

# CCPC Board of Governors Meeting Minutes

Wednesday, January 11, 2023

Call to order at 6:00 pm

## Roll Call

**CCPC Board members present** –Jeff Brewster, Robert Brown, Michelle Burns, Timothy Collier, Dr. Camille Jones, Dr. Phil Lichtenstein, Luz Schemmel, Debra Sellers, Jen Straw, Erica White-Johnson, Dr. Bernard Young

**CCPC Board members absent** – Pamela J. Adams,

**Others present** – Ms. Joyce Tate, Dr. Geneva Goode, Sa-Leemah Cunningham, Mark Menkhaus Jr., Dr. Denise Saker, Mr. David Miller, and Ms. Carrie Douglas,



CCPC Board  
Meeting Agenda Pa

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.	n/a	Robert Brown
<b>Roll Call</b>	11 present, 1 absent	n/a	Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approves the minutes of the December 14, 2022, CCPC Board Meeting.	<b>M:</b> Dr. Camille Jones <b>2<sup>nd</sup>:</b> Ms. Michelle Burns <b>Action:</b> 11-0 Passed	Robert Brown
<b>Executive Committee</b>			
<b>Resignation of Dr. Angelica Hardee from the Board</b>	<ul style="list-style-type: none"> <li>Dr. Angelica Hardee has resigned from the CCPC Board due to being a candidate for the Cincinnati Health Commissioner role. Should she not be picked for Commissioner, she will be welcome to rejoin the board.</li> </ul> <p><b>Motion to Approve:</b> Dr. Angelica Hardee’s resignation from the CCPC Board</p>	<b>M:</b> Ms. Michelle Burns <b>2<sup>nd</sup>:</b> Mr. Tim Collier <b>Action:</b> 11-0 Passed	Mr. Robert Brown
<b>Cincinnati Herald Column Update</b>	<p>Mr. Robert Brown Discussed the upcoming column in the Cincinnati Herald Newspaper.</p> <ul style="list-style-type: none"> <li>Mr. Brown let the board know that a Quarterly population health report will be published in the Cincinnati Herald.</li> <li>Mr. Brown has asked Dr. Amin, Dr. Saker, and Dr. Jones to assist in putting the report together.</li> <li>Mr. Brown’s goal is to educate the community to gain their trust and give them knowledge of what CCPC does and offers.</li> </ul>	n/a	Robert Brown

	<ul style="list-style-type: none"> <li>• Mr. Brown will shine a light on the quality and superior healthcare services provided at CCPC Health Centers.</li> <li>• Mr. Brown also wants to let the stakeholders know the value that CCPC brings when considering where public money goes.</li> <li>• This column will be in addition to the “Who Knew” a monthly column about CCPC and it will start with the history of the health department.</li> </ul>		
<b>Old Business</b>			
<b>CEO Update</b>	<p>The presentation is in the Agenda Packet.</p> <p>Ms. Joyce Tate gave an overview of her CEO update.</p> <p><b>HRSA Updates</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that the tentative virtual HRSA operational site visit is scheduled for April 4-6, 2023. The date is subject to change.</li> <li>• Ms. Tate spoke about the expanded covid funding regarding COVID Vaccination and it is being used to market COVID vaccines at our Health Centers and community locations. The plan so far is to market via billboards, bus ads, and Kroger receipt ads. Also, gift card incentives will be given out to encourage the community to get vaccinated. More things to come. Dr. Goode will be spearheading this and will work with the team to execute these marketing efforts.</li> </ul> <p><b>Sub-Recipient Grantee-Crossroad Harrison site</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate had a discussion with Randy Runyon, President/CEO at OACHC, and Jamie Berrens regarding the subrecipient agreement for the Crossroad Harrison site becoming independent of CCPC. The primary care association is going to help with legal fees. There will be a meeting on 4/10/2023.</li> </ul> <p><b>Motion to Approve: The Expanded COVID Funding Dollars.</b></p> <p><b>Motion to Approve: Separation of CCPC and Crossroad Harrison site.</b></p>	<p><b>Vote:</b> Approval of COVID Dollars <b>M:</b> Mr. Tim Collier <b>2<sup>nd</sup>:</b> Dr. Camille Jones <b>Action: 11-0 Passed</b></p> <p><b>Vote:</b> Approval of separation from the Crossroad Harrison site <b>M:</b> Mr. Tim Collier <b>2<sup>nd</sup>:</b> Ms. Michelle Burns <b>Action: 11-0 Passed</b></p>	Joyce Tate
<b>CMO Update</b>	<p>Dr. Saker spoke with the board about Quality Steering committee outcomes.</p> <ul style="list-style-type: none"> <li>• See the memo and presentation in the agenda packet for data</li> <li>• <b>Highlights</b> <ul style="list-style-type: none"> <li>○ The quality steering committee met in December 2022, to review all the projects being worked on and celebrate the efforts across the system.</li> </ul> </li> </ul>	n/a	Dr. Denise Saker

	<ul style="list-style-type: none"> <li>○ Projects covered strategic outcomes, clinical experience, productivity, and workflow.</li> <li>○ Teams represented epidemiology, patient care, environmental health, and pharmacy.</li> <li>○ Facilitators are Melinda Corcoran and Dr. Uma Kotagal from Cincinnati Children’s Hospital.</li> <li>○ Projects are Hypertension Control, Hypertension control among African American patients, Diabetes Care, Pharmacy Medication Care Management, immunization by 27 months, Lead Remediation Time, Lead screening reliability, and Mold complaint response.</li> <li>○ Dr. Saker spoke more about Hypertension control.</li> <li>○ Hypertension control results increased from 58% to 71% in the last year.</li> <li>○ Increase in Blood Pressure control in African American Adults from 61% to 65%.</li> <li>○ Decrease in average Systolic Blood Pressure from 148 mmHg to 143 mmHg.</li> <li>○ Patients with uncontrolled Diabetes Decreased from 27.3% to 23.6%.</li> <li>○ Broad Scope of Improvement includes: <ul style="list-style-type: none"> <li>▪ Pediatric Lead Screening: Increased to 100% at Braxton Cann Health Center.</li> <li>▪ Lead remediation: Improve inspections, training, and communication processes among team members in the department, so families can return to their homes quickly.</li> <li>▪ Shortening the response time to mold complaints and identifying process improvement and staff partnerships to increase efficiency and public service.</li> </ul> </li> </ul>		
<b>Finance Update</b>	<p>Mr. Menkhaus reviewed the financial data variance between FY22 and FY23 for the month of November 2022</p> <ul style="list-style-type: none"> <li>● Please see the memo and presentation attached to the agenda</li> <li>● Expanding Covid Vaccination (ECV) grant numbers <ul style="list-style-type: none"> <li>○ Nationwide, there was \$350 million in grant money distributed.</li> <li>○ \$10.7 Million came to the state of Ohio and was distributed among 57 health centers.</li> <li>○ CCPC received \$441,949.</li> </ul> </li> </ul>	n/a	Mark Menkhaus Jr.

	<p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• Clinic Disaster hours were down 84%.</li> <li>• School-Based Disaster hours were down 52%.</li> <li>• Revenue was <ul style="list-style-type: none"> <li>○ Grant revenue was down 40.32%.</li> <li>○ Self-pay patient number was down 24.60%.</li> <li>○ Medicare was up 33.10%.</li> <li>○ Medicaid was up 232.30% due to the Medicaid maximization payment.</li> <li>○ Private Pay insurance was down 4.84%.</li> <li>○ Medicaid managed care up 1.23%.</li> <li>○ 416—Offset was down 2.08%.</li> </ul> </li> <li>• Expenses were down 1.18%. <ul style="list-style-type: none"> <li>○ Personnel expenses were down 2.80%.</li> <li>○ Material expenses were down 26.73%.</li> <li>○ Contractual Costs were up 14.89%.</li> <li>○ Fixed costs were down 8.40%.</li> <li>○ Fringes were up 1.71%.</li> </ul> </li> <li>• Net Gain was \$5,563,830.18 due to Medicaid maximization payment.</li> <li>• Monthly visit revue was at \$1,400,000. <ul style="list-style-type: none"> <li>○ Gross Collections were at 50%.</li> </ul> </li> <li>• Collections Payor Mix <ul style="list-style-type: none"> <li>○ Medical figures <ul style="list-style-type: none"> <li>▪ Medicaid was up 3%.</li> <li>▪ Commercial was up 1%.</li> <li>▪ Medicare was down 1%.</li> <li>▪ Self-pay was down 2%.</li> </ul> </li> <li>○ Dental figures <ul style="list-style-type: none"> <li>▪ Medicaid was up 6%.</li> <li>▪ Commercial was up 2%.</li> <li>▪ Self-pay was down 2%.</li> </ul> </li> <li>○ School-based health center medical figures <ul style="list-style-type: none"> <li>▪ Medicaid was down 1%.</li> <li>▪ Medicare was up 1%.</li> <li>▪ Self-pay was up 1%.</li> </ul> </li> <li>○ School-based health center dental figures <ul style="list-style-type: none"> <li>▪ Medicaid was up 7%.</li> </ul> </li> <li>○ Behavioral health figures <ul style="list-style-type: none"> <li>▪ Medicaid was up 10%.</li> <li>▪ Commercial was up 6%.</li> <li>▪ Self-pay was up 6%.</li> </ul> </li> <li>○ Vision figures <ul style="list-style-type: none"> <li>▪ Medicaid was up 3%.</li> <li>▪ Self-pay was down 1%.</li> </ul> </li> </ul> </li> <li>• Accounts receivable trends <ul style="list-style-type: none"> <li>○ Invoices greater than 90 days are at 3% (below 20% is the goal).</li> <li>○ Invoices greater than 120 days are at -2% (below 10% is the goal).</li> <li>○ Days in Accounts receivable is 21.8.</li> <li>○ Total Accounts receivable is \$2,100,000.</li> </ul> </li> </ul>		
<b><i>New Business</i></b>			
<b>New Business &amp; Public Comments</b>	No New Business or Public Comments	n/a	n/a
<b>Documents in</b>	An efficiency Update is included in the packet. Please	n/a	n/a

<b>the Packet but not presented.</b>	contact Geneva Goode with any questions/concerns		
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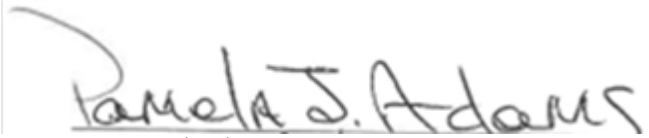
Meeting adjourned: 7:50 pm

Next meeting: February 8, 2023

The meeting can be viewed and is incorporated in the minutes: [https://fb.watch/iaIUX\\_HOoq/](https://fb.watch/iaIUX_HOoq/)



Date: 1/11/2023  
Clerk, CCPC Board of Governors



Date: 1/11/2023  
Pamela J. Adams, Secretary

# CCPC Board of Governors Meeting Minutes

Wednesday, February 8, 2023

Call to order at 6:00 pm

## Roll Call

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

**CCPC Board members absent** – None

**Others present**– Ms. Joyce Tate, Dr. Geneva Goode, Sa-Leemah Cunningham, Mark Menkhaus Jr., Dr. Denise Saker, Mr. David Miller, Ms. Carrie Douglas, Dr. Michelle Daniels, Ms. Jill Byrd.



