

CCPC Board of Governors Meeting Minutes

Wednesday, January 15, 2025

Call to order at 6:00 pm

Roll Call

CCPC Board members present –Ms. Renu Bahkshi, Mr. Timothy Collier, Dr. Angelica Hardee, Dr. Camille Jones, Mr. John Kachuba, Dr. Philip Lichtenstein, Ms. Luz Schemmel, Ms. Debra Sellers, Ms. Jen Straw, Ms. Erica White-Johnson, Dr. Bernard Young

CCPC Board members absent – Ms. Michelle Burns, Mr. Robert Cummings, Ms. Alexius Golden Cook, Ms. Jen Straw

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr, Dr. Edward Herzig, Mr. David Miller, Dr, Yury Gonzales, Ms. Angela Mullins, Dr. Anna Novais

Board Documents:

[CCPC-Board-Meeting-Agenda-Packet 1.15.2025.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	Mr. Tim Collier
Roll Call	10 present, 4 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: the City of Cincinnati Primary Care Board of Governors approves the minutes of December 11, 2024, CCPC Board Meeting.	M: Dr. Camille Jones 2nd: Dr. Philip Lichtenstein Action: 10-0 Passed	Mr. Tim Collier
Old Business			
CEO Report	Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board. <ul style="list-style-type: none"> Please see the memo included in the agenda packet Inclement Weather Update <ul style="list-style-type: none"> Ms. Tate informed the board that the Health Centers were closed due to the inclement weather (Monday, January 6). Cincinnati Public Schools were closed for 4 days last week due to the weather. Remote work was allowed on Tuesday, January 7th, for those individuals who still couldn't make it in. Ms. Tate acknowledged and thanked the CHD maintenance crew for cleaning and ensuring employee safety during the inclement weather. Dr. Lichtenstein asked if there are a group of providers who can do telehealth visits on days the health centers are closed. 	n/a	Ms. Joyce Tate

	<ul style="list-style-type: none"> ○ Ms. Tate answered that not currently, but this is being discussed to be implemented for the future. • Dr. Jones asked if there were an excess number of messages left by patients requesting to speak to a provider. <ul style="list-style-type: none"> ○ Ms. Tate answered that she was unsure how many messages were left requesting services, and she will follow up with the call center manager with that data. • Mr. Kachuba asked if weather closure announcements go out to the public via radio/tv. <ul style="list-style-type: none"> ○ Ms. Tate answered that she is working with the CHD Public Information officers Jose Marques to sign up to announce future closures, but didn't have access for this weather event. <p>CCPC Board Training and Review of Bylaws</p> <ul style="list-style-type: none"> • Ms. Tate stated that the executive committee is looking to have board member training in 2025 and is open to discussing the type of board training that's needed for the board members. • Ms. Tate explained that the city will offer city training at some point. Ms. Tate encouraged board members to share any ideas they may have for additional training with herself and Ms. Cunningham. • Ms. Tate also explained that the executive committee would like to do an annual review of the CCPC Board Bylaws, and a committee will be set up for that coming soon. <p>CEO Performance Evaluation</p> <ul style="list-style-type: none"> • Ms. Tate reminded the board that her performance evaluation is due. She stated that her evaluation will be administered by the Executive Committee and the Health Commissioner Dr. Mussman. • Board members can submit feedback to the board chair. <p>Roberts Academy Open House</p> <ul style="list-style-type: none"> • Ms. Tate updated the board that Roberts Academy construction is moving along, after being delayed due to permit issues. An open house will be scheduled soon, and the board will be kept informed. <p>New Interim Dental Director Introduction</p> <ul style="list-style-type: none"> • Ms. Tate announced and introduced the new interim Dental Director, Dr. Nick Taylor, to the board and invited Dr. Taylor to say a few words. 		
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	<ul style="list-style-type: none"> Dr. Taylor shared his excitement in stepping into the role and expressed his gratitude for being granted the opportunity. <p>Committee Meetings</p> <ul style="list-style-type: none"> Ms. Tate explained that the executive committee wants to move to have the CCPC Board Committees established and meet at least once before the end of the first quarter of 2025. Emails will go out to the committee heads. <p>Presentation of Policies to the Board</p> <ul style="list-style-type: none"> The Care of a Minor Policy has been updated and will be presented. 		
Care of a Minor without Parental/Guardian Consent Policy & Procedure – Revisions	<p>Ms. Tate and Dr. Lichtenstein discussed the Revisions made on the Care of Minor without Parental/Guardian Consent Policy & Procedure and asked for a motion for the board to pass this policy.</p> <p>The purpose of this policy is to outline how CCPC staff determine minor consent for health services under Ohio and federal laws.</p> <p>Revisions made:</p> <ul style="list-style-type: none"> Modifications were made to the Flowchart at the end of the policy under “Mandated Reporting Algorithm”. Dr. Lichtenstein recommended that additional information be added to provide further explanation in reference to what needed to be reported and where to. <p>Motion to approve the Care of a Minor without Parental/Guardian Consent Policy & Procedure</p>	<p>M: Dr. Philip Lichtenstein 2nd: Ms. Debra Sellers Action: 10-0 Passed</p>	<p>Ms. Joyce Tate/Dr. Phillip Lichtenstein</p>
Braxton Cann Signage Update	<p>Mr. Menkhaus spoke about the Braxton Cann Sign Unveiling Event.</p> <ul style="list-style-type: none"> Mr. Menkhaus informed the board that the new sign is up at the Braxton F. Cann Health Center. The Commissioner held a sign unveiling and dedication on Tuesday, January 14, 2025, at 3pm. Ms. Cunningham sent out an invitation to the board. Speakers included Dr. Mussman, Mr. Collier, Dr. Cann’s grandson. The Board of Health chair also attended. Mr. Menkhaus shared some pictures of the new sign and others taken at the event with the board. 	n/a	Mr. Mark Menkhaus
Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY24 and FY25 for the month of December 2024.</p> <ul style="list-style-type: none"> Please see the memo and presentation included 	n/a	Mr. Mark Menkhaus Jr.

	<p>the agenda packet.</p> <p>Highlights</p> <ul style="list-style-type: none"> • Health Center Disaster hours were low. • School Based Disaster Hours were low. • Revenue decreased by 12.59%. <ul style="list-style-type: none"> ○ Self-paid patients increased by 1.87%. ○ Medicare increased by 1.57%. ○ Medicaid decreased by 65.59%. ○ Private Pay decreased by 4.59%. ○ Medicaid managed care increased 31.24%. ○ 416—Offset increased by 7.25%. • Expenses increased by 8.60%. <ul style="list-style-type: none"> ○ Personnel expenses increased by 4.94%. ○ Material expenses increased 23.38%. ○ Contractual Costs increased by 16.71%. ○ Fixed costs decreased 7.58%. ○ Fringes increased by 2.77%. • Net Gain was -\$2,752,443.35; decreased 3104.88%. ○ Invoices greater than 90 days were at 17%; (below 20% is the goal). ○ Invoices greater than 120 days were at 7: (below 10% is the goal). ○ Average Days in Accounts receivable were 39.6 days. • No additional commentary from the board. 		
<i>New Business</i>			
Public Comments	<ul style="list-style-type: none"> • No Public Comments. 	n/a	Mr. Tim Collier
Documents in the Packet but not presented.	<ul style="list-style-type: none"> • Efficiency Update was included in the packet. 	n/a	n/a

Meeting adjourned: 6:41 pm

Next meeting: February 12, 2025, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/xG7712KrBv/>



Date: 1/15/2025
Clerk, CCPC Board of Governors



Date: 1/15/2025
Mr. Timothy Collier, Board Chair

CCPC Board of Governors Meeting Minutes

Wednesday, February 12, 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, Ms. Jen Straw, Ms. Erica White-Johnson, Dr. Bernard Young

CCPC Board members absent – Ms. Renu Bahkshi, Mr. Timothy Collier

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr, Mr. David Miller, Dr, Yury Gonzales, Ms. Angela Robinson

Board Documents:

[CCPC-Board-Meeting-Agenda-Packet 2.12.2025.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	Dr. Camille Jones
Roll Call	12 present, 2 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: the City of Cincinnati Primary Care Board of Governors approves the minutes of January 15, 2025, CCPC Board Meeting.	M: Dr. Philip Lichtenstein 2nd: Dr. Bernard Young Action: 9 Yes, 1 Abstain-Passed	Dr. Camille Jones
Old Business			
CEO Report	Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board. <ul style="list-style-type: none"> Please see the memo included in the agenda packet Immigration Executive Order and City Response <ul style="list-style-type: none"> Ms. Tate informed that there were very little detailed directions given as far as immigration and the executive orders. Mr. Kachuba spoke to staff at the February Operations Leadership meeting highlighting some of the things he learned while training on this with the Catholic Charities. Leadership was in the process of checking with legal representatives for training opportunities and may seek outside opportunities to bring in training as well. If there is an ICE raid, staff will need to be trained in what to do and who to contact. Front desk staff will be trained on who to contact if that happens. 	n/a	Ms. Joyce Tate

	<ul style="list-style-type: none"> • The census has dropped since the Executive Orders have been put in place out of fear of the ICE raid—especially the Price Hill location which has a large Hispanic census. • Ms. Tate and leadership are discussing bringing in telehealth services and building those capabilities. • Ms. Mayra Jackson was scheduled for an upcoming presentation and training to the staff and board on this. • No PHI information would be released, as protected by HIPAA. • Dr. Jones asked if this information could be shared ongoing? <ul style="list-style-type: none"> ◦ Ms. Tate answered, saying yes. • Mr. Kachuba the legal aid society are open to doing forms at no charge. It's that simple. They'll handle all the work in terms of registering people online through all online forums. If CCPC, and the health department was interested in having somebody from either Catholic Charities or legal aid or immigration law, to come in and do a forum he would be happy to help facilitate that. <p>CEO Evaluation</p> <ul style="list-style-type: none"> • Ms. Tate told the board that Mr. Collier will be sending board feedback from the CCPC Board for her CEO evaluation. <p>Braxton Cann Signage Update</p> <ul style="list-style-type: none"> • Ms. Tate announced that the new sign is up at the Braxton F. Cann Health Center. The Commissioner held a sign unveiling and dedication on Tuesday, January 14, 2025, at 3pm. Ms. Cunningham sent out an invitation to the board. <p>Ohio Medicaid and HRSA Payment Management System Update</p> <ul style="list-style-type: none"> • The Ohio Medicaid portal went down, and people couldn't process claims. • The HRSA Payment Management System also went down. According to reports it may have been caused by too many drawdowns coming in at the same time from health centers and other entities that receive federal funding before the potential freeze. <p>Capital Projects—Roberts Academy and Crest Smile Shoppe</p> <ul style="list-style-type: none"> • Roberts Academy is moving along—currently choosing equipment and furniture. Opening is still delayed, coming soon, and progressively going forward. • Crest Smile Shoppe is still delayed due to federal funding. This project is still in the works, but the timeline is TBD due to new administration. 		
New Provider Updates	<p>Dr. Gonzales updated the board regarding new medical providers joining City of Cincinnati Primary Care.</p> <p>Dr. Gonzales reminded the board that recruiting physicians to the practice had been a challenge over the last few years.</p>	n/a	Dr. Yury Gonzalez

	<p>However, four physicians had been recently recruited to join CCPC.</p> <ul style="list-style-type: none"> • In January 2025, Dr. Rebecca Fujimura joined CCPC. <ul style="list-style-type: none"> ◦ She is a contracted physician through the University of Cincinnati; and is a family practice physician and global health fellow. • Dr. Michelle Burch will be joining CCPC in March 2025 as a full-time pediatric physician. She serves as the medical director for Butler County. • Dr. Navid Noori will be joining CCPC in July/August 2025 as a full-time physician. He currently works with the practice as a contractor and is a global health fellow. • Dr. Gabriella Gonzalez-Cantoran will be joining CCPC in July/August 2025 as a full-time pediatric physician. She will be completing her training at Cincinnati Children's in June, <p>Dr. Gonzales added that the team hopes to add a few more part time physicians but recruitment has greatly improved.</p>		
Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY24 and FY25 for the month of December 2024.</p> <ul style="list-style-type: none"> • Please see the memo and presentation included the agenda packet. <p>Highlights</p> <ul style="list-style-type: none"> • Health Center Disaster hour costs were down. • School Based Disaster Hours were 0. • Revenue decreased by 5.87%. <ul style="list-style-type: none"> ◦ Self-paid patients increased by 0.78%. ◦ Medicare increased by 2.74%. ◦ Medicaid decreased by 59.18%. ◦ Private Pay increased by 0.07%. ◦ Medicaid managed care increased 6.66%. ◦ 416—Offset increased by 17.64%. • Expenses increased by 12.79%. <ul style="list-style-type: none"> ◦ Personnel expenses increased by 14.58%. ◦ Material expenses increased 34.63%. ◦ Contractual Costs increased by 6.21%. ◦ Fixed costs increased 11.76%. ◦ Fringes increased by 7.55%. • Net Gain was -\$2,766,452.38; decreased 1223.57%. <ul style="list-style-type: none"> ◦ Invoices greater than 90 days were at 23%; (below 20% is the goal). ◦ Invoices greater than 120 days were at 10% (below 10% is the goal). ◦ Average Days in Accounts receivable were 36.3 days. • No additional commentary from the board. 	n/a	Mr. Mark Menkhaus Jr.
<i>New Business</i>			

Additional Remarks	<ul style="list-style-type: none"> Ms. Sellers thanked the health department staff-Dr. Geneva Goode, Ms. Sa-Leemah Cunningham, Ms. Christina Deck-for participating in a lunch and learn series as presenters at DePaul Crystal Ray High School for a health sciences presentation. <ul style="list-style-type: none"> Dr. Goode expressed her gratitude for the opportunity to speak with the students and appreciated their engagement. Dr. Jones took a moment to thank all the CCPC staff for all of their dedication, professionalism, and hard work. 		
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: 6:40 pm

Next meeting: March 12, 2025, at 6:00 pm.

