



## City of Cincinnati Primary Care Board of Governors Meeting

September 10, 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 July 9, 2025, CCPC Board Meeting.  
**Vote: Motion to approve** the Minutes from August 13, 2025, CCPC Board Meeting.

### **Leadership Updates**

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

6:25 pm – 6:40 pm Mr. Mark Menkhaus Jr., Chief Financial Officer  
CFO Report – **documents**

### **New Business**

6:40 pm – 6:45 pm Comments

6:45 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 – October 8, 2025**

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

# CCPC Board of Governors Meeting Minutes

Wednesday, July 9, 2025

Call to order at 6:00 pm

## Roll Call

**CCPC Board members present** – Ms. Renu Bakhshi, 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, Ms. Erica White-Johnson, Dr. Bernard Young

**CCPC Board members absent** – Ms. Jen Straw

**Others present** – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr., Dr. Michelle Daniels, Dr. Yury Gonzales, Mr. David Miller, Ms. LaSheena White, Dr. Nick Taylor, Ms. Marla Fuller

## **Board Documents:**

**[CCPC-Board-Meeting-Agenda-Packet 7.9.2025.pdf](#)**

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	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. John Kachuba
<b>Roll Call</b>	11 present, 1 Absent	n/a	Ms. Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> The City of Cincinnati Primary Care June 11, 2025, CCPC Board Meeting.	<b>M:</b> Dr. Camille Jones <b>2<sup>nd</sup>:</b> Ms. Luz Schemmel <b>Action:</b> 9-0, <b>Passed</b>	Mr. John Kachuba
<b>Old Business</b>			
<b>CEO Update</b>	Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.  CEO update Memo was included in the agenda packet.  <b>Legislative Update</b> <ul style="list-style-type: none"> <li>Ms. Tate stated that the Federal Legislative Committee had approved the “One Big Beautiful Bill.” She explained that leadership has been participating in multiple meetings and calls since the bill’s passage to better understand its potential implications. She noted that it is still too early to determine the full impact, as some provisions may go through a rescission process where changes or removals could occur.</li> <li>Ms. Tate emphasized the need to remain reserved in public commentary until further clarity is available. She acknowledged that many sister community health centers share CCPC’s concerns and reiterated that the organization is actively</li> </ul>	n/a	Ms. Joyce Tate

	<p>working with the National Association, the Ohio Primary Care Association, and legislative representatives to gather accurate information.</p> <ul style="list-style-type: none"> <li>• <b>Q&amp;A:</b> <ol style="list-style-type: none"> <li>1. Dr. Lichtenstein asked if conversations with senators should also be guarded. <ul style="list-style-type: none"> <li>▪ Ms. Tate confirmed, especially with Republican members, and advised avoiding terms that conflict with the bill's positions.</li> </ul> </li> <li>2. Dr. Young asked if there is a reference list of prohibited terms. <ul style="list-style-type: none"> <li>▪ Ms. Tate stated that she would send the list to Ms. Cunningham for distribution.</li> </ul> </li> <li>3. Dr. Jones commented that the language restrictions are not data-based. <ul style="list-style-type: none"> <li>▪ Ms. Tate agreed, calling it disappointing.</li> </ul> </li> <li>4. Dr. Lichtenstein asked if the information should be shared with Congressman Landsman. <ul style="list-style-type: none"> <li>▪ Ms. Tate responded that she would value his feedback and is curious whether Democrats share similar caution.</li> </ul> </li> <li>5. Dr. Lichtenstein offered to copy Ms. Tate on the email to Congressman Landsman. <ul style="list-style-type: none"> <li>▪ Ms. Tate stated that she would appreciate receiving his feedback to share with CCPC leadership.</li> </ul> </li> </ol> </li> </ul> <p><b>Staffing &amp; CPS Contract Changes</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate reported that the termination of the Cincinnati Public Schools nursing contract has affected thirty-seven positions. She explained that an interim plan is in place to retain these staff members through December 31, 2025, funded through City resources rather than CCPC funds.</li> <li>• Ms. Tate noted that the retained staff will assist in filling current vacancies and will work on specialized projects to enhance services. She emphasized that the additional nursing expertise will strengthen CCPC's ability to meet patient needs.</li> </ul> <p><b>Advocacy Recognition</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate expressed her appreciation to the board and staff for their advocacy efforts, especially in gathering petitions to support community health centers and protect Medicaid. She recognized Dr. Lichtenstein, Dr. Jones, and Mr. Kachuba for their significant contributions and reported that the Primary Care Association had extended its gratitude for the board's active involvement in these efforts.</li> </ul> <p><b>Federal Communication Restrictions</b></p>		
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	<ul style="list-style-type: none"> <li>Ms. Tate reported that federal guidelines have been issued restricting certain language in communications with federal leadership. She explained that long-used FQHC terms, such as “Sliding Fee Scale,” must now be referred to as “Fee Scale.” Additional terms, including DEI-related language, have been flagged for removal.</li> <li>She stated that CCPC will be reviewing and updating all website content, printed materials, and literature to ensure compliance. This review would be conducted in collaboration with Dr. Good, Ms. Fuller, Dr. Daniels, and Ms. Cunningham.</li> <li>Ms. Tate explained that all outgoing materials are now subject to AI-based screening at the federal level to identify restricted terms. She acknowledged that this change would require adjustments in communication practices but stressed the importance of maintaining compliance.</li> </ul> <p><b>New Personnel</b> Ms. Tate announced the introduction of new staff members:</p> <ul style="list-style-type: none"> <li>Michaela Brantley, Medical Assistant</li> <li>New Dietitian, WIC Program</li> <li>Danielle Strecker Simos, returning Dental Assistant/EFTA</li> <li>New Environmental Health Specialist in Training, to work under Dr. Amin and Antonio Young</li> </ul> <p>She stated that these hires will enhance the organization’s service capacity and support CCPC’s mission to provide quality care.</p>		
<b>Finance Update</b>	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY24 and FY25 for the month of May 2025.</p> <ul style="list-style-type: none"> <li>Please see the memo and presentation included the agenda packet.</li> <li>Mr. Menkhaus provided an update on the school nurse program, confirming that all thirty-seven positions will be retained by the end of December.</li> </ul> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>Health Center Disaster hour costs were down \$3,770.68.</li> <li>School Based Disaster Hours were zero.</li> <li>Revenue decreased by 6.62%. <ul style="list-style-type: none"> <li>Self-paid patients increased by 2.87%.</li> <li>Medicare decreased by 0.07%.</li> <li>Medicaid decreased by 29.78%.</li> <li>Private Pay decreased by 6.57%.</li> <li>Medicaid managed care increased 27.28%.</li> <li>416—Offset increased by 11.89%.</li> </ul> </li> <li>Expenses increased by 4.95%.</li> </ul>	n/a	Mr. Mark Menkhaus Jr.

	<ul style="list-style-type: none"> <li>○ Personnel expenses increased by 6.28%.</li> <li>○ Material expenses increased 18.36%.</li> <li>○ Contractual Costs decreased by 4.73%.</li> <li>○ Fixed costs increased by 0.39%.</li> <li>○ Fringes increased by 5.13%.</li> </ul> <ul style="list-style-type: none"> <li>• Net Gain was \$938,923.36; decreased by 81.02%.</li> <li>• Invoices greater than 90 days were at 22%; (below 20% is the goal).</li> <li>• Invoices greater than 120 days were at 12% (below 10% is the goal).</li> <li>• Average Days in Accounts receivable were 37.5 days.</li> </ul> <p>Q&amp;A:</p> <ul style="list-style-type: none"> <li>• Dr. Lichtenstein asked if the number of self-paying patients is expected to increase over the next two years. <ul style="list-style-type: none"> <li>○ Mr. Menkhaus responded that payer mix percentages reflect revenue rather than patient counts, but a drop in Medicaid enrollment could lead to a higher self-pay population.</li> </ul> </li> <li>• Dr. Lichtenstein asked if the average reimbursement from patients on the fee scale is higher or lower than Medicaid/Medicare. <ul style="list-style-type: none"> <li>○ Mr. Menkhaus stated it is lower, with Medicaid/Medicare paying more per visit.</li> </ul> </li> </ul>		
<b>After Hours Call Follow-Up Tracking Policy</b>	<p>Dr. Gonzales presented the Credentialing and Privileging Policy for annual review and approval.</p> <p>The After-Hours Call Follow-up Tracking Policy was included in the agenda packet.</p> <p><b>Policy Overview</b></p> <ul style="list-style-type: none"> <li>• Dr. Gonzales stated that the policy and procedure under review is the After-Hours Call Follow-Up Tracking Policy and Procedure. He explained that the purpose of this policy is to ensure patients have access to providers outside of regular business hours.</li> </ul> <p><b>Process and Requirements</b></p> <ul style="list-style-type: none"> <li>• Dr. Gonzales reported that the policy outlines a specific process for providers to follow when returning patient calls after hours: <ul style="list-style-type: none"> <li>○ Providers must return patient calls within 30 minutes of receiving them.</li> <li>○ All returned calls must be documented in accordance with CCPC guidelines.</li> <li>○ This process ensures continuity of care and timely response to patient needs.</li> </ul> </li> </ul> <p><b>Approval Request</b></p> <ul style="list-style-type: none"> <li>• Dr. Gonzales requested board approval of the policy as presented, noting that the language is</li> </ul>	<p><b>M:</b> Dr. Camille Jones  <b>2<sup>nd</sup>:</b> Ms. Luz Schemmel  <b>Action: 10-0, Passed</b></p>	<p>Dr. Yury Gonzales</p>

	straightforward and reflects current operational expectations.  <b>Vote: Motion to approve the After-Hours Call Follow-Up Tracking Policy.</b>		
<b><i>New Business</i></b>			
<b>Additional Staffing Update</b>	Dr. Gonzales informed the board that this month a fellow from the University of Cincinnati's Global Fellowship Program joined CCPC, working two days per week at Price Hill. He added that another full-time provider will join next month, and he will provide further updates at that time.		Dr. Yury Gonzales
<b>Public Comments</b>	<ul style="list-style-type: none"> <li>No Public Comments.</li> </ul>	n/a	Mr. John Kachuba
<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>Efficiency Update was included in the packet.</li> </ul>	n/a	n/a

Meeting adjourned: 6:35 pm

Next meeting: August 13, 2025, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes: [Internet Archive: Digital Library of Free & Borrowable Texts, Movies, Music & Wayback Machine](#)

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Date: 7/9/2025  
Clerk, CCPC Board of Governors

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Date: 7/9/2025  
Mr. John Kachuba, Board Chair

# CCPC Board of Governors

Cincinnati Health Department

July 9, 2025

Board Members	Roll Call	6.11.2025 Minutes	Approval of the After-Hours Call Follow-Up tracking policy
Ms. Renu Bakhshi	X		
Mr. Robert Cummings	X		
Ms. Alexius Golden Cook	X		
Dr. Angelica Hardee	X		
Dr. Camille Jones	X	M	
Mr. John Kachuba - Chair	X		
Dr. Philip Lichtenstein	X		M
Ms. Luz Schemmel	X	2nd	
Ms. Debra Sellers	X		2nd
Ms. Jen Straw			
Ms Erica White-Johnson	X		
Dr. Bernard Young	X		
<b>Motion Result:</b>	<b>Quorum</b>	<b>9-0 passed</b>	<b>10-0 passed</b>

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

## STAFF/Attendees

Sa-Leemah Cunningham (clerk)	X
Joyce Tate, CEO	X
Geneva Goode, DNP	X
Mark Menkhaus Jr	X
Michelle Daniels, DNP	X
Yury Gonzales, MD	X
David Miller	X
LaSheena White	X
Nick Taylor, MD	X
Marla Fuller	X

# CCPC Board of Governors Meeting Minutes

Wednesday, August 13, 2025

Call to order at 6:00 pm

## Roll Call

**CCPC Board members present** –Dr. Angelica Hardee, Mr. John Kachuba, Ms. Luz Schemmel, Ms. Erica White-Johnson, Dr. Bernard Young

**CCPC Board members absent** – Ms. Renu Bakhshi, Mr. Robert Cummings, Ms. Alexius Golden Cook, Dr. Camille Jones, Dr. Philip Lichtenstein, Ms. Debra Sellers, Ms. Jen Straw

**Others present** – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr., Dr. Edward Herzig, Dr. Yury Gonzales, Mr. David Miller, Ms. LaSheena White, Dr. Nick Taylor, Ms. Marla Fuller, Ms. Angela Mullins

## **Board Documents:**

**[CCPC-Board-Meeting-Agenda-Packet 8.13.2025.pdf](#)**

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	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. John Kachuba
<b>Roll Call</b>	5 present, 7 Absent – NO QUORUM REACHED	n/a	Ms. Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> The City of Cincinnati Primary Care June 11, 2025, CCPC Board Meeting.  Due to the lack of quorum, the board was unable to vote on the June meeting minutes, and the board will vote on minutes at the September board meeting.	n/a	Mr. John Kachuba
<b><i>Old Business</i></b>			
<b>CEO Update</b>	Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.  CEO update Memo was included in the agenda packet.  <b>HRSA Budget Period Renewal</b> <ul style="list-style-type: none"> <li>Ms. Tate reported that a HRSA report (budget period renewal) is due around September 26.</li> <li>She explained that this is a progress report required of all health centers midway through their grant period.</li> <li>The report will include: <ul style="list-style-type: none"> <li>Updates on outcomes</li> <li>Challenges or issues encountered.</li> <li>Any changes to the budget</li> <li>CCPC will provide this update as required.</li> </ul> </li> </ul> <b>Federal Benefits &amp; Undocumented Patients</b> <ul style="list-style-type: none"> <li>Ms. Tate stated that many questions have come up</li> </ul>	n/a	Ms. Joyce Tate