CCPC Board  
Meeting Agenda Pa

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.	n/a	Robert Brown
<b>Roll Call</b>	12 present	n/a	Sa-Leemah Cunningham
<b>Minutes</b>	<p><b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approves the minutes of January 11, 2023, CCPC Board Meeting.</p> <p><i>(Dr. Lichtenstein, Ms. Straw, and Dr. Young joined after the vote)</i></p>	<p><b>M:</b> Mr. Tim Collier  <b>2<sup>nd</sup>:</b> Dr. Camille Jones  <b>Action: 9-0 Passed</b></p>	Robert Brown
<b>Executive Committee</b>			
<b>CCPC Logo Discussion</b>	<p>The board discussed the new sign for the Braxton Cann Health Center and the implementation of the City of Cincinnati Primary Care logo.</p> <ul style="list-style-type: none"> <li>• Mr. Brown informed the board that the signage at Braxton Cann was due to be upgraded.</li> <li>• Mr. Menkhaus informed the board that some changes were made to Braxton Cann Health Center’s building exterior.                             <ul style="list-style-type: none"> <li>○ Due to the location space being leased, the owner of the building changed the look of the exterior, which removed the original sign. The sign had to be redone for this reason.</li> <li>○ The community council in that area reached out to CCPC to get input and approval for the proposed new sign.</li> <li>○ The Proposed signage will be in block lettering that says, “Braxton H. Cann Memorial Health Center” and the CCPC logo.</li> <li>○ Mr. Menkhaus was looking for the board’s input on what the sign should look like.</li> </ul> </li> </ul>	<p><b>M:</b> Mr. Tim Collier  <b>2<sup>nd</sup>:</b> Ms. Debra Sellers  <b>Action: 11 Passed and 1 abstained Passed</b></p>	Mr. Robert Brown/Mark Menkhaus Jr.



- Mr. Brown suggested replacing the Health Department logo with the CCPC logo.
- Board members discussed whether the health department should include both logos because CCPC is an extension of the Cincinnati Health Department.
- Ms. Tate proposed including the CCPC logo with a tagline underneath the logo saying something about the Cincinnati Health Department. Under the co-applicant agreement with the City of Cincinnati, the Health Department's name should be indicated on the sign.
- Mr. Brewster asked if CCPC had enough brand equity to stand alone from the Health Department on the signage or if would it be confusing to patients. He believes at this point, CCPC still needs to co-brand and work up to being independently branded.
- Ms. Sellers stated that if we are talking about rebranding, then we will also have to think about the costs of changing all the branding on everything, including literature and publications disseminated to the community at large.
- Mr. Brewster asked why Braxton Cann was called a Medical Center because Medical Center has a broader connotation of services than a health center.
  - Leadership and the board will investigate possibly changing Braxton Cann to Health Center vs. Medical Center.
  - If there is a name change, documents will universally have to be changed.
- **It was decided to change the sign name to Braxton F. Cann Memorial Health Center, and use the CCPC logo with Cincinnati Health Department underneath the logo.**
- Mr. Menkhaus also showed the board the new city of Cincinnati Primary Care logo, which was given to us by the city.

**Motion to Approve: Proposed sign and name changes (pending a check on legalities of changing the name)**

*Old Business*

<b>CEO Update</b>	<p>The presentation is in the Agenda Packet.</p> <p>Ms. Joyce Tate gave an overview of her CEO update.</p> <p><b>Upcoming conferences that staff will be attending.</b></p> <ul style="list-style-type: none"><li>• Ms. Tate informed the board that Dr. Geneva Goode and Dr. Rosalind Moore will be attending a national meeting—where they will be discussing new policies and changes in legislation surrounding the end of the COVID-19 Emergency.</li><li>• Ms. Tate informed the board that the OACHC Spring meeting is coming up in May. Some dental providers will be presenting at this conference-- Dr. Oberlander, Dr. Novais, and Dr. Neihauser.</li></ul> <p><b>Consumer Board Member update</b></p> <ul style="list-style-type: none"><li>• If you are a consumer board member (consumer of service(s)), please make sure you have at least 2 visits before April 2023. HRSA site reviewers will look at these numbers and make sure we are in compliance for the last 2 years. We have to have 51% consumer representation on this board.</li></ul> <p><b>Personnel Actions</b></p> <ul style="list-style-type: none"><li>• Ms. Tate informed the board that the Board of Health Personnel Actions is included in the Board packet.</li><li>• Ms. Tate highlighted the new CCPC personnel actions.<ul style="list-style-type: none"><li>○ Ms. Pamela Bomar-Customer Relations Representative</li><li>○ Ms. Nitokki Lewis-Dental Health Clinic Coordinator</li><li>○ Ms. Maleesha Storey-School Based Health Clinic Coordinator</li><li>○ Ms. Angela Robinson-Promotion to School-Based Health Programs Manager</li><li>○ Ms. Lauren Thamann-Raines Promotion to Dental Health Programs Manager</li></ul></li></ul>	n/a	Joyce Tate
<b>CMO Update</b>	<p>Dr. Saker spoke and gave her Medical Director update to the board.</p> <ul style="list-style-type: none"><li>• See the memo and presentation in the agenda packet for data.</li><li>• Dr. Saker informed the board that with the appointment of Dr. Mussman as Health Commissioner, the Medical Director position will go to the civil service commission for review and approval then the position will be posted for applicants.</li><li>• Ending of Federal Public Health Emergency Orders<ul style="list-style-type: none"><li>○ The ending of this order is coming May 11, 2023.</li></ul></li></ul>	n/a	Dr. Denise Saker



	<ul style="list-style-type: none"> <li>○ Reflects the transition away from a pandemic mindset to living with covid-19 in our communities.</li> <li>○ Announcements made early so that hospitals and healthcare organizations can be in preparation.</li> <li>○ Federal supplies of vaccines and medications will continue to be available to all regardless of insurance status—until the supply is gone.</li> <li>○ When the emergency order ends: <ul style="list-style-type: none"> <li>▪ Free testing, vaccination, and treatments will go away.</li> <li>▪ Most services are transitioning to coverage by Medicare, Medicaid (coverage varies by state), and private insurance (coverage varies by network).</li> <li>▪ Telehealth coverage extended to the end of December 2024.</li> <li>▪ Burden will be the heaviest amongst the uninsured.</li> </ul> </li> <li>○ Changes in Medicaid enrollment will begin on March 31<sup>st</sup>. <ul style="list-style-type: none"> <li>▪ States begin losing additional funding for Medicaid coverage.</li> <li>▪ They will process redeterminations of eligibility.</li> <li>▪ There will be gradual disenrollment of Medicaid based on those who no longer meet income eligibility and qualify for other insurance. Individuals may re-enroll if they qualify.</li> </ul> </li> <li>○ FDA Emergency Use Authorizations <ul style="list-style-type: none"> <li>▪ Existing EUAs will not be affected.</li> <li>▪ FDA may continue to issue EUAs.</li> <li>▪ Therapeutics may proceed to full approval.</li> <li>▪ Paxlovid will continue to be covered by Medicare.</li> </ul> </li> </ul>		
<p><b>Finance Update</b></p>	<p>Mr. Menkhaus reviewed the financial data variance between FY22 and FY23 for the month of December 2022.</p> <ul style="list-style-type: none"> <li>• Please see the memo and presentation attached to the agenda.</li> </ul> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• Clinic Disaster hours were down 84%.</li> <li>• School-Based Disaster hours were down 63%.</li> <li>• Revenue was up 33%. <ul style="list-style-type: none"> <li>○ Grant revenue was down 27.76%.</li> <li>○ Self-pay patient number was down 22.95%.</li> <li>○ Medicare was up 33.14%.</li> </ul> </li> </ul>	<p>n/a</p>	<p>Mark Menkhaus Jr.</p>

	<ul style="list-style-type: none"> <li>○ Medicaid was up 188.13% due to the Medicaid maximization payment.</li> <li>○ Private Pay insurance was up 3.94%.</li> <li>○ Medicaid managed care up 6.02%.</li> <li>○ 416—Offset was down 1.53%.</li> <li>● Expenses were down 1.18%. <ul style="list-style-type: none"> <li>○ Personnel expenses were down 5.20%.</li> <li>○ Material expenses were down 31.85%.</li> <li>○ Contractual Costs were up 21.78%.</li> <li>○ Fixed costs were down 14.06%.</li> <li>○ Fringes were up 0.64%.</li> </ul> </li> <li>● Net Gain was \$6,294,368.72.</li> <li>● Monthly visit revue was at \$1,300,000. <ul style="list-style-type: none"> <li>○ Gross Collections were at 50%.</li> <li>○ Invoices greater than 90 days are at 4% (below 20% is the goal).</li> <li>○ Invoices greater than 120 days are at -2% (below 10% is the goal).</li> <li>○ Days in Accounts receivable is 21.9.</li> <li>○ Total Accounts receivable is \$2,100,000.</li> </ul> </li> </ul>		
<b><i>New Business</i></b>			
<b>New Business &amp; Public Comments</b>	No New Business or Public Comments	n/a	n/a
<b>Documents in the Packet but not presented.</b>	An efficiency Update is included in the packet. Please contact Geneva Goode with any questions/concerns	n/a	n/a

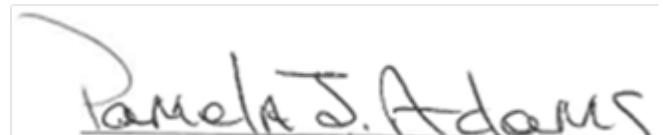
Meeting adjourned: 7:35 pm

Next meeting: March 8, 2023

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/j5Sc0XuCV-/>



Date: 2/8/2023  
Clerk, CCPC Board of Governors



Date: 2/8/2023  
Pamela J. Adams, Secretary

# CCPC Board of Governors Meeting Minutes

Wednesday, March 8, 2023

Call to order at 6:00 pm

## Roll Call

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

**CCPC Board members absent** – Jen Straw

**Others present** – Ms. Carrie Douglas, Ms. Sa-Leemah Cunningham (clerk), Ms. Joyce Tate, Commissioner Grant Mussman, MD, Mr. Mark Menkhaus Jr., Dr. Denise Saker, Ms. Jill Byrd, Dr. Anna Novais, Ms. Angela Mullins, Ms. Nicole Degreg, Ms. Lauren Thamann-Raines.

Guest presenters: Ms. Darlene Kamine, Mr. Robert Gaines, Mr. Antonio Fernandez, Ms. Francie Wolgin, Mr. Carlos Guzman, Mr. Alpacino Beauchamp, Ms. Tracy Power.