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



Date: 2/12/2025

Clerk, CCPC Board of Governors



Date: 2/12/2025

Mr. Timothy Collier, Board Chair

CCPC Board of Governors Meeting Minutes

Wednesday, March 12, 2025

Call to order at 6:00 pm

Roll Call

CCPC Board members present – Ms. Renu Bakhshi, Ms. Michelle Burns, Ms. Alexius Golden Cook, Dr. Angelica Hardee, Dr. Camille Jones, Mr. John Kachuba, Dr. Philip Lichtenstein, Ms. Luz Schemmel, Ms. Debra Sellers, Ms. Jen Straw, Ms. Erica White-Johnson, Dr. Bernard Young

CCPC Board members absent – Mr. Robert Cummings, Ms. Jen Straw, Ms. Erica White-Johnson

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr, Mr. David Miller, Dr. Yury Gonzales, Ms. Angela Mullins, Dr. Nick Taylor

Board Documents:

[CCPC-Board-Meeting-Agenda-Packet 3.12.2025.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	12 present, 2 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: the City of Cincinnati Primary Care Board of Governors approves the minutes of February 12, 2025, CCPC Board Meeting. (Ms. Burns, Ms. Golden Cook, Dr. Lichtenstein)	M: Ms. Debra Sellers 2nd: Dr. Camille Jones Action: 8-0, Passed	Mr. Timothy Collier
Old Business			
CCPC Board Officer Elections	Please see a list of election eligible board members in the agenda packet. Ms. Sa-Leemah Cunningham & Mr. Ian Doig discussed the officer election process and requested nominations for CCPC Board officer elections. <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"> Ms. Deb Sellers nominated herself for the Chair position. Dr. Lichtenstein nominated Dr. Jones for Chair, but Dr. Jones was undecided on whether she would accept. Ms. Deb Sellers nominated Dr. Hardee for Vice-Chair position, which Dr. Hardee accepted. Mr. Kachuba nominated himself as Vice-Chair. Mr. Kachuba and Dr. Hardee expressed a 	n/a	Ms. Sa-Leemah Cunningham & Mr. Ian Doig

	<p>willingness to run for Secretary if not elected for the Vice-Chair position.</p> <p>Ms. Cunningham informed the board that they have, through April 9, 2025, Board meeting, to submit nominations. The vote will also take place on April 9, 2025, during the CCPC Board Meeting.</p> <p>Dr. Herzig shared that he had asked Ms. Ashlee Young (BOH Chair) to appoint one or two additional members to the CCPC board.</p> <ul style="list-style-type: none"> • He noted that he has served in this role for several years and would like to give the newer Board of Health members the opportunity to become familiar with CCPC. • He expressed his willingness to step back to make room for new representation. • Ms. Young has acknowledged the request and stated that she would follow up with more information. 		
CEO Update	<p>Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.</p> <p>Please see the memo in the agenda packet</p> <p>Advocacy Update & Legislative Efforts</p> <ul style="list-style-type: none"> • Ms. Tate expressed appreciation to Board members who advocated for Community Health Center funding. • Nationally, 1,300 advocates sent over 4,000 emails to 335+ congressional offices. • Several local board members reached out directly to congressional leadership—thanks extended. <p>Funding Status:</p> <ul style="list-style-type: none"> • The House passed a Continuing Resolution (CR), now awaiting Senate action. • If passed, the CR would extend funding through September. • Ms. Tate emphasized the need for continued advocacy for long-term, sustainable funding. <p>Key Legislative Concerns:</p> <ul style="list-style-type: none"> • The resolution ensures level funding—no increases. • Ms. Tate encouraged the board to remain engaged in federal and Medicaid-related legislation. • Warned of potential \$880 billion Medicaid cut, which would significantly impact services. <p>340B Program:</p> <ul style="list-style-type: none"> • Ongoing efforts to protect discounted drug pricing through 340B. • Board members urged to support advocacy around maintaining access. 	<p>Vote: 2025 Sliding Fee Scale M: Dr. Philip Lichtenstein 2nd: Ms. Renu Bakhshi Action: 11-0 Passed</p>	<p>Ms. Joyce Tate</p>

	<p>Recent Congressional Engagements:</p> <ul style="list-style-type: none"> • Participated in a call with Senator Vance’s staff, no direct meeting. • Meeting with Rep. Landsman’s office postponed; rescheduled for later in the month. • Potential site visit in June with congressional staff at Crossroad Health Center. <p>Personnel Update:</p> <ul style="list-style-type: none"> • Welcomed Dr. Nuri as a new provider; previously served at Millvale and with refugee patients. • Ms. Tate highlighted his global health experience and positive rapport with patients. • Acknowledged Dr. Taylor’s support in bringing in new providers. <p>National Health Service Corps (NHSC):</p> <ul style="list-style-type: none"> • Urged Board members to support reauthorization of NHSC funding. • NHSC is essential in recruiting and retaining providers at health centers. <p>Sliding Fee Scale Update:</p> <ul style="list-style-type: none"> • Annual update to the Sliding Fee Scale was presented for approval. • Scale is based on federal poverty guidelines; allows patients to pay based on income and family size. • Ms. Tate requested approval to begin using the 2025 scale. <p>Closing Remarks:</p> <ul style="list-style-type: none"> • Expressed gratitude to Mr. Collier and Ms. Burns, who are concluding their terms next month. • Thanked them for their dedicated service to the Board, staff, and community. <p>Vote: Motion to approve the 2025 Sliding Fee Discount Policy.</p>		
Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY24 and FY25 for the month of January 2025.</p> <ul style="list-style-type: none"> • Please see the memo and presentation included the agenda packet. <p>Highlights</p> <ul style="list-style-type: none"> • Health Center Disaster hour costs were down. • School Based Disaster Hours were 0. • Revenue decreased by 5.51%. <ul style="list-style-type: none"> ○ Self-paid patients increased by 1.91%. ○ Medicare increased by 0.86%. ○ Medicaid decreased by 57.80%. ○ Private Pay decreased by 4.27%. ○ Medicaid managed care increased 43.68%. ○ 416—Offset increased by 10.13%. • Expenses increased by 5.05%. 	n/a	Mr. Mark Menkhaus Jr.

	<ul style="list-style-type: none"> ○ Personnel expenses increased by 4.98%. ○ Material expenses increased 29.77%. ○ Contractual Costs increased by 0.53%. ○ Fixed costs decreased 3.42%. ○ Fringes increased by 3.88%. • Net Gain was -\$2,438,147.50; decreased 564.78%. ○ Invoices greater than 90 days were at 23%; (below 20% is the goal). ○ Invoices greater than 120 days were at 11% (below 10% is the goal). ○ Average Days in Accounts receivable were 37 days. • Medicaid Maximization payment did come in last month and will be reflected in February's numbers and will have a big reflection on the year-to-year next year. • No additional commentary from the board. 		
Risk Manager Presentation	<p>Ms. Angela Mullins presented the 2025 Risk Management Presentation to the Board.</p> <p>An attached Presentation was included in the agenda packet.</p> <ul style="list-style-type: none"> • Ms. Angela Mullins presents the 2024 annual risk management report, detailing incidents, corrective actions, and achievements. • Objective of the risk management report: Transparency and continuous improvement in risk management practices. A key focus was on how incident reporting helps drive improvements, with initiatives aimed at proactive risk identification and process enhancements. <p>Risk Management Training</p> <ul style="list-style-type: none"> • 2024 annual risk training is mostly available via the <i>Reliance</i> learning management platform. • Some courses, especially for dental staff, are hosted on other platforms. • No claims were filed in 2024. • <p>Incident Reporting Summary</p> <ul style="list-style-type: none"> • High volume of safety reports; largest category involved 911 calls. • 45% of reported incidents were 911-related due to urgency of care. • 20% were minor injuries (e.g., slips and falls). • HIPAA incidents were also reported and managed according to strict regulatory timelines. • Strong support from HIPAA Privacy Officer and legal counsel was noted. <p>Quarterly Assessments</p> <ul style="list-style-type: none"> • Safety incidents remain the most frequently reported each quarter. • "Other" category includes unique cases like 	<p>M: Dr. Philip Lichtenstein 2nd: Ms. Renu Bakhshi Action: 11-0 Passed</p>	<p>Ms. Angela Mullins</p>

	<p>graffiti, inter-staff conflicts, and procedural issues.</p> <p>Year-over-Year Incident Trends</p> <ul style="list-style-type: none"> • Data spans several years for comparison. • Increase in incident reports is seen as a positive indicator of strong reporting culture. • Example: April 2024 showed a spike due to 14 safety incidents (mostly 911 calls), comprising 67% of that month's total. <p>Location-Based Incident Reporting</p> <ul style="list-style-type: none"> • Specific increases noted in BMK, CDU units, and school health programs. • School program issues included 911 calls and vaccine storage incidents. • Resulted in successful staff re-education efforts. <p>Risk Audit Summary & Process Reviews</p> <ul style="list-style-type: none"> • Deeper dives were taken into process issues stemming from incident reports. • HIPAA audits: Found lapses in scheduled completion → reminder system implemented. • Crash cart audits: Proper stocking confirmed, but inconsistent equipment noted → policy under review and scheduled for a board presentation in May 2025. • Consent process in School-Based Health Centers: Found staff unfamiliarity → led to targeted training. • Depo-Provera order policy: Found gaps in annual visit tracking → new policy mandates annual visits and has been integrated into provider huddles. <p>Highlights & Achievements</p> <ul style="list-style-type: none"> • Modernization of Incident Reporting: New electronic platform developed and would launch soon. • Clinical Competencies: Third year of hands-on training in partnership with Xavier University. • Proactive Audits: Emphasized preemptive risk identification. • Software Updates: Implementation of Atari (formerly Well App) and new addition of “Z” platform. • Patient Feedback: Ongoing use of suggestion boxes for insights. <p>2025 Goals</p> <ul style="list-style-type: none"> • Optimize new electronic incident reporting system. • Expand clinical education, including OB training for all credentialed staff, aligned with HRSA requirements. • Continue to enhance a culture of safety, training, and proactive audits. 		
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	<p>Q&A with Ms. Mullins</p> <ol style="list-style-type: none"> 1. Dr. Lichtenstein congratulated Ms. Mullins on a great report. He asked if this increase reflects improved reporting practices rather than a decline in overall attentiveness or operational standards. What is the distinguishment between better incident ascertainment and the possibility of increasing lapses in care or procedure? <ul style="list-style-type: none"> ▪ Ms. Mullins responded that while she couldn't say with complete certainty, the data suggests the increase in reported incidents is tied to a strengthening safety culture rather than a decline in performance. She noted that some staff began using the new electronic incident reporting system even before its official launch, demonstrating proactive engagement. Additionally, reports are now coming in from departments that previously had little to no reporting activity. Ms. Mullins emphasized that this reflects a broader organizational awareness and increased involvement from supervisors, all of which point to improved compliance and attentiveness in incident reporting. 2. Dr. Lichtenstein asked a follow-up question, emphasizing that building a strong safety culture involves focusing on improving processes rather than blaming individuals. He inquired whether staff are actively participating in recommending solutions or process improvements when issues arise. <ul style="list-style-type: none"> ▪ Ms. Mullins responded that there has been noticeable progress, particularly among supervisors who led much of the incident investigation work. She noted that recent investigations are returning with significantly more detail than in the past, especially regarding process issues and proposed mitigation strategies. This suggests increased engagement and a growing focus on identifying and addressing root causes. <p>Vote: Motion to Approve the 2025 Risk Management Presentation.</p>		
Policy Updates	<p>Dr. Yury Gonzales, Medical Directed, presented 4 Policy updates to the Board: including new formatting and minor edits.</p> <p>Policy Documents were included in the attached agenda packet.</p> <p>No Show Late Arrival Policy</p> <ul style="list-style-type: none"> • Dr. Gonzales explained the changes to the No Show Late Arrival Policy. <ul style="list-style-type: none"> ○ Late arrival time reduced from 20 minutes to 15 minutes. ○ 15-minute standard aligns with common practice across other systems in the city. 	<p>Vote: No Show Late Arrival Policy M: Ms. Michelle Burns 2nd: Dr. Philip Lichtenstein Action: 11-0 Passed</p> <p>Vote: Managing</p>	Dr. Yury Gonzales