	<p>about federal benefits and what they mean for undocumented individuals served by CCPC.</p> <ul style="list-style-type: none"> <li>• She explained that the public comment period for this issue closed today through the Federal Register process.</li> <li>• Additional guidance is expected once comments are reviewed.</li> <li>• She emphasized: <ul style="list-style-type: none"> <li>○ <i>CCPC serves many undocumented and immigrant patients, particularly in city health centers and school-based centers.</i></li> <li>○ <i>The organization is concerned about any potential challenges for families who need care.</i></li> <li>○ <i>Until further guidance is issued, CCPC will continue caring for patients as usual.</i></li> </ul> </li> <li>• She noted that the board will be kept closely informed.</li> </ul> <p><b>Title X Program</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate reported that CCPC has not yet received word back on the status of <b>Title X funding</b>.</li> <li>• She explained that there is a possibility of cuts under the new administration.</li> <li>• If changes occur, she expects to hear by <b>September</b>.</li> </ul> <p><b>Roberts Dental Program</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate stated that the <b>Roberts Dental Program</b> is preparing to open under <b>Dr. Oberlander's direction</b>.</li> <li>• She explained that Dr. Oberlander will help launch the program, but another dentist will move into the role once Dr. Oberlander transitions to private practice.</li> <li>• Dr. Taylor and the dental leadership team will provide updates.</li> </ul> <p><b>Ambrose/Crest Relocation &amp; Capital Projects</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate reported on progress with <b>capital projects</b>: <ul style="list-style-type: none"> <li>○ <b>Ambrose relocation:</b> Lease negotiations are underway. A draft has been sent to legal counsel for review.</li> <li>○ <b>Price Hill lobby renovation</b> and <b>Ambrose build-out</b> are awaiting contracting bids.</li> <li>○ Legal is still negotiating with <b>Henry Schein (dental supplier)</b>.</li> </ul> </li> <li>• Ms. Tate stated that a <b>project extension request</b> has been submitted to Ambrose due to timing concerns. No extension has yet been granted, but efforts are ongoing.</li> </ul>		
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	<p><b>Health Center Week</b></p> <ul style="list-style-type: none"> <li>Ms. Tate noted that the previous week was <b>Health Center Week</b>, and CCPC health centers held events to celebrate staff and patients.</li> <li>Activities included: <ul style="list-style-type: none"> <li>Staff appreciation events</li> <li>Patient appreciation events</li> <li>Backpack giveaways</li> <li>Cookouts and other community activities</li> </ul> </li> <li>Photos have been shared on CHD's Facebook page.</li> </ul> <p><b>Financial Operations Review</b></p> <ul style="list-style-type: none"> <li>Ms. Tate stated that CCPC leadership is working with Dr. Mussman and Mr. Menkhaus to bring in a <b>consultant</b> for a <b>financial operations review</b>.</li> <li>The project is pending approval through procurement.</li> <li>Once approved, the consultant will: <ul style="list-style-type: none"> <li>Conduct a full review of financial operations.</li> <li>Present findings and recommendations to the board and staff</li> <li>Identify areas of focus for improvement.</li> </ul> </li> </ul> <p><b>UDS Report &amp; Awards</b></p> <ul style="list-style-type: none"> <li>Ms. Tate reminded the board that CCPC submitted its <b>Uniform Data System (UDS) report</b> in February.</li> <li>National results had been distributed, and CCPC received <b>multiple awards</b> for outcomes and measures.</li> <li>She stated that <b>Dr. Gonzales and Dr. Goode</b> may provide more details during the September board meeting.</li> </ul> <p><b>New Personnel</b></p> <p>Ms. Tate announced the introduction of new staff members:</p> <ul style="list-style-type: none"> <li>Lynn Brysacz, Optometric Technician</li> <li>Sarah Glenn, Dental Assistant</li> <li>Jackson Rebhun, Dental Assistant</li> <li>Alexiah Ridley, Dental Assistant</li> <li>New Dietitian, WIC Program</li> </ul> <p>Q&amp;A:</p> <ul style="list-style-type: none"> <li>No additional commentary from the board.</li> </ul>		
<b>Finance Update</b>	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY24 and FY25 for the month of June 2025.</p> <ul style="list-style-type: none"> <li>Please see the memo and presentation included the agenda packet.</li> <li>Mr. Menkhaus provided an update on the school nurse program, confirming that all</li> </ul>	n/a	Mr. Mark Menkhaus Jr.

	<p>thirty-seven positions will be retained by the end of December.</p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• Health Center Disaster hour costs were down \$5,041.68.</li> <li>• School Based Disaster Hours were zero.</li> <li>• Revenue decreased by 2.38%. <ul style="list-style-type: none"> <li>○ Self-paid patients increased by 5.04%.</li> <li>○ Medicare increased by 3.28%.</li> <li>○ Medicaid decreased by 26.81%.</li> <li>○ Private Pay increased by 0.19%.</li> <li>○ Medicaid managed care increased 29.20%.</li> <li>○ 416—Offset increased by 13.20%.</li> </ul> </li> <li>• Expenses increased by 5.42%. <ul style="list-style-type: none"> <li>○ Personnel expenses increased by 6.53%.</li> <li>○ Material expenses increased 14.95%.</li> <li>○ Contractual Costs decreased by 1.96%.</li> <li>○ Fixed costs increased by 1.41%.</li> <li>○ Fringes increased by 5.14%.</li> </ul> </li> <li>• Net Gain was \$197,507.21; it decreased by 93.53%.</li> <li>• Invoices greater than 90 days were at 26%; (below 20% is the goal).</li> <li>• Invoices greater than 120 days were 14% (below 10% is the goal).</li> <li>• Average Days in Accounts receivable were 39.8 days.</li> </ul> <p><b><u>Q&amp;A:</u></b></p> <ul style="list-style-type: none"> <li>• Mr. Kachuba asked Mr. Menkhaus about the increase in self-paid patients, noting it was a trend over the past year or two, and inquired what factors were contributing to it. <ul style="list-style-type: none"> <li>○ Mr. Menkhaus explained that the increase in self-pay patients is largely tied to the end of Ohio’s expanded Medicaid eligibility, which immediately led to a decline in Medicaid enrollment and is expected to continue throughout the year, with the potential for work requirements to worsen the trend; he noted that while Medicaid remains CCPC’s largest revenue source and all patients are treated regardless of ability to pay, a growing reliance on out-of-pocket payments makes it increasingly difficult to sustain operations and provide the full scope of services.</li> </ul> </li> <li>• Dr. Herzig asked Mr. Menkhaus what percentage of self-pay patients would become no-pay, and Mr. Menkhaus responded that the team is still finalizing year-end calculations to determine the amount that will be written off.</li> </ul>		
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	<p>Dr. Herzig further noted that any budget deficits must be covered by the City under FQHC rules, with \$6 million currently provided in support, and cautioned that financial headwinds remain a significant concern.</p> <ul style="list-style-type: none"> <li>• Dr. Young asked whether there was increasing pressure to place more stress on patients who may become delinquent. Ms. Tate responded that CCPC does not send patients to collections and continues to care for everyone regardless of ability to pay, though financial changes for patients can create added stress. She added that while City Hall is unlikely to put direct pressure on patients, funding constraints could create challenges in sustaining resources. Mr. Menkhaus agreed, noting that if CCPC were to run a deficit, the city would cover it for the year, but in the following budget cycle services might need to be scaled back to align with what the city can allocate; although CCPC has not yet run negatively, leadership is closely monitoring trends to avoid future reductions.</li> </ul>		
<b><i>New Business</i></b>			
<b>Additional Staffing Update</b>	<ul style="list-style-type: none"> <li>• Ms. Tate provided an update under new business. She stated that invitations were sent to congressional leaders to visit CCPC and learn more about its work. She reported that Representative Landsman has given a tentative date of <b>October 24</b> for a visit. Ms. Tate noted that additional details will be shared with the board as they become available.</li> </ul>	n/a	Ms. Joyce Tate
<b>Public Comments</b>	<ul style="list-style-type: none"> <li>• No Public Comments.</li> </ul>	n/a	Mr. John Kachuba
<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>• Efficiency Update was included in the packet.</li> </ul>	n/a	n/a

Meeting adjourned: 6:30 pm

Next meeting: September 10, 2025, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes: <https://archive.org/details/ccpc-8-13-25>

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Date: 8/13/2025  
Clerk, CCPC Board of Governors

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Date: 8/13/2025  
Mr. John Kachuba, Board Chair


# CCPC Board of Governors

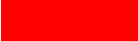
Cincinnati Health Department


August 13, 2025


Board Members	Roll Call
Ms. Renu Bakhshi	
Mr. Robert Cummings	
Ms. Alexius Golden Cook	
Dr. Angelica Hardee	X
Dr. Camille Jones	
Mr. John Kachuba - Chair	X
Dr. Philip Lichtenstein	
Ms. Luz Schemmel	X
Ms. Debra Sellers	
Ms. Jen Straw	
Ms Erica White-Johnson	X
Dr. Bernard Young	X
<b>Motion Result:</b>	<b>No Quorum</b>

X **Present**

 **Yay**

 **Nay**

 **Absent**

 **Didn't vote, but present**

M **Move**

2nd **Second**

## STAFF/Attendees

Sa-Leemah Cunningham (clerk)	X
Joyce Tate, CEO	X
Geneva Goode, DNP	X
Mark Menkhaus Jr	X
Ed Herzig, MD	X
Yury Gonzales, MD	X
David Miller	X
LaSheena White	X
Nick Taylor, MD	X
Marla Fuller	X
Angela Mullins	X

**DATE:** September 10, 2025

**TO:** City of Cincinnati Primary Care Board of Governors

**FROM:** Joyce Tate, CEO

**SUBJECT:** CEO Report for September 2025

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❖ **Budget Period Renewal**

- The annual budget period renewal (midpoint between grant years) is due September 26. Work will be coordinated with fiscal staff to meet the deadline.

❖ **HRSA Guidance on Services to Undocumented Individuals**

- This is still being vetted at the federal and state level

❖ **Dental Program Updates**

- Roberts Dental Program set opened under Dr. Oberlander's guidance. CPS is having a grand opening on October 10, 2025, in the morning.

❖ **Ambrose Crest Relocation & Capital Projects**

- We continue to meet with architects to discuss modifications for integrating dental services into the medical space.
- Capital grant includes two projects: HRSA did not grant an extension past August 2025. Only partial funding can be utilized due to HRSA changes, procurement process, and the lack of bids for the construction and contracting concerns.
  - Price Hill Lobby renovation (no contractor bids received).
  - Relocation of Crest to Ambrose.
- Procurement challenges due to city restrictions on contractor selection.
- Legal issues with Henry Schein (dental supplier) contract may affect timelines still pending review

❖ **Millvale Space Lease & Emergency Dental Hours**

- Emergency dental hours have experienced crowd control issues, causing tension with Cincinnati Children's Hospital (co-tenant).
- Security guard stationed from 7–9 a.m. to manage patient lines and cover all day
- Children's Hospital accepted the terms of the lease. Lease is pending signatures and execution. The new lease covers us for a year, with another two-year option for renewal

❖ **Uniform Data System (UDS) Data and 2025 Community Health Quality Recognition (CHQR) Badges**

- Dr. Gonzales and Dr. Goode will be presenting the Quality Recognition badges we received.

❖ **Additional Updates**

- HRSA did not approve an extension of our funding beyond the given timeframe.
- Roberts Grand Opening was announced by CPS - 10 am on October 10, 2025.
- Upcoming CCPC Meet and Greet in November/early December. Poll will be sent for availability



**Date:** 8/26/2025

**To:** MEMBERS of the BOARD of HEALTH

**From:** Grant Mussman, MD MHSA, Health Commissioner

**Copies:** Leadership Team, HR File

**Subject: PERSONNEL ACTIONS for August 26, 2025 BOARD of HEALTH MEETING**

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**PROMOTIONS**

**COURTHNEY CALVIN      HEALTH CLINIC COORDINATOR      CCPC**

(Resignation vacancy)

Salary Bi-Weekly Range:      \$2,577.67 to \$3,464.17      Revenue Fund

The CCPC division wishes to promote Courthney L. Calvin to the position of Health Clinic Coordinator. Ms. Calvin has been a Public Health Educator (PHE) with the Healthy Communities Program since 2020. Prior to her position as a PHE, she worked as a Casework Associate for seven years (2013-2020) in our School-Based Health Center Program. As a Casework Associate, Ms. Calvin was responsible for monthly program reporting; managing and improving the SBHC consent rates; and using EPIC when working with patients. She is knowledgeable about grant writing and reporting and is active in the Cincinnati community. Her skills and knowledge will be an asset to the CCPC Operations Team.

**CRYSTAL GILCHRIST      CUSTOMER RELATIONS      CHES  
REPRESENTATIVE**

(Retirement vacancy)

Salary Bi-Weekly Range:      \$2,052.24 to \$2,125.14      General Fund

Crystal Gilchrist is an accomplished administrative and compliance professional with 20+ years of diverse experience spanning government, healthcare, education, and nonprofit sectors. Recognized for exceptional organizational skills, attention to detail, and ability to rapidly learn and master new systems. Proven track record in supervision, compliance auditing, safety management, records administration, and customer service. She is skilled in streamlining processes, enforcing regulatory standards, and fostering team productivity. Adept at building strong professional relationships and delivering high-quality work in fast-paced, multi-priority environments.

**PERSONNEL ACTIONS for August 26, 2025 , BOARD of HEALTH MEETING**  
**Page 2 of 2**

**PROMOTIONS (continued)**

**TARA JOHNSON                      HEALTH CLINIC COORDINATOR      CCPC**

(Resignation vacancy)

Salary Bi-Weekly Range:              \$2,577.67 to \$3,464.17                      Revenue Fund

The CCPC division wishes to promote Tara N. Johnson to the position of Health Clinic Coordinator. She has been a Senior CRR with the department since November 2021. Ms. Johnson has been responsible for many tasks including: updating HCPCS codes, modifiers and pricing prior to claims being released so that we are properly reimbursed; following up with patients and insurance companies about outstanding bills; and performing quality audits and tracking metrics related to clinical application usage. Ms. Johnson is very knowledgeable about EPIC, Medicaid and Medicaid Managed Care Organizations (MCO's), Private/Commercial, Medicare, and Tricare. Her skills and knowledge will be an asset to the CCPC Operations Team.