CCPC Board  
Meeting Agenda Page

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.	n/a	Robert Brown
<b>Roll Call</b>	12 present, 1 Absent	n/a	Sa-Leemah Cunningham
<b>Minutes</b>	<p style="color: red;"><b>Motion: That the City of Cincinnati Primary Care Board of Governors approves the minutes of February 8, 2023, CCPC Board Meeting.</b></p> <p><i>(Mr. Brewster, Dr. Lichtenstein, and Ms. White-Johnson joined after the vote)</i></p>	<p><b>M:</b> Dr. Camille Jones  <b>2<sup>nd</sup>:</b> Mr. Tim Collier  <b>Action: 8-0 Passed</b></p>	Robert Brown
Executive Committee			
<b>Reinstatement of Dr. Angelica Hardee to the CCPC Board</b>	<p>The board discussed and voted on the reinstatement of Dr. Angelica Hardee to the CCPC Board.</p> <p><i>(Mr. Brewster, Dr. Lichtenstein, and Ms. White-Johnson joined after the vote)</i></p> <ul style="list-style-type: none"> <li>• After the board voted and approved re-instating Dr. Hardee, Ms. Cunningham read the Oath to Swear Dr. Angelica Hardee back into her 2<sup>nd</sup> term on the CCPC Board.</li> </ul>	<p><b>M:</b> Ms. Michelle Burns  <b>2<sup>nd</sup>:</b> Ms. Pamela J. Adams  <b>Action: 8-0 Passed</b></p>	Mr. Robert Brown
<b>CCPC Upcoming Elections</b>	<p>Mr. Robert Brown discussed and requested nominations for CCPC Board officer elections.</p> <ul style="list-style-type: none"> <li>• List of CCPC Board members eligible for CCPC Elections was included in the packet.</li> <li>• Nominations for Chair, Vice-Chair, and Secretary were discussed.                             <ul style="list-style-type: none"> <li>○ Ms. Pamela Adams nominated herself for Secretary, Mr. Robert Brown for Chair, and Mr. Tim Collier for Vice-Chair. Mr.</li> </ul> </li> </ul>	n/a	Mr. Robert Brown

	<p>Brown accepted his nomination. Mr. Tim Collier did not accept his nomination for Vice-Chair due to accepting the nomination for Board Chair.</p> <ul style="list-style-type: none"> <li>○ Ms. Michelle Burns nominated Mr. Tim Collier for Chair and Dr. Angelica Hardee for Secretary. Both Mr. Collier and Dr. Hardee accepted their nominations.</li> <li>○ Mr. Tim Collier nominated Ms. Michelle Burns for Vice-Chair. Ms. Burns accepted their nomination.</li> <li>○ Mr. Brown informed the board that they have, through the April 12<sup>th</sup> Board meeting, to submit nominations. The vote will also take place at April 12, 2023, Board meeting.</li> </ul>		
<b>Old Business</b>			
<b>Roberts Dental Presentation</b>	<p>Ms. Tate introduced the presentation regarding a new dental center at Roberts Academy. Ms. Darlene Kamine and Dr. Anna Novais presented and led the discussion.</p> <ul style="list-style-type: none"> <li>● Presentation, Letters of Support, and a Petition for the Roberts Dental Center were included in the Agenda Packet.</li> <li>● Ms. Tate informed the board that the school-based health center at Roberts Academy has been very active in supporting the Price Hill Community, which is the reason why the idea for a dental center at Roberts Academy came about.</li> <li>● Ms. Kamine made a presentation to the board in support of the creation of a dental clinic at Roberts Academy. <ul style="list-style-type: none"> <li>○ Ms. Kamine discussed the petition of 110 names from the community and Roberts Academy parents in support of a dental center at Roberts Academy. Also received were letters of support from people wanting to assist with funding for a dental clinic at Roberts Academy.</li> </ul> </li> <li>● Mr. Alpacino Beauchamp, principal at Roberts Academy (<i>Has been principal 6 years, at Roberts for 8 years</i>), spoke to the board. <ul style="list-style-type: none"> <li>○ Mr. Beauchamp spoke about the positive partnership between the school and CHD.</li> <li>○ Mr. Beauchamp stated that the Roberts learning center serves as a model for many schools throughout the country. They recently had visits from Mayor Pureval, the President of the American Federation of Teachers, and the New York Times.</li> <li>○ Roberts Academy currently has about 800 students enrolled—representing 32 countries and languages. They serve students in grades PreK-8.</li> <li>○ Mr. Beauchamp informed the board they</li> </ul> </li> </ul>	<p><b>M:</b> Dr. Camille Jones  <b>2<sup>nd</sup>:</b> Ms. Michelle Burns  <b>Action: 12-0 Passed</b></p>	<p>Dr. Anna Novais &amp; Ms. Darlene Kamine</p>

	<p>have many community partners that not only help their school support the students but the Price Hill Community at large.</p> <ul style="list-style-type: none"> <li>○ Many parents and community members see the Roberts Academy health services as a healthcare hub for the Price Hill area.</li> <li>○ Nearly 1000 patients consider the Roberts Academy School-based health center their regular health care home.</li> <li>○ In the past year, the Health Center at Roberts served 2300 patients.</li> <li>○ The Roberts Health Center ensures attendance rates are high.</li> <li>○ If there are students that need dental care or follow-up treatment, they are referred out to other facilities—which can be a barrier for a lot of the families to get to without transportation.</li> </ul> <ul style="list-style-type: none"> <li>● Ms. Nicole DeGreg, CHD Nurse Practitioner in the School-Based Health Center at Roberts Academy, spoke to the board about her experience at Roberts Academy. <ul style="list-style-type: none"> <li>○ Ms. DeGreg stated that the SBHC at Roberts Academy is unique because it not only caters to students but their families as well.</li> <li>○ There have been many relationships made with community partners.</li> <li>○ In addition to students at Roberts, this health center sees patients from over 50 different schools from all over Cincinnati—from PreK through High School.</li> <li>○ About 43% of Nurse Practitioner visits have been from the community outside of Roberts Academy.</li> <li>○ 10% of visits are from children 5 and under.</li> <li>○ During COVID, this site still saw 2200 medical visits—even when schools were closed.</li> <li>○ Ms. DeGreg spoke about the effects poor dental care can have on the whole body and why it is important for patients to start early with oral care.</li> </ul> </li> <li>● Mr. Robert Gaines, a single parent of children who attend Roberts Academy, spoke to the Board in support of a dental center. <ul style="list-style-type: none"> <li>○ Children have been attending Roberts Academy since preschool.</li> <li>○ Children also receive health services at Roberts Academy SBHC and love the staff and care his children receive.</li> <li>○ Mr. Gaines currently takes his children down to Oyler for dental services. He</li> </ul> </li> </ul>		
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	<p>informed the board of the lack of parking and the inconvenience of having to take his children to a separate location for dental services. Also, Oylar has a very long waitlist for services.</p> <ul style="list-style-type: none"> <li>○ Roberts Academy has more parking and is more convenient, wouldn't have to pull his children out of school.</li> <li>○ Feels it will greatly benefit the community and is in full support.</li> </ul> <ul style="list-style-type: none"> <li>● Dr. Anna Novais, CHD/CCPC Dental Director, presented to the Board, regarding the potential Dental Center at Roberts Academy. <ul style="list-style-type: none"> <li>○ Resources in the community: Roberts has established support and partnership in the community, raising nearly \$1,000,000 for building and equipment.</li> <li>○ Oral health status, prevention, and treatment needs of the population: Currently limited capacity, waiting list, and overwhelming dental care need from the Westside community. Increased referrals from CHD nurses and pediatricians.</li> <li>○ Barriers to access/availability of comprehensive oral health care services: high treatment consent for this school, increased accessibility in a school setting, and established care coordination.</li> <li>○ Focus on prevention and early intervention: Roberts' success story through the preventative team.</li> <li>○ Addressing the culture and cycles of poverty: early access to and continuity of care and education. School as a Community Learning Center (food pantry, career training, job assistance for families, and resource coordinator).</li> <li>○ Growing evidence of linkage between oral &amp; general health and wellness (heart disease, pregnancy, diabetes, mental, opioid crisis): an opportunity for increased medical-dental collaboration to improve population health.</li> <li>○ Oral Health is part of primary care and poor oral health can be linked to respiratory infections, strokes, Alzheimer's disease, heart disease, diabetes, rheumatoid arthritis, cancer, and preterm-low birthweight babies.</li> <li>○ Public health dental program priorities include; decreasing the existing disease burden in target population, preventing disease from starting in the youngest</li> </ul> </li> </ul>		
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	<p>members of the population, and completing all necessary dental treatments to achieve optimal oral health/maintenance.</p> <ul style="list-style-type: none"> <li>○ Dr. Novais discussed the 2023-2027 Ohio Oral Health Plan with the Board.</li> <li>○ To achieve better population oral outcomes, the team embraces priority populations, uses the state plan as a roadmap tool, allocates resources toward evidence-informed action steps, and collaborates with cross-section partners.</li> <li>○ Dr. Novais discussed how the State plans relate to the CCPC strategic plan.</li> </ul> <ul style="list-style-type: none"> <li>● Dr. Mussman also spoke in support of the Dental Center at Roberts Academy <ul style="list-style-type: none"> <li>○ Dr. Mussman recalled that last year the financial impact of a new dental center was presented to the CCPC Board. At that time, the estimate of the impact was an operating deficit was \$200K-\$300K. The board decided not to pursue this at that time due to the financial burden.</li> <li>○ The CHD staff have prepared some alternatives that may allow CCPC to capitalize on having an additional location without incurring that same financial burden—by using resources in different ways.</li> <li>○ Dr. Mussman commended the CCPC staff for coming up with creative ways to save costs.</li> </ul> </li> <li>● Dr. Lichtenstein asked how much building the dental center would cost. <ul style="list-style-type: none"> <li>○ Ms. Kamine stated that ongoing overhead would be absorbed by CPS. Not asking for capital dollars. The money raised should cover the cost of construction. The original construction estimate was \$500,000. The city would only be funding the staffing.</li> </ul> </li> <li>● Ms. Adams asked where the money from the staff would be generated from. <ul style="list-style-type: none"> <li>○ Mr. Menkhaus informed the board that a portion of the staffing cost would come from the revenue of the Roberts dental center itself.</li> <li>○ There have been concerns about cost of staffing being more than the revenue. The options are to reduce the staffing to a number the revenue can sustain or additional funding from the city’s general fund can be requested, for up to 7 positions to fully staff.</li> </ul> </li> </ul>		
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	<b>Motion to Approve: Supporting CHD with a letter of support for Roberts Dental Center</b>		
<b>CEO Update</b>	<p>Ms. Tate included a CCPC Organizational Chart in the Agenda Packet.</p> <p><b>Personnel Actions</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that the Board of Health Personnel Actions is included in the Board packet.</li> <li>• Ms. Tate highlighted the new CCPC personnel actions. <ul style="list-style-type: none"> <li>○ Ms. Camrynn Bascom-Dental Hygienist</li> <li>○ Dr. Elyse Dynlacht-Dentist</li> <li>○ Ms. Shurdina Mitchell-Customer Relations Representative</li> <li>○ Mr. George Pye-Customer Relations Representative.</li> <li>○ Ms. Morgan Richardson-Public Health Nurse 2.</li> <li>○ Ms. Lori Shealey-Public Health Nurse 2.</li> <li>○ Ms. Arminda Allen-Promotion to Nursing Supervisor.</li> <li>○ Ms. Toni Binford-Promotion to Health Clinic Coordinator.</li> <li>○ Ms. Maryann Gamel-Promotion to Public Health Nurse 3.</li> <li>○ Ms. Angela Mullins-Promotion to Nursing Supervisor.</li> </ul> </li> </ul>	n/a	Ms. Joyce Tate
<b>Risk Management Presentation</b>	<p>Ms. Angela Mullins presented the 2022 Risk Management Annual Report.</p> <ul style="list-style-type: none"> <li>• See the Annual report document included in the agenda packet.</li> <li>• Ms. Mullins went over the Risk management training that was administered.</li> <li>• There was a new training source rolled out called Relias.</li> <li>• There were no claims found in 2022.</li> <li>• 2022 Top Risk Occurrences were Safety (injury incident reports, 911 calls, patient staff aggression, etc. 58%), Medication Error (18%), Other (18%), and HIPAA (6%).</li> <li>• Ms. Mullins discussed the Quarterly Risk Assessment report data.</li> <li>• The total incident reports have gone up to 75 reported incidents in 2022, up from 48 in 2021 but down from 93 in 2020.</li> <li>• Working with the staff at the sites to encourage them to fill out incident reports.</li> <li>• Status of Annual Risk Management goals <ul style="list-style-type: none"> <li>○ Education/Training was completed.</li> <li>○ Improvement of the Risk Management Process is in progress.</li> <li>○ Establishment of Patient Family Advisory Council—met through CCPC Board.</li> </ul> </li> </ul>	<p><b>M:</b> Ms. Michelle Burns  <b>2<sup>nd</sup>:</b> Ms. Debra Sellers  <b>Action: 12-0 Passed</b></p>	Ms. Angela Mullins