	<ul style="list-style-type: none"> While the policy provides guidance for administrative and support staff, providers still have discretion to override and accept late patients. In most cases (~90% or more), providers choose to keep the patient in their schedule. Policy now includes a “Rights and Responsibilities” section with a signature page for patient acknowledgment. <p>Questions</p> <ol style="list-style-type: none"> Dr. Jones asked for clarification on the cancellation policy, specifically whether the fourth cancellation that triggers action must also be within 24 hours, or if it applies to any type of cancellation, regardless of timing. <ul style="list-style-type: none"> Dr. Goode responded that the policy refers to the fourth cancellation overall, regardless of timing. It could include cancellations within 24 hours. She also clarified that no-shows are typically considered same-day absences without prior notice and are tracked separately from cancellations. <p>Managing Medical Emergencies Policy</p> <ul style="list-style-type: none"> Dr. Gonzales explained the changes to the Managing Medical Emergencies Policy. <ul style="list-style-type: none"> Minor changes were made to the document formatting and the title. The glossary of terms and definitions was removed from the policy. The policy statement section was expanded for clarity. The most significant change was the inclusion of American Heart Association (AHA) algorithms at the end of the policy. Approximately three pages were added, and these pages reflect the most current AHA guidance. <p>Questions</p> <ol style="list-style-type: none"> Dr. Jones asked for clarification on the wording of the policy, noting that it reads as if gasping alone could trigger the start of CPR. He sought to confirm that both abnormal breathing and absence of a pulse are required before beginning chest compression. <ul style="list-style-type: none"> Dr. Gonzales responded that the team would make the necessary corrections. <p>Tuberculosis Skin Testing for Patients Policy</p> <ul style="list-style-type: none"> Dr. Gonzales explained the changes to the Tuberculosis Skin Testing Policy. Dr. Gonzales noted that the changes aim to improve clarity and ensure more specific guidance around screening high-risk individuals. <ul style="list-style-type: none"> The policy was updated to expand the timeframe in which CCPC patients are required to complete TB testing. Updates were made to more clearly define high-risk patients and groups. Additional clarity was provided through appendices included at the end of the policy. 	<p>Medical Emergencies During Office Hours Policy M: Dr. Philip Lichtenstein 2nd: Dr. Camille Jones Action: 10-0 Passed</p> <p>Vote: Tuberculosis Skin Testing for Patients Policy M: Dr. Philip Lichtenstein 2nd: Ms. Michelle Burns Action: 10-0 Passed</p> <p>Vote: Tuberculosis Screenings Policy M: Dr. Camille Jones 2nd: Dr. Philip Lichtenstein Action: 10-0 Passed</p>	
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	<p>Tuberculosis Screenings Policy</p> <ul style="list-style-type: none"> • Dr. Gonzales explained the changes to the Tuberculosis Screenings Policy. • Dr. Gonzales reviewed the TB screening and testing for personnel, distinguishing it from the previous patient-focused policy. <ul style="list-style-type: none"> ○ The policy now includes the Interferon Gamma Release Assay (IGRA), a blood test used for TB screening. The IGRA is now standard in many institutions due to convenience, though cost limits its use for patients without insurance. However, this will be beneficial for employees. <ul style="list-style-type: none"> ▪ Benefit: Only requires a single visit (unlike the traditional skin test that requires a return visit to read results). ▪ Possible Results: Positive, negative, or indeterminate. ▪ Follow-Up: An indeterminate result requires a chest X-ray to rule out active TB. ○ TB education was added for personnel. ○ Chest X-rays and medical evaluations will be required when results are positive. ○ Title updated from "staff" to "personnel" for consistency. <p>Questions</p> <ol style="list-style-type: none"> 1. Dr. Jones asked for clarification on TB clinic referrals, specifically whether a positive TB skin test alone is sufficient for referral, or if a specific test such as the IGRA or Mantoux is required. <ul style="list-style-type: none"> ▪ Dr. Gonzales responded that a positive TB skin test is sufficient for referral, noting that this is the only test typically used for patients due to cost considerations. <p>Dr. Gonzales reminded the board members to send questions regarding the policies in advance of the meeting to allow time for review and changes.</p> <p>Vote: Motion to approve the No Show and Late Arrival Policy.</p> <p>Vote: Motion to approve Managing Medical Emergencies During Office Hours Policy.</p> <p>Vote: Motion to approve the Tuberculosis Skin Testing for Patients Policy.</p> <p>Vote: Motion to approve the Tuberculosis Screenings Policy</p>		
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: 7:10 pm

Next meeting: April 9, 2025, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes: <https://archive.org/details/ccpc-3-12-25>



Date: 3/12/2025

Clerk, CCPC Board of Governors



Date: 3/12/2025

Mr. Timothy Collier, Board Chair

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 her 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 her 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. Michelle</p>	Ms. Sa-Leemah Cunningham

		Burns 2 nd : Dr. Camille Jones Action: 9-0 Passed Vote: Dr. Bernard Young for a 2nd Term. M: Mr. Robert Cummings 2 nd : Mr. Tim Collier Action: 9-0 Passed	
Recognition of Outgoing Board Members	<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. Even though I’ve been in your position before, 		

	<p>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	<p>Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.</p> <p>Please see the memo in the agenda packet</p>	n/a	Ms. Joyce Tate

	<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. <p>Board Engagement and Mentorship</p>		
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	<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 Meeting Minutes

Wednesday, May 14, 2025

Call to order at 6:00 pm

Roll Call

CCPC Board members present – Ms. Renu Bahkshi, Ms. Alexius Golden Cook, Dr. Angelica Hardee, Dr. Camille Jones, Mr. John Kachuba, Dr. Philip Lichtenstein, Ms. Luz Schemmel, Dr. Bernard Young

CCPC Board members absent – Mr. Robert Cummings, Ms. Debra Sellers, Ms. Jen Straw, Ms. Erica White-Johnson

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Dr. Geneva Goode, Dr. Edward Herzig, Dr. Nick Taylor, Ms. Angela Mullins, Mr. David Miller

Board Documents:

[CCPC-Board-Meeting-Agenda-Packet 5.14.2025.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	Mr. John Kachuba
Roll Call	8 present, 4 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	There was one correction to the pronouns used in the officer election language. Needs to change from “her” to “him”. Motion: the City of Cincinnati Primary Care Board of Governors approves the minutes of April 9, 2025, CCPC Board Meeting, with necessary change.	M: Mr. John Kachuba 2nd: Dr. Camille Jones Action: 8-0, Passed	Mr. John Kachuba
Old Business			
CEO Update	Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board. Please see the memo in the agenda packet Roberts Academy School-Based Health Center <ul style="list-style-type: none"> Ms. Tate announced that the Roberts Academy School-Based Health Center is moving forward with the addition of dental services. She stated that a soft opening is scheduled for the morning of May 30, 2025, and invited board members to attend. The event will be attended by community supporters and funders, including: <ul style="list-style-type: none"> The Dental Society Interact for Health Oral Health Foundation Ohio Department of Health Cincinnati Public Schools 	n/a	Ms. Joyce Tate

	<ul style="list-style-type: none"> Ms. Tate emphasized the importance of this project and the strong collaboration that brought it to fruition. <p>Communicable Disease Monitoring</p> <ul style="list-style-type: none"> Ms. Tate reported that the Communicable Disease Unit continues to provide updates on measles, flu, and other community health concerns. She stated that the unit works closely with providers and the medical director to ensure that timely and accurate information is shared. <p>Title X Funding Hold</p> <ul style="list-style-type: none"> Ms. Tate informed the board that there is currently a hold on Title X funding, which affects services such as birth control and general reproductive health. She noted that the issue may not be resolved until July and that Dr. Geneva Good is monitoring the situation and keeping leadership informed. Ms. Tate assured the board that she would continue to provide updates as new information becomes available. <p>Northside Health Fair</p> <ul style="list-style-type: none"> Ms. Tate shared highlights from the recent Northside Health Fair held on Saturday, May 10, 2025. She stated that the event had 100% vendor turnout and strong community participation. She praised Dr. Goode and staff for organizing the event and noted the enthusiasm and commitment shown by the maintenance team, who assisted with setup and food service. Ms. Tate emphasized the value of these community engagement efforts and recognized the fair as a success. Mr. Kachuba commended Ms. Tate and the staff for their efforts at the recent Northside Health Fair. He shared that he stopped by around 1:00 PM near the end of the event and was pleased to see a strong turnout. Mr. Kachuba noted the staff did an excellent job organizing the fair, the vendors were pleased with their participation, and the overall event was well executed. Though he missed out on the hot dogs, he expressed his appreciation and congratulated the team for a successful event. Ms. Tate thanked him and appreciated his acknowledgement of the staff's hard work. <p>Personnel Updates</p> <p>Ms. Tate noted that the April personnel updates were included in the board packet.</p>		
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	<ul style="list-style-type: none"> Ms. Tate announced the hiring of several new staff members starting with CCPC. <ul style="list-style-type: none"> Ms. Keisha Britton, returning as a Public Health Nurse 2 for School & Adolescent Health Ms. Danielle Bernard, also joining as a PHN2 in the same department Ms. Asia Hudson, hired as a Dental Assistant in the Dental Health Program Dr. Nick Taylor will serve as the new Dental Director. Ms. Tate added that additional candidates are still pending final processing and will be brought to a future meeting. No additional commentary from the board 		
Administrative Dress Code policy	<p>Ms. Tate discussed and presented the updated Administrative Dress Code Policy for Board Approval.</p> <ul style="list-style-type: none"> Administrative Dress Code Policy was included in the Agenda Packet The board received the policy to review beforehand and gave feedback. Staff made the suggested corrections. She noted that this was the first update in several years and that feedback from the Policy Committee had been incorporated. Ms. Tate requested board approval to adopt the revised policy. No additional commentary from the Board. <p>Vote: Motion to approve the Administrative Professional Dress Code Policy.</p>	<p>M: Dr. Camille Jones 2nd: Dr. Bernard Young Action: 8-0, Passed</p>	Ms. Joyce Tate
Credentialing and Privileging Policy	<p>Ms. Tate presented the Credentialing and Privileging Policy for annual review and approval.</p> <ul style="list-style-type: none"> Credentialing and Privileging Policy was included in the Agenda Packet The board received the policy to review beforehand and gave feedback. Ms. Tate recognized Alvenia Ross for her long-standing leadership in managing the credentialing process. Ms. Tate stated that the policy had been reviewed by the committee and incorporated necessary updates. She acknowledged a correction suggested by Dr. Lichtenstein regarding the renaming of HRSA to “Make America Healthy Again” (MAHA) and noted that the change would be made in the policy document. Ms. Tate requested board approval to adopt the revised policy. No additional commentary from the Board. <p>Vote: Motion to approve the Credentialing and Privileging Policy.</p>	<p>M: Dr. Camille Jones 2nd: Dr. Bernard Young Action: 8-0, Passed</p>	Ms. Joyce Tate

Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY24 and FY25 for the month of January 2025.</p> <ul style="list-style-type: none"> Please see the memo and presentation included the agenda packet. <p>Highlights</p> <ul style="list-style-type: none"> Health Center Disaster hour costs were down \$685. School Based Disaster Hours were 0. Revenue increased by 11.10%. <ul style="list-style-type: none"> Self-paid patients decreased by 2.68%. Medicare decreased by 2.82%. Medicaid increased by 18.52%. Private Pay decreased by 2.06%. Medicaid managed care increased 30.30%. 416—Offset increased by 11.67%. Expenses increased by 3.90%. <ul style="list-style-type: none"> Personnel expenses increased by 6.37%. Material expenses increased 4.22%. Contractual Costs decreased by 3.18%. Fixed costs decreased 3.37%. Fringes increased by 5.31%. Net Gain was \$470,050.01; increased 137.09%. <ul style="list-style-type: none"> Invoices greater than 90 days were at 17%; (below 20% is the goal). Invoices greater than 120 days were at 9% (below 10% is the goal). Average Days in Accounts receivable were 38.4 days. No additional commentary from the board. 	<p>n/a</p>	<p>Mr. Mark Menkhaus Jr.</p>
<p align="center"><i>New Business</i></p>			
Submission of Application for SBHC Expansion	<ul style="list-style-type: none"> Ms. Tate informed the board that the State has issued a Request for Proposal (RFP) to support the expansion of school-based health centers. She clarified that while CCPC does not plan to open new sites, the RFP could allow for expanding services at existing centers—such as adding vision care or GYN services—or closing funding gaps in under-resourced areas. Ms. Tate noted that an introductory conference for the RFP is scheduled for the following day, and staff members will attend to assess eligibility and opportunity. She initially planned to table the request for Board approval until the next meeting but left open the option to seek immediate authorization if needed, given the short turnaround time on the application. Dr. Jones inquired whether the RFP would have a shortened application period, suggesting that board approval might be needed that evening if the timeline was limited. 	<p>M: Dr. Camille Jones 2nd: Ms. Alexius Golden Cook Action: 7-0, Passed</p>	<p>Ms. Joyce Tate</p>

	<ul style="list-style-type: none"> Ms. Tate confirmed that the turnaround is very short, noting that the RFP had just been released and staff had only begun reviewing it. She expressed a strong commitment to submitting an application if eligible and requested authorization from the CCPC Board that evening to proceed, pending further details from the upcoming informational session. Mr. Kachuba supported the idea of granting conditional approval, allowing staff to move forward with the application if the session confirmed eligibility. He noted that if anything unexpected arose during the meeting, the team could still choose not to submit the application. <p>Vote: Motion to approve the submission of the RFP application to expand School-Based Health Center Services</p>		
Public Comments	<ul style="list-style-type: none"> No Public Comments. 	n/a	Mr. John Kachuba
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: 6:40 pm

Next meeting: June 11, 2025, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes: <https://archive.org/details/ccpc-5-14-25>



Date: 5/14/2025
Clerk, CCPC Board of Governors



Date: 5/14/2025
Mr. John Kachuba, Board Chair

CCPC Board of Governors Meeting Minutes

Wednesday, June 11, 2025

Call to order at 6:00 pm

Roll Call

CCPC Board members present – Mr. Robert Cummings, Dr. Angelica Hardee, Dr. Camille Jones, Mr. John Kachuba, Dr. Philip Lichtenstein, Ms. Luz Schemmel, Ms. Jen Straw, Ms. Erica White-Johnson, Dr. Bernard Young

CCPC Board members absent – Ms. Renu Bahkshi, Ms. Alexius Golden Cook, Ms. Debra Sellers

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Dr. Geneva Goode, Dr. Edward Herzig, Mr. Mark Menkhaus Jr., Dr. Michelle Daniels, Dr. Yury Gonzales, Ms. LaSheena White, Ms. Nicole DeGreg, Ms. Angela Robinson, Dr. Nick Taylor, Mr. David Miller, Ms. Adrienne Sirbu, Dr. Denise Saker, Ms. Brittany Allen, Ms. Judi Segbefia, Ms. Barb Keefe

Board Documents:

[CCPC-Board-Meeting-Agenda-Packet 6.11.2025.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	Mr. John Kachuba
Roll Call	9 present, 3 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: the City of Cincinnati Primary Care Board of Governors approves the minutes of May 14, 2025, CCPC Board Meeting.	M: Dr. Camille Jones 2nd: Dr. Angelica Hardee Action: 9-0, Passed	Mr. John Kachuba
Old Business			
CEO Update	Ms. Tate didn't give a traditional updated to allow extra time for the School-Based Health Center Presentation. She introduced the School-Based Health Center (SBHC) team and expressed gratitude and excitement for their work. Ms. Tate introduced Marla Fuller as the new CCPC Director of Communications and Strategic Marketing. Ms. Fuller will focus on school-based health marketing and showcasing CCPC services.	n/a	Ms. Joyce Tate