**JOHN MONAHAN                      SUPERVISING BEHAVIORAL                      CCPC**  
**HEALTH SPECIALIST**

(New Position)

Salary Bi-Weekly Range:              \$3,057.86 to \$4,109.50                      Grant Fund

The CCPC division wishes to promote John W. Monahan to the position of Supervising Behavioral Health Specialist. Mr. Monahan has worked with CCPC as a Behavioral Health Specialist at Ambrose and Bobbie Sterne Health Centers since March 2024. He holds a Master of Social Work (MSW) from Northern Kentucky University and is licensed by the State of Ohio as a Counselor, Social Worker, and Marriage & Family Therapist as a LISW-S. Since joining the team, Mr. Monahan has been an asset and we look forward to him taking the lead on our behavioral health team.



**DATE:** September 10, 2025

**TO:** City of Cincinnati Primary Care Governing Board

**FROM:** Mark Menkhaus, Jr., CFO

**SUBJECT:** Fiscal Presentation July 2025

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**Fiscal Presentation**

Fiscal Presentation for July 2025.

- For FY26, as of July 2025, Cincinnati Primary Care had a net gain of \$166,061.84.
- In FY25, July had a net loss of \$355,694.84. Comparing FY26 with FY25 shows an increase of \$521,756.68. This increase is due to higher revenue and higher expenses.
- Revenue increased by \$405,594.58 from FY25. The increase is due to higher Medicaid revenue.
- Expenses decreased by \$116,162.10 from FY25. The decrease is due to the timing of invoices paid (ex. LabCorp were paid \$101,101.35 in FY25 but have not been paid as of 7/31/2025. Also, Cardinal Health was paid \$68,818.71 in FY25 but also has yet to be paid in FY26. However, Ochin was paid \$63,223.36 in FY25 but was paid \$79,891.72 in FY26. Also, Hamilton County was paid \$25,000 in FY26 and was not paid in FY25 as of 7/31/2024.)
- Here are charges for disaster regular hours and overtime as it relates to COVID-19 for FY26 and FY25 for July.

Clinics		
Type Labor Cost	FY26	FY25
Disaster Regular	\$785.88	\$2,361.47
Disaster Overtime	\$ 0.00	\$ 0.00
Total	\$785.88	\$2,361.47

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

**July Payor Mix Highlights:**

	Medicaid	Commercial	Medicare	Self-Pay
Medical	-2%	3%	0%	10%
Dental	6%	2%	0%	2%
School-Based Medical	-17%	-4%	2%	26%
School-Based Dental	8%	1%	0%	2%
Behavioral Health	0%	8%	1%	5%
Vision	-1%	1%	0%	-1%

**Accounts Receivable Trends:**

- The accounts receivable collection effort for July for 90-days is 35% and for 120-days is 26%. Our aim for the ideal rate percentage for 90-days is 20% and our 120-days is 10%. The rate for 90-days increased by 9% from the previous month and the rate for 120-days increased by 12% from the previous month.

**Days in Accounts Receivable & Total Accounts Receivable:**

- The number of days in accounts receivable has increased from the month before by 1.6 days. The days in accounts receivable are slightly below the average (by .4 days) of the past 13 months at 40.0 days.

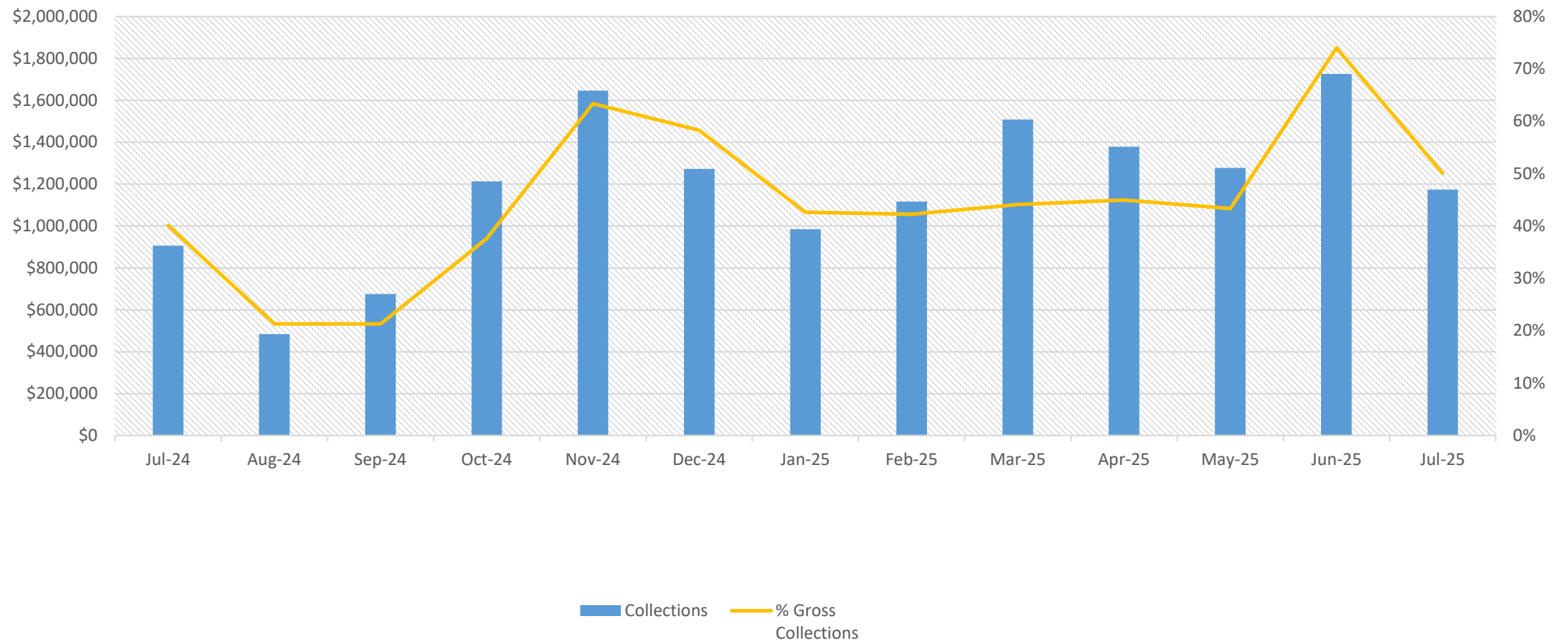
City of Cincinnati Primary Care  
Profit and Loss with fiscal year comparison  
July 2024 - July 2025

	FY26 Actual	FY26 Actual	Variance FY25 vs FY24
<b>Revenue</b>			
8556-Grants\Federal	\$250,000.00	\$273,267.00	-8.51%
8571-Specific Purpose\Private Org.	\$0.00	\$0.00	0.00%
8617-Fringe Benefit Reimbursement	\$0.00	\$0.00	0.00%
8618-Overhead Charges - Indirect Costs	\$0.00	\$0.00	0.00%
8733-Self-Pay Patient	\$86,991.78	\$83,228.53	4.52%
8734-Medicare	\$469,171.18	\$433,373.73	8.26%
8736-Medicaid	\$528,474.40	\$61,037.58	765.82%
8737-Private Pay Insurance	\$102,810.32	\$96,639.95	6.38%
8738-Medicaid Managed Care	\$567,443.15	\$690,762.73	-17.85%
8739-Misc. (Medical rec.\smoke free inv.)	\$4,033.13	\$24,508.41	-83.54%
8932-Prior Year Reimbursement	\$0.00	\$0.00	0.00%
416-Offset	\$501,793.78	\$442,305.23	13.45%
Total Revenue	\$2,510,717.74	\$2,105,123.16	19.27%
<b>Expenses</b>			
71-Personnel	\$994,385.33	\$952,633.44	4.38%
72-Contractual	\$367,743.25	\$501,185.79	-26.63%
73-Material	\$64,789.12	\$176,319.64	-63.25%
74-Fixed Cost	\$206,068.63	\$152,672.75	34.97%
75-Fringes	\$711,669.57	\$678,006.38	4.97%
Total Expenses	\$2,344,655.90	\$2,460,818.00	-4.72%
<b>Net Gain (Losses)</b>	<b>\$166,061.84</b>	<b>(\$355,694.84)</b>	<b>-146.69%</b>