	<ul style="list-style-type: none"> <li>Ms. Mullins discussed the completed risk management activities. <ul style="list-style-type: none"> <li>Relias software rollout</li> <li>HIPPA Audit tool</li> <li>2022 WELL Software initiatives</li> <li>Training/Education</li> <li>Patient Experience Surveys</li> <li>Patient Suggestion Boxes</li> <li>Incident Reporting/Evaluation</li> <li>Claim Reports</li> <li>Health Center Administered Drug Audit(s)</li> </ul> </li> <li>No Board discussion or questions.</li> </ul> <p><b>Motion to Approve: The 2022 Annual Risk Management Report.</b></p>		
<b>CCPC Policy &amp; Procedure Update for HRSA Site Visit</b>	<p>Ms. Angela Mullins presented the updated CCPC Patient Collections Policy to the Board.</p> <ul style="list-style-type: none"> <li>See the updated CCPC Patient Collections Policy included in the agenda packet.</li> <li>Ms. Mullins discussed a few minor changes to this policy.</li> <li>CCPC/CHD was asked by the state to include sections for Medicare and Vaccines for Children (VFC).</li> <li>No board questions or discussion.</li> </ul> <p><b>Motion to approve CCPC Patient Collections Policy</b></p>	<p><b>M:</b> Ms. Michelle Burns  <b>2<sup>nd</sup>:</b> Ms. Debra Sellers  <b>Action: 12-0 Passed</b></p>	Ms. Angela Mullins
<b>Finance Update</b>	<p>Mr. Menkhaus reviewed the financial data variance between FY22 and FY23 for the month of January 2023.</p> <ul style="list-style-type: none"> <li>Please see the memo and presentation attached to the agenda.</li> </ul> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>Clinic Disaster hours were down 83%.</li> <li>School-Based Disaster hours were down 69%.</li> <li>Revenue was up 37%. <ul style="list-style-type: none"> <li>Grant revenue was down 15.72%.</li> <li>Self-pay patient numbers were down 10.31%.</li> <li>Medicare was up 30.60%.</li> <li>Medicaid was up 171.28% due to the Medicaid maximization payment.</li> <li>Private Pay insurance was down 12.05%.</li> <li>Medicaid managed care was up to 12.25%.</li> <li>416—Offset was down 1.53%.</li> </ul> </li> <li>Expenses were down 7.08%. <ul style="list-style-type: none"> <li>Personnel expenses were up 6.21%.</li> <li>Material expenses were down 3.51%.</li> <li>Contractual Costs were up 22.25%.</li> <li>Fixed costs were down 3.51%.</li> <li>Fringes were up 3.73%.</li> </ul> </li> <li>Net Gain was \$5,270,698.06.</li> <li>Monthly visit revue was \$1,200,000. <ul style="list-style-type: none"> <li>Invoices greater than 90 days are at -3% (below 20% is the goal).</li> <li>Invoices greater than 120 days are at -10%</li> </ul> </li> </ul>	n/a	Mark Menkhaus Jr.

	<ul style="list-style-type: none"> <li>(below 10% is the goal).</li> <li>○ Days in Accounts receivable is .1.</li> <li>○ Total Accounts receivable is just below \$2,000,000.</li> </ul>		
<b><i>New Business</i></b>			
<b>New Business &amp; Public Comments</b>	No New Business or Public Comments	n/a	n/a
<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>• The Medical Director Update was included in the packet. Please contact Dr. Denise Saker with any questions/concerns.</li> <li>• An Efficiency Update is included in the packet. Please contact Dr. Geneva Goode with any questions/concerns.</li> </ul>	n/a	n/a

Meeting adjourned: 8:04 pm

Next meeting: April 12, 2023

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



Date: 3/8/2023  
Clerk, CCPC Board of Governors



Date: 3/8/2023  
Pamela J. Adams, Secretary

# CCPC Board of Governors Meeting Minutes

Wednesday, April 12, 2023

Call to order at 6:00 pm

## Roll Call

**CCPC Board members present** – Pamela J. Adams, Robert Brown (joined in later due to technical issues), Michelle Burns, Timothy Collier, Dr. Camille Jones, Dr. Angelica Hardee, Dr. Phil Lichtenstein, Luz Schemmel, Debra Sellers, Jen Straw, Erica White-Johnson, Dr. Bernard Young

**CCPC Board members absent** – Jeff Brewster

**Others present** – Ms. Sa-Leemah Cunningham (clerk), Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr., Dr. Denise Saker, Dr. Anna Novais, Ms. Angela Mullins, Dr. Michelle Daniels, Ms. Ashanti Salter, Dr. Edward Herzig



CCPC Board  
Meeting Agenda Part

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.  The board gave a moment of silence to recognize our two most important constituencies; the staff and patients.	n/a	Mr. Robert Brown/Mr. Tim Collier
<b>Roll Call</b>	12 present, 1 Absent	n/a	Ms. Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approves the minutes of the March 8, 2023, CCPC Board Meeting. <i>(Mr. Brown rejoined and Ms. Straw joined after the vote)</i>	<b>M:</b> Mr. Tim Collier <b>2<sup>nd</sup>:</b> Ms. Michelle Burns <b>Action: 10-0 Passed</b>	Mr. Robert Brown
<b>Executive Committee</b>			
<b>Term Extension for Board Member, Dr. Camille Jones.</b>	The board discussed and voted on the term extension for Board member, Dr. Camille Jones.  <i>(Mr. Brown rejoined and Ms. Straw joined after the vote)</i> <ul style="list-style-type: none"> <li>• Mr. Collier informed the board that Dr. Jones is up for an extension of her term and called for a motion to extend.</li> <li>• There was no board discussion and the board moved to vote.</li> </ul> <b>Motion:</b> Approval of Board member, Dr. Camille Jones' extension into 2 <sup>nd</sup> Term.	<b>M:</b> Ms. Michelle Burns <b>2<sup>nd</sup>:</b> Ms. Debra Sellers <b>Action: 10-0 Passed</b>	Mr. Tim Collier
<b>Election of Officers</b>	<b>Nominations of Officers</b> <ul style="list-style-type: none"> <li>• Previous and new Nominations for Chair, Vice-Chair, and Secretary were discussed.               <ul style="list-style-type: none"> <li>○ Previous nominations:                   <ul style="list-style-type: none"> <li>▪ Chair: Mr. Robert Brown &amp; Mr. Timothy Collier.</li> <li>▪ Vice Chair: Ms. Michelle Burns.</li> <li>▪ Secretary: Dr. Angelica Hardee &amp;</li> </ul> </li> </ul> </li> </ul>	<b>Vote:</b> Approval to Elect Board Chair <b>M:</b> Dr. Camille Jones <b>2<sup>nd</sup>:</b> Mr. Tim Collier <b>Action: 12-0 Passed</b>	Mr. Tim Collier/Mr. Robert Brown

	<p>Ms. Pamela J. Adams.</p> <ul style="list-style-type: none"> <li>○ No Additional Nominations were announced, and Mr. Collier closed the nominations.</li> <li>○ Mr. Robert Brown, who was nominated at the April meeting, withdrew his name from the election for personal reasons and feeling he had accomplished what he set out to accomplish as chair and is ready to pass the torch.</li> </ul> <p><b>Election of Officers</b> <i>(Ms. Straw joined after the Board Chair vote)</i></p> <p><b>Motion: Approval of Electing a New Board Chair.</b> <b>Motion: Approval of Electing a New Board Vice-Chair.</b> <b>Motion: Approval of Electing a New Board Secretary.</b></p> <ul style="list-style-type: none"> <li>● <b>Board Chair Election</b> <ul style="list-style-type: none"> <li>○ The board had no additional discussion regarding the New Board Chair motion.</li> <li>○ The Board began to vote for a New Board Chair.</li> <li>○ Mr. Tim Collier ran unopposed after Mr. Brown’s announcement and the board unanimously voted him in as Chair.</li> </ul> </li> <li>● <b>Board Vice-Chair Election</b> <ul style="list-style-type: none"> <li>○ The board had no additional discussion regarding the New Board Vice-Chair motion.</li> <li>○ The Board began to vote for a New Board Vice-Chair.</li> <li>○ Ms. Michelle Burns ran unopposed, and the board unanimously voted her as Vice-Chair.</li> </ul> </li> <li>● <b>Board Secretary Election</b> <ul style="list-style-type: none"> <li>○ The board had no additional discussion regarding the New Board Secretary motion.</li> <li>○ The Board began to vote for a New Board Secretary, between Ms. Pamela J. Adams and Dr. Angelica Hardee.</li> <li>○ 1 Board member Abstained from their vote.</li> <li>○ Ms. Adams received 3 votes</li> <li>○ Dr. Hardee received 8 votes.</li> <li>○ Dr. Angelica Hardee was elected as Board Secretary.</li> </ul> </li> </ul>	<p><b>Vote:</b> Approval to Elect Board Vice-Chair <b>M:</b> Dr. Camille Jones <b>2<sup>nd</sup>:</b> Mr. Tim Collier <b>Action: 12-0 Passed</b></p> <p><b>Vote:</b> Approval to Elect Board Secretary <b>M:</b> Dr. Camille Jones <b>2<sup>nd</sup>:</b> Ms. Michelle Burns <b>Action: 12-0 Passed</b></p> <p><b>Vote: Board Chair Election</b> <b>Collier (ran unopposed)-11 votes</b></p> <p><b>Vote: Board Vice-Chair Election</b> <b>Burns (ran unopposed)-12 votes</b></p> <p><b>Vote: Board Secretary Election</b> <b>Adams-3 votes</b> <b>Hardee-8 votes</b> <b>1 Abstain</b></p>	
<b>Old Business</b>			
<b>CEO Update</b>	<p>Ms. Tate discussed the HRSA Electronic Handbook Zip Code Changes with the Board.</p> <p><b>HRSA Electronic Handbook (EHB) Zip Code Changes</b></p> <ul style="list-style-type: none"> <li>● Document included in the agenda packet.</li> <li>● Ms. Tate presented some zip code changes to the board.</li> </ul>	<p><b>M:</b> Mr. Bernard Young <b>2<sup>nd</sup>:</b> Dr. Camille Jones <b>Action: 12-0 Passed</b></p>	<p>Ms. Joyce Tate</p>

- Ms. Tate stated that during the HRSA site visit, this came up as one of the requirements.
- Ms. Tate explained that some of the zip codes in the document were highlighted, which represents the zip codes that are already in our scope.
- Over the last year, there were additional zip codes that were picked up in our scope.
- One of the things that must be done as a requirement is to have permission from the board to add additional zip codes (over 100 and above) to our scope.
- Ms. Tate requested a motion to approve the additional zip codes, to allow the team to add those zip codes to Form 5b, which is in the HRSA Electronic Handbook. HRSA required the team to take this matter to the board to be voted on.
- Dr. Jones asked Ms. Tate if most of the zip codes are in Hamilton County and if so, what areas?
  - Ms. Tate stated that people are coming from Forest Park, Sharonville, Lebanon, and most surrounding communities. This could have been a result of several reasons: COVID, the expansion of Medicaid at the time, emergency dental care services, and pediatric patients coming from different school systems.
  - Ms. Tate also stated that HRSA has a new requirement on their operational site visit tool where HRSA has to compare the zip codes that come from the annual UDS report that CCPC submits (CCPC reports annually on data, demographics, and outcomes). From this, there were some zip codes that came up that weren't added to the normal scope.

**Motion:** Approval of the modification of our scope to add new zip codes to our HRSA Form-5B (as a result of findings from our HRSA Operational Site Visit-April 4-6, 2023).