<p>School-Based Health Center Presentation</p>	<p>Ms. Nicole DeGreg, Ms. Barb Keefe, Dr. Denise Saker, and Ms. Judi Segbefia presented the 2025 Risk Management Presentation to the Board.</p> <p>An attached Presentation was included in the agenda packet.</p> <ul style="list-style-type: none"> • Dr. Saker introduced the nurse practitioner leadership team: Nicole DeGreg, Judy Segbefia, Brittany Allen, and Barb Keefe. • Ms. Keefe presented an overview of SBHC locations and explained the model’s benefits, including care accessibility, decreased absenteeism, and wraparound services. • Ms. DeGreg shared a detailed example of how a simple visit for a sore throat can reveal complex health and psychosocial needs, demonstrating the power of integrated care. • Ms. Segbefia shared data from electronic medical records: <ul style="list-style-type: none"> ○ SBHCs average over 15,000 pediatric visits annually. ○ Nearly 7,000 immunizations given each year. ○ Strong immunization rates, particularly Tdap and meningitis. ○ Effective HPV education and administration above state and national averages. ○ High volume of STI screening and treatment, with on-site medication availability. ○ Mental health screenings show 10–13% of students screen positive for depression. • Ms. DeGreg presented alarming obesity-related data from Roberts Academy, noting a high rate of comorbidities like fatty liver and prediabetes in children under 12. She emphasized collaboration with Cincinnati Children’s HealthWorks for obesity management. • Ms. Allen shared photos and described the physical spaces at Withrow, Taft, and Roberts, highlighting how high-quality care is delivered despite limited space. • Farewell to Ms. Allen <ul style="list-style-type: none"> ○ Ms. Tate, Dr. Gonzales, and others offered warm thanks and wishes to Brittany Allen for her service and leadership as she transitions to Cincinnati Children's Hospital. <p><u>Q&A:</u></p> <ul style="list-style-type: none"> • Dr. Jones asked, “Of the referrals for mental 	<p>n/a</p>	<p>SBHC leadership team</p>
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	<p>health services, how many are actually completed?”</p> <ul style="list-style-type: none"> ○ Ms. Segbefia responded: Completion varies by school site. Barriers include lack of parental consent despite student willingness. However, providers offer ongoing support until students are connected to care. • Dr. Lichtenstein asked, “Roughly what percentage of patients are successfully referred to a mental health provider?” <ul style="list-style-type: none"> ○ Ms. Segbefia estimated: About 10–15% face parental resistance. Staff see students regularly for support when external services are delayed. ○ Dr. Saker added: The issue is part of an ongoing quality improvement (QI) project to track and improve referral completion and depression remission outcomes. • Dr. Young asked, “What is your interaction with the county and legal system in cases of STDs, especially involving possible abuse?” <ul style="list-style-type: none"> ○ Ms. Segbefia answered: They collaborate with the Hamilton County Health Department for certain cases (e.g., syphilis, HIV). Legal authorities are contacted when warranted based on state guidelines. • Dr. Young followed up: “Has there been a reduction in school nurses in buildings without clinics?” <ul style="list-style-type: none"> ○ Dr. Saker confirmed: The CHD contract has ended, but CPS is still planning to provide health services. Details of this transition are still evolving. • Dr. Young further asked: “Are families changing attitudes toward vaccinations due to national discourse?” <ul style="list-style-type: none"> ○ Ms. DeGreg, Ms. Segbefia, and Ms. Allen all reported no significant change in vaccination attitudes. ○ Ms. Tate commented: It's early to see changes but suggested revisiting the issue as the school year progresses. • Dr. Herzig asked Dr. Saker: “Has CPS provided a clear plan regarding school nurses?” <ul style="list-style-type: none"> ○ Dr. Saker replied: No written plan or press release has been seen, and CHD was also surprised by the contract ending. • Dr. Lichtenstein asked: “Are you seeing 		
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	<p>accelerated vaccination requests due to fear of federal cuts?”</p> <ul style="list-style-type: none"> ○ Ms. DeGreg and Dr. Saker both reported no such trends locally. • Dr. Jones asked: “Can you explain the BMI percentages?” <ul style="list-style-type: none"> ○ Ms. DeGreg clarified: Data spans multiple years and visits; figures may overlap due to patients shifting BMI categories. • Dr. Lichtenstein asked: “How many school-based clinics serve both students and community members?” <ul style="list-style-type: none"> ○ Ms. Tate and Dr. Saker responded: Six designated sites exist; some face access restrictions, but efforts are ongoing to improve community access. • Dr. Jones asked: “Do we have capacity to absorb additional children if school nurses are reduced and Brittany Allen leaves?” <ul style="list-style-type: none"> ○ Ms. Tate acknowledged: This is a significant concern and under current evaluation by Dr. Saker and Dr. Gonzales. • 		
Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY24 and FY25 for the month of April 2025.</p> <ul style="list-style-type: none"> • Please see the memo and presentation included the agenda packet. <p>Highlights</p> <ul style="list-style-type: none"> • Health Center Disaster hour costs were down \$2,025. • School Based Disaster Hours were 0. • Revenue increased by 6.89%. <ul style="list-style-type: none"> ○ Self-paid patients increased by 2.92%. ○ Medicare decreased by 4.79%. ○ Medicaid increased by 24.20%. ○ Private Pay decreased by 9.34%. ○ Medicaid managed care increased 28.83%. ○ 416—Offset increased by 11.59%. • Expenses increased by 4%. <ul style="list-style-type: none"> ○ Personnel expenses increased by 6.37%. ○ Material expenses increased 10.81%. ○ Contractual Costs decreased by 4.96%. ○ Fixed costs decreased 4.73%. ○ Fringes increased by 5.16%. • Net Gain was \$208,886.34; increased 149.34%. <ul style="list-style-type: none"> ○ Invoices greater than 90 days were at 18%; (below 20% is the goal). ○ Invoices greater than 120 days were at 11% (below 10% is the goal). ○ Average Days in Accounts receivable were 38.9 days. 	n/a	Mr. Mark Menkhaus Jr.

	<ul style="list-style-type: none"> • Dr. Lichtenstein asked: “Why is there a decrease in Medicare revenue? Could it be due to Medicare Advantage?” <ul style="list-style-type: none"> ○ Mr. Menkhaus stated: Unlikely, but granular data is needed. • Dr. Lichtenstein added: Medicare Advantage often reimburses less than traditional Medicare, which may affect revenue. <ul style="list-style-type: none"> ○ Ms. Tate agreed: It’s worth investigating further. 		
<i>New Business</i>			
Petition Update	<ul style="list-style-type: none"> • Dr. Lichtenstein and Mr. Kachuba shared updates on a grassroots petition drive urging Senators Vance and Brown to oppose healthcare funding cuts. • Board members were encouraged to collect signatures at health centers or within their communities. 		
Public Comments	<ul style="list-style-type: none"> • No Public Comments. 	n/a	Mr. John Kachuba
Documents in the Packet but not presented.	<ul style="list-style-type: none"> • Efficiency Update was included in the packet. 	n/a	n/a

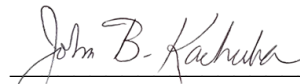
Meeting adjourned: 7:03 pm

Next meeting: July 9, 2025, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes: <https://archive.org/details/ccpc-board-6-11-25>



Date: 6/11/2025
Clerk, CCPC Board of Governors



Date: 6/11/2025
Mr. John Kachuba, Board Chair

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
Call to Order/Moment of Silence	The meeting was called to order at 6:00 p.m. The board gave a moment of silence to recognize our two most important constituencies, the staff, and patients.	n/a	Mr. John Kachuba
Roll Call	11 present, 1 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: The City of Cincinnati Primary Care June 11, 2025, CCPC Board Meeting.	M: Dr. Camille Jones 2nd: Ms. Luz Schemmel Action: 9-0, Passed	Mr. John Kachuba
Old Business			
CEO Update	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. Legislative Update <ul style="list-style-type: none"> 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. 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 	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"> • Q&A: <ol style="list-style-type: none"> 1. Dr. Lichtenstein asked if conversations with senators should also be guarded. <ul style="list-style-type: none"> ▪ Ms. Tate confirmed, especially with Republican members, and advised avoiding terms that conflict with the bill's positions. 2. Dr. Young asked if there is a reference list of prohibited terms. <ul style="list-style-type: none"> ▪ Ms. Tate stated that she would send the list to Ms. Cunningham for distribution. 3. Dr. Jones commented that the language restrictions are not data-based. <ul style="list-style-type: none"> ▪ Ms. Tate agreed, calling it disappointing. 4. Dr. Lichtenstein asked if the information should be shared with Congressman Landsman. <ul style="list-style-type: none"> ▪ Ms. Tate responded that she would value his feedback and is curious whether Democrats share similar caution. 5. Dr. Lichtenstein offered to copy Ms. Tate on the email to Congressman Landsman. <ul style="list-style-type: none"> ▪ Ms. Tate stated that she would appreciate receiving his feedback to share with CCPC leadership. <p>Staffing & CPS Contract Changes</p> <ul style="list-style-type: none"> • 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. • 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. <p>Advocacy Recognition</p> <ul style="list-style-type: none"> • 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. <p>Federal Communication Restrictions</p>		
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	<ul style="list-style-type: none"> 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. 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. 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. <p>New Personnel Ms. Tate announced the introduction of new staff members:</p> <ul style="list-style-type: none"> Michaela Brantley, Medical Assistant New Dietitian, WIC Program Danielle Strecker Simos, returning Dental Assistant/EFTA New Environmental Health Specialist in Training, to work under Dr. Amin and Antonio Young <p>She stated that these hires will enhance the organization’s service capacity and support CCPC’s mission to provide quality care.</p>		
Finance Update	<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"> Please see the memo and presentation included the agenda packet. Mr. Menkhaus provided an update on the school nurse program, confirming that all thirty-seven positions will be retained by the end of December. <p>Highlights</p> <ul style="list-style-type: none"> Health Center Disaster hour costs were down \$3,770.68. School Based Disaster Hours were zero. Revenue decreased by 6.62%. <ul style="list-style-type: none"> Self-paid patients increased by 2.87%. Medicare decreased by 0.07%. Medicaid decreased by 29.78%. Private Pay decreased by 6.57%. Medicaid managed care increased 27.28%. 416—Offset increased by 11.89%. Expenses increased by 4.95%. 	n/a	Mr. Mark Menkhaus Jr.

	<ul style="list-style-type: none"> ○ Personnel expenses increased by 6.28%. ○ Material expenses increased 18.36%. ○ Contractual Costs decreased by 4.73%. ○ Fixed costs increased by 0.39%. ○ Fringes increased by 5.13%. <ul style="list-style-type: none"> • Net Gain was \$938,923.36; decreased by 81.02%. • Invoices greater than 90 days were at 22%; (below 20% is the goal). • Invoices greater than 120 days were at 12% (below 10% is the goal). • Average Days in Accounts receivable were 37.5 days. <p>Q&A:</p> <ul style="list-style-type: none"> • 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"> ○ 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. • 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"> ○ Mr. Menkhaus stated it is lower, with Medicaid/Medicare paying more per visit. 		
After Hours Call Follow-Up Tracking Policy	<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>Policy Overview</p> <ul style="list-style-type: none"> • 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. <p>Process and Requirements</p> <ul style="list-style-type: none"> • 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"> ○ Providers must return patient calls within 30 minutes of receiving them. ○ All returned calls must be documented in accordance with CCPC guidelines. ○ This process ensures continuity of care and timely response to patient needs. <p>Approval Request</p> <ul style="list-style-type: none"> • Dr. Gonzales requested board approval of the policy as presented, noting that the language is 	<p>M: Dr. Camille Jones 2nd: Ms. Luz Schemmel Action: 10-0, Passed</p>	<p>Dr. Yury Gonzales</p>

	straightforward and reflects current operational expectations. Vote: Motion to approve the After-Hours Call Follow-Up Tracking Policy.		
<i>New Business</i>			
Additional Staffing Update	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
Public Comments	<ul style="list-style-type: none"> No Public Comments. 	n/a	Mr. John Kachuba
Documents in the Packet but not presented.	<ul style="list-style-type: none"> Efficiency Update was included in the packet. 	n/a	n/a

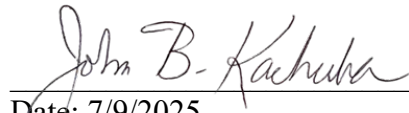
Meeting adjourned: 6:35 pm

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](#)



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



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

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
Call to Order/Moment of Silence	The meeting was called to order at 6:00 p.m. The board gave a moment of silence to recognize our two most important constituencies, the staff, and patients.	n/a	Mr. John Kachuba
Roll Call	5 present, 7 Absent – NO QUORUM REACHED	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: 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
<i>Old Business</i>			
CEO Update	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. HRSA Budget Period Renewal <ul style="list-style-type: none"> Ms. Tate reported that a HRSA report (budget period renewal) is due around September 26. She explained that this is a progress report required of all health centers midway through their grant period. The report will include: <ul style="list-style-type: none"> Updates on outcomes Challenges or issues encountered. Any changes to the budget CCPC will provide this update as required. Federal Benefits & Undocumented Patients <ul style="list-style-type: none"> Ms. Tate stated that many questions have come up 	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"> • She explained that the public comment period for this issue closed today through the Federal Register process. • Additional guidance is expected once comments are reviewed. • She emphasized: <ul style="list-style-type: none"> ○ <i>CCPC serves many undocumented and immigrant patients, particularly in city health centers and school-based centers.</i> ○ <i>The organization is concerned about any potential challenges for families who need care.</i> ○ <i>Until further guidance is issued, CCPC will continue caring for patients as usual.</i> • She noted that the board will be kept closely informed. <p>Title X Program</p> <ul style="list-style-type: none"> • Ms. Tate reported that CCPC has not yet received word back on the status of Title X funding. • She explained that there is a possibility of cuts under the new administration. • If changes occur, she expects to hear by September. <p>Roberts Dental Program</p> <ul style="list-style-type: none"> • Ms. Tate stated that the Roberts Dental Program is preparing to open under Dr. Oberlander's direction. • 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. • Dr. Taylor and the dental leadership team will provide updates. <p>Ambrose/Crest Relocation & Capital Projects</p> <ul style="list-style-type: none"> • Ms. Tate reported on progress with capital projects: <ul style="list-style-type: none"> ○ Ambrose relocation: Lease negotiations are underway. A draft has been sent to legal counsel for review. ○ Price Hill lobby renovation and Ambrose build-out are awaiting contracting bids. ○ Legal is still negotiating with Henry Schein (dental supplier). • Ms. Tate stated that a project extension request has been submitted to Ambrose due to timing concerns. No extension has yet been granted, but efforts are ongoing. 		
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	<p>Health Center Week</p> <ul style="list-style-type: none"> Ms. Tate noted that the previous week was Health Center Week, and CCPC health centers held events to celebrate staff and patients. Activities included: <ul style="list-style-type: none"> Staff appreciation events Patient appreciation events Backpack giveaways Cookouts and other community activities Photos have been shared on CHD's Facebook page. <p>Financial Operations Review</p> <ul style="list-style-type: none"> Ms. Tate stated that CCPC leadership is working with Dr. Mussman and Mr. Menkhaus to bring in a consultant for a financial operations review. The project is pending approval through procurement. Once approved, the consultant will: <ul style="list-style-type: none"> Conduct a full review of financial operations. Present findings and recommendations to the board and staff Identify areas of focus for improvement. <p>UDS Report & Awards</p> <ul style="list-style-type: none"> Ms. Tate reminded the board that CCPC submitted its Uniform Data System (UDS) report in February. National results had been distributed, and CCPC received multiple awards for outcomes and measures. She stated that Dr. Gonzales and Dr. Goode may provide more details during the September board meeting. <p>New Personnel</p> <p>Ms. Tate announced the introduction of new staff members:</p> <ul style="list-style-type: none"> Lynn Brysacz, Optometric Technician Sarah Glenn, Dental Assistant Jackson Rebhun, Dental Assistant Alexiah Ridley, Dental Assistant New Dietitian, WIC Program <p>Q&A:</p> <ul style="list-style-type: none"> No additional commentary from the board. 		
Finance Update	<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"> Please see the memo and presentation included the agenda packet. Mr. Menkhaus provided an update on the school nurse program, confirming that all 	n/a	Mr. Mark Menkhaus Jr.

