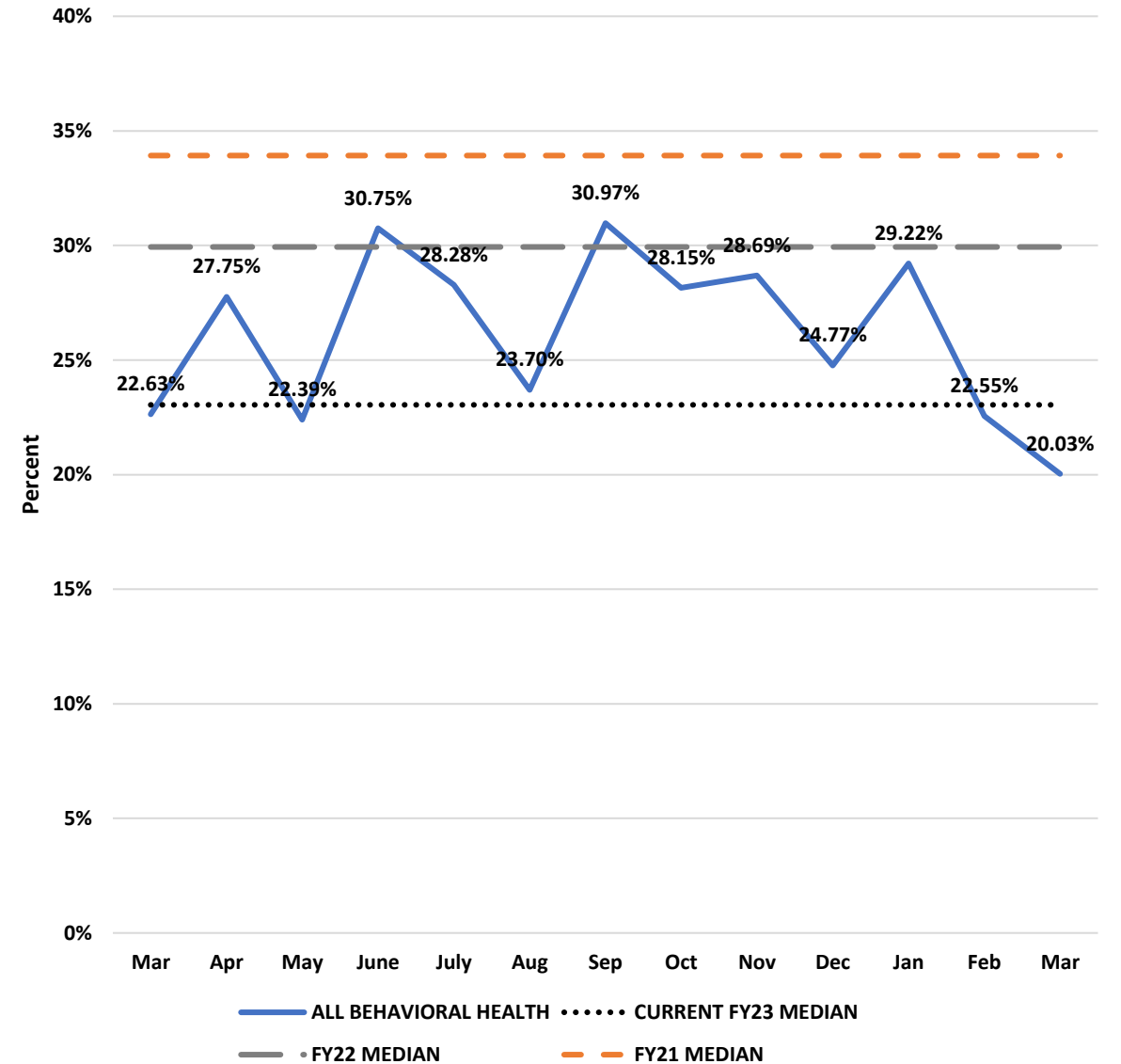
NUMBER OF VISITS - ALL BEHAVIORAL HEALTH