**Personnel Actions**

- Ms. Tate informed the board that the Board of Health Personnel Actions is included in the Board packet.
- Ms. Tate highlighted the new CCPC personnel actions.
  - Tunisha Cunningham—Customer relations representative, Call Center.
  - Nadia Everage—Breastfeeding Peer Counselor, WIC.
  - Tasha Hines—Public Health Nurse 2
  - Alicia Montgomery—Breastfeeding Peer Counselor, WIC

	<ul style="list-style-type: none"> <li>○ Kyle Idahosa—Epidemiologist, CCPC.</li> </ul>		
<b>Policy Updates</b>	<p>Ms. Joyce Tate presented some policy updates to the board.</p> <p><b>CCPC Patient Satisfaction Policy</b>  <b>Patient Collections Policy</b>  <b>Waiver Reduction Patient Fees Policy</b></p> <ul style="list-style-type: none"> <li>• There were some minor changes to these policies. <ul style="list-style-type: none"> <li>○ Policies formatting was changed.</li> <li>○ Adjusting some of the issues to meet the HRSA requirements.</li> <li>○ For the Patient Collections Policy (Sliding Scale Fees), the only change was the description that the nominal fee is not based on the cost of the services.</li> <li>○ This year, the Patient Collections Policy has to be approved because the federal government updates the sliding scale fee discounts every year.</li> <li>○ Also, including all the correct parties who needed to sign in CCPC/CHD leadership.</li> <li>○ No real changes in the language.</li> </ul> </li> <li>• No additional discussion from the board.</li> </ul> <p><b>Motion: Approval of the updated CCPC Patient Satisfaction Policy.</b>  <b>Motion: Approval of the updated Patient Collections Policy.</b>  <b>Motion: Approval of the updated Waiver Reduction Patient Fees Policy.</b></p>	<p><b>Vote:</b> CCPC Patient Satisfaction Policy  <b>M:</b> Ms. Michelle Burns  <b>2<sup>nd</sup>:</b> Dr. Phil Lichtenstein  <b>Action: 12-0 Passed</b></p> <p><b>Vote:</b> Patient Collections Policy  <b>M:</b> Ms. Michelle Burns  <b>2<sup>nd</sup>:</b> Dr. Phil Lichtenstein  <b>Action: 12-0 Passed</b></p> <p><b>Vote:</b> Waiver Reduction Patient Fees Policy  <b>M:</b> Ms. Michelle Burns  <b>2<sup>nd</sup>:</b> Dr. Phil Lichtenstein  <b>Action: 12-0 Passed</b></p>	
<b>CMO Update/QI &amp; QA Plan</b>	<p>Dr. Saker presented her CMO Report and the updated QI/QA plan to the board.</p> <p><b>QI/QA Plan update</b></p> <ul style="list-style-type: none"> <li>• See the Document in the agenda packet.</li> <li>• Dr. Saker discussed the updates to the plan with the board.</li> <li>• The most substantial changes to the policy include; the addition of initiatives that were not in place for the last update, changes in CCPC goals, and changes in CCPC performance vs. National performance.</li> </ul> <p><b>Motion: Approval of the updated QI/QA Plan.</b></p> <p><b>CMO Update</b></p> <ul style="list-style-type: none"> <li>• See the memo in the agenda packet.</li> <li>• Dr. Saker remarked on the initiated efforts of the team to spread QI improvement.</li> <li>• There is continuous improvement in the areas of diabetes, hypertension, and providing stat therapy</li> </ul>	<p><b>M:</b> Ms. Michelle Burns  <b>2<sup>nd</sup>:</b> Dr. Phil Lichtenstein  <b>Action: 12-0 Passed</b></p>	Dr. Denise Saker

	<p>for cardiovascular disease.</p> <ul style="list-style-type: none"> <li>• Dr. Saker introduced a new pediatric improvement plan to the board—Pediatric Improvement Network for Quality of Care (PINK). <ul style="list-style-type: none"> <li>○ This plan consists of bundled interventions recommended including well-child visits, immunizations, and lead screenings.</li> <li>○ Well-child visits would consist of 6 visits (checkups) by 15 months of age and the completion of the recommended series by 24 months of age. Also, completion of 1 lead test by 24 months of age.</li> <li>○ Dr. Saker stated that this bundled focus is the result of focus groups, family feedback, and private and public health practices in the region (Cincinnati Children’s Hospital and UC Hoxworth Adult Medical and Pediatrics Practice).</li> <li>○ Program is starting at the Bobbie Sterne Health Center, with the intention to move the program to all CCPC Health Centers and other Pediatric practices in the region.</li> </ul> </li> <li>• Dr. Saker gave a clinical staffing update. <ul style="list-style-type: none"> <li>○ Currently conducting interviews for a Family Nurse Practitioner for the Northside Health Center.</li> <li>○ Currently conducting interviews for a Pediatrician for the Braxton Cann Health Center.</li> <li>○ Will be initiating an interview request for a Pediatrician for the Price Hill Health Center.</li> <li>○ Moving forward with a new collaborative relationship with the University of Cincinnati. With this, two family practice fellows (fellows with an emphasis on global and underserved populations, starting in July), will see patients with 0.5 FTE with us. <ul style="list-style-type: none"> <li>▪ Dr. Jones expressed her excitement about the program and asked about how they will see patients. Dr. Saker informed Dr. Jones and the board that these fellows will have built templates and be scheduled the same as other family providers.</li> </ul> </li> </ul> </li> </ul>		
<p><b>Finance Update</b></p>	<p>Mr. Menkhaus reviewed the financial data variance between FY22 and FY23 for the month of February 2023.</p> <ul style="list-style-type: none"> <li>• Please see the memo and presentation attached to the agenda.</li> </ul> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• Clinic Disaster hours were down 84%.</li> <li>• School-Based Disaster hours were down 74%.</li> </ul>	<p>n/a</p>	<p>Mark Menkhaus Jr.</p>

	<ul style="list-style-type: none"> <li>• Revenue was up 33%. <ul style="list-style-type: none"> <li>○ Grant revenue was down 11.5%</li> <li>○ Self-pay patient numbers were down 10.48%.</li> <li>○ Medicare was up 28.79%.</li> <li>○ Medicaid was up 150.05%.</li> <li>○ Private Pay insurance was down 12%.</li> <li>○ Medicaid managed care was up 10%.</li> <li>○ 416—Offset was up 9.39%.</li> </ul> </li> <li>• Expenses were up 6.69%. <ul style="list-style-type: none"> <li>○ Personnel expenses were up 4.1%</li> <li>○ Material expenses were up 11.78%.</li> <li>○ Contractual Costs were up 19.73%.</li> <li>○ Fixed costs were up 5.80%.</li> <li>○ Fringes were up 2.73%.</li> </ul> </li> <li>• Net Gain was \$4,743,183.60.</li> <li>• Monthly visit revue was \$700,000, just below 30%. <ul style="list-style-type: none"> <li>○ Invoices greater than 90 days are at -15% (below 20% is the goal).</li> <li>○ Invoices greater than 120 days are at -19% (below 10% is the goal).</li> <li>○ Days in Accounts receivable were 31.7.</li> </ul> </li> </ul>		
<b><i>New Business</i></b>			
<b>New Business &amp; Public Comments</b>	<ul style="list-style-type: none"> <li>• Mr. Collier and Ms. Tate, and the rest of the board thanked Mr. Brown for his service as Board Chair.</li> <li>• No Additional New Business or Public Comments.</li> </ul>	n/a	n/a
<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>• CCPC Annual Board meeting attendance is included in the packet.</li> </ul>	n/a	n/a


Meeting adjourned: 7:30 pm

Next meeting: May 10, 2023

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/kjSvX9nci5/>



Date: 4/12/2023  
Clerk, CCPC Board of Governors



Date: 4/12/2023  
Pamela J. Adams, Secretary



# CCPC Board of Governors Meeting Minutes

Wednesday, May 10, 2023

Call to order at 6:00 pm

## Roll Call

**CCPC Board members present** – Pamela J. Adams, Robert Brown, Michelle Burns, Timothy Collier, Dr. Camille Jones, Dr. Angelica Hardee, Dr. Phil Lichtenstein, Debra Sellers, Jen Straw, Dr. Bernard Young

**CCPC Board members absent** – Jeff Brewster, Luz Schemmel, Erica White-Johnson

**Others present** – Ms. Sa-Leemah Cunningham (clerk), Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr., Dr. Denise Saker, Dr. Michelle Daniels, Ms. Ashanti Salter, Dr. Edward Herzig, Ms. Colleen Swim



CCPC Board  
Meeting Agenda Page

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.  The board gave a moment of silence to recognize our two most important constituencies; the staff and patients.	n/a	Mr. Tim Collier
<b>Roll Call</b>	10 present, 3 Absent	n/a	Ms. Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approves the minutes of the April 12, 2023, CCPC Board Meeting. <i>(Ms. Adams joined after the vote)</i>	<b>M:</b> Mr. Robert Brown <b>2<sup>nd</sup>:</b> Dr. Camille Jones <b>Action:</b> 9-0 Passed	Mr. Tim Collier
Executive Committee			
<b>2<sup>nd</sup> Term Swearing-in for Board Member, Dr. Camille Jones.</b>	Ms. Sa-Leemah Cunningham administered the Oath of Office for the CCPC Board Second Term Swearing-in for Dr. Camille Jones.	n/a	Ms. Sa-Leemah Cunningham
<b>Cincinnati Herald Who Knew Column</b>	Mr. Tim Collier and Ms. Michelle Burns discussed the upcoming Cincinnati Herald “Who Knew” Column with the board. <ul style="list-style-type: none"> <li>• Mr. Collier reminded the board that this was an initiative introduced by Mr. Robert Brown, immediate past Board Chair, as a collaboration with the Cincinnati Herald.</li> <li>• The purpose of the article was to showcase the CCPC, and the work being done within the CCPC organization at large.</li> <li>• The first article will introduce the CCPC Board and the Board’s purpose.</li> <li>• Mr. Brown added he was aiming to make this article a dialogue between CCPC and the community. He also</li> </ul>	n/a	Mr. Tim Collier/Ms. Michelle Burns

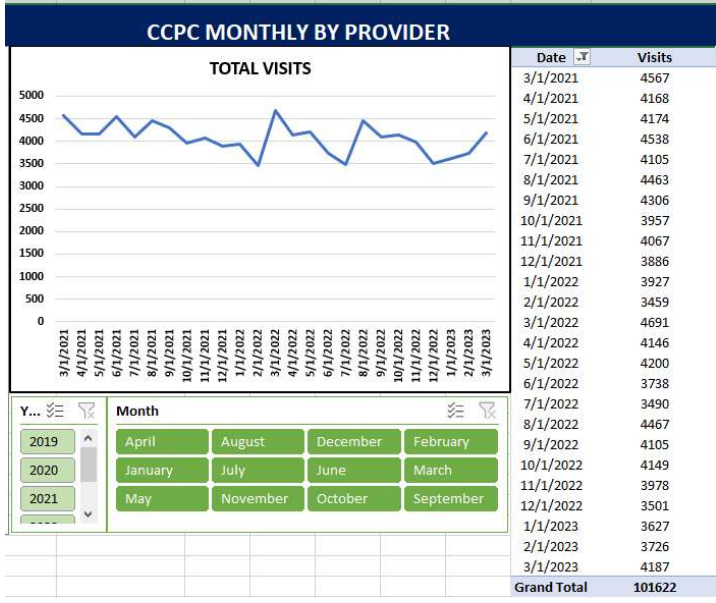
	<p>stated he wanted CCPC to be a trusted source of healthcare information.</p> <ul style="list-style-type: none"> <li>• Mr. Collier reached out to Vice-Mayor Ms. Jan-Michelle Lemon Kearney (also the owner of the Cincinnati Herald), who is in support of this column.</li> <li>• Mr. Collier requested the board to send headshots to Ms. Cunningham for the article.</li> </ul>		
<b>Old Business</b>			
<b>CEO Update</b>	<p>Ms. Tate gave her CEO Update, discussed the Addition of Psychology and Psychiatry to the CCPC Clinical Scope, and shared the latest CHD Personnel Actions with the Board.</p> <p><b>HRSA Site Visit Report</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that the HRSA 81-page site visit report was received on 5/10/2023 and the team will begin working on the responses to anything we were not in compliance on—which are due on 5/24/2023</li> </ul> <p><b>Addition of Psychology and Psychiatry to CCPC Clinical Scope</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that CCPC currently has two UC providers who are duo boarded in Family Practice &amp; Psychiatry (Ambrose Health Center), a Psychiatric Nurse Practitioner (Ambrose Health Center), and a Psychologist working part-time from Cincinnati Children’s Hospital (Price Hill Health Center).</li> <li>• Ms. Tate explained Psychiatrists have an MD (can diagnose, treat, and prescribe medications); whereas Psychologists have a Ph.D. or PsyD, are not MD, and do not prescribe medications.</li> <li>• Ms. Tate asked the board for a motion to approve the addition of psychology and psychiatry to the CCPC Clinical Scope, under our Behavioral Health Care.</li> <li>• Mr. Tim Collier asked Ms. Tate if psychiatrists and psychologists are shared amongst the CCPC sites. <ul style="list-style-type: none"> <li>○ Ms. Joyce answered that one clinician works at Price Hill Health Center (pediatrics) 2 adult family practice physicians that work at Ambrose Health Center, and the Psychiatric Nurse Practitioner also works at Ambrose Health Center.</li> </ul> </li> <li>• Dr. Phil Lichtenstein asked Ms. Tate if by adding this specific language, will the scope of services include both psychiatrists and psychiatric nurse practitioners. <ul style="list-style-type: none"> <li>○ Ms. Tate answered no because a nurse practitioner is not a physician, and this is about a physician that has that specialty.</li> </ul> </li> </ul>	<p><b>M:</b> Ms. Michelle Burns  <b>2<sup>nd</sup>:</b> Dr. Camille Jones  <b>Action: 9-0 Passed</b></p>	<p>Ms. Joyce Tate</p>