	<p>thirty-seven positions will be retained by the end of December.</p> <p>Highlights</p> <ul style="list-style-type: none"> • Health Center Disaster hour costs were down \$5,041.68. • School Based Disaster Hours were zero. • Revenue decreased by 2.38%. <ul style="list-style-type: none"> ○ Self-paid patients increased by 5.04%. ○ Medicare increased by 3.28%. ○ Medicaid decreased by 26.81%. ○ Private Pay increased by 0.19%. ○ Medicaid managed care increased 29.20%. ○ 416—Offset increased by 13.20%. • Expenses increased by 5.42%. <ul style="list-style-type: none"> ○ Personnel expenses increased by 6.53%. ○ Material expenses increased 14.95%. ○ Contractual Costs decreased by 1.96%. ○ Fixed costs increased by 1.41%. ○ Fringes increased by 5.14%. • Net Gain was \$197,507.21; it decreased by 93.53%. • Invoices greater than 90 days were at 26%; (below 20% is the goal). • Invoices greater than 120 days were 14% (below 10% is the goal). • Average Days in Accounts receivable were 39.8 days. <p><u>Q&A:</u></p> <ul style="list-style-type: none"> • 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"> ○ 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. • 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. 		
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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"> • 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. 		
<i>New Business</i>			
Additional Staffing Update	<ul style="list-style-type: none"> • 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 October 24 for a visit. Ms. Tate noted that additional details will be shared with the board as they become available. 	n/a	Ms. Joyce Tate
Public Comments	<ul style="list-style-type: none"> • No Public Comments. 	n/a	Mr. John Kachuba
Documents in the Packet but not presented.	<ul style="list-style-type: none"> • Efficiency Update was included in the packet. 	n/a	n/a

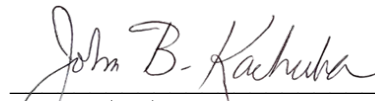
Meeting adjourned: 6:30 pm

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>



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



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

CCPC Board of Governors Meeting Minutes

Wednesday, September 10, 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. Camille Jones, Mr. John Kachuba, Dr. Philip Lichtenstein, Ms. Luz Schemmel, Ms. Erica White-Johnson, Dr. Bernard Young

CCPC Board members absent –Dr. Angelica Hardee, Ms. Jen Straw

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Mr. Mark Menkhaus Jr., Dr. Edward Herzig, Mr. David Miller, Ms. LaSheena White, Dr. Nick Taylor, Dr. Michelle Daniels, Ms. Angela Mullins

Board Documents:

Topic	Discussion/Action	Motion	Responsible Party
Call to Order/Moment of Silence	The meeting was called to order at 6:00 p.m. The board gave a moment of silence to recognize our two most important constituencies, the staff, and patients.	n/a	Mr. John Kachuba
Roll Call	10 present, 2 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: The City of Cincinnati Primary Care July 9, 2025, CCPC Board Meeting. (Ms. Erica White-Johnson joined after this vote) Motion: The City of Cincinnati Primary Care August 13, 2025, CCPC Board Meeting. (Ms. Renu Bakhshi joined after this vote)	n/a	Vote: 7.9.25 minutes M: Dr. Philip Lichtenstein 2nd: Ms. Luz Schemmel Action: 8-0, Passed Vote: 8.13.25 minutes M: Ms. Alexius Golden Cook 2nd: Ms. Debra Sellers Action: 9-0, Passed
Old Business			
CEO Update	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. HRSA Budget Period Renewal (BPR) <ul style="list-style-type: none"> Ms. Tate stated that CCPC is midway through its three-year HRSA grant funding period. She reported that the Budget Period Renewal (BPR) is due on September 26. She will be working with Mr. Mark Menkhaus and 	n/a	Ms. Joyce Tate

	<p>Ms. Debi Smith from his office to complete and submit the report.</p> <ul style="list-style-type: none"> • The BPR serves as a required progress update to HRSA, detailing outcomes, challenges, and budget changes for the current grant cycle. <p>HRSA Guidance on Undocumented Individuals</p> <ul style="list-style-type: none"> • Ms. Tate stated that she continues to receive questions from both board members and staff about HRSA’s guidance regarding undocumented individuals. • She reported that the public comment period closed on September 8, and CCPC is awaiting federal feedback. • She emphasized that CCPC’s first obligation remains to its patients and that all individuals will continue to receive care and access to services regardless of status. <p>Dental Program – Roberts Health Center</p> <ul style="list-style-type: none"> • Ms. Tate reported that the Roberts Dental Program is now officially open. • A soft opening was previously held, and Cincinnati Public Schools (CPS) has announced a grand opening event scheduled for October 10 at 10:00 a.m. • She stated that a formal invitation will be distributed to the board once available. <p>Crest Smile Shoppe Relocation and Capital Projects</p> <ul style="list-style-type: none"> • Ms. Tate stated that CCPC continues to negotiate the lease for space in the Avondale Center near Ambrose Health Center to relocate the Crest Smile Shoppe. • She is working closely with City Legal, Mr. Dan Bowers (Department of Public Services), and Mr. Menkhaus to move the lease forward. • Facility plans are 95% complete; another meeting with the architect is scheduled for Friday at 11:00 a.m. • She noted that legal negotiations with Henry Schein, a major dental supplier assisting with the project, are still underway. • CCPC had two major capital improvement grants—for the Crest relocation and the Price Hill Health Center lobby renovation. • Due to the end of HRSA’s contract period on August 31, and the lack of contractor bids, CCPC was unable to move forward on these projects before the deadline. • An extension request was submitted but not approved, meaning some grant funds may be forfeited. • Ms. Tate noted that Mr. Menkhaus may expand on 		
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	<p>this in his financial report.</p> <ul style="list-style-type: none"> Despite setbacks, CCPC remains committed to moving both projects forward and addressing capital needs across other health centers. <p>Millvale Health Center Lease and Security</p> <ul style="list-style-type: none"> Ms. Tate provided an update on security and lease arrangements at Millvale: <ul style="list-style-type: none"> Ongoing crowd control challenges among dental patients led to additional security support. Thanks to Mr. Menkhaus’s coordination, a security guard is now stationed from 7–9 a.m. daily, and a full-time guard is assigned to the site. The situation has improved, and no new complaints have been reported. A follow-up meeting with Cincinnati Children’s Hospital Medical Center (CCHMC) is scheduled to review lease terms and assess operations. The lease is expected to be a four-year agreement with two one-year renewal options. Ms. Tate noted that after the lease period, the board will need to consider alternative locations for medical, pharmacy, and dental services currently housed in the facility. Millvale is included in CCPC’s Master Facility Plan, and CCHMC continues to partner cooperatively as they address their own space expansion needs. <p>Upcoming Meet & Greet</p> <ul style="list-style-type: none"> Ms. Tate announced that a meet and greet event is being planned in coordination with Ms. Cunningham. The event will take place in November or early December. Planning will involve Mr. Kachuba and the Executive Committee. Ms. Tate stated that more details will be shared as plans are confirmed. <p>Recognition of Dr. Herzig</p> <ul style="list-style-type: none"> Ms. Tate acknowledged that Dr. Herzig will be attending his second and final meetings as a Board of Health member. She expressed her appreciation for his years of dedication and service, calling him “one of the best Board of Health members we’ve had.” She stated that his leadership, insight, and steady presence will be missed by the board and staff alike. <p>Ms. Tate concluded her report, thanking the board for their continued support and engagement.</p>		
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	<p>Q&A:</p> <ul style="list-style-type: none"> • Dr. Lichtenstein asked Ms. Tate for additional information regarding CCPC’s relationship with Cincinnati Children’s Hospital at Millvale, specifically how the number of CCPC pediatric patients compares to those served by Children’s Hospital’s own clinic. Ms. Tate responded that she did not have that information immediately available but would obtain it during the upcoming follow-up meeting. She added that CCPC maintains a sizable pediatric practice at Millvale, led by Dr. Hazel Canoe, who has served the community for many years and continues to have a strong patient following. • Dr. Lichtenstein asked whether CCPC has any information on what percentage of children who attend the Cincinnati Children’s Hospital Clinic at Millvale have parents who also receive care at CCPC’s clinic. Ms. Tate responded that she did not have specific data on that but could obtain an anecdotal answer. She added that many families at Millvale use CCPC’s dental services, though there has been no formal assessment of how many parents receive adult medical care through CCPC. She acknowledged that these were excellent questions and worth further exploration. 		
Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY25 and FY26 for the month of July 2025.</p> <ul style="list-style-type: none"> • Please see the memo and presentation included the agenda packet. <p>Highlights</p> <ul style="list-style-type: none"> • Health Center Disaster hour costs were down \$1,575.59. • School Based Disaster Hours were zero. • Revenue increased by 19.27%. <ul style="list-style-type: none"> ○ Self-paid patients increased by 4.52%. ○ Medicare increased by 8.26%. ○ Medicaid increased by 765.82%. <ul style="list-style-type: none"> ▪ Mr. Menkhaus explained that July 2024 showed unusually low Medicaid revenue (\$61,000) due to delayed HMO wrap payments that affected several months last year. Therefore, the year-over-year comparison appeared inflated. ▪ He added that CCPC typically receives a Medicaid maximization lump sum in the spring, with an annual projection between \$10–13 million in Medicaid revenue. ○ Private Pay increased by 6.38%. ○ Medicaid managed care decreased 17.85%. ○ 416—Offset increased by 13.45%. 	n/a	Mr. Mark Menkhaus Jr.

	<ul style="list-style-type: none"> Expenses decreased by 4.72%. <ul style="list-style-type: none"> Personnel expenses increased by 4.38%. Material expenses decreased 63.25%. Contractual Costs decreased by 26.63%. Fixed costs increased by 34.97%. Fringes increased by 4.97%. <ul style="list-style-type: none"> Personnel and fringe costs: Both increased as expected due to cost-of-living adjustments and updated fringe rates. Contractual and material costs: Currently lower due to invoice timing delays; expected to normalize in upcoming months. Fixed costs: Up 35%, reflecting software and copier agreements; also expected to balance out. After reviewing subcategories, no alarming or abnormal variances were identified. Net Gain was \$166,061.84; it decreased by 146.69%. Mr. Menkhaus highlighted a significant shift in the payer mix within school-based medical services. He cautioned that, although two months of data are not statistically significant, this may signal the beginning of a concerning trend. Mr. Menkhaus continued that the increase in self-paying patients means fewer costs of care are being reimbursed, which will negatively impact revenue, collections, and long-term financial sustainability. Invoices greater than 90 days were at 35%; (below 20% is the goal). Invoices greater than 120 days were 26% (below 10% is the goal). Average Days in Accounts receivable were 40 days. <p><u>Q&A:</u></p> <ul style="list-style-type: none"> Dr. Lichtenstein asked what the recent payer mix data suggests about the composition of CCPC's Medicaid population in school-based health centers, specifically whether it indicates that many students are losing Medicaid coverage. Mr. Menkhaus responded that while the data does seem to imply a decline in Medicaid access, he cautioned against making assumptions about demographics without further analysis. He stated that the trend has now appeared for two consecutive months, making it important for CCPC to conduct a deeper review to better understand the underlying causes of the shift. 		
<i>New Business</i>			
Additional Staffing Update	<ul style="list-style-type: none"> Ms. Tate provided an update under new business. She stated that invitations were sent to congressional leaders to visit CCPC and 	n/a	Ms. Joyce Tate

	<p>learn more about its work. She reported that Representative Landsman has given a tentative date of October 24 for a visit. Ms. Tate noted that additional details will be shared with the board as they become available.</p> <ul style="list-style-type: none"> • Dr. Jones asked if the graph shows billing or collections. Mr. Menkhaus answered that it showed Neither — it shows patient counts by payer type. The self-paying patient population is growing, but self-pay revenue is not increasing proportionally because collection rates for out-of-pocket payments are lower. • Dr. Lichtenstein asked about the growing number of uninsured patients. Does this have anything to do with the implementation of new policies requiring increased re-application and recertification for benefits for people in expanded Medicaid? Mr. Menkhaus answered, yes. When extended Medicaid eligibility ended, we began to see a growing self-pay population — a trend that has been ongoing for more than a year. Only in the last two months have we seen a substantial change in our school-based healthcare population. The new re-application requirement has not yet been implemented, so we have not seen its effect. We had hoped outreach and enrollment efforts might produce a “J curve” effect with some patients regaining coverage, but that has not happened so far. We do not have a firm timeline yet for when the requirement will be implemented nationally, but we are monitoring this closely with Ohio Association of Community Health Centers and Ohio Department of Job and Family Services. • Dr. Lichtenstein asked if health centers were considering strategies to assist patients required to reapply. Mr. Menkhaus stated that they plan to bring in a healthcare industry consultant to assess potential risks and model the impact of Medicaid changes, which will help prepare for various scenarios and develop strategies. Ms. Tate added that the Ohio Department of Medicaid is addressing many requirements this year, so clarity is expected later this year or in 2026. She noted that bringing in a third party to analyze trends and risks, particularly for FQHCs nationally, is a priority for Dr. Musman and will benefit the organization, with reports from the work to be shared with the board. Dr. Herzig emphasized that as the city is co-applicant for the HRSA FQHC, any shortfalls will need to be covered by the city, and having a consultant will 		
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	provide advance warning of potential challenges. He noted that policy changes are likely to result in more self-paying patients, which could impact health outcomes. Ms. Tate concluded that they have received 100 applications for outreach and enrollment caseworker positions and are reviewing them, with four or five options currently available to support growing demand.		
Public Comments	<ul style="list-style-type: none"> No Public Comments. 	n/a	Mr. John Kachuba
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: 6:40 pm

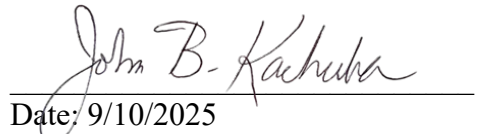
Next meeting: October 8, 2025, at 6:00 pm.