NO SHOW % - ALL LOCATIONS

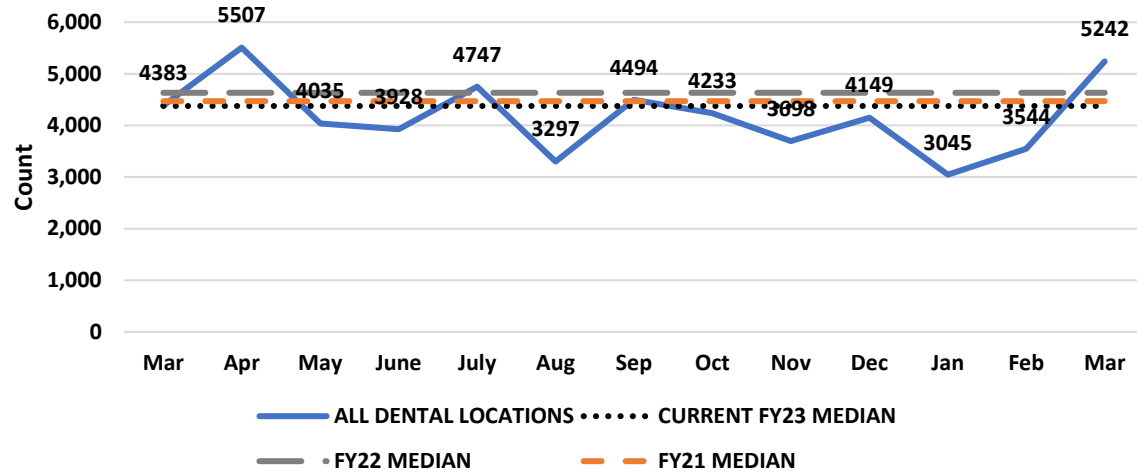


NO SHOW % - ALL BEHAVIORAL HEALTH

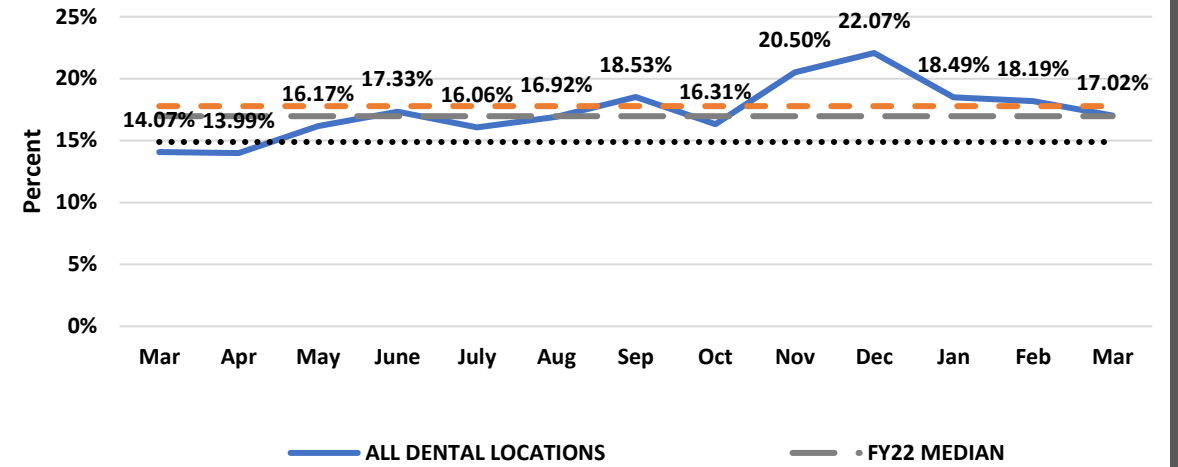


Dental

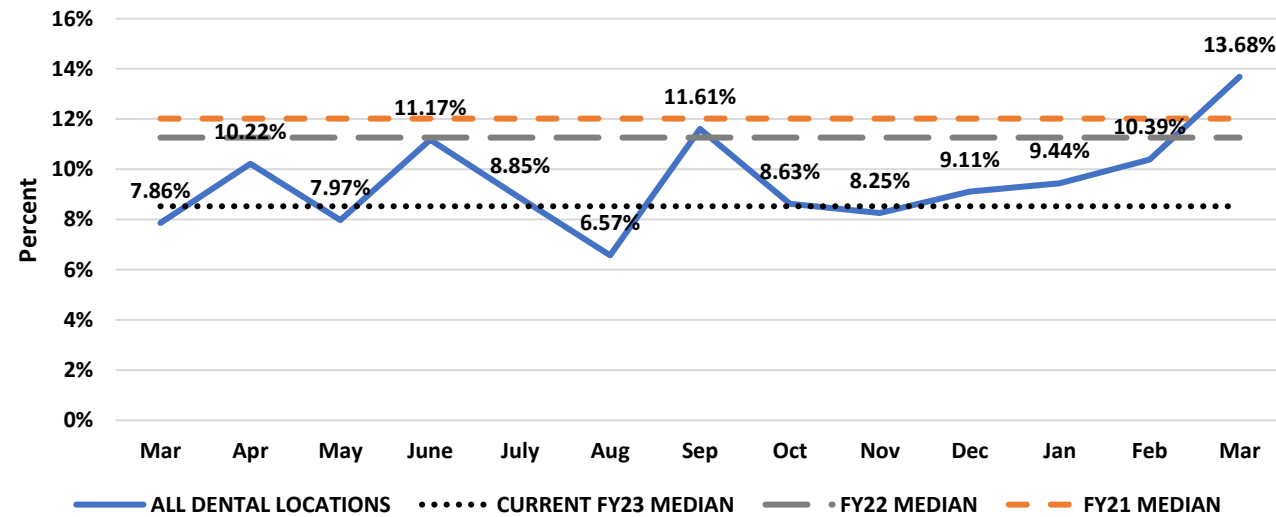
DENTAL VISITS - ALL LOCATIONS



DENTAL BROKEN APPT % - ALL LOCATIONS



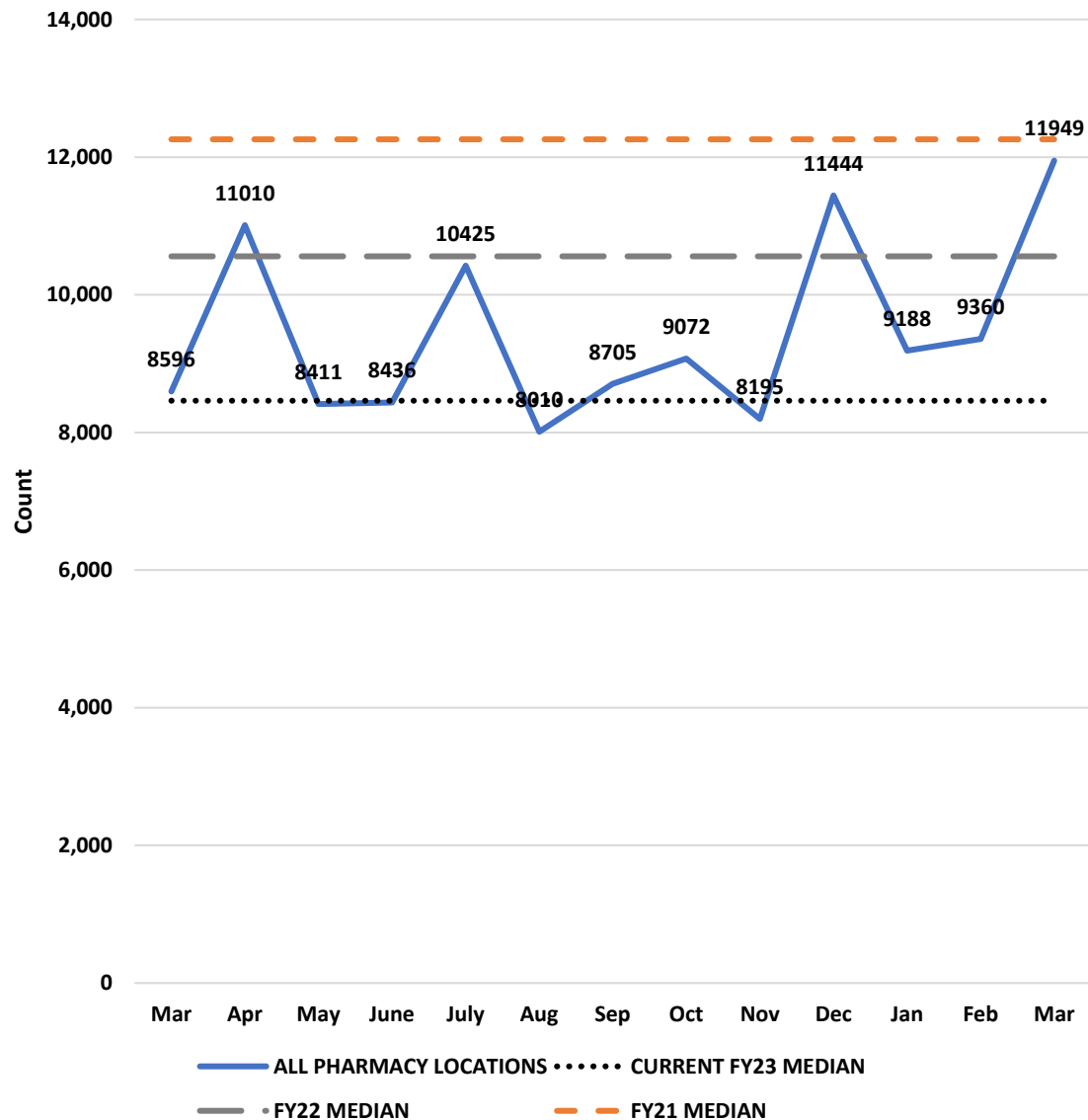