	<ul style="list-style-type: none"> <li>• Dr. Camille Jones asked, if the providers who provide these services leave CHD, will we recruit another provider to provide these services? <ul style="list-style-type: none"> <li>○ Ms. Tate answered that the board would decide whether or not to continue to provide those services under the CCPC behavioral health services umbrella.</li> </ul> </li> </ul> <p><b>Motion:</b> Approval of the modification of CCPC clinical scope to add Psychology and Psychiatry (as a result of findings from our HRSA Operational Site Visit-April 4-6, 2023). (Ms. Adams joined after the vote)</p> <p><b>Chief Medical Officer</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the Board that Dr. Grant Mussman will serve as both Health Commissioner and Chief Medical Officer (CMO) for the Health Department.</li> <li>• Ms. Tate elaborated that an Associate Medical Director or CMO will be appointed</li> </ul> <p><b>OACHC Conference</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that several staff members from CCPC attended the OACHC Annual Meeting.</li> <li>• Leadership team Attendees included: Ms. Joyce Tate, Dr. Geneva Goode, Dr. Machel Daniels, Mr. David Miller, and Ms. Lauren Thamann-Raines.</li> <li>• Dr. Kim Oberlander and Akino Kishigawa presented the role of Iodine in reducing caries.</li> <li>• Dr. Yury Gonzalez was a part of the Quality Improvement panel for Hypertension and Diabetes.</li> <li>• OACHC Fall meeting is in September 2023. The agenda is TBD. Ms. Tate said she will inform the board if there will be a governance track at the meeting—so some of the board members can attend.</li> </ul> <p><b>Health Policy Institute of Ohio (HPIO)</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that Dr. Anna Novais was on a panel representing Oral Health for the HPIO.</li> </ul> <p><b>School-Based Health Meeting</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that Dr. Anna Novais and Dr. Alexandra Niehauser attended a conference on School-based health, highlighting oral health as an expansion opportunity.</li> </ul> <p><b>Ohio Public Health Conference</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that Dr. Grant Mussman, Dr. Maryse Amin, and Mr. Jose Marques attended the Ohio Public Health</li> </ul>		
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	<p>Conference.</p> <p><b>Benevolence or Bereavement Fund</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that Ms. Burns has been requesting to start a Benevolence or bereavement fund that would be supported by private donations from either board members or staff.</li> <li>• Ms. Tate spoke with the city legal, and Mr. Menkhaus, and they informed her that this is possible, but must be handled internally without public funds.</li> <li>• This fund would include voluntary use of donated funds to send flowers, cards, or other items in case of loss, graduation, and special recognitions (births, weddings, graduations, etc.).</li> <li>• Ms. Tate stated that legal recommended that someone internally assist with this—such as Ms. Cunningham (board clerk) and another board member(s).</li> <li>• Donations will be accepted in the near future.</li> <li>• Ms. Michelle Burns and Dr. Angelica Hardee will help out with this also.</li> </ul> <p><b>Upcoming CHD/CCPC Events:</b> Ms. Tate encouraged the board to attend these events</p> <ul style="list-style-type: none"> <li>• Local Conversations during Minority Health Month at Community Action Agency; on Saturday, May 13, 2023, from 10 am-1 pm.</li> <li>• Summer Kickoff at Ambrose Health Center on Saturday, May 20, 2023, from 10 am-2 pm.</li> <li>• Ms. Tate also mentioned the success of the Baby Café’, in collaboration with UC Health. She thanked the staff at Ambrose Health Center for their efforts in making this event a success.</li> </ul> <p><b>Nurses Week</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate recognized all the hard work and dedication of all nurses on staff and our board chair.</li> </ul> <p><b>Personnel Actions</b></p> <ul style="list-style-type: none"> <li>• The Board of Health Personnel Actions is included in the Board packet.</li> </ul>		
<p><b>CMO Update</b></p>	<p>Dr. Saker presented her CMO Report to the board.</p> <p><b>CMO Update</b></p> <ul style="list-style-type: none"> <li>• See the memo in the agenda packet.</li> <li>• Dr. Saker discussed the communities CCPC provides care to.</li> <li>• Dr. Saker stated primary care specialty areas have been affected by turnover and extended leave. Hiring new providers continues to be a process. In the meantime, the current providers have stepped</li> </ul>	<p>n/a</p>	<p>Dr. Denise Saker</p>

	<p>up in order to maintain access to care.</p> <ul style="list-style-type: none"> <li>• Dr. Saker discussed the current clinical staffing. She also discussed the document included in the CMO Report—which breaks the current staffing down by site. <ul style="list-style-type: none"> <li>○ Ambrose Clement Health Center <ul style="list-style-type: none"> <li>▪ Adult Medical: MD</li> <li>▪ Family Practice, including Pediatrics: NP</li> <li>▪ Women’s Health: MD, NP</li> <li>▪ Behavioral Health: MD, NP, Counselor (adult)</li> </ul> </li> <li>○ Bobbie Sterne Health Center <ul style="list-style-type: none"> <li>▪ Adult Medical: MD, NP</li> <li>▪ Pediatrics: MD</li> <li>▪ Women’s Health: MD, NP</li> <li>▪ Behavioral Health: Counselor (pediatric)</li> </ul> </li> <li>○ Braxton Cann <ul style="list-style-type: none"> <li>▪ Adult Medical: MD</li> <li>▪ Pediatrics: NP</li> <li>▪ Women’s Health: NP</li> <li>▪ Behavioral Health: <i>Open</i></li> </ul> </li> <li>○ Millvale <ul style="list-style-type: none"> <li>▪ Adult Medical: MD (<i>on leave; rotating coverage</i>)</li> <li>▪ Refugee Clinic: NP</li> <li>▪ Pediatrics: MD</li> <li>▪ Women’s Health: NP</li> <li>▪ Behavioral Health: Counselor (pediatric)</li> </ul> </li> <li>○ Northside <ul style="list-style-type: none"> <li>▪ Adult Medical: NP (<i>will be open this fall</i>)</li> <li>▪ Pediatrics: MD</li> <li>▪ Women’s Health: MD, NP</li> <li>▪ Behavioral Health: Counselor (adult and pediatric)</li> </ul> </li> <li>○ Price Hill <ul style="list-style-type: none"> <li>▪ Adult Medical: MD, NP</li> <li>▪ Pediatrics: <i>Open (rotating coverage)</i></li> <li>▪ Women’s Health: MD, NP (<i>MD position open this summer</i>)</li> <li>▪ Behavioral Health: Counselor (adult and pediatric)</li> </ul> </li> <li>○ School-based Health Centers <ul style="list-style-type: none"> <li>▪ Pediatric and Adolescent Medicine</li> <li>▪ Family Practice Community Sites (6)</li> </ul> </li> <li>○ Dr. Saker stated that the current hiring goals are to hire a Pediatricians for Braxton Cann and Price Hill and a Nurse Practitioner, and MD for Northside</li> <li>○ Dr. Saker discussed the University of Cincinnati Contract MDs. <ul style="list-style-type: none"> <li>▪ Ambrose Clement: Adult Medical and Psychiatry</li> <li>▪ Millvale: Family Practice Fellow in Global Health (starts July)</li> </ul> </li> </ul> </li> </ul>		
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- Price Hill: Family Practice Faculty, Fellow in Global Health (starts July)
- Dr. Saker gave an update on productivity from March 2021-March 2023. Overall, there has not been a significant change in care.



**Finance Update**

Mr. Menkhaus reviewed the financial data variance between FY22 and FY23 for the month of March 2023.

- Please see the memo and presentation attached to the agenda.

**Highlights**

- Clinic Disaster hours were down 84%. FIMA will no longer reimburse for disaster hours after May 11, 2023.
- School-Based Disaster hours were down 78%.
- Revenue was up 23.34%.
  - Grant revenue was down 26.31%.
  - Self-pay patient numbers were down 0.12%
  - Medicare was up 20.69%.
  - Medicaid was up 125.66%.
  - Private Pay insurance was down 16.13%.
  - Medicaid managed care was up 9.49%.
  - 416—Offset was up 5.25%.
- Expenses were up 0.09%.
  - Personnel expenses were down 1.31%.
  - Material expenses were down 9.83%.
  - Contractual Costs were up 9.19%.
  - Fixed costs were up 0.44%.
  - Fringes were up 0.55%.
- Payor Mix

n/a

Mark Menkhaus Jr.

**March Payor Mix Highlights:**

	Medicaid	Commercial	Medicare	Self-Pay
Medical	-1%	0%	1%	1%
Dental	-25%	3%	-1%	-8%
School-Based Medical	2%	0%	-1%	3%
School-Based Dental	-15%	-3%	0%	-4%
Behavioral Health	-1%	-2%	-3%	0%
Vision	5%	2%	0%	3%

- Net Gain was \$4,098, 434.31.
- Invoices greater than 90 days are at -7% (below 20% is the goal).
- Invoices greater than 120 days are at -11% (below 10% is the goal).
- Days in Accounts receivable were 7.7 days.

**Medicaid Maximization Report**

Mr. Mark Menkhaus Jr. gave a presentation on Medicaid Maximization through the Alternative Payment Method (APM) to the Board.

Please see the presentation attached to the agenda packet.