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



Date: 9/10/2025

Clerk, CCPC Board of Governors



Date: 9/10/2025

Mr. John Kachuba, Board Chair

CCPC Board of Governors Meeting Minutes

Wednesday, October 8, 2025

Call to order at 6:00 pm

Roll Call

CCPC Board members present –Mr. Robert Cummings, Dr. Angelica Hardee, Dr. Camille Jones, Mr. John Kachuba, Dr. Philip Lichtenstein, Ms. Debra Sellers, Ms. Jen Straw, Ms. Erica White-Johnson, Dr. Bernard Young

CCPC Board members absent – Ms. Renu Bakhshi, Ms. Alexius Golden Cook, Ms. Luz Schemmel

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Mr. Mark Menkhaus Jr., Dr. Edward Herzig, Mr. David Miller, Ms. LaSheena White, Dr. Nick Taylor, Dr. Michelle Daniels, Ms. Eva Grimm, Dr. Yury Gonzales

Board Documents:

[CCPC-BOARD-MEETING-AGENDA-PACKET 10.8.2025.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. The board also spoke words in remembrance of Dr. Camille Graham, former Board of Health member.	n/a	Mr. John Kachuba
Roll Call	9 present, 3 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: The City of Cincinnati Primary Care September 10, 2025, CCPC Board Meeting.	n/a	M: Dr. Camille Jones 2nd: Ms. Debra Sellers Action: 8-0, Passed
Old Business			
CEO Update	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. Budget Period Renewal Submission <ul style="list-style-type: none"> Ms. Tate stated that the budget period renewal (BPR) was submitted on time to HRSA. She noted that CCPC may need to make minor adjustments based on feedback, but the submission was accepted and recognized. Ms. Tate stated that she wanted to ensure the board was aware that the renewal process is moving forward as expected. Business and Measures Consulting Engagement <ul style="list-style-type: none"> Ms. Tate stated that work is underway to engage the Business and Measures Consulting Group. 	n/a	Ms. Joyce Tate

	<ul style="list-style-type: none"> • She noted that Mr. Menkhaus has been coordinating efforts with the group and with the city to finalize the engagement. • Ms. Tate stated that the consultant will assist CCPC in evaluating strategy and efficiency as the healthcare operating environment continues to change. <p>OECC Conference Participation</p> <ul style="list-style-type: none"> • Ms. Tate stated that many CCPC staff attended the OECC Conference. • She shared that although she was unable to attend, positive feedback was received regarding the sessions. • Ms. Tate stated that no final guidance has yet been received from HHS or HRSA on expected programmatic changes. <p>Federal Funding and Government Shutdown Preparedness</p> <ul style="list-style-type: none"> • Ms. Tate stated that the current government shutdown is not expected to interrupt CCPC's ability to draw federal grant funds immediately. • She noted that many community health centers nationwide may only have up to 90 days of operating cash, and CCPC has less capacity than that. • Ms. Tate stated that the team is monitoring the situation closely alongside the National Association of Community Health Centers (NACHC). <p>Capital Project Updates and Facility Master Planning</p> <ul style="list-style-type: none"> • Ms. Tate stated that significant work continues across CCPC's capital project portfolio. • Key staff, including Mr. Menkhaus, Dr. Good, Dr. Taylor, Dr. Novice, and Mr. Miller are working with architectural teams to refine facility plans. • Ms. Tate stated that planning continues for the Crest Smile Shoppe relocation to Avondale, with another coordination meeting scheduled. • She noted that lease negotiations with The Community Builders are progressing well, supported by Mr. Dan Bowers of Public Services. <p>Roberts Dental Expansion and Recognition Event</p> <ul style="list-style-type: none"> • Ms. Tate stated that Cincinnati Public Schools will host a grand opening ceremony at Roberts Academy on Friday at 9:30 AM. • The wellness hub will be named the Darlene Kamine Wellness Center in recognition of her contributions to school-based health development. 		
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	<ul style="list-style-type: none"> Ms. Tate stated that board members are welcome to attend, and Dr. Crumpton will be present. <p>Community Health Center Federal Funding and 340B Advocacy</p> <ul style="list-style-type: none"> Ms. Tate stated that there is still no long-term resolution regarding Community Health Center federal funding. She noted ongoing concern about changes to the 340B drug pricing program. Ms. Tate stated that OACHC will testify at the State Legislature on October 15 to advocate for preserving the current 340B model. She added that Mr. Miller, Director of Pharmacy, is actively monitoring developments. <p>Personnel Updates</p> <ul style="list-style-type: none"> Ms. Tate stated that new hires approved in September include: <ul style="list-style-type: none"> Shania Cheatham, Dental Assistant Two Breastfeeding Peer Counselors for WIC One new Dietitian Ms. Tate stated that the new staff will support increased service demand and continuity of care. <p>Board Member Recognition</p> <ul style="list-style-type: none"> Ms. Tate stated that she wishes to congratulate Dr. Hardee, who recently received recognition from the Cincinnati Chamber. She encouraged the board to view photos posted publicly, noting the pride in her accomplishment. <p>Government Shutdown FAQs for Board Reference</p> <ul style="list-style-type: none"> Ms. Tate stated that FAQs from NACHC regarding the government shutdown were included in board packets. She encouraged members to review them for clarity on operational implications. <p>Ms. Tate concluded her report and thanked the board for their continued support and engagement.</p> <ul style="list-style-type: none"> No additional commentary from the board. 		
2025 Awards and Recognitions	<p>Dr. Gonzales presented the 2025 Awards and Recognitions presented to CCPC to the board.</p> <p>Presentation included in the agenda packet.</p> <p>Highlights</p>	n/a	Dr. Yury Gonzales

	<ul style="list-style-type: none"> • Dr. Gonzales stated that he was honored to share recent awards and recognitions received across the health center system. • Dr. Gonzales stated that all six major Community Health Centers received Patient-Centered Medical Home (PCMH) recognition for 2025. • This recognition reflects high-quality, patient-centered care and required extensive documentation and assessment. • He acknowledged staff and leadership across all centers for their work collecting, preparing, and submitting required information. • Dr. Gonzales stated that CCPC received three HRSA Quality Awards: <ol style="list-style-type: none"> 1. Health Center Quality Leader – Gold Level <ul style="list-style-type: none"> ○ Awarded to centers in the top 10% nationally for overall clinical quality performance. 2. Heart Health Quality Badge <ul style="list-style-type: none"> ○ Recognizes exceeding 80% performance on measures related to cardiovascular prevention such as: <ul style="list-style-type: none"> ▪ Tobacco screening and cessation ▪ Aspirin or antiplatelet therapy ▪ Statin use ▪ Hypertension control 3. Advancing Health Information Technology for Quality <ul style="list-style-type: none"> ○ Recognizes impressive performance in telehealth, care coordination, and expanded patient access through MyChart and other digital tools. • Dr. Gonzales stated that CCPC continues to be recognized by the American Heart Association, receiving awards for the fourth consecutive year, reflecting sustained quality improvement: <ol style="list-style-type: none"> 1. Target: BP (Blood Pressure) Gold Plus Award <ul style="list-style-type: none"> ○ Reflects consistent and sustained hypertension control through coordinated clinical workflows. 2. Diabetes Control – Gold Award <ul style="list-style-type: none"> ○ Awarded for long-term improvements in blood sugar management, which is particularly challenging due to the long-term outcome of metrics. 3. Cholesterol Management – Gold Award <ul style="list-style-type: none"> ○ Recognizes demonstrated control of lipid levels associated with cardiovascular disease prevention. • Dr. Gonzales emphasized that these achievements are the result of system-wide teamwork, including: <ol style="list-style-type: none"> 1. Medical providers 		
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	<ol style="list-style-type: none"> 2. Nurses 3. Medical assistants 4. Front desk and support staff 5. Pharmacy and care coordination teams <ul style="list-style-type: none"> • He noted that sustained quality improvement required “changing the system, not just the process.” • Dr. Gonzales shared that these accomplishments demonstrate that “in spite of challenges, resource limitations, and daily obstacles, passion and hard work make progress possible.” • He closed by stating that “it always seems impossible until it’s done,” and expressed pride in the collective work across the organization. <p>Remarks:</p> <ul style="list-style-type: none"> • Dr. Herzig stated that these recognitions are important for the public to know, as they show that the health centers provide high-quality care. He added that this is the type of achievement that should be recognized by city leadership, including the mayor, and understood and valued by the patients we serve. • Dr. Hardee stated that CCPC has consistently received the Gold Plus awards for the past two to three years, and she suggested that this ongoing achievement should be highlighted publicly, such as through a press release or external communication. • Dr. Lichtenstein emphasized the importance of informing senators and Congressman Landsman about the department’s achievements and recognitions, highlighting that taxpayer dollars are being used effectively to improve the longevity, productivity, and quality of life of the people they serve. He noted that these accomplishments provide a strong snapshot of their impact. <ul style="list-style-type: none"> ▪ Ms. Tate stated that he will be present on the 24th, and much of the relevant material has been included in his packet for discussion. 		
Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY25 and FY26 for the month of August 2025.</p> <ul style="list-style-type: none"> • Please see the memo and presentation included the agenda packet. <p>Highlights</p> <ul style="list-style-type: none"> • Health Department participated in the 4th Annual Business Enterprise Expo. • Opportunity for local businesses to connect with city departments and offer services or supplies. • Resources available on the City of Cincinnati 	n/a	Mr. Mark Menkhaus Jr.

	<p>“Doing Business with the City” website.</p> <ul style="list-style-type: none"> • Health Center Disaster hour costs were down \$2,743.30. • School Based Disaster Hours were zero. • Revenue increased by 38.78%. <ul style="list-style-type: none"> ○ Self-paid patients increased by 21.81%. ○ Medicare increased by 11.54%. ○ Medicaid increased by 794.26%. <ul style="list-style-type: none"> ▪ Interruption in revenue collection in prior year. ○ Private Pay increased by 12.32%. ○ Medicaid managed care increased by 19.90%. ○ 416—Offset increased by 23.74%. • Expenses decreased by 5.68%. <ul style="list-style-type: none"> ○ Personnel expenses increased by 4.09%. ○ Material expenses decreased 45.87%. ○ Contractual Costs decreased by 25.66%. ○ Fixed costs increased by 32.42%. ○ Fringes increased by 5.42%. • Net Gain was \$316,070.37; it decreased by 120.78%. • Payer Mix Trends: <ul style="list-style-type: none"> ○ August: Medicaid 33%, Self-Pay 46% (Self-Pay now majority in medical). ○ Vision: mostly Medicaid. ○ Behavioral Health: mostly Medicaid (59%), Self-Pay 24%. ○ Noted drift of medical services from Medicaid toward Self-Pay over time. • Invoices greater than 90 days were at 32%; (below 20% is the goal). • Invoices greater than 120 days were 26% (below 10% is the goal). • Average Days in Accounts receivable were 41.8 days. • No additional commentary from the board 		
<i>New Business</i>			
Public Comments	<ul style="list-style-type: none"> • No Public Comments. 	n/a	Mr. John Kachuba
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: 6:45 pm

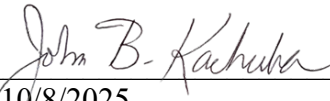
Next meeting: November 12, 2025, at 6:00 pm.