DENTAL NEW PATIENT % - ALL LOCATIONS



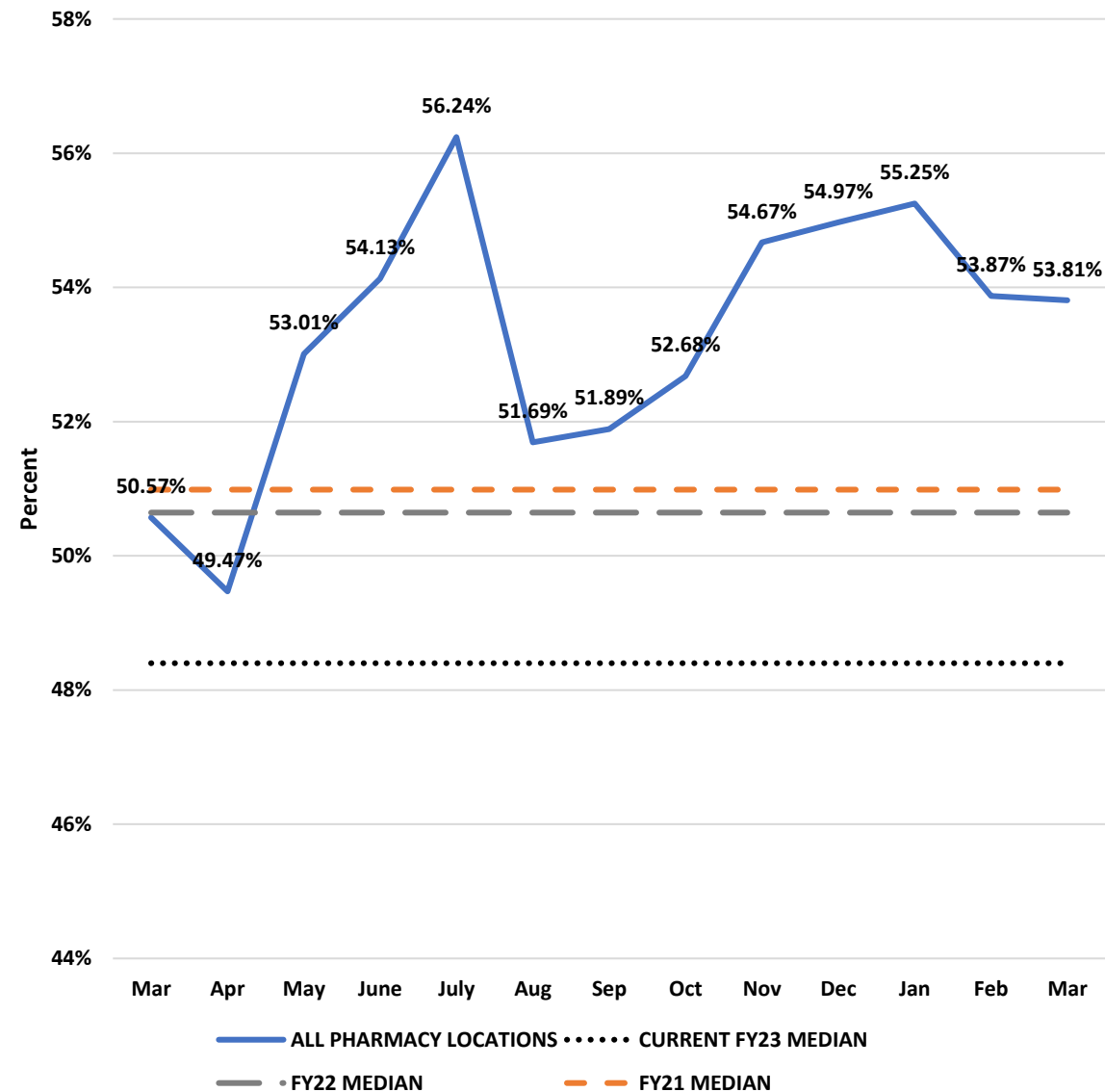
The background consists of several overlapping, curved, organic shapes in various shades of blue, ranging from a deep navy blue to a lighter, sky blue. These shapes create a sense of movement and depth, framing the central text.