**Highlights**

- This has been a big part of the financial conversation of the past year.
- The Medicaid maximization payment has a big impact on year-over-year comparisons financially and revenue stream for CCPC.
- Ohio Medicaid office refers to Medicaid Maximization payment as the Alternative Payment Method (APM).
- CCPC is able to maximize the amount of money received from Medicaid by taking advantage of the APM.
- The Prospective Payment System (PPS) is a method used by Medicaid to establish an all-inclusive per-visit payment amount for each Federally Qualified Health Center (FQHC) & Rural Health Center (RHC). This method is described in rule 5160-28-05 of the Administrative Code.
- The APM is an opportunity made available only to government-operated FQHCs that allows for an additional payment if the total Medicaid payment received is less than the total allowable Medicaid cost.
- ODM calculates the federal share of the difference by applying the appropriate federal match percentage and then remits this amount to the government-operated FQHC site.
- This method is described in rule 5160-28-07.1 of the Administrative Code.
- To qualify for additional payment under the APM, a government-operated FQHC site submits both a preliminary cost report and a fully audited cost report for every cost-reporting period.
- Factors that influence the final amount of an APM payment:
  - Average cost per visit: Calculated as total actual allowable costs for the service divided by the total number of visits
  - Total allowable Medicaid Cost: Calculated as the average cost per visit times the number of visits made by Medicaid-eligible individuals.
  - Total Medicaid payment: Calculated as the sum of the per-visit payment amounts paid to an FQHC

n/a

Mr. Mark Menkhaus Jr.

- site under the PPS, payments made by Managed Care Entities, and Medicaid wraparound payments.
  - Total Medicaid variance: Calculated as the difference between the total Medicaid payment received and the total allowable Medicaid cost.
- Ohio Quarterly Federal Medical Assistance Percentage (FMAP) Rates.

FFY		Regular	COVID	REG COVID			COVID	CHIP COVID
		FMAP	FFCRA	Total	ACA	CHIP	FFCRA	Total
2020	Oct-Dec	63.02%			93.00%	85.61%		
	Jan-Mar	63.02%	6.20%	69.22%	90.00%	85.61%	4.34%	89.95%
	Apr-June	63.02%	6.20%	69.22%	90.00%	85.61%	4.34%	89.95%
	July-Sept	63.02%	6.20%	69.22%	90.00%	85.61%	4.34%	89.95%
2021	Oct-Dec	63.63%	6.20%	69.83%	90.00%	74.54%	4.34%	78.88%
	Jan-Mar	63.63%	6.20%	69.83%	90.00%	74.54%	4.34%	78.88%
	Apr-June	63.63%	6.20%	69.83%	90.00%	74.54%	4.34%	78.88%
	July-Sept	63.63%	6.20%	69.83%	90.00%	74.54%	4.34%	78.88%
2022	Oct-Dec	64.10%	6.20%	70.30%	90.00%	74.87%	4.34%	79.21%
	Jan-Mar	64.10%	6.20%	70.30%	90.00%	74.87%	4.34%	79.21%
	Apr-June	64.10%	6.20%	70.30%	90.00%	74.87%	4.34%	79.21%
	July-Sept	64.10%	6.20%	70.30%	90.00%	74.87%	4.34%	79.21%
2023	Oct-Dec	63.58%	6.20%	69.78%	90.00%	74.51%	4.34%	78.85%
	Jan-Mar	63.58%	6.20%	69.78%	90.00%	74.51%	4.34%	78.85%
	Apr-June	63.58%	5.00%	68.58%	90.00%	74.51%	3.50%	78.01%
	July-Sept	63.58%	2.50%	66.08%	90.00%	74.51%	1.75%	76.26%
2024	Oct-Dec	64.30%	1.50%	65.80%	90.00%	75.01%	1.05%	76.06%
	Jan-Mar	64.30%		64.30%	90.00%	75.01%		75.01%
	Apr-June	64.30%		64.30%	90.00%	75.01%		75.01%
	July-Sept	64.30%		64.30%	90.00%	75.01%		75.01%

**Pharmacy Policy Updates**

Mr. David Miller presented some Pharmacy policy updates to the board.

Please see the documents in the attached agenda packet for the policies.

**Critical Medication Policy**

- This policy provides a “safety net” service to the citizens of Cincinnati is a primary function of the Cincinnati Health Department (CHD). When CHD patients are unable to afford their medications for certain critical medical conditions, this can negatively impact their health. CHD has developed the Critical Medication Program to provide medications for serious health conditions to patients who are unable to afford them.
- The changes made were:
  - Changes in leadership, need new signatures.
  - Updated the critical medication list to include more diabetic and hypertensive products.
- No additional discussion from the board.

**Quality Improvement Plan Policy and Procedure**

- This policy and procedure establish guidelines for Quality Improvement in the pharmacy department. Quality Improvement processes are necessary to ensure the safety of patients as well as to improve overall patient care. As a system establishing a process that monitors errors based on "Just Cause" will allow for a system not to be based on punishment but for the improvement in medication delivery as well as establish goals for our system. A Quality improvement plan will allow us to view current best practices, learn from breakdowns in the current system, and ensure that

**Vote:**  
CCPC  
Critical Medication Policy  
**M:** Mr. Robert Brown  
**2<sup>nd</sup>:** Dr. Phil Lichtenstein  
**Action: 9-0 Passed**

**Vote:** QI Plan Policy & Procedure & Policy  
**M:** Dr. Camille Jones  
**2<sup>nd</sup>:** Dr. Phil Lichtenstein  
**Action: 9-0 Passed**

**Vote:** Medication Safety and Best Practices Policy  
**M:** Dr. Camille Jones

Mr. David Miller



	<p>the pharmacy department is working toward continuous improvement</p> <ul style="list-style-type: none"> <li>• The changes made were: <ul style="list-style-type: none"> <li>○ Changes in leadership, need new signatures.</li> <li>○ Made updates on how pharmacists need to report these events in a timely manner. All incidents should be reported.</li> <li>○ Addition of the adoption of “just cause reporting. Just cause reporting is that there are no ramifications for reporting an error, used for internal purposes only, and it is used to make improvements to prevent future errors.</li> <li>○ The addition of the time frame for reporting errors—all errors need to be reported within 24 hours</li> <li>○ Updates to what kind of dispensing errors need to be documented.</li> <li>○ Adoption of a quality improvement form is to be filled out, that details the steps that should be taken to prevent this incident from reoccurring...must be completed within 30 days.</li> <li>○ Added the adoption of the Institute of Medication Practices (ISMP) document, "Targeted Medication Safety Best Practices for Community Pharmacy (published 2023)" and add their recommendation to the "Medication Safety and Best Practices" CHD policy and procedure.</li> </ul> </li> <li>• Dr. Lichtenstein asked if the board will be receiving future pharmacy quality improvement reports. <ul style="list-style-type: none"> <li>○ Mr. Miller responded that he will be bringing future quality improvement reports to the board.</li> </ul> </li> <li>• Dr. Young asked if there is a regularly scheduled audit of these errors that may occur. <ul style="list-style-type: none"> <li>○ Mr. Miller responded that in his monthly meetings with his team, he discusses reporting any errors that occur.</li> </ul> </li> </ul> <p><b>Medication Safety and Best Practices Policy</b></p> <ul style="list-style-type: none"> <li>• This policy entails guidelines that will be used to ensure the pharmacy is current on best practices in medication safety. The rationale is to provide continuous improvement of the medication use system ensuring safe medication use and utilization of best practices. Studying risk, patient safety, and medication errors will allow for the identification of areas of concern in pharmacy practice and reduce the number of adverse events that can occur in pharmacy practice.</li> <li>• The changes made were: <ul style="list-style-type: none"> <li>○ Changes in leadership, need new signatures.</li> <li>○ Bi-monthly continuing education provided through Pharmacist’s Letter on Patient Safety/Medication Errors will be assigned to all pharmacy staff. All staff will be required to complete the continuing education and turn in the completion affidavit to the pharmacy</li> </ul> </li> </ul>	<p><b>2<sup>nd</sup>: Mr. Robert Brown</b>  <b>Action: 9-0 Passed</b></p> <p><b>Vote:</b>  Clinical Pharmacy Policy  <b>M: Dr. Phil Lichtenstein</b>  <b>2<sup>nd</sup>: Mr. Robert Brown</b>  <b>Action: 9-0 Passed</b></p>	
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	<p>director at the monthly staff meetings to ensure compliance.</p> <ul style="list-style-type: none"> <li>○ The CHD pharmacy will distribute the ISMP Medication Safety Alert! Community/Ambulatory Care Edition by email monthly. All staff will be required to complete the reading.</li> <li>○ Each pharmacy will carry a Medication Safety and Best Practices binder. Quarterly during the monthly pharmacy staff meetings, the binder will be updated, and staff will review selected best practices and benchmark them against current pharmacy practices.</li> </ul> <ul style="list-style-type: none"> <li>● No additional discussion from the board.</li> </ul> <p><b>Clinical Pharmacy Policy</b></p> <ul style="list-style-type: none"> <li>● Policy and Procedure to improve patient clinical outcomes, City of Cincinnati pharmacists will provide care under a collaborative practice agreement (CPA) with the City of Cincinnati medical providers to manage drug therapy for select disease states. In compliance with the Ohio Administrative Code, procedures and CPA agreements will detail the scope of pharmacy services, communication and documentation methods, and quality assurance and improvement measures.</li> <li>● There were some minor changes: <ul style="list-style-type: none"> <li>○ Changes in leadership, need new signatures.</li> <li>○ Provider can now send a referral to the pharmacist, then the pharmacist can see the patient—in a nurse practitioner or physician assistant capacity. They will spend 30-45 minutes reviewing the patient’s medication and needs, and they can adjust medications if needed.</li> </ul> </li> <li>● Dr. Jones asked a question regarding the excluded CPA Diseases. She wanted to know what counts as a “comorbid condition”. <ul style="list-style-type: none"> <li>○ Dr. Saker and Mr. Miller answered end-stage kidney disease, end-stage COPD, end-stage congestive heart failure, and anything that would typically be handled by a sub-specialist.</li> </ul> </li> <li>● No additional discussion from the board.</li> </ul> <p><b>Motion:</b> Approval of the updated Critical Medication Policy.</p> <p><b>Motion:</b> Approval of the updated Quality Improvement Plan Policy and Procedure.</p> <p><b>Motion:</b> Approval of the updated Medication Safety and Best Practices Policy.</p> <p><b>Motion:</b> Approval of the updated Clinical Pharmacy Policy. <i>(Ms. Burns left before these votes)</i></p>		
<b><i>New Business</i></b>			
<b>New Business &amp; Public Comments</b>	<ul style="list-style-type: none"> <li>● No Additional New Business or Public Comments.</li> </ul>	n/a	Mr. Tim Collier

<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>Efficiency Update is included in the packet.</li> </ul>	n/a	n/a
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Meeting adjourned: 7:35 pm

Next meeting: June 14, 2023

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/kH7C2iL19C/>



Date: 5/10/2023  
 Clerk, CCPC Board of Governors



Date: 5/10/2023  
 Dr. Angelica Hardee, Secretary

# CCPC Board of Governors Meeting Minutes

Wednesday, June 14, 2023

Call to order at 6:00 pm

## Roll Call

**CCPC Board members present** – Pamela J. Adams, Jeff Brewster, Robert Brown, Michelle Burns, Timothy Collier, Dr. Camille Jones, Dr. Phil Lichtenstein, Luz Schemmel, Debra Sellers, Erica White-Johnson, Dr. Bernard Young

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

**Others present** – Ms. Sa-Leemah Cunningham (clerk), Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr., Dr. Denise Saker, Dr. Michelle Daniels, Dr. Edward Herzig, Mr. Jose Marques, Mr. David Miller, Ms. LaSheena White.