CHD/CCPC Finance  
Update  
September 10, 2025

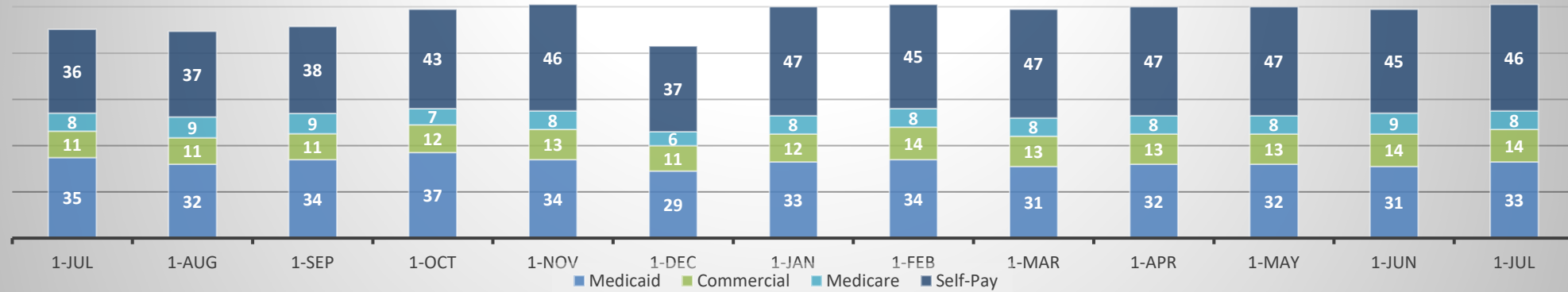
# Revenue Presentation

# Monthly Visit Revenue

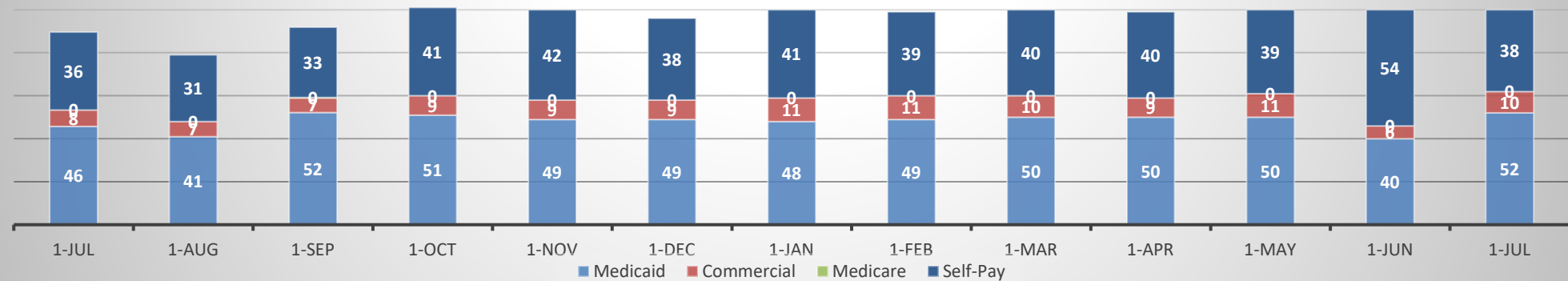


# Payor Mix

## Medical

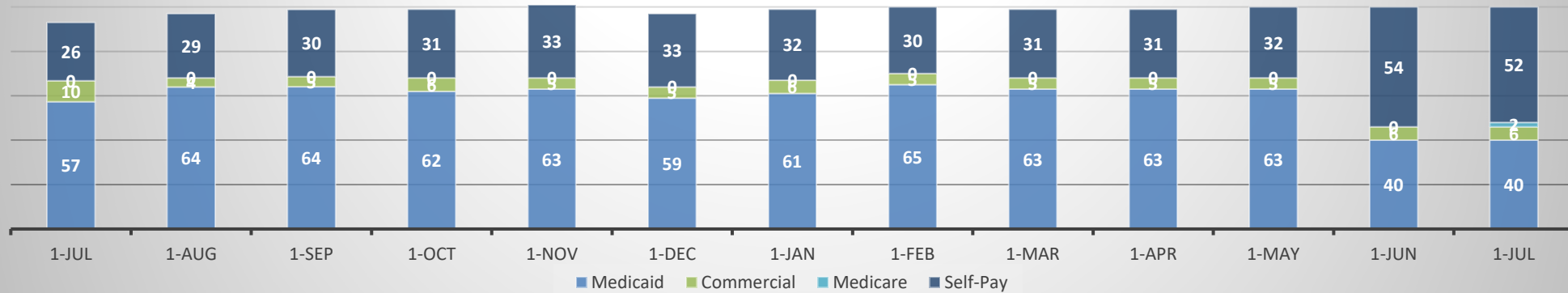


## Dental

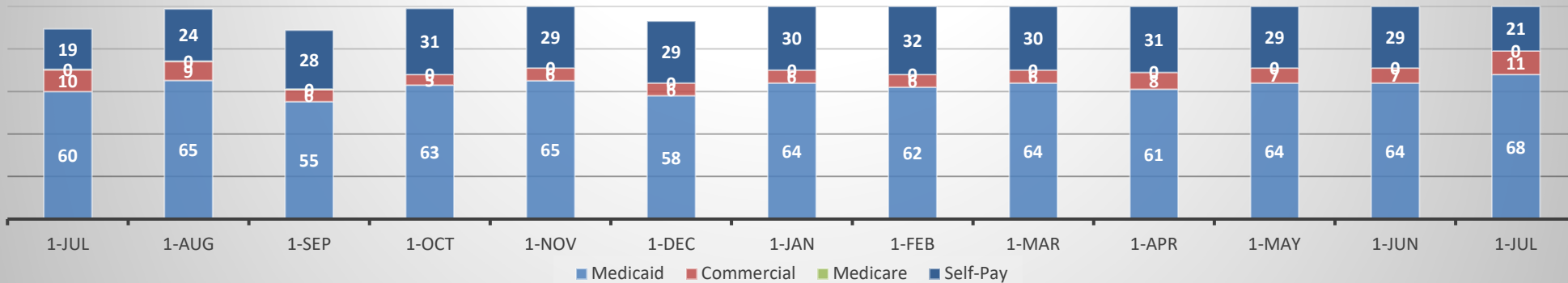


# Payor Mix

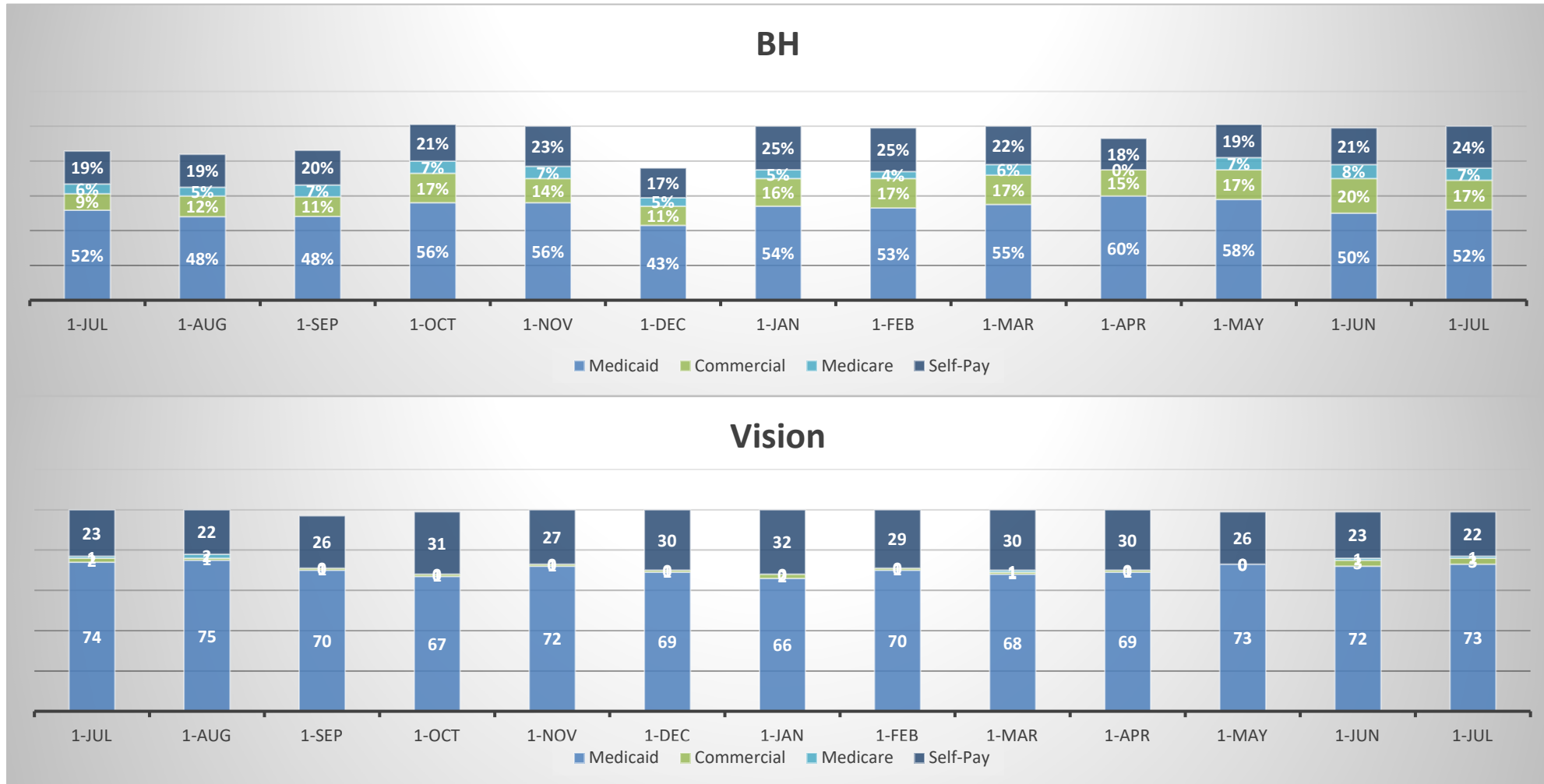
## SBHC - Medical



## SBHC - Dental

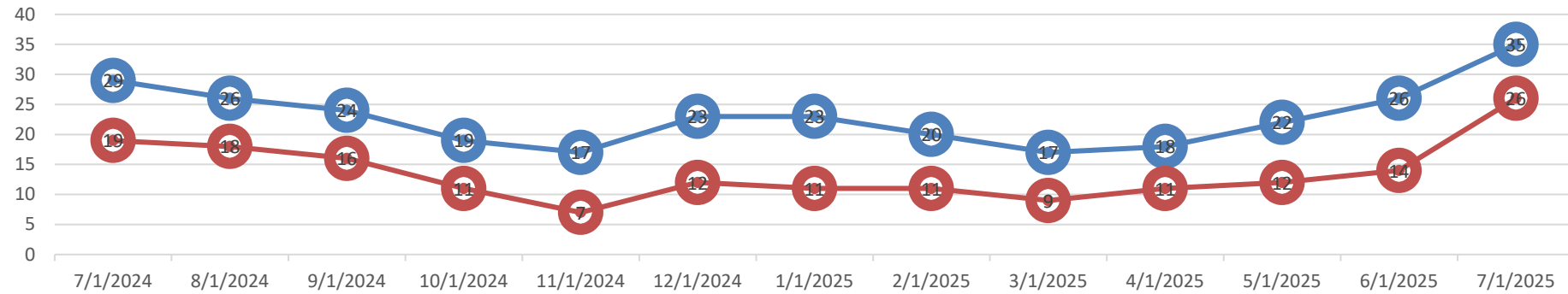


# Payor Mix



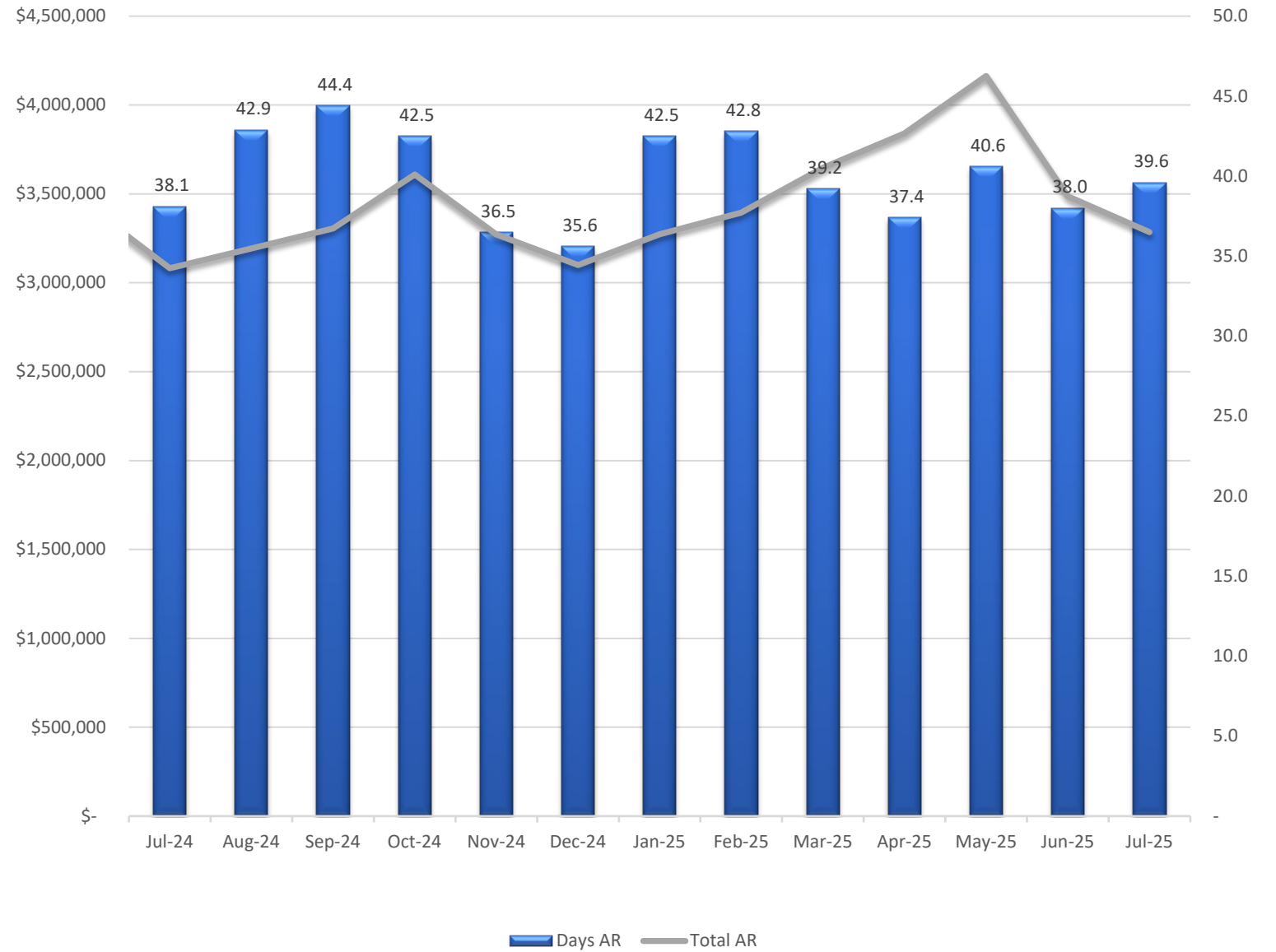


# AR Trends



Aging Period	Insurance July	Patient - All July	Patient - On Pmt Plan July	Patient - Not on Pmt Plan July	Total July	% Total July
0 - 30	\$1,266,926	\$94,701	\$1,840	\$92,861	\$1,361,626	41.45%
31 - 60	\$348,671	\$121,991	\$2,828	\$119,163	\$470,662	14.33%
61 - 90	\$173,537	\$128,975	\$1,707	\$127,268	\$302,512	9.21%
91 - 120	\$158,041	\$137,836	\$1,760	\$136,076	\$295,877	9.01%
121 - 150	\$139,423	\$107,444	\$1,714	\$105,730	\$246,867	7.52%
151 - 180	\$163,433	\$89,253	\$1,015	\$88,238	\$252,686	7.69%
181 - 210	\$131,376	\$54,465	\$545	\$53,920	\$185,841	5.66%
211+	\$242,033	(\$73,122)	\$1,957	(\$75,078)	\$168,911	5.14%
<b>Total</b>	<b>\$2,623,439</b>	<b>\$661,543</b>	<b>\$13,366</b>	<b>\$648,177</b>	<b>\$3,284,982</b>	
<b>% &gt; 90</b>	<b>32%</b>	<b>48%</b>	<b>52%</b>	<b>48%</b>	<b>35%</b>	
<b>% &gt; 120</b>	<b>26%</b>	<b>27%</b>	<b>39%</b>	<b>27%</b>	<b>26%</b>	