The meeting can be viewed and is incorporated in the minutes: <https://archive.org/details/ccpc-board-10-8-25>



Date: 10/8/2025

Clerk, CCPC Board of Governors



Date: 10/8/2025

Mr. John Kachuba, Board Chair

CCPC Board of Governors Meeting Minutes

Wednesday, November 12, 2025

Call to order at 6:00 pm

Roll Call

CCPC Board members present – Mr. Robert Cummings, Ms. Alexius Golden Cook, Dr. Angelica Hardee, Dr. Camille Jones, Dr. Philip Lichtenstein, Ms. Luz Schemmel, Ms. Debra Sellers, Ms. Erica White-Johnson

CCPC Board members absent – Ms. Renu Bakhshi, Mr. John Kachuba, Ms. Jen Straw, Dr. Bernard Young

Others present – Ms. Sa-Leemah Cunningham, Ms. Joyce Tate, Mr. Mark Menkhaus Jr., Dr. Geneva Goode, Ms. Angela Mullins, Mr. David Miller, Dr. Yury Gonzales, Ms. LaSheena White

Board Documents:

[CCPC-BOARD-MEETING-AGENDA-PACKET_11.12.2025.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	Dr. Camille Jones
Roll Call	8 present, 4 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: The City of Cincinnati Primary Care October 8, 2025, CCPC Board Meeting. (Ms. Golden Cook joined after this vote)	M: Dr. Phil Lichtenstein 2nd: Mr. Robert Cummings Action: 7 Yes, 1 Abstain Passed	Dr. Camille Jones
Old Business			
CEO Update	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. Ambrose H. Clement Health Center Fall Festival <ul style="list-style-type: none"> Ms. Tate reminded the Board about the annual Fall Festival at the Ambrose Health Center on Saturday, November 22, from 10:00 AM to 1:00 PM. She explained that this event supports families by connecting them with community organizations and providing turkeys and food boxes. Ms. Tate noted that anyone who wished to make a monetary or other donation could send it directly to her so she can ensure the Nurse Manager coordinating the event receives it. Ms. Tate also reported that Congressman Landsman recently toured the Ambrose facility, 	n/a	Ms. Joyce Tate

	<p>had a positive visit, and plans to attend the festival. She encouraged Board members to stop by and that this event traditionally has strong community participation.</p> <p>Vision Services Update</p> <ul style="list-style-type: none"> • Ms. Tate reminded the Board that vision services are available at Academy of World Languages (for adults and pediatrics) and at Oyler (primarily pediatrics). • She stated that Board members who are CCPC users should remember to keep their medical, dental, and vision appointments. She added that during next year's Operational Site Visit, user verification will be reviewed, making continued utilization important. <p>Saturday Clinic Update</p> <ul style="list-style-type: none"> • Ms. Tate reported that she had planned to discuss the proposal to move Saturday clinic operations from Millvale to Price Hill. She explained that the consideration was based on higher community demand at Price Hill and concerns about unnecessary emergency department utilization. • However, Ms. Tate stated that she received new financial information earlier in the day, and based on this, she tabled the discussion until the December meeting so she can review the data more thoroughly. • She shared that she has already spoken with CODE and AFSCME representatives. She explained that moving Saturday operations would require ending the existing Memorandum of Understanding (MOU) at Millvale and negotiating a new one for Price Hill, which could include adjustments for nurse practitioner Saturday coverage. • Ms. Tate stated that before bringing the proposal back, she planned to obtain additional productivity data from the EPI team and continue discussions with Dr. Gonzales, Dr. Goode, and other operations leaders. <p>ED Utilization and Care Access Initiatives</p> <ul style="list-style-type: none"> • Ms. Tate reported that the chronic care management team continued to review avoidable emergency department use. She stated that many conditions being seen in the ED—such as colds, sore throats, and earaches—can be treated in primary care. • Ms. Tate added that the department will continue educating patients on appropriate use of services, noting that these efforts are tied to the broader 		
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	<p>access and utilization strategies planned for the coming months.</p> <p>Facilities and Parking Challenges</p> <ul style="list-style-type: none"> • Ms. Tate stated that the organization continues to face facility challenges, particularly parking issues at Bobbie Sterne due to TQL Stadium events. She explained that parking areas are sometimes closed as early as 1:00 PM on event days, creating access barriers for patients and staff. • She reported that leadership, including Dr. Mussman, Dr. Goode, and Mr. Menkhaus, are actively working on potential solutions, though street closures have been complicating access. • Ms. Tate also noted that the department was working with City partners on expansions at the Price Hill and Northside Health Centers as part of ongoing master facility planning. <p>Northside Health Center Update</p> <ul style="list-style-type: none"> • Ms. Tate stated that staff were briefly relocated from the Northside building due to an issue with a rooftop unit. She reported that safety checks were completed promptly, and staff returned the following morning. <p>Personnel Updates</p> <ul style="list-style-type: none"> • Ms. Tate stated that new hires approved in October include: <ul style="list-style-type: none"> ○ Ms. Tate reported that a new dentist with hospital-based oral surgery experience is expected to join the team, which may improve access for children needing sedation for dental procedures. ○ Kiera Williams, Dental Hygienist ○ Desiree Branson, Expanded Function Dental Assistant ○ Latoya Wilson, Senior HR Analyst returning to the department. <p><u>Q&A</u></p> <ul style="list-style-type: none"> • Dr. Lichtenstein asked whether the Saturday clinic hours accommodate both routine checkups and acute sick visits. <ul style="list-style-type: none"> ○ Ms. Tate responded that most Saturday visits are not traditional checkups. She stated that while they do sometimes have well-baby checks on Saturdays, most appointments are acute sick visits. She added that the team tries to encourage patients to schedule their routine primary care visits during regular weekday hours since Saturday capacity is limited. Ms. Tate noted that she was not certain of the exact number of Saturday checkups currently being seen but confirmed that acute visits make up most of the Saturday volume. 		
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	<ul style="list-style-type: none"> ○ She further stated that moving Saturday hours to Price Hill might relieve some of the weekday pressure at that site, since Price Hill is the busiest center. Ms. Tate explained that, because patients at Price Hill tend to be very faithful and keep their appointments, there might be fewer no-shows compared with Millvale, though it is still uncertain how the change would affect overall attendance. • Dr. Lichtenstein asked whether the health centers offer late weekday hours. <ul style="list-style-type: none"> ○ Ms. Tate responded the health centers are open until 7:00 PM most weeknights, except for Fridays, and that late hours are rotated among the six health centers so that each has one late night per week. ○ She noted that the only center not currently offering evening hours is Ambrose Health Center in Avondale. ○ Ms. Tate added that they are also exploring the possibility of offering early morning hours instead of—or in addition to—late evening hours. She emphasized that offering alternative hours is not only a requirement for HRSA but also aligns with Patient-Centered Medical Home (PCMH) standards, ensuring patients have access beyond a standard 8:00 AM–5:00 PM schedule. • Dr. Lichtenstein asked whether a presentation would be provided in the next couple of months regarding how the department plans to notify patients of extended Medicaid. <ul style="list-style-type: none"> ○ Ms. Tate responded that she was hoping to receive additional guidance before presenting this. She stated that current information was not as clear and providing a presentation now would be speculative. Ms. Tate added that they anticipate guidance from HRSA in early 2026. Once that guidance is available, she will present the proposed changes and strategies for communicating with the patient population regarding extended Medicaid. • Ms. Tate thanked the Board for their dedication and support throughout the year, noting their participation in meetings, legislative correspondence, and surveys. She expressed appreciation for their efforts. • Ms. Tate also thanked Ms. Sellers for inviting staff to speak to her students, noting that the staff had an excellent experience and felt welcomed. 		
Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY25 and FY26 for the month of September 2025.</p> <ul style="list-style-type: none"> • Please see the memo and presentation included the agenda packet. <p>Highlights</p> <ul style="list-style-type: none"> • Mr. Menkhaus began by reporting on disaster time, 	n/a	Mr. Mark Menkhaus Jr.

	<p>attributed to COVID-19. He stated that by the end of September 2025, disaster time totaled \$5,000. He noted that in Fiscal Year 26, disaster time was \$785 in the Community Health Centers and \$0 in the school-based locations.</p> <ul style="list-style-type: none"> • Mr. Menkhaus provided an update on facility improvements at Northside Health Center: Plan to make all restrooms ADA compliant; Installation of a new elevator to provide second-floor accessibility; Potential co-location of providers on the second floor to free up office space for exam rooms. • Revenue increased by 51.07%. <ul style="list-style-type: none"> ○ Self-paid patients increased by 17.53%. ○ Medicare increased by 19.01%. ○ Medicaid increased by 795.52%. ○ Private Pay increased by 16.382%. ○ Medicaid managed care increased by 64.04%. ○ 416—Offset increased by 25.89%. • Expenses decreased by 0.71%. <ul style="list-style-type: none"> ○ Personnel expenses increased by 12.07%. ○ Material expenses decreased 11.72%. ○ Contractual Costs decreased by 28.63%. ○ Fixed costs decreased by 10.17%. ○ Fringes increased by 9.16%. • Net Gain was \$38,599.13; it decreased by 101.38%. • Invoices greater than 90 days were at 33%; (below 20% is the goal). • Invoices greater than 120 days were 27% (below 10% is the goal). • Average Days in Accounts receivable were 40.2 days. • No additional commentary from the board 		
The Affordable Care Act 45 CFR 92.11 Policy	<p>Dr. Gonzales presented the Affordable Care Act 45 CFR 92.11 Policy to the board.</p> <p>The Policy was included in the Agenda Packet.</p> <ul style="list-style-type: none"> • Dr. Gonzales reported that a new policy was developed to ensure compliance with the Affordable Care Act, specifically regarding the provision of culturally appropriate language services. • This policy provides access to interpretation and translation services in up to 15 different languages. • These services are available across all health centers and school-based health centers. • Dr. Gonzales emphasized that this policy ensures patients have access to language support to meet ACA requirements. <p>Motion to approve the Affordable Care Act 45 CFR 92.11 Policy</p>	<p>M: Dr. Phil Lichtenstein 2nd: Ms. Debra Sellers Action: 8-0 Passed</p>	Dr. Yury Gonzales
Walk—In Triage Policy and Procedure Update	Dr. Gonzales presented the Walk—In Triage Policy and Procedure to the board.	<p>M: Ms. Luz Schemmel 2nd: Dr. Phil Lichtenstein</p>	Dr. Yury Gonzales

	<p>The Policy was included in the Agenda Packet.</p> <ul style="list-style-type: none"> Dr. Gonzales stated that the Walking Triage Policy was updated from the March 2023 version. Changes include: <ol style="list-style-type: none"> Streamlining the procedure flow, reducing the document from two pages to one page. Adding definitions of terminology for clarity, including distinctions between “emergency” and “urgent.” Updating titles, changing “clerical section” to Customer Relations Representative, reflecting current service line structure. He noted that these changes were minor and primarily focused on clarity and usability. <p>Motion to approve the Walk-In Triage Policy and Procedure</p>	Action: 8-0 Passed	
Emergency Crash Cart & AED 2025 Policy	<p>Dr. Gonzales presented the Emergency Crash Cart & AED 2025 Policy to the board.</p> <p>The Policy was included in the Agenda Packet.</p> <ul style="list-style-type: none"> Dr. Gonzales stated that the Emergency Crash Cart and AED Policy were updated from the prior version dated March 2023. He reported that the revisions primarily involved: <ul style="list-style-type: none"> Streamlining the flow of the policy and procedure. Updating supplies and medications. Removal of ACLS medications, as there are not enough ACLS-certified providers in the system and most nurses and MAs are not comfortable administering at that level. Dr. Gonzales noted that all staff remain BLS certified. Addition of emergency care documentation notes to support proper recordkeeping. He indicated that these changes are minor and focused on improving usability and documentation. <p>Motion to approve the Emergency Crash Cart and AED 2025 Policy</p>	<p>M: Dr. Phil Lichtenstein 2nd: Mr. Robert Cummings Action: 8-0 Passed</p>	Dr. Yury Gonzales
New Business			
Additional Comments	<ul style="list-style-type: none"> Due to the 340B Insulin & EpiPen Policy and Procedure not making the packet, it was decided to present it at the December board meeting to give the Board members time to review. 	n/a	Dr. Camille Jones
Public Comments	<ul style="list-style-type: none"> No Public Comments. 	n/a	Mr. John Kachuba
Documents in the Packet but not presented.	<ul style="list-style-type: none"> Efficiency Update was included in the packet. 	n/a	n/a

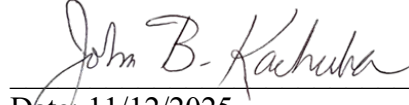
Meeting adjourned: 7:00 pm

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

The meeting can be viewed and is incorporated in the minutes: <https://archive.org/details/ccpc-11-12-25>



Date: 11/12/2025
Clerk, CCPC Board of Governors



Date: 11/12/2025
Mr. John Kachuba, Board Chair

CCPC Board of Governors Meeting Minutes

Wednesday, December 10, 2025

Call to order at 6:00 pm

Roll Call

CCPC Board members present – Ms. Renu Bakhshi, Ms. Alexius Golden Cook, Dr. Angelica Hardee, Dr. Camille Jones, Mr. John Kachuba, Dr. Philip Lichtenstein, Ms. Luz Schemmel, Dr. Bernard Young

CCPC Board members absent – Mr. Robert Cummings, Ms. Debra Sellers, Ms. Jen Straw, Ms. Erica White-Johnson

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

Board Documents:

[CCPC-BOARD-MEETING-AGENDA-PACKET_12.10.2025.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	Mr. John Kachuba
Roll Call	8 present, 4 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: The City of Cincinnati Primary Care for November 12, 2025, CCPC Board Meeting.	M: Ms. Renu Bakhshi 2nd: Ms. Luz Schemmel Action: 8-0 Passed	Mr. John Kachuba
Old Business			
CEO Update	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. Ambrose Clement Health Center Fall Festival <ul style="list-style-type: none"> Ms. Tate highlighted the success of the Ambrose H. Clement Health Center Fall Festival, expressing appreciation to board members, staff, and community partners who participated. She noted that photos from the event were included in the board packet. She specifically recognized Alta fiber as a long-term partner and reported that approximately 287 turkeys were distributed to community members. Ms. Tate also acknowledged Dr. Phil for his generosity and significant support of CCPC activities. Ms. Tate thanked leadership and staff for their involvement, including Mr. Menkhaus, Dr. Goode 	n/a	Ms. Joyce Tate

	<p>and her team, the Ambrose nurse manager and staff, pharmacy staff, nurse managers from other health centers, and the Nursing Director. She noted the value of cross-divisional participation and teamwork.</p> <ul style="list-style-type: none"> • Special guests in attendance were acknowledged by Ms. Tate, including Dr. Ashlee Young of the Board of Health and her team, as well as community youth volunteers whose hard work was recognized. Ms. Tate congratulated Bria Favors for helping manage the event and expressed appreciation for her leadership. She also noted attendance by Congressman Greg Landsman, Mr. David Whitehead from the NAACP, Mayor Pureval, Mr. Brown, and Mr. Kachuba, thanking each for their support and participation. <p>Crest Smile Shoppe Relocation Update</p> <ul style="list-style-type: none"> • Ms. Tate provided an update on the Crest Smile Shoppe relocation to Avondale Towne Center Plaza, announcing that a lease has been submitted to the real estate company for review. • She expressed optimism that execution of the lease will occur in the coming weeks. • Ms. Tate reported that architectural plans are nearing completion and thanked staff and leadership—including Mr. Menkhaus, Dr. Goode, Dr. Taylor, and Dr. Novais—for their extensive work on the project. She noted that this effort has been several years in the making and expressed appreciation for Dr. Goode’s continued collaboration. <p>Personnel Updates</p> <ul style="list-style-type: none"> • Ms. Tate concluded with an update on new hires and promotions, noting the organization’s success in recruiting qualified staff. She announced the following, all pending Board of Health approval: <ul style="list-style-type: none"> ○ Syd’nia Jones – Pharmacy Technician ○ Jenna Panek – Dentist ○ Keara Williams – Dental Hygienist ○ Holly Griffin – Supervising Dietician (Promotion); Succeeding Betsy Buchanan <ul style="list-style-type: none"> ▪ Ms. Tate recognized Ms. Buchanan for her many years of service and leadership and expressed confidence in Ms. Griffin’s ability to assume the role. <p><u>Q&A</u></p> <ul style="list-style-type: none"> • No Additional commentary from the board. 		
Finance Update	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY25 and FY26 for the month of October 2025.</p> <ul style="list-style-type: none"> • Please see the memo and presentation included the agenda packet. 	n/a	Mr. Mark Menkhaus Jr.