Pharmacy

PHARMACY NUMBER OF FILLS - ALL LOCATIONS

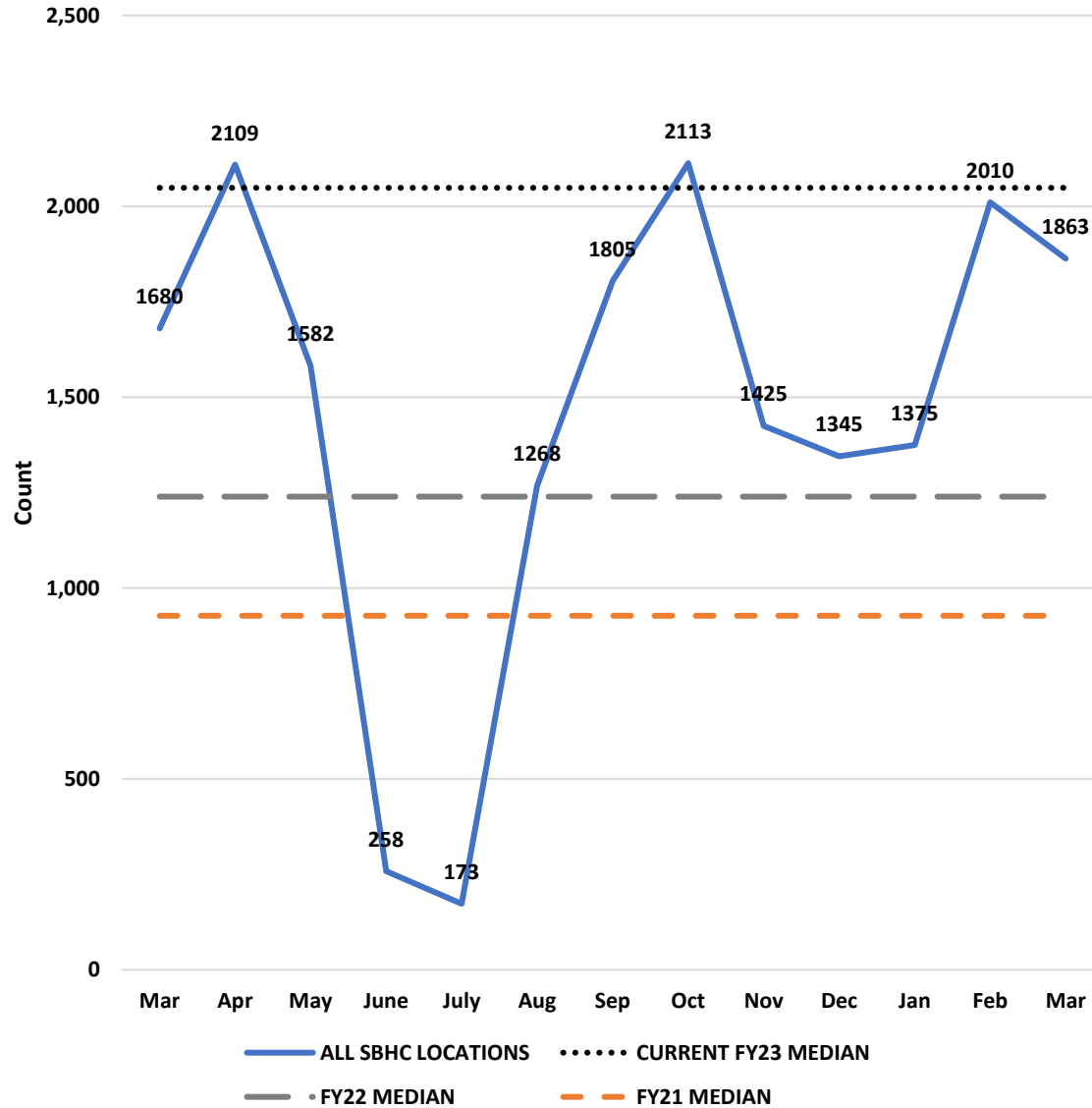


PHARMACY ESCRIBE % - ALL LOCATIONS

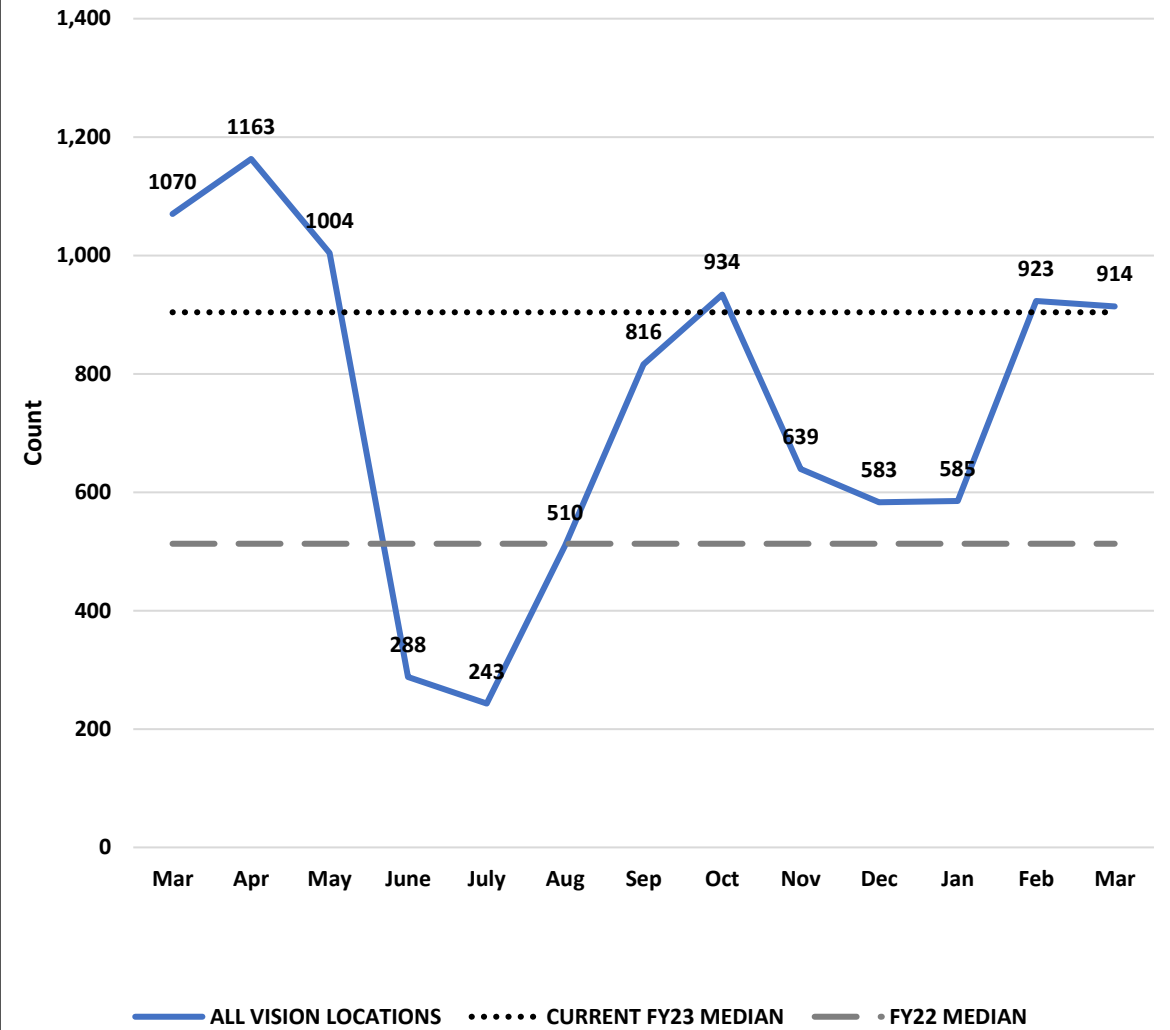