# Day in AR & Total A/R



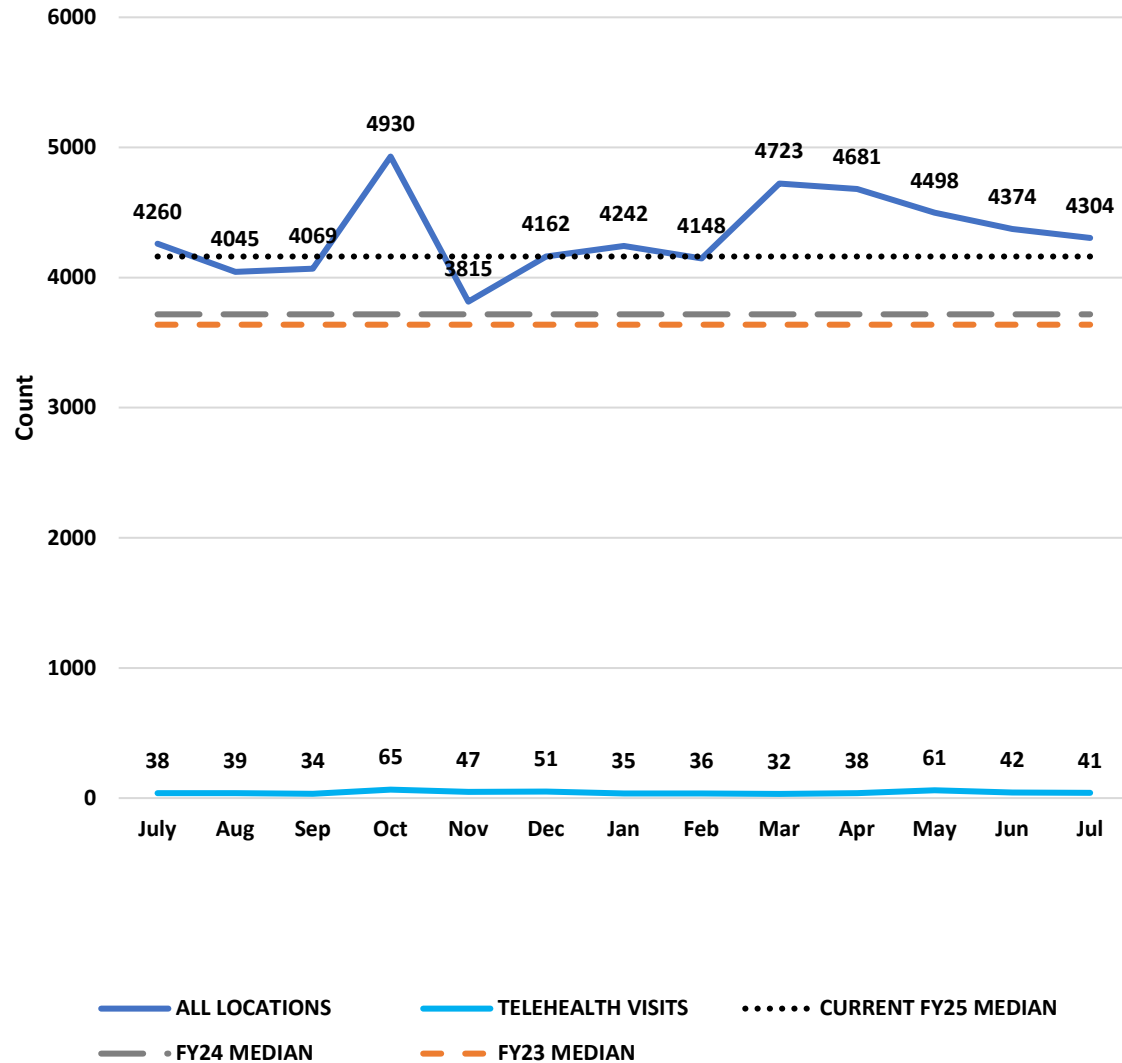


# **CCPC Board Meeting – Efficiency Update**

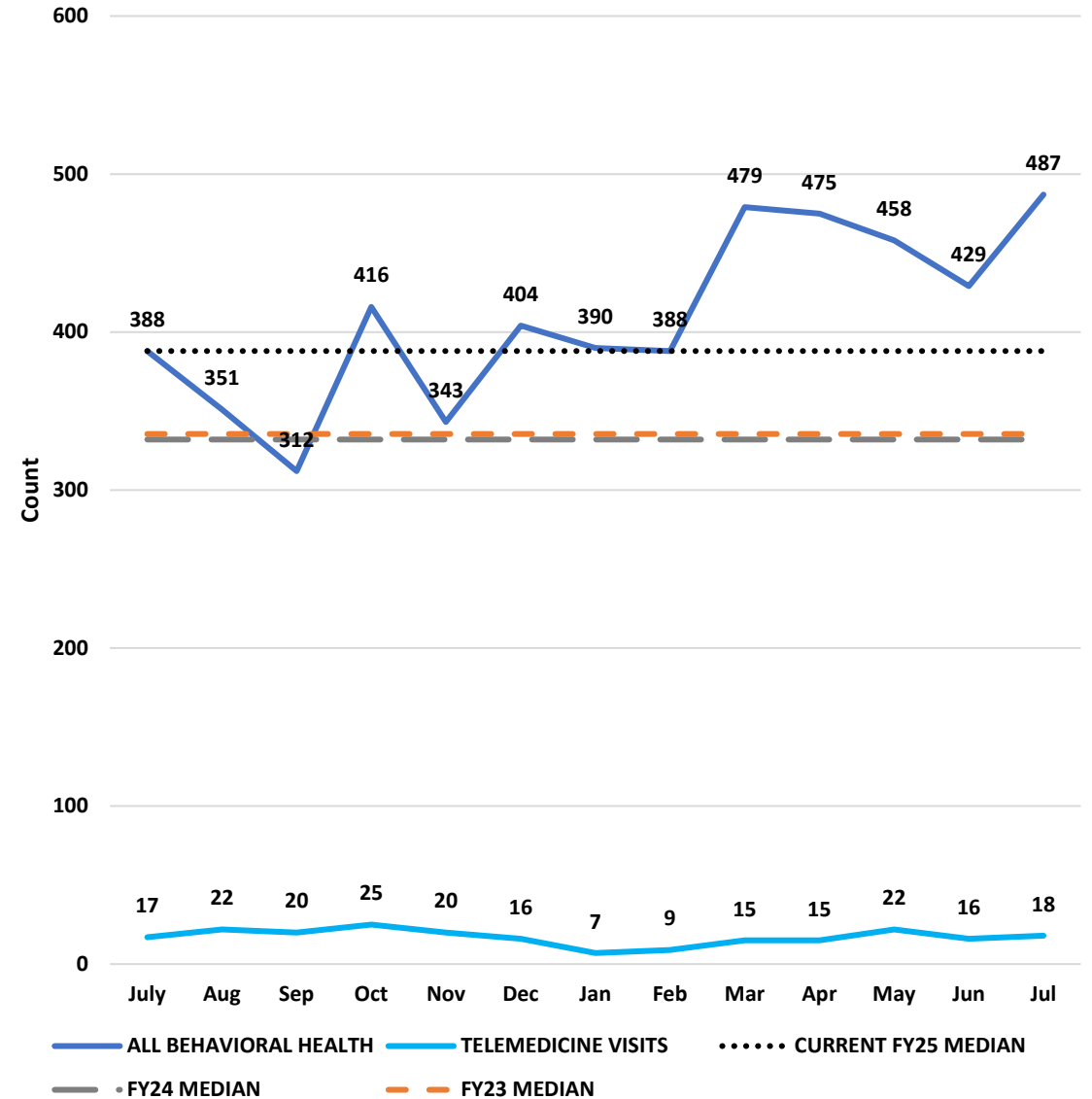
September 2025

# **Medical/Behavioral Health**

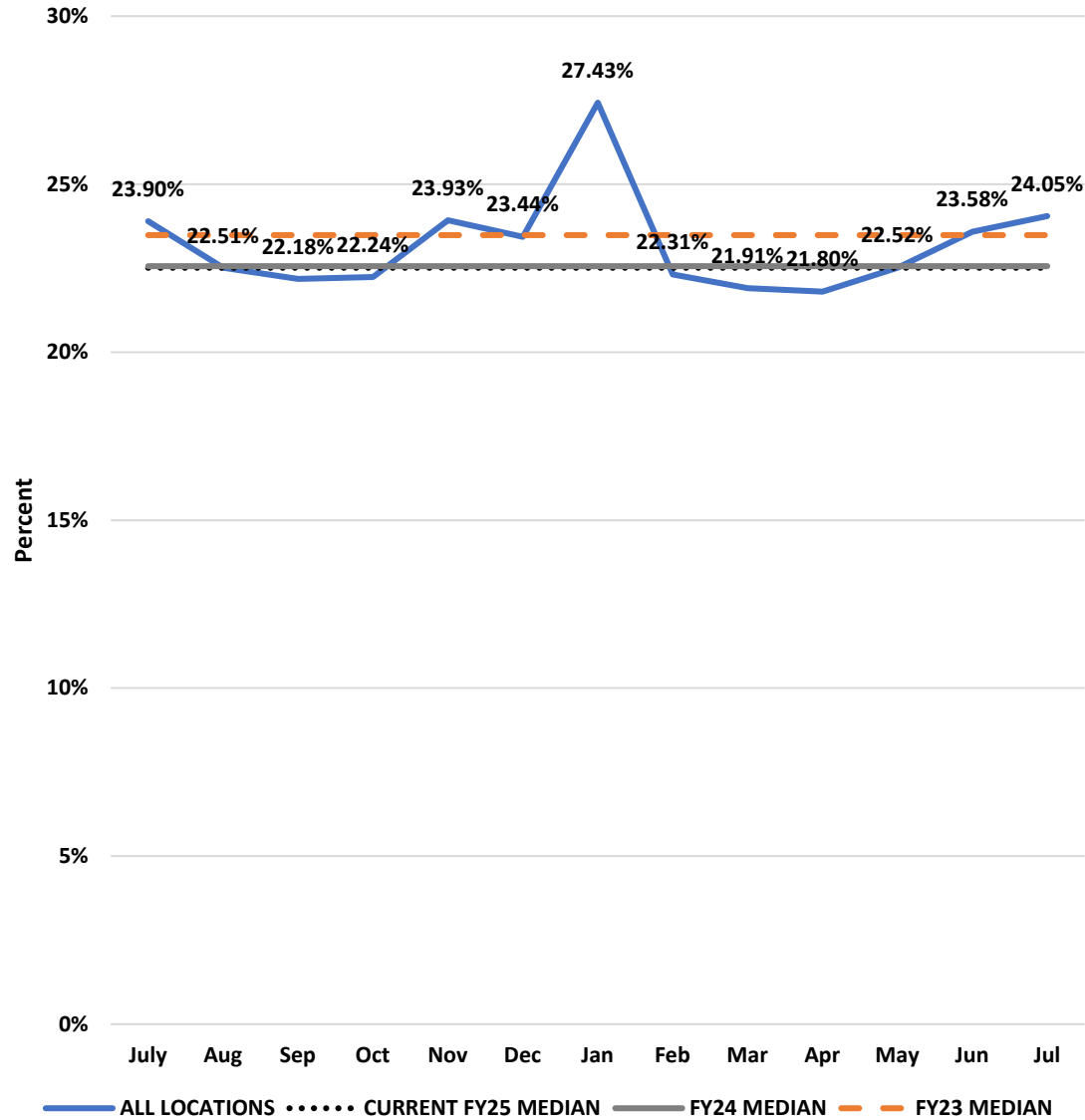
## NUMBER OF VISITS - ALL LOCATIONS



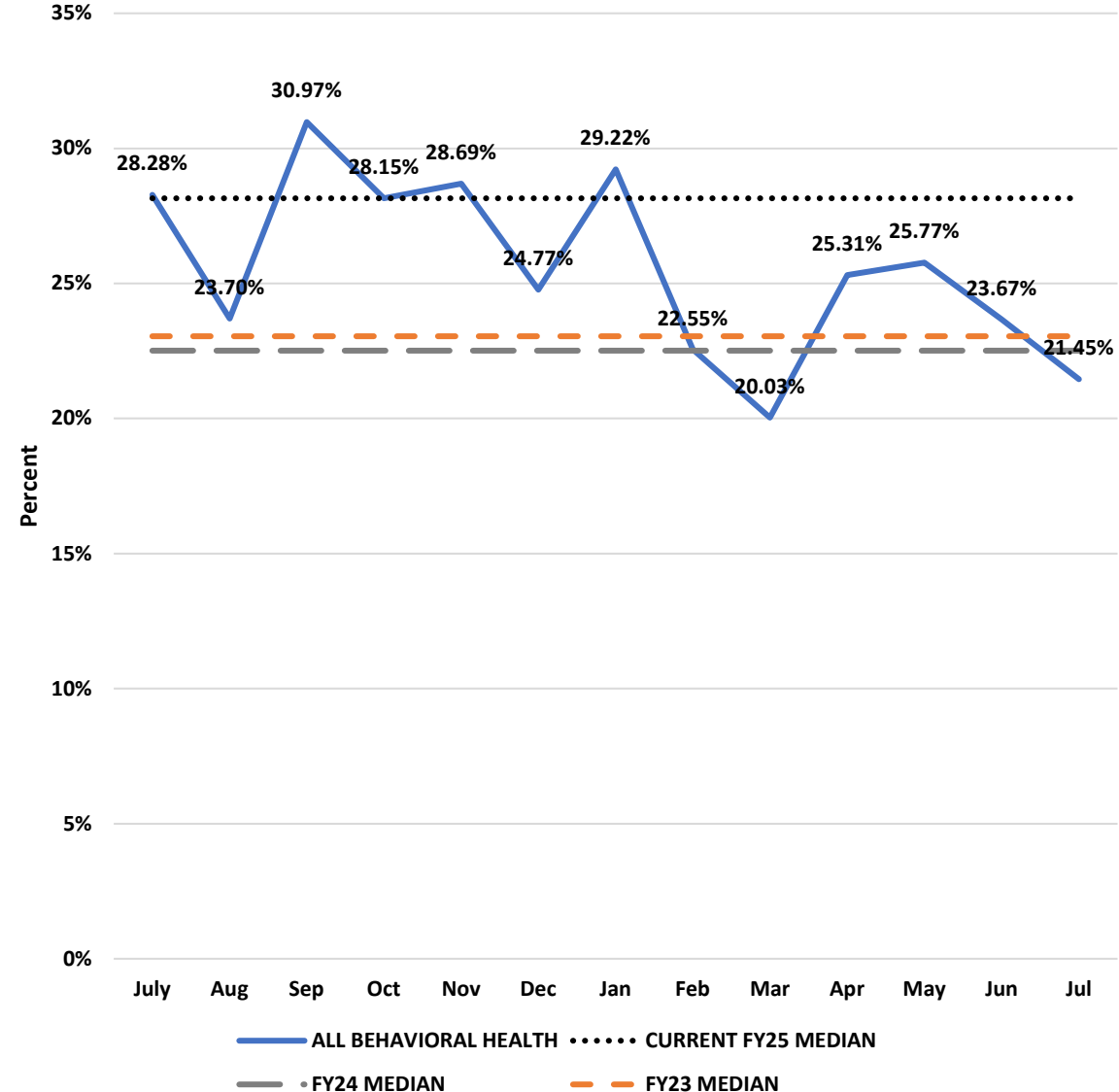
## NUMBER OF VISITS - ALL BEHAVIORAL HEALTH