	<p>Highlights</p> <ul style="list-style-type: none"> • Mr. Menkhaus began by reporting on disaster time, attributed to COVID-19. He stated that by the end of October 2025, disaster time totaled \$785.88. • Revenue increased by 41.54%. <ul style="list-style-type: none"> ○ Self-paid patients increased by 19.29%. ○ Medicare increased by 12.96%. ○ Medicaid increased by 197.11%. ○ Private Pay increased by 9.19%. ○ Medicaid managed care increased by 65.79%. ○ 416—Offset increased by 25.12%. • Expenses increased by 8.16%. <ul style="list-style-type: none"> ○ Personnel expenses increased by 11.07%. ○ Material expenses increased by 12.29%. ○ Contractual Costs decreased by 6.08%. ○ Fixed costs increased by 21.26%. ○ Fringes increased by 8.44%. • Net Gain was -\$380,888.56); it decreased by 87.13%. • Invoices greater than 90 days were at 26%; (below 20% is the goal). • Invoices greater than 120 days were 20% (below 10% is the goal). • Average Days in Accounts receivable were 39.9 days. <p>Medicaid Maximization Update</p> <ul style="list-style-type: none"> • Mr. Menkhaus reported receiving confirmation from the Ohio Department of Medicaid that the organization’s Medicaid maximization (APM) payment for the year is projected to be approximately \$5.6 million, significantly higher than anticipated. It was further reported that this payment is expected as early as December, rather than the spring, which will positively impact cash flow. • At the request of Dr. Lichtenstein, Mr. Menkhaus explained that Medicaid maximization allows government-operated FQHCs to receive a lump-sum payment covering the difference between the cost of care and Medicaid fee-for-service payments. The Ohio Department of Medicaid issues this payment. <p>Collections and Revenue Trends</p> <ul style="list-style-type: none"> • October collections totaled approximately \$1.6 million, representing a strong collections month. The percentage of gross collections increased to just over 50%. • No additional commentary from the board 		
340B Insulin & EpiPen Policy and	Mr. David Miller presented the 340B Insulin & EpiPen Policy and Procedure and Rebate Program to the board.	M: Dr. Camille Jones	Mr. David Miller

<p>Procedure and Rebate Program</p>	<p>Presentation included in the Agenda Packet</p> <ul style="list-style-type: none"> • Mr. Miller provided an update on significant federal policy changes anticipated in 2026 that will impact pharmacy operations and organizational finances. He reported that implementation of the Inflation Reduction Act (IRA) will result in major changes to Medicare drug pricing and will have downstream effects on the 340B Drug Pricing Program, particularly related to manufacturer pricing strategies and reduced rebate levels. • Mr. Miller clarified that under the IRA, certain drugs will be included in a newly established three-phase 340B rebate model, representing a shift from the traditional upfront 340B discount model. Historically, medications were purchased at the discounted 340B rate; however, under the new structure, health centers will be required to purchase certain drugs at Wholesale Acquisition Cost (WAC) and seek rebates after dispensing. • Mr. Miller reported that on October 30, 2025, the organization was notified that 10 IRA-designated drugs would be included in this new rebate program. Of these, approximately seven drugs are expected to have a significant fiscal impact on CCPC. He noted that this change will require substantial upfront cash outlays to purchase medications. • Using historical dispensing data and analysis through the Plexus tool (via the Office of Pharmacy Affairs), Mr. Miller estimated that the upfront purchasing impact could total approximately \$900,000 over a 12-month period. He reported that, upon learning about this change, he immediately began coordinating with Ms. Tate and Mr. Menkhaus, as well as the organization's wholesaler Cardinal and City procurement, to address anticipated cash flow challenges. • Mr. Miller explained that the new rebate process introduces additional administrative complexity. Prescription claims for affected drugs will now be submitted at WAC pricing and routed through the CMS Medicare Transaction Facilitator (MTF) Portal, for which the City recently completed enrollment. Rebates will then flow from manufacturers through Beacon Health, acting as a gatekeeper, before being deposited into the organization's account. He noted that this multi-step process is expected to increase payment turnaround times from 15–30 days to 30–45 days. • Mr. Miller further reported that the new model significantly increases administrative workload. Over the past 12 months, the organization processed approximately 4,000 claims for affected medications. He noted that ongoing monitoring— 	<p>2nd: Dr. Bernard Young Action: 8-0 Passed</p>	
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	<p>potentially daily—will be required to track claims, verify rebate accuracy, and ensure manufacturers are reimbursing appropriately.</p> <ul style="list-style-type: none"> • Regarding fiscal impact, Mr. Miller stated that early projections range from budget-neutral to potentially significant revenue loss, though final impact remains uncertain. He reported ongoing discussions with national partners, including the National Association of Community Health Centers (NACHC), and noted that additional guidance is expected. He shared that a lawsuit has been filed that could potentially delay implementation; however, the organization is proceeding with full preparation for January 1, 2026, implementation. • Mr. Miller also reported challenges related to contract pharmacies, noting that some partners, including Walgreens, have indicated they will not dispense the affected IRA drugs until they can fully assess the new process, with no current timeline for participation. • Mr. Miller concluded by noting that similar policy changes in 2023, including insulin pricing reforms, resulted in an estimated \$500,000 revenue impact. Based on current utilization data, he anticipates that high-volume medications such as Jardiance, Farxiga, Xarelto, and Eliquis, including approximately 1,200 Jardiance prescriptions filled last year—may result in a significant fiscal impact to the pharmacy program. <p>Q&A:</p> <ul style="list-style-type: none"> • Dr. Jones inquired whether there will be an appeals process associated with the new 340B rebate model under the Inflation Reduction Act and asked whether the program has been fully developed or is still evolving. <ul style="list-style-type: none"> ○ Mr. Miller responded that the rollout has been rushed, noting that health centers were notified on October 30 and given approximately two months to prepare for implementation. He stated that the process has been poorly timed and that manufacturers currently have major influence in driving these changes. He reported that national advocacy efforts, including those led by the National Association of Community Health Centers (NACHC), have actively pushed back, but manufacturers have continued moving forward. ○ Mr. Miller further noted that additional IRA-designated drugs are anticipated to be added in future years, with 15–20 drugs expected in 2028 and another 15 in 2029, and that manufacturers retain the ability to add or remove drugs from the program at any time. He explained that some changes may be related to drugs nearing patent expiration and transitioning to generic status. He added that litigation is currently underway and committed to keeping the Board informed of any developments related to the lawsuit. ○ Ms. Tate added that there is a strong push to have health centers exempted from the IRA-related 		
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	<p>rebate requirements; however, even if exemptions are granted, the requirement for upfront drug purchasing and the addition of future drugs will likely continue to have a financial impact. She stated that while the full extent of the impact remains unknown, the organization is actively monitoring developments and expressed appreciation for Mr. Miller's ongoing efforts to track and manage these changes.</p> <ul style="list-style-type: none"> ○ Mr. Miller provided a specific example to illustrate the fiscal impact, explaining that the organization currently pays approximately \$0.69 for Jardiance under the 340B program, whereas the retail cost is approximately \$620. Under the IRA, the price is expected to be reduced to approximately \$290, but the organization will still be required to pay this amount upfront, resulting in a loss of the prior reimbursement benefit. ● Dr. Jones followed up by asking whether an appeals process exists if reimbursement is denied. <ul style="list-style-type: none"> ○ Mr. Miller confirmed that an appeals and dispute resolution process is built into the system. He stated that claims can be submitted and reviewed through the CMS Medicare Transaction Facilitator portal, and formal complaints can be filed if reimbursement issues arise. ● Dr. Lichtenstein asked whether the rebates to be received under the new 340B rebate model would be equivalent to the upfront discounts previously received. <ul style="list-style-type: none"> ○ Mr. Miller responded that the rebates will not be equivalent, explaining that the cost of affected medications has been reduced under the Inflation Reduction Act, which in turn lowers the rebate amount. He cited Jardiance as an example, noting that its Wholesale Acquisition Cost (WAC) is currently approximately \$620, but beginning January 2026 will be reduced to approximately \$290, thereby reducing the differential that determines rebate value. ● Dr. Lichtenstein asked what the guiding principle behind this change is and why it is being implemented. <ul style="list-style-type: none"> ○ Mr. Miller stated that pharmaceutical manufacturers believe there have been questionable practices within certain segments of the 340B program, particularly among some hospital systems, and that FQHCs have been inadvertently grouped into these broader concerns. He noted that manufacturers are attempting to protect their investments, especially in relation to high-cost biologics and specialty medications, and that lobbying efforts have heavily influenced these policy changes. He emphasized the importance of continued advocacy to demonstrate how 340B savings directly support patient access, equity, and care delivery in underserved communities. ● Dr. Lichtenstein asked for clarification on whether the 340B program was originally developed specifically for Federally Qualified Health Centers. <ul style="list-style-type: none"> ○ Ms. Tate responded that numerous stakeholders are now involved in 340B policy discussions, including hospital systems, the American Medical Association, pharmaceutical manufacturers, and various lobbying groups. She noted that the 		
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	<p>National Association of Community Health Centers (NACHC) continues to advocate on behalf of health centers due to the disproportionate impact these changes have on smaller organizations serving vulnerable populations.</p> <ul style="list-style-type: none"> Mr. Menkhaus added that the 340B program was designed to support organizations—such as FQHCs—that primarily serve disadvantaged and underserved populations. He emphasized that health centers differ significantly from large hospital systems and that this distinction is central to arguments for exemption from the rebate model. He noted that the shift from upfront discounts to a rebate-based system introduces a significant administrative burden, requiring staff to track claims, ensure timely reimbursement, and resolve denials or discrepancies. Mr. Menkhaus further stated that the change will place additional strain on cash flow, as higher upfront drug costs must be paid before rebates are received. He reported that leadership is working with Cardinal, the organization’s wholesaler, to increase credit limits in anticipation of higher monthly drug expenditures. He also noted that while some private pharmacies may choose not to dispense drugs included in the rebate program, the organization does not have that option, as it must continue providing necessary medications to patients. He added that alternatives such as generics are often unavailable due to the newer nature of the drugs included in the IRA list. <p>Additional Statements</p> <ul style="list-style-type: none"> Mr. Menkhaus stated that while Mr. Miller previously referenced the sense of urgency surrounding the program, the delay in releasing implementation details was partially due to a federal government shutdown. However, he emphasized that this delay did not postpone the program’s start date. As a result, the timeline for understanding, planning for, and responding to the program’s impact has been significantly compressed. He noted that this is the reason the matter was brought to the Board’s attention on December 10, given that implementation could begin as early as January 1. Ms. Tate concurred and added that the accelerated rollout of the program is one of the key concerns being raised by health centers nationwide. She stated that the scope of the changes represents a major operational and financial undertaking, even for larger health centers such as CCPC, and presents an even greater challenge for smaller organizations. Ms. Tate emphasized the importance of ensuring that City leadership, the Board of Health, CCPC leadership, and other stakeholders fully understand the anticipated impacts. She noted that communicating and coordinating across these groups has required significant effort and remains a priority. <p>Motion to approve the 340B Insulin & EpiPen Policy and Procedure</p>		
Request for letter of support for the	Mr. Menkhaus requested Board direction regarding advocacy efforts related to the 340B rebate program under	M: Ms. Luz Schemmel 2nd: Ms.	Mr. Mark Menkhaus

340B rebate program	<p>the Inflation Reduction Act. He proposed that, should the Board desire, administration could draft a formal advocacy letter on behalf of the Board for distribution to appropriate parties, including U.S. Senators and Representatives, advocating for an exemption of Federally Qualified Health Centers from the 340B rebate pilot program.</p> <ul style="list-style-type: none"> • Mr. Menkhaus noted that a formal Board motion and vote would provide clear authorization for administration to proceed with this advocacy action. • A motion was made to authorize administration to prepare and distribute an advocacy letter on behalf of the Board to appropriate federal and state officials, including Senators and Representatives, supporting an exemption for Federally Qualified Health Centers from the 340B rebate pilot program and addressing the impacts of the Inflation Reduction Act on 340B drug pricing. <p>Motion to approve a letter to be drafted in Support of the 340B Rebate Program</p>	Alexius Golden Cook Action: 8-0 Passed	
<i>New Business</i>			
Public Comments	<ul style="list-style-type: none"> • No Public Comments. 	n/a	Mr. John Kachuba
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: 7:00 pm

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

The meeting can be viewed and is incorporated in the minutes: <https://archive.org/details/ccpc-board-12-10-25>



Date: 12/10/2025
Clerk, CCPC Board of Governors



Date: 12/10/2025
Mr. John Kachuba, Board Chair