School Based Health Centers

SBHC VISITS - ALL LOCATIONS



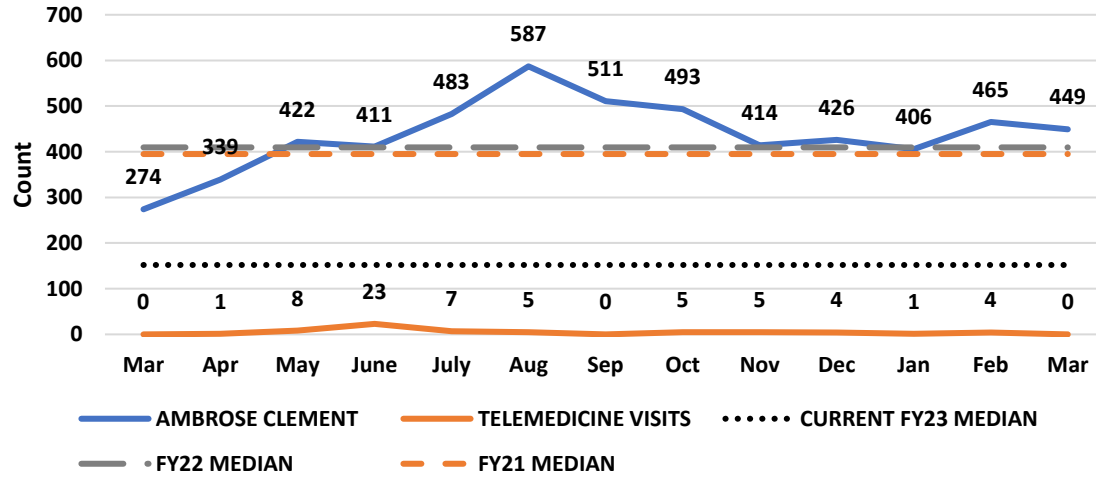
VISION VISITS - ALL LOCATIONS



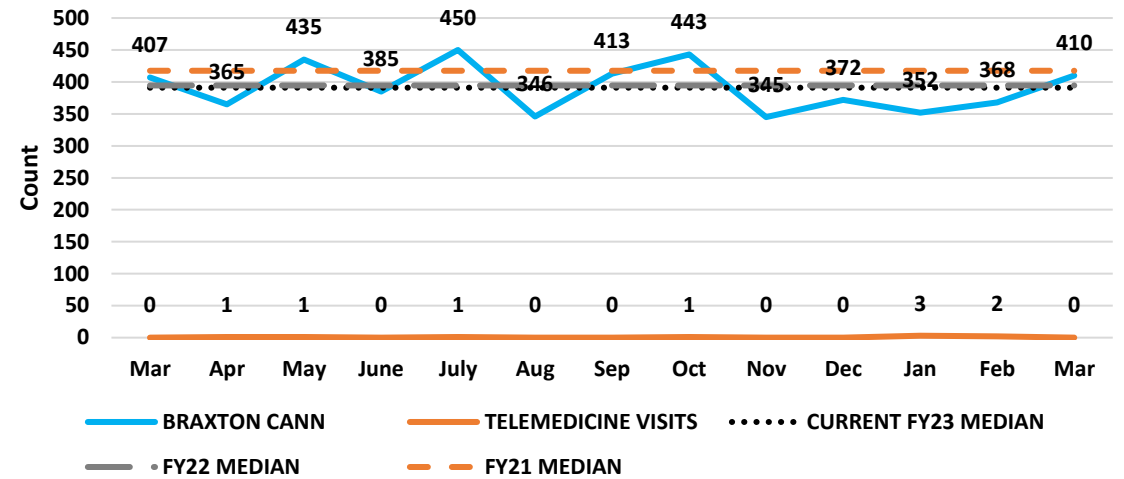