NO SHOW % - ALL LOCATIONS

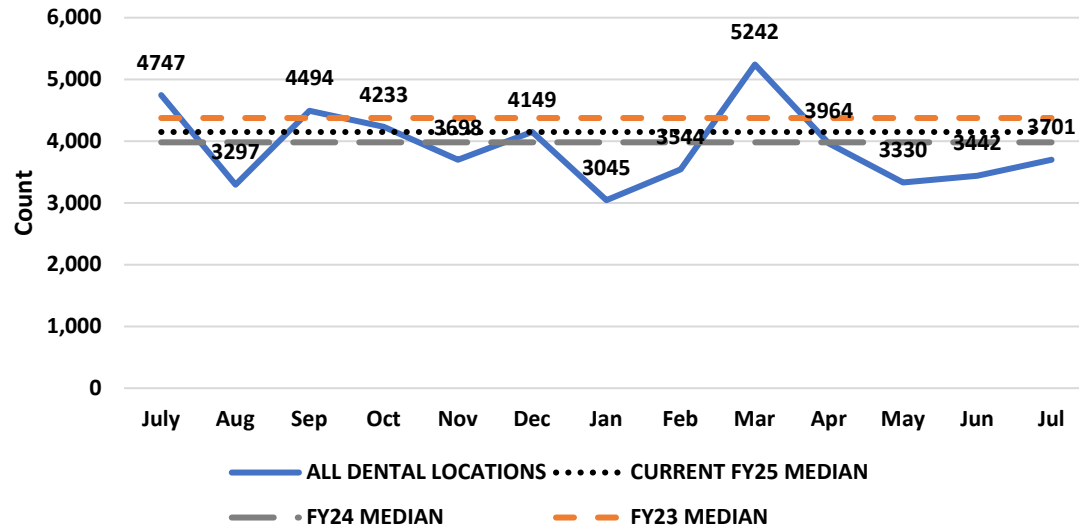


NO SHOW % - ALL BEHAVIORAL HEALTH

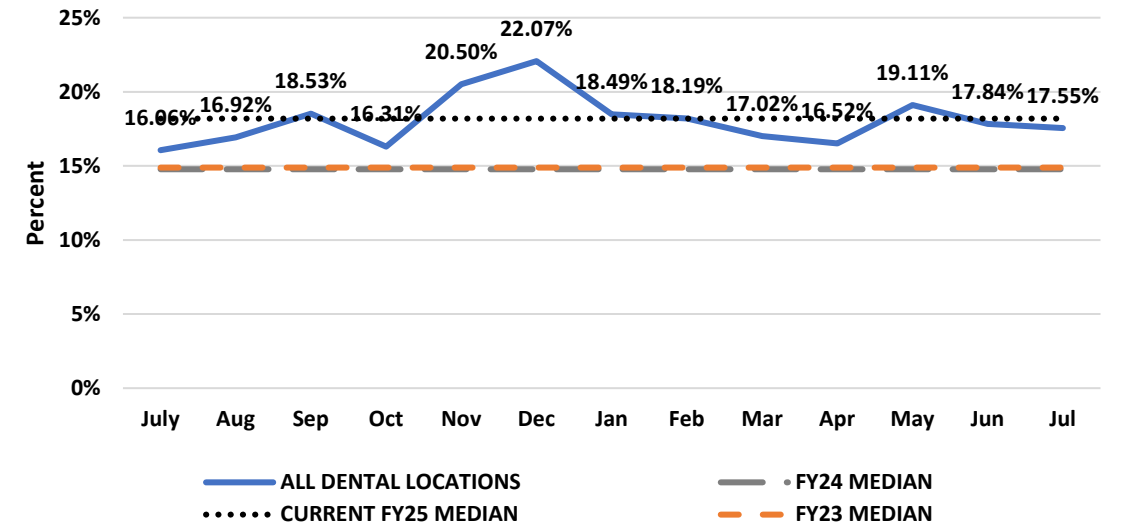


**Dental**

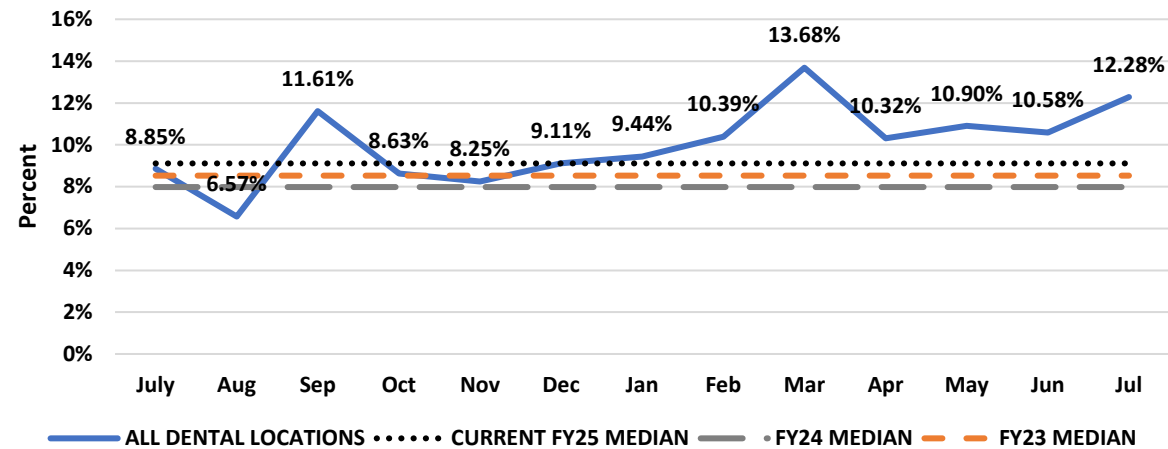
### DENTAL VISITS - ALL LOCATIONS



### DENTAL BROKEN APPT % - ALL LOCATIONS



### DENTAL NEW PATIENT % - ALL LOCATIONS

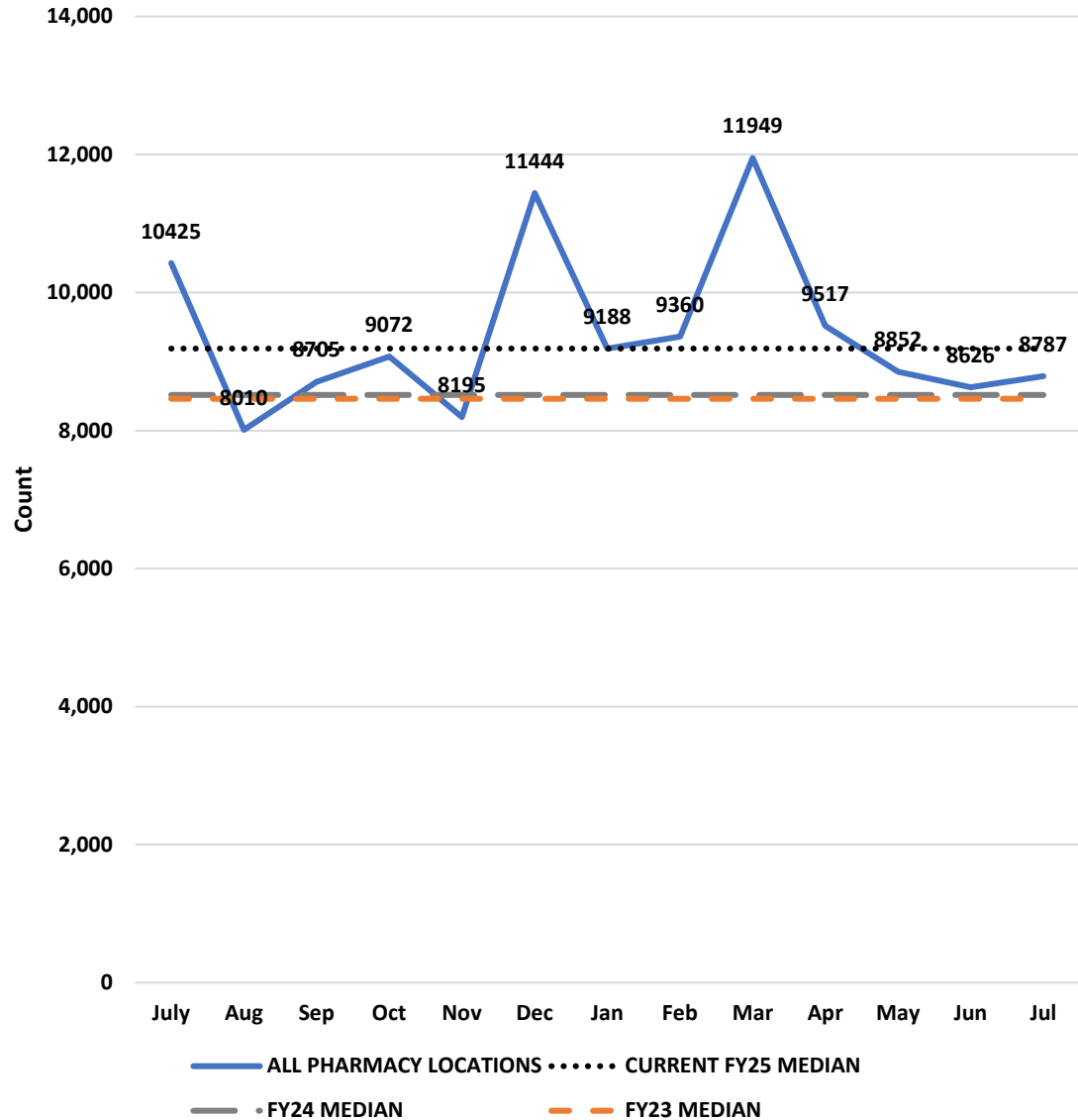




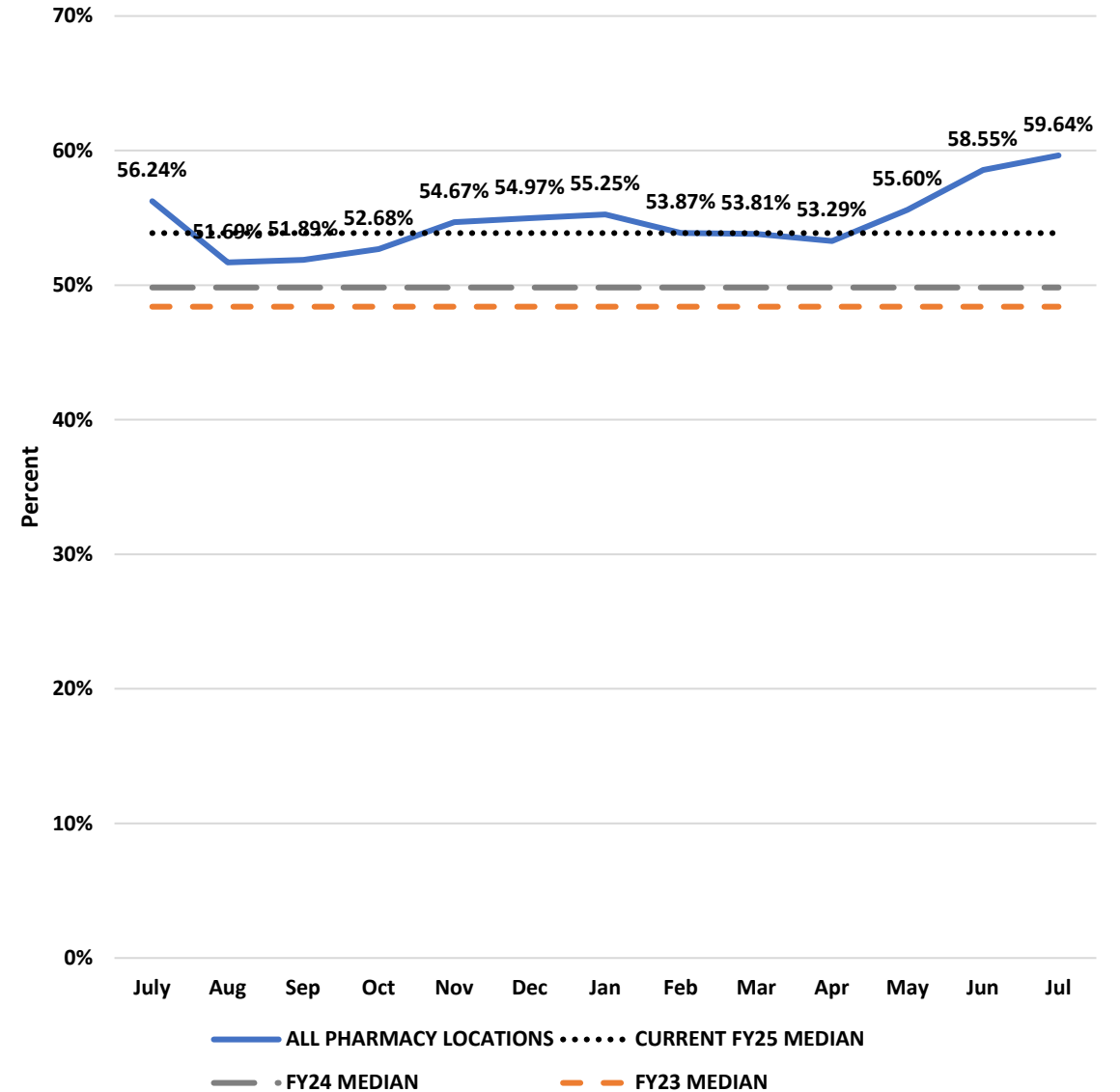


**Pharmacy**

### PHARMACY NUMBER OF FILLS - ALL LOCATIONS

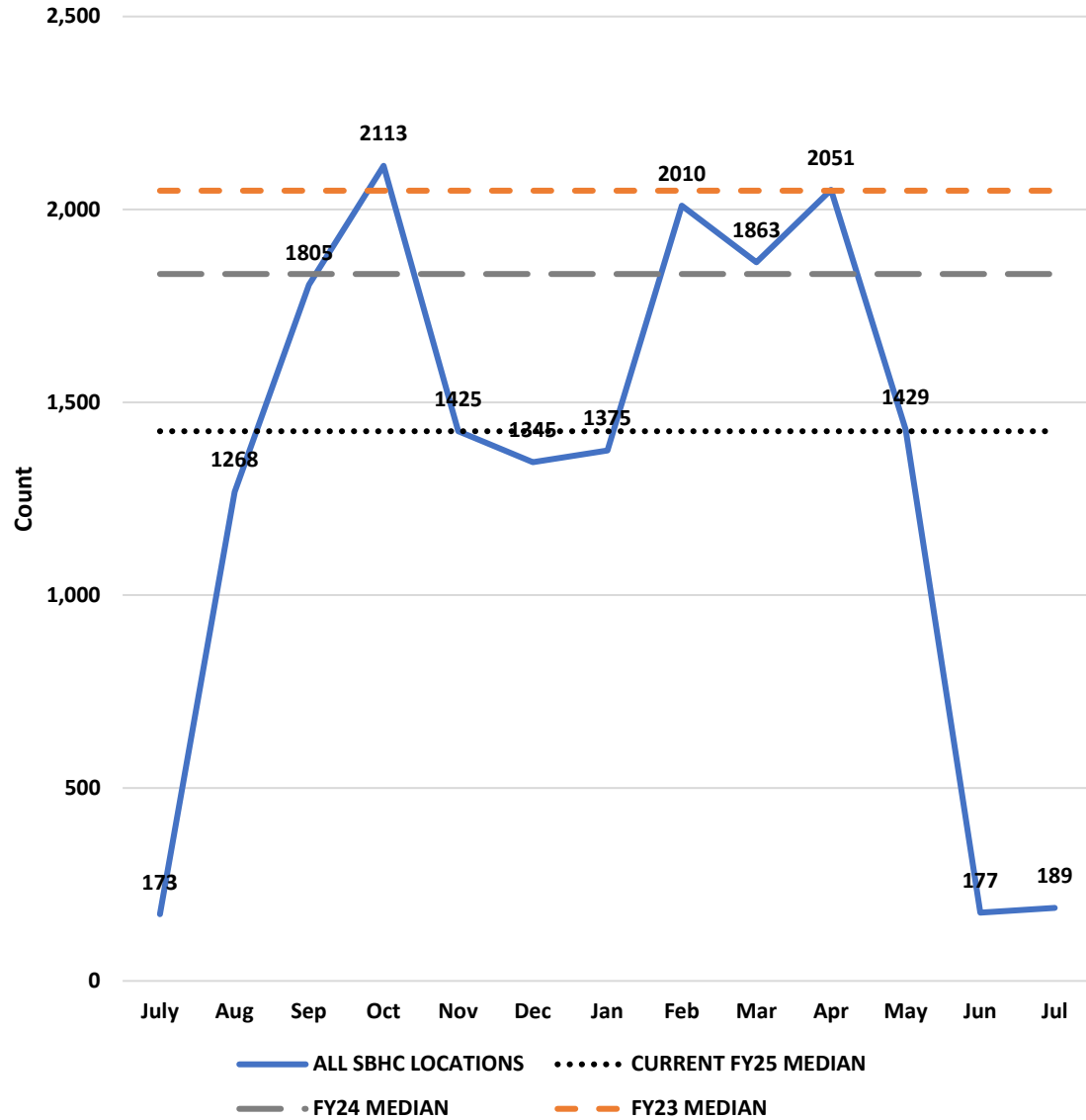