Supplemental Slides

VISITS

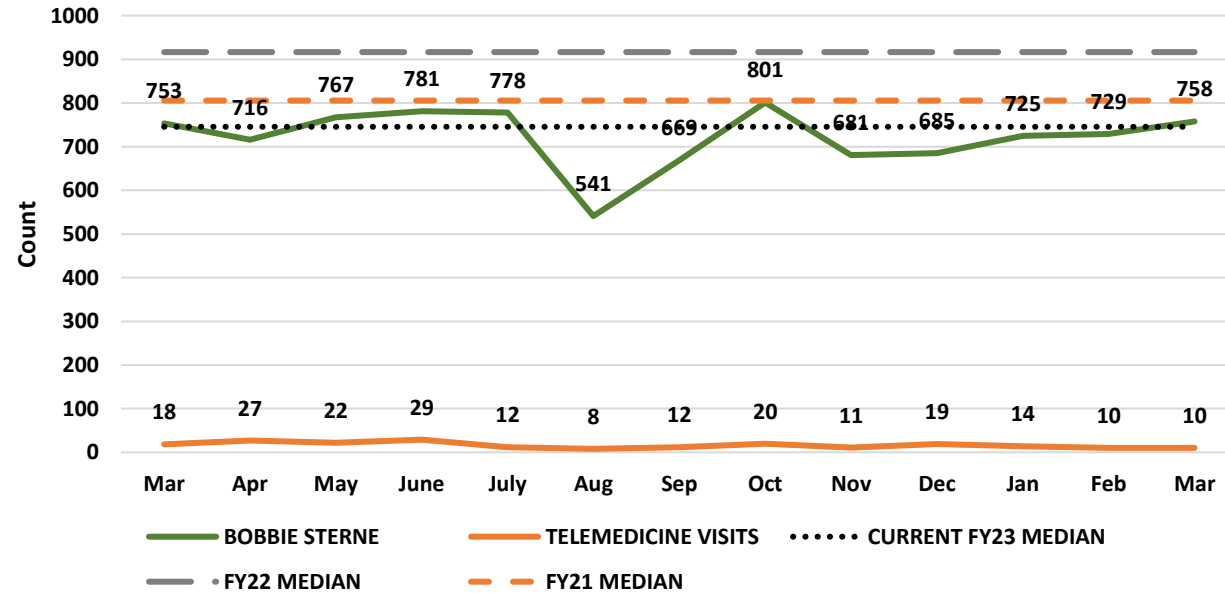
AMBROSE



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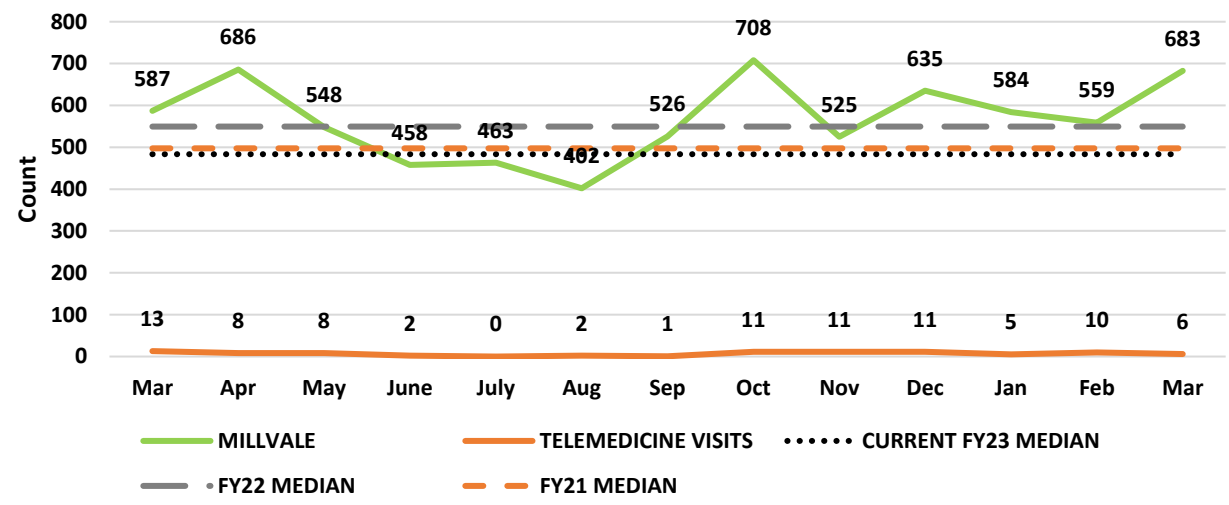