### PHARMACY ESCRIBE % - ALL LOCATIONS

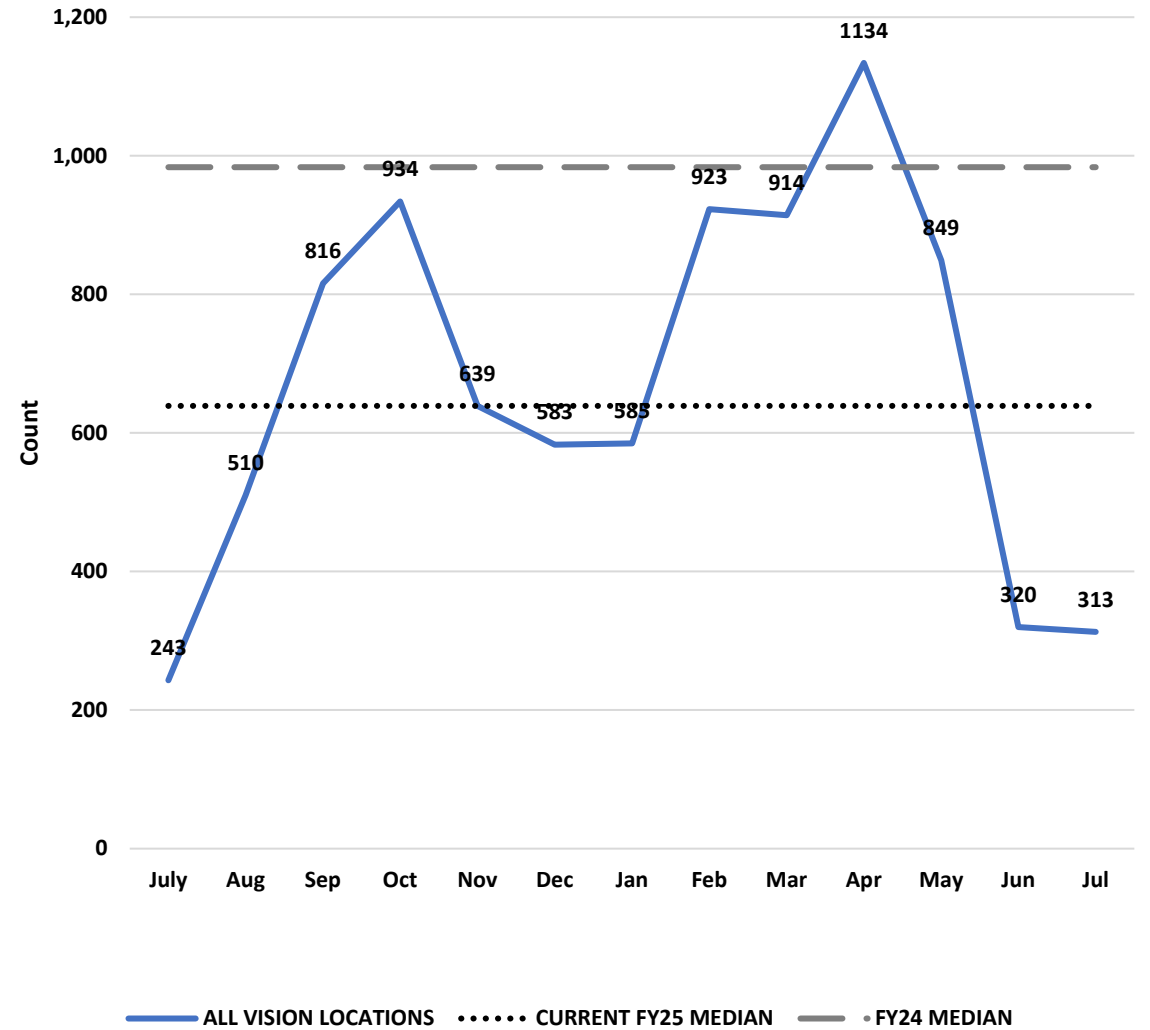


# **School Based Health Centers**

### SBHC VISITS - ALL LOCATIONS



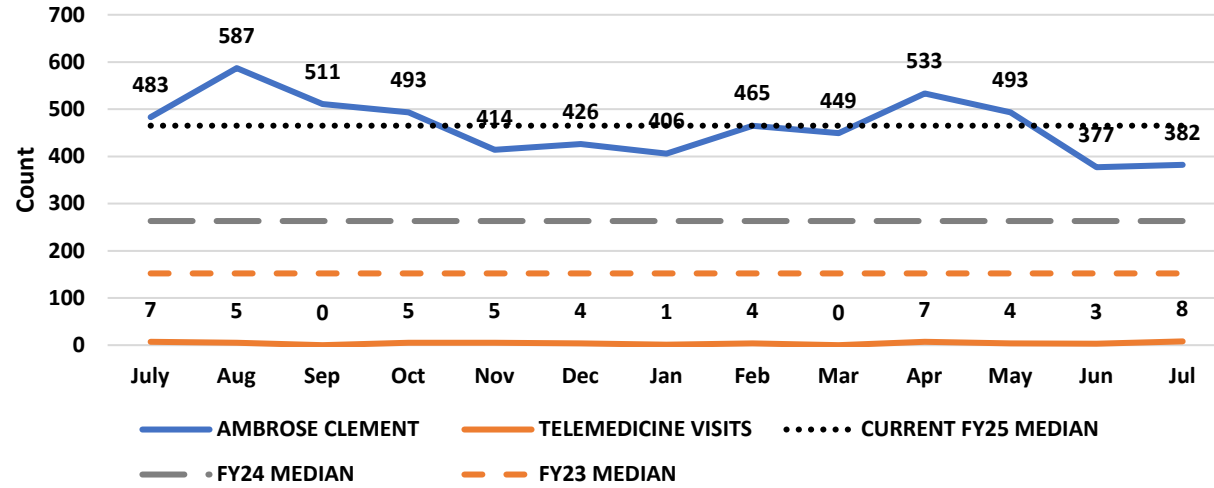
### VISION VISITS - ALL LOCATIONS



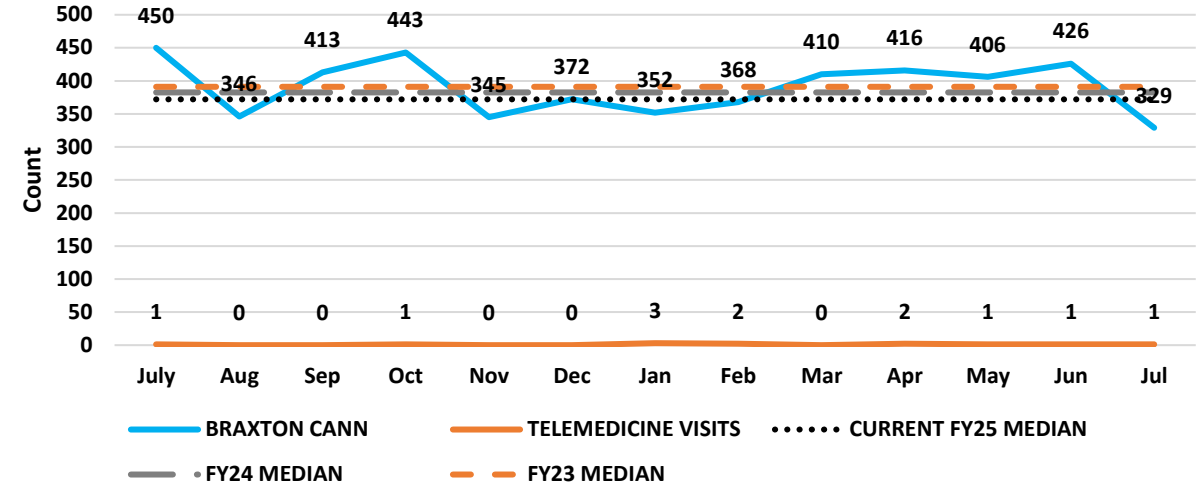
# **Supplemental Slides**

# VISITS

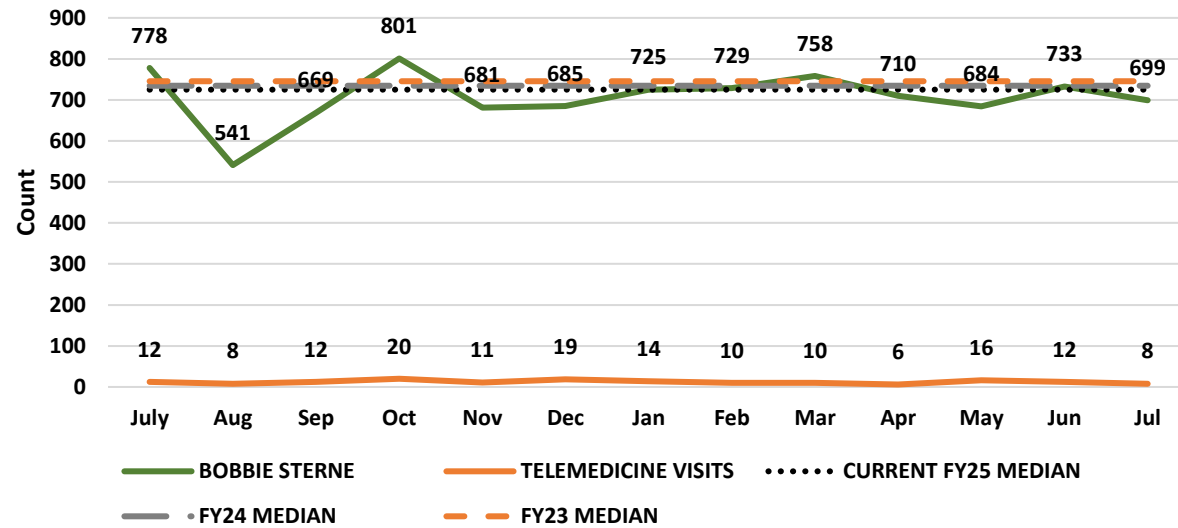
## AMBROSE



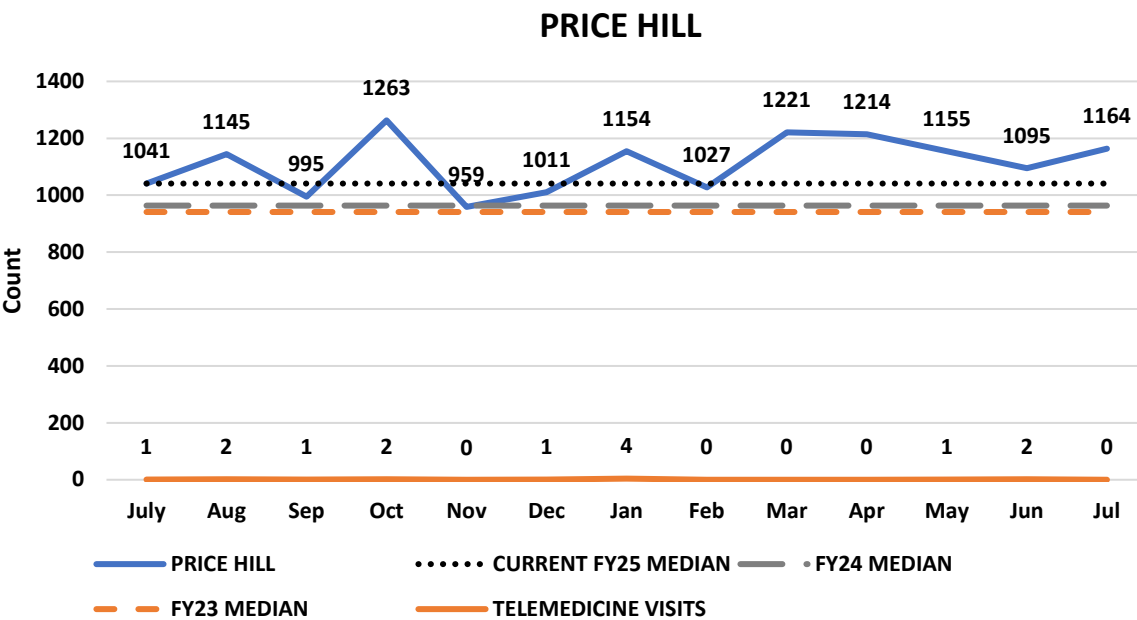
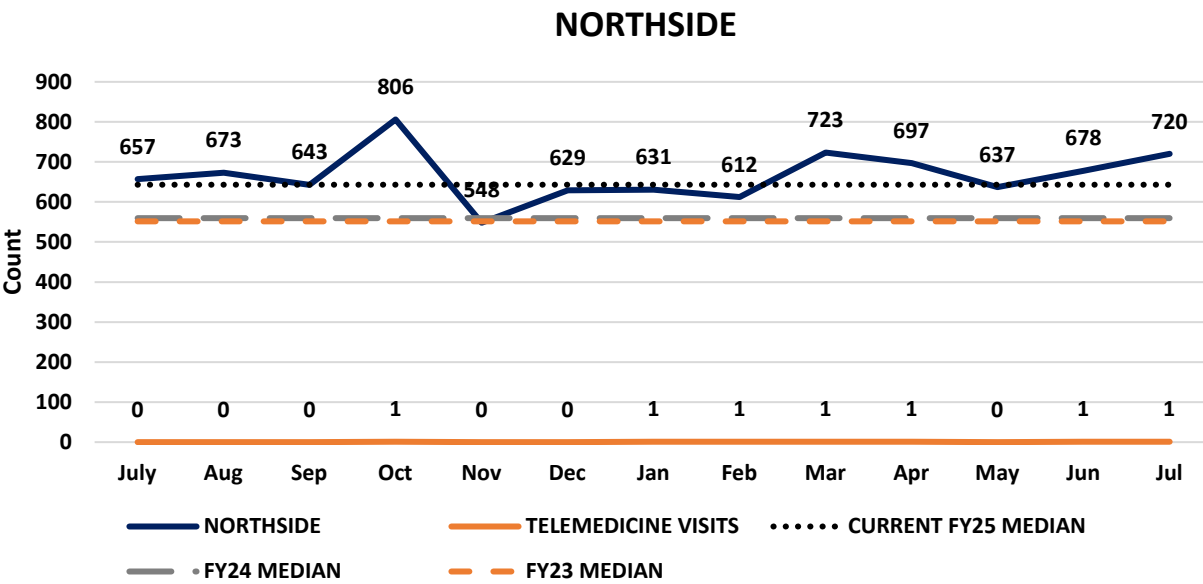