BOBBIE STERNE

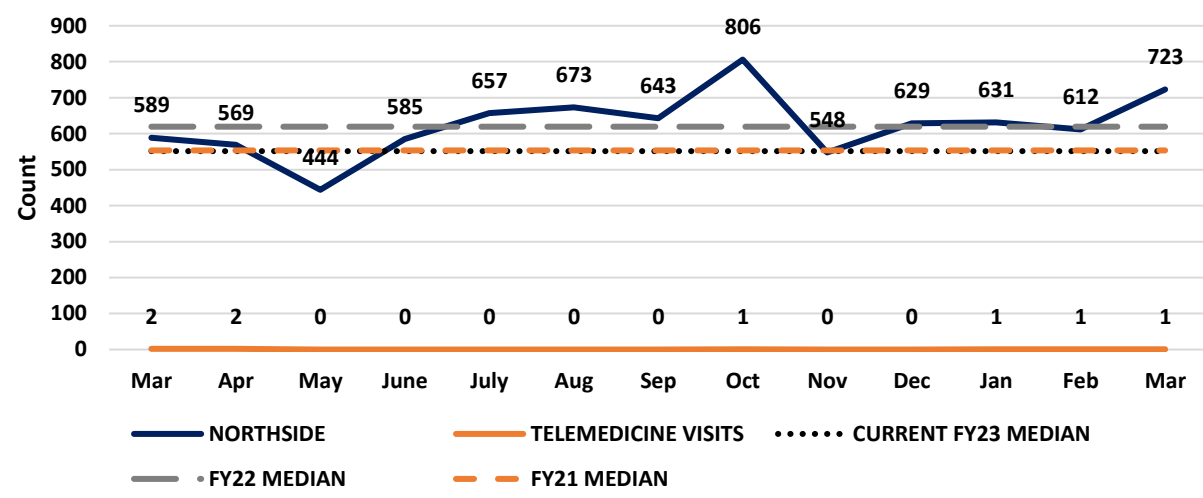


VISITS

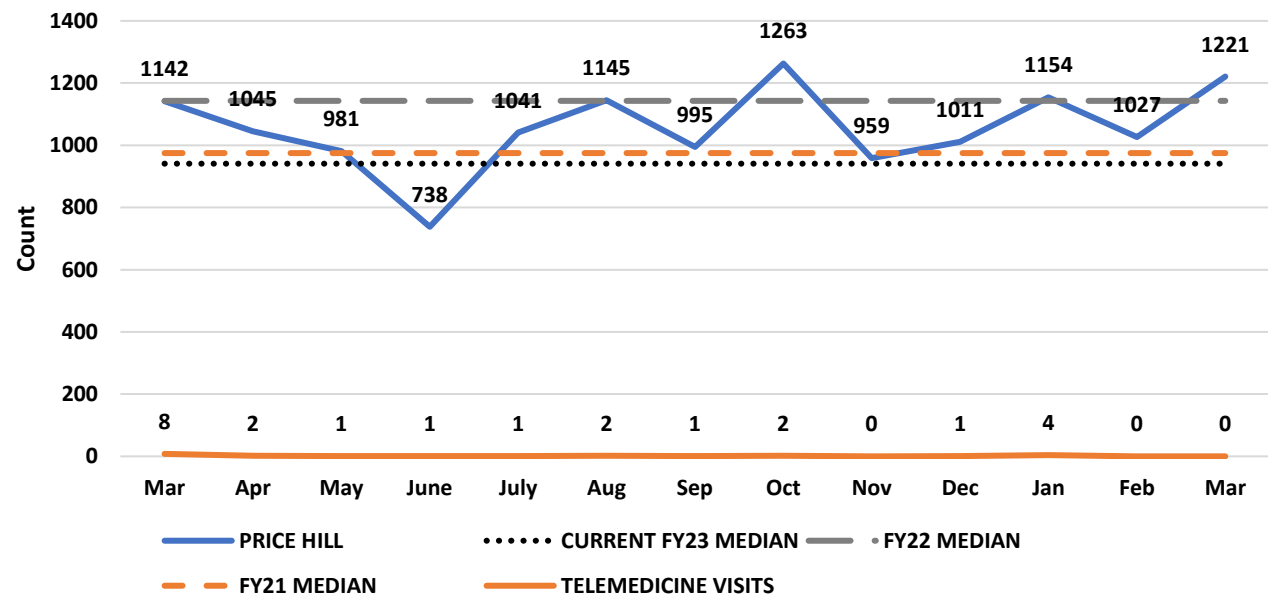
MILLVALE



NORTHSIDE

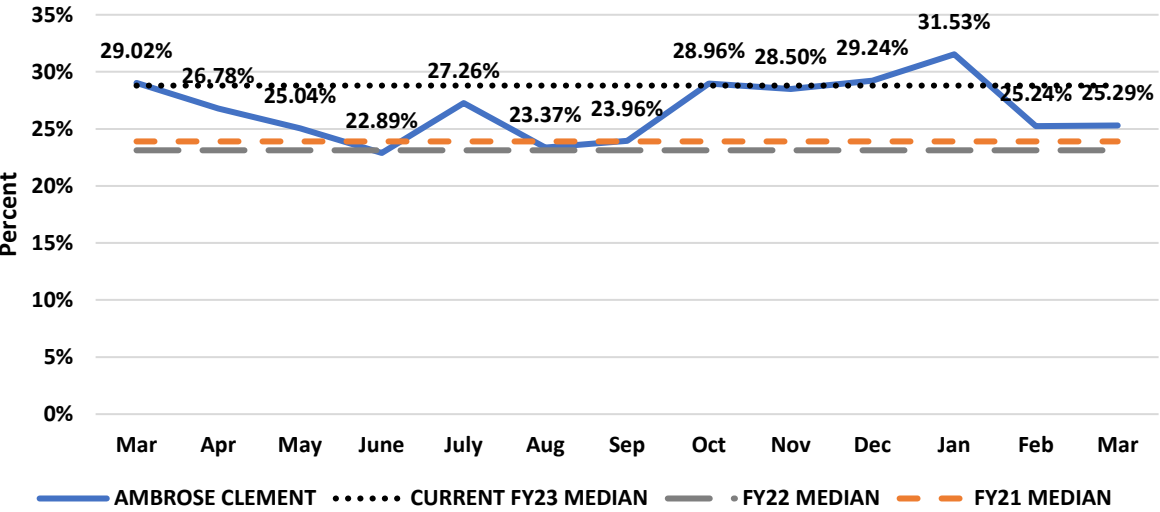


PRICE HILL

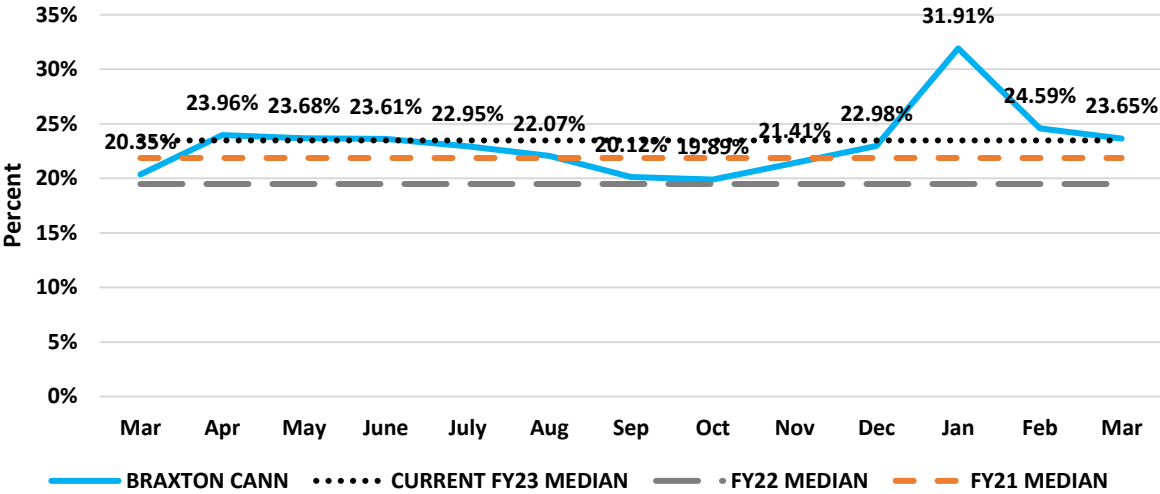


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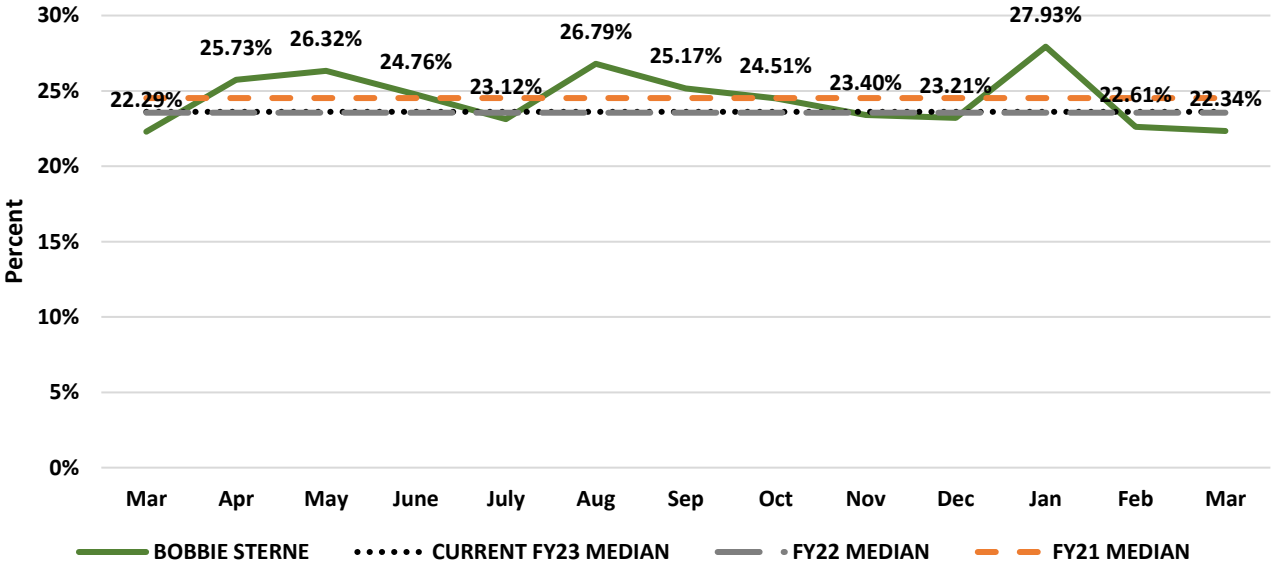
AMBROSE



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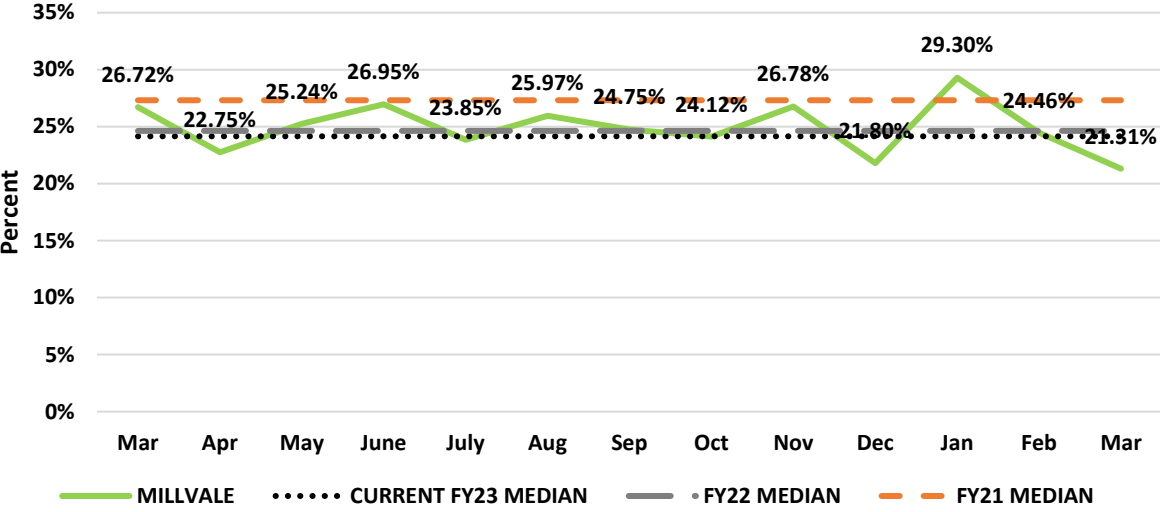


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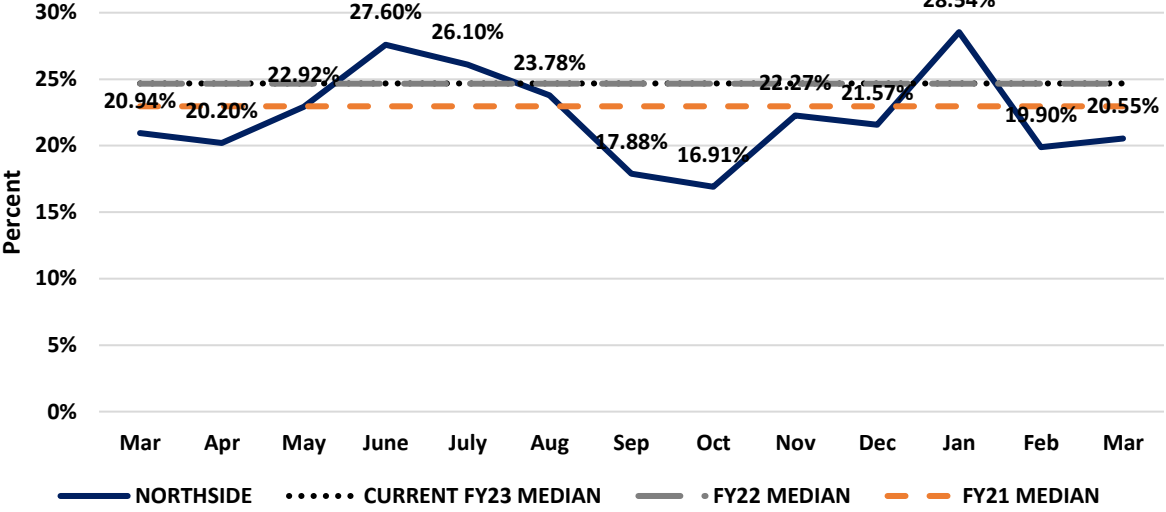


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MILLVALE



NORTHSIDE



PRICE HILL