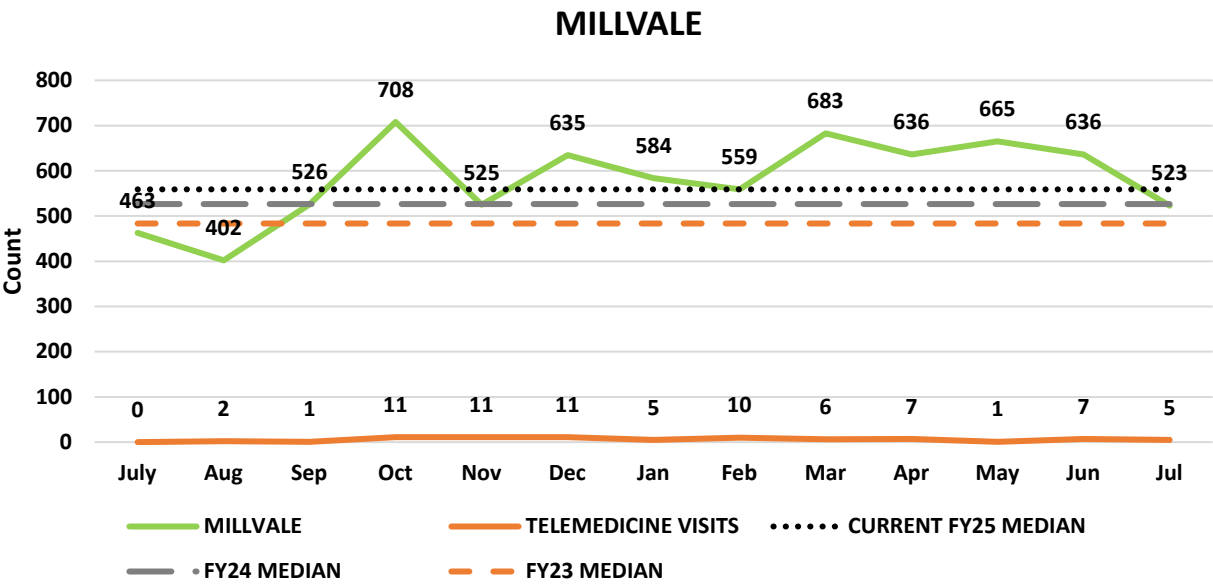
## BRAXTON CANN



## BOBBIE STERNE

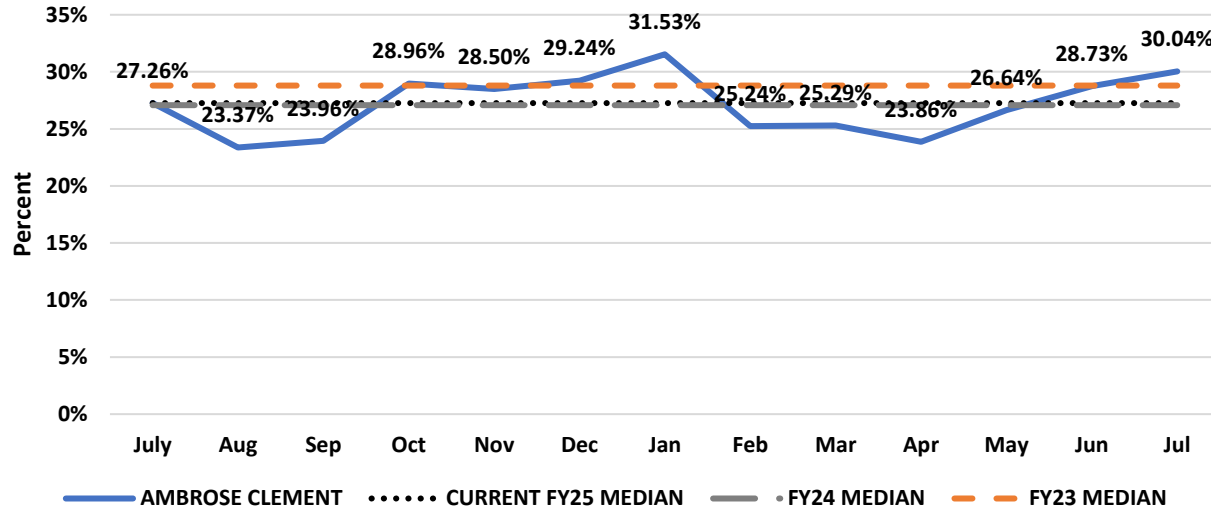


VISITS

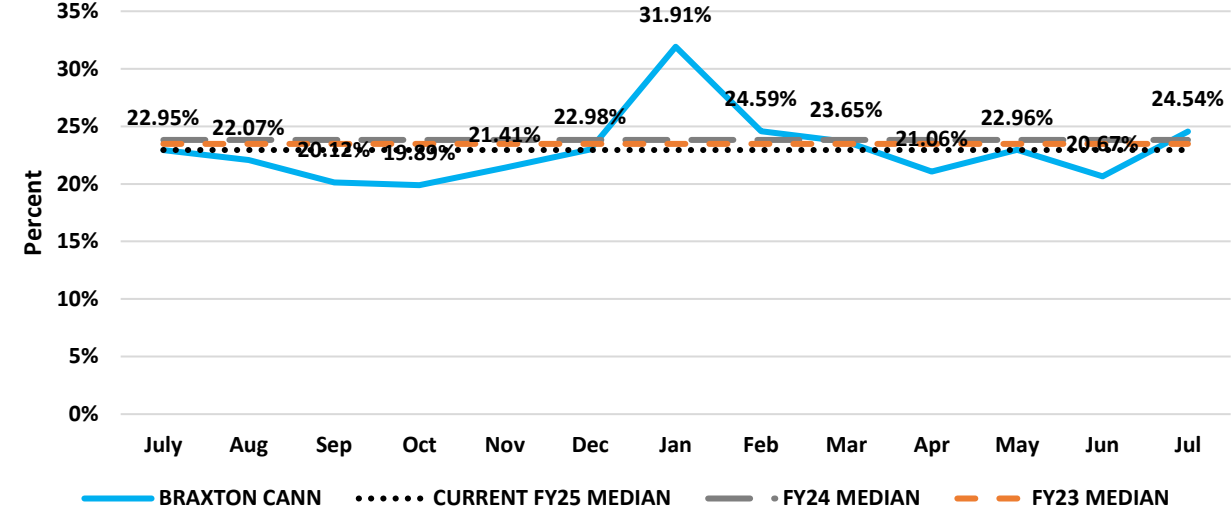


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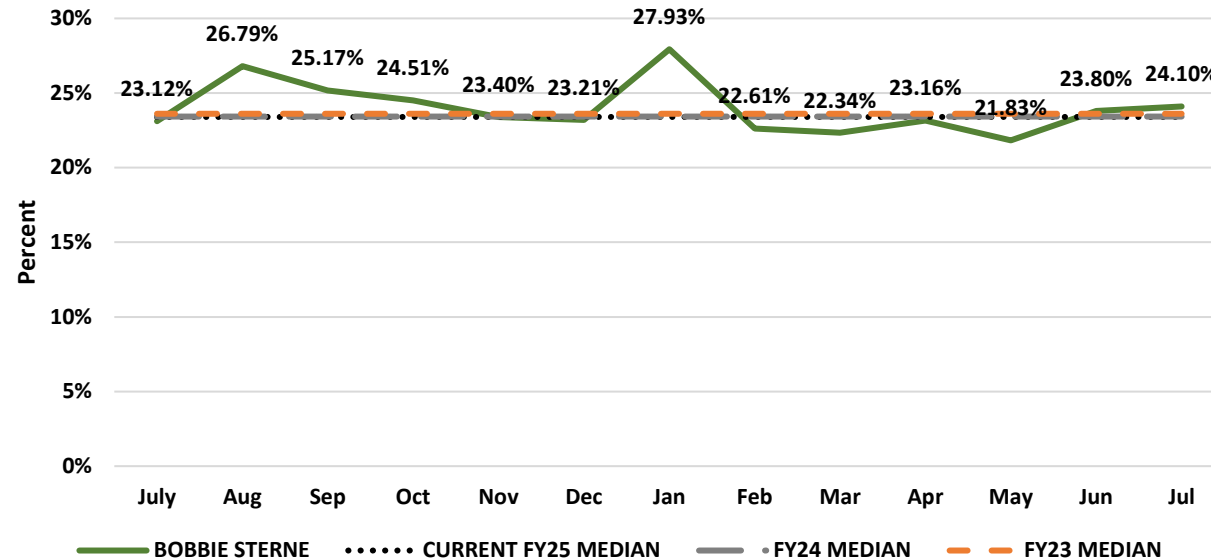
## AMBROSE



## BRAXTON CANN



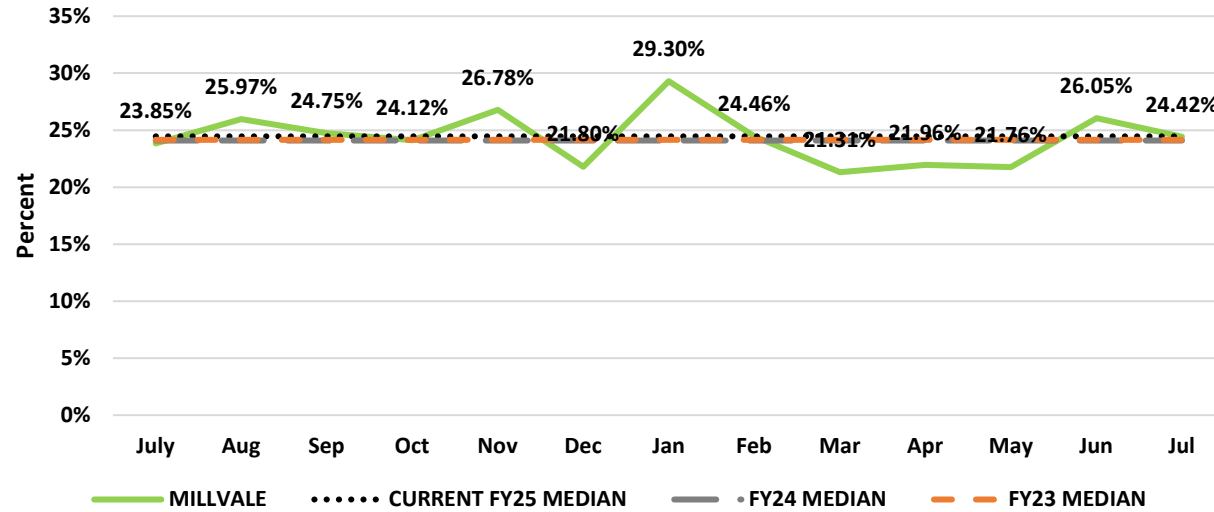
## BOBBIE STERNE



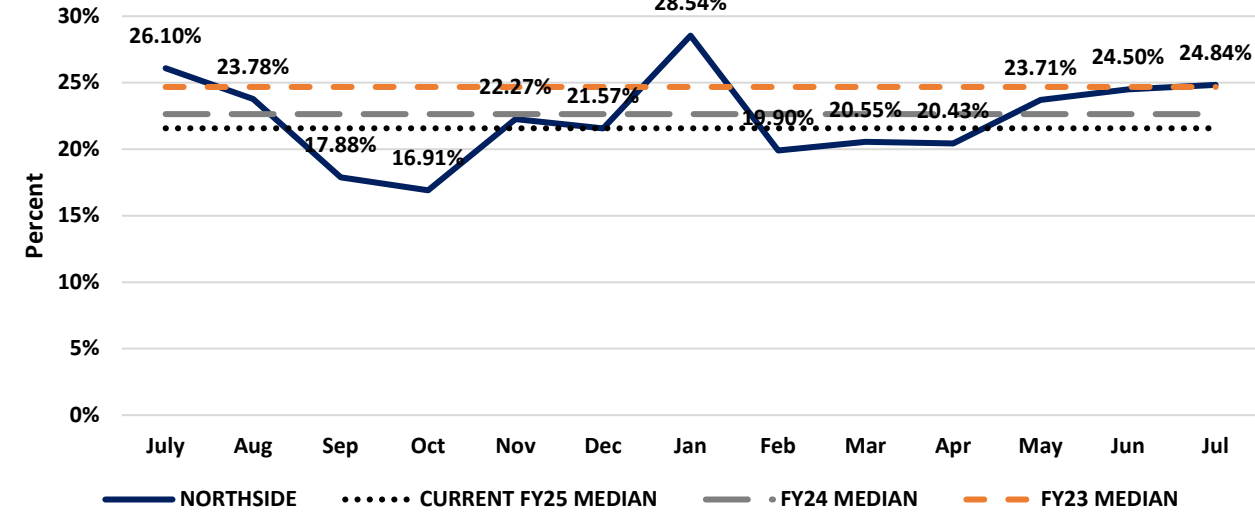


# NO SHOW PERCENT

## MILLVALE



## NORTHSIDE



## PRICE HILL