CCPC Board  
Meeting Agenda Pa

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.  The board gave a moment of silence to recognize our two most important constituencies; the staff and patients.	n/a	Mr. Tim Collier
<b>Roll Call</b>	11 present, 2 Absent	n/a	Ms. Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approves the minutes of the May 10, 2023, CCPC Board Meeting. <i>(Ms. Adams, Dr. Lichtenstein, Ms. White-Johnson, and Dr. Young joined after the vote)</i>	<b>M:</b> Mr. Robert Brown <b>2<sup>nd</sup>:</b> Ms. Michelle Burns <b>Action:</b> 6-1 Abstain Passed	Mr. Tim Collier
<b>Executive Committee</b>			
<b>Strategic Planning Retreat</b>	Mr. Tim Collier and Ms. Joyce Tate discussed Strategic Planning with the board. <ul style="list-style-type: none"> <li>• Ms. Tate informed the board that CCPC is nearing the end of the current strategic plan and the CCPC strategic plan is up for renewal this year.</li> <li>• Ms. Tate stated the executive committee is in the process of engaging with someone to help facilitate the strategic plan renewal. <ul style="list-style-type: none"> <li>○ One of the people contacted was Ms. Denisha Porter from All-In Cincinnati and she expressed interest in facilitating. Ms. Tate is working with Mr. Menkhaus to create a plan for engaging her through the city process.</li> </ul> </li> <li>• Ms. Tate stated the Strategic Planning Retreat is slated for late-summer, early fall. The Board will be informed of a final date when it is planned.</li> <li>• Ms. Tate stated the executive committee encourages the full board and a representative from the Board of Health to attend the retreat.</li> <li>• Mr. Collier stated that this retreat will be one day only.</li> </ul>	n/a	Mr. Tim Collier/Ms. Joyce Tate

	<ul style="list-style-type: none"> <li>No additional discussion from the board.</li> </ul>		
<b>Old Business</b>			
<b>CEO Update</b>	<p>Ms. Tate gave her CEO Update, discussed shared the latest CHD Personnel Actions with the Board.</p> <p><b>CCPC Progress since HRSA Operational Site Visit</b></p> <ul style="list-style-type: none"> <li>Ms. Tate informed the board that she received the final report back from HRSA.</li> <li>Ms. Tate announced that all conditions that were set during the site visit were lifted!</li> <li>Mr. Collier and Ms. Tate thanked the CCPC staff and Board members for the work they did to prepare and during the HRSA operational site visit.</li> <li>Ms. Tate also highlighted Dr. Goode for pulling together all the key staff to prepare—including Dr. Daniels (and her team), Dr. Saker, and Mr. Menkhaus.</li> </ul> <p><b>Summer Kickoff at Ambrose Clinic Health Center</b></p> <ul style="list-style-type: none"> <li>Ms. Tate informed the board that the Summer Kickoff was a success!</li> <li>Ms. Tate expressed her gratitude to the staff at the Ambrose Clement Health Center for their hard work in making this event happen.</li> <li>Over 150 people from the community attended.</li> </ul> <p><b>CCPC Billboards</b></p> <ul style="list-style-type: none"> <li>Ms. Tate informed the Board there are billboards now up across the city of Cincinnati. These billboards are promoting CCPC Services and encouraging the community to get their COVID vaccination. The community can call 311 to schedule an appointment for services and/or a COVID vaccine.</li> <li>Ms. Tate thanked Dr. Goode, Mr. Menkhaus, and Ms. Cunningham for their work on this project.</li> </ul> <p><b>Personnel Actions</b></p> <ul style="list-style-type: none"> <li>The Board of Health Personnel Actions is included in the Board packet.</li> <li>There are 3 Caseworker Associates, 2 Public Health Nurses starting; and one person being promoted to Public Health Nurse 3.</li> <li>Dr. Saker announced that there has been an offer extended (working on credentialing) to a part-time pediatrician-Dr. Emily Haas. Her location has not yet been determined her location (either Bobbie Sterne or Price Hill Health Center). An offer has been extended to a board-certified adult and geriatric nurse practitioner that will work at the Northside Health Center.</li> </ul>	n/a	Ms. Joyce Tate

	<ul style="list-style-type: none"> <li>No additional discussion from the board.</li> </ul>		
<b>CMO Update</b>	<p>Dr. Saker presented her CMO Report to the board, discussing the 2022 Patient Satisfaction Survey.</p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>See the memo in the agenda packet.</li> <li>Dr. Saker went over the 2022 Sample Size &amp; Survey Layout. <ul style="list-style-type: none"> <li>CHD Medical All—638 Total Surveys</li> <li>Medical Aggregate—38 Health Centers, 18,552 Surveys from July 2022-December 2022.</li> <li>CHD Dental All—342 Total Surveys.</li> <li>Dental Aggregate—34 Health Centers, 3,992 Surveys from July 2022-December 2022.</li> <li>The survey was composed of 41 questions in 8 categories (Patient Information, Ease of Getting Care, Facility, Front Desk, Nurses and Medical Assistants, Provider(s), Experience with Visit, and General).</li> </ul> </li> <li>Dr. Saker discussed the areas of success. <ul style="list-style-type: none"> <li>Ease of Getting Care: able to get appointments and convenient health center hours.</li> <li>Facility: clean and comfortable waiting and exam rooms and handicap accessible.</li> <li>Provider(s): Provides understood information, listens, friendly, and helpful.</li> <li>Experience: Getting medications, ease of making appointments, copying care plan, health goals.</li> <li>General: Understood what was asked to pay, ability to see the same provider, willing to refer to CCPC, and overall great experience.</li> </ul> </li> <li>Dr. Saker discussed the areas for improvement. <ul style="list-style-type: none"> <li>Ease of Getting Care: length of wait time at the health center, need for medical advice outside office hours, barriers in phone calls getting through and returned, ability to make same-day appointments.</li> <li>Front Desk, Nurses, Medical Assistants: friendly, listens, helpful</li> <li>Provider(s): Spends enough time with you.</li> <li>Experience: Asked if problems with medicine, provider and other health care providers share information, asked if visits with other healthcare providers since last appointment.</li> </ul> </li> <li>Dr. Saker showed the survey information in percentage data.</li> <li>First year Behavioral Health questions were included in the Survey.</li> <li>No additional discussion from the board.</li> </ul>	n/a	Dr. Denise Saker
<b>Finance Update</b>	<p>Mr. Menkhaus reviewed the financial data variance between FY22 and FY23 for the month of April 2023.</p> <ul style="list-style-type: none"> <li>Please see the memo and presentation attached to the agenda.</li> </ul> <p><b>Highlights</b></p>	n/a	Mark Menkhaus Jr.

	<ul style="list-style-type: none"> <li>• Clinic Disaster and School-Based Disaster hours were not really changed from the previous month.</li> <li>• Revenue increased 17%. <ul style="list-style-type: none"> <li>○ Grant revenue decreased 32.36%.</li> <li>○ Self-pay patient decreased 17.13%.</li> <li>○ Medicare increased 19.99%.</li> <li>○ Medicaid was increased 110.53%.</li> <li>○ Private Pay insurance decreased 17.07%.</li> <li>○ Medicaid managed care increased 1.75%.</li> <li>○ 416—Offset increased 7.33%.</li> </ul> </li> <li>• Expenses decreased 0.84%. <ul style="list-style-type: none"> <li>○ Personnel expenses decreased 0.47%.</li> <li>○ Material expenses decreased 24.02%.</li> <li>○ Contractual Costs increased 10.52%.</li> <li>○ Fixed costs decreased 1.97%.</li> <li>○ Fringes increased 0.92%.</li> </ul> </li> <li>• Net Gain was \$2,932,414.26.</li> <li>• Monthly visit revenue decreased to 28% due to OCHIN billing services switching to a new generation platform and causing some delays.</li> <li>• Payor Mix (major changes) <ul style="list-style-type: none"> <li>○ School based dental Medicaid decreased 13%.</li> <li>○ Behavioral health Medicaid increased 17%.</li> </ul> </li> <li>○ Invoices greater than 90 days are at 6% (below 20% is the goal).</li> <li>○ Invoices greater than 120 days are at 0% (below 10% is the goal).</li> <li>○ Days in Accounts receivable were 45.4 days.</li> <li>○ Total Accounts receivable is \$4.5 Million</li> </ul>		
<p><b>Pharmacy Policy Updates</b></p>	<p>Mr. David Miller presented some Pharmacy policy updates to the board.</p> <p>Please see the documents in the attached agenda packet for the policies.</p> <p><b>Pharmacy Security Policy</b></p> <ul style="list-style-type: none"> <li>• This policy will describe measures necessary to comply with having a secure pharmacy workplace. The rationale of this policy is to ensure that CHD pharmacies are secure and protected in such a way as to ensure there is no unauthorized entry.</li> <li>• The changes made were: <ul style="list-style-type: none"> <li>○ Changes in leadership, need new signatures.</li> <li>○ Needed to Add Ambrose Clement pharmacy to the clinic security list.</li> </ul> </li> <li>• No additional discussion from the board.</li> </ul> <p><b>Indigent Programs Americares Policy</b></p> <ul style="list-style-type: none"> <li>• This is a new policy and procedure to establish guidelines for indigent medications in the pharmacy department. The rationale of this policy is to ensure that the indigent program’s medications are compliant and pursuant to all state and federal laws and that medications are delivered to the patient as safe and effective.</li> </ul>	<p><b>Vote:</b> Pharmacy Security Policy <b>M:</b> Dr. Camille Jones <b>2<sup>nd</sup>:</b> Dr. Phil Lichtenstein <b>Action: 10-1 Abstain Passed</b></p> <p><b>Vote:</b> Indigent Programs Americares Policy <b>M:</b> Dr. Phil Lichtenstein <b>2<sup>nd</sup>:</b> Ms. Michelle Burns <b>Action: 11-0 Passed</b></p> <p><b>Vote:</b> Pharmacy</p>	<p>Mr. David Miller</p>

	<p><b>Pharmacy References Policy</b></p> <ul style="list-style-type: none"> <li>This policy states all pharmacists working in a pharmacy must be able to access all current federal and state laws, regulations, and rules governing the legal distribution of drugs in Ohio, including internet access. The pharmacy shall have access to and utilize the references necessary to conduct a pharmacy in a manner that is in the best interest of the patients served and to comply with all state and federal laws, this shall include hard copy or internet access to appropriate pharmacy reference materials.</li> <li>The changes made were: <ul style="list-style-type: none"> <li>Changes in leadership, need new signatures.</li> <li>Therapeutics references were added under the procedure.</li> </ul> </li> <li>No additional discussion from the board.</li> </ul> <p><b>Patient Eligibility &amp; Pharmacy Dispensation Policy</b></p> <ul style="list-style-type: none"> <li>Policy and Procedure that provides the listing of requirements for CHD patients to be verified by registration and the pharmacy for patients filling medications in the pharmacy. Also, to ensure that patients using the CHD pharmacies are eligible for services that are provided.</li> <li>No additional discussion from the board.</li> </ul> <p><b>Motion:</b> Approval of the updated Pharmacy Security Policy.</p> <p><b>Motion:</b> Approval of the updated Indigent Programs Americares Policy.</p> <p><b>Motion:</b> Approval of the updated Pharmacy References Policy.</p> <p><b>Motion:</b> Approval of the updated Patient Eligibility &amp; Pharmacy Dispensation Policy.</p>	<p>References Policy  <b>M:</b> Dr. Camille Jones  <b>2<sup>nd</sup>:</b> Mr. Robert Brown  <b>Action: 11-0 Passed</b></p> <p><b>Vote:</b>  Patient Eligibility &amp; Pharmacy Dispensation Policy  <b>M:</b> Dr. Phil Lichtenstein  <b>2<sup>nd</sup>:</b> Ms. Michelle Burns  <b>Action: 11-0 Passed</b></p>	
<b><i>New Business</i></b>			
<b>New Business &amp; Public Comments</b>	<ul style="list-style-type: none"> <li>No Additional New Business or Public Comments.</li> </ul>	n/a	Mr. Tim Collier
<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>Efficiency Update is included in the packet.</li> </ul>	n/a	n/a

Meeting adjourned: 7:30 pm

Next meeting: July 12, 2023

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/IH-7qLuZ2t/>



Date: 6/14/2023  
Clerk, CCPC Board of Governors



Date: 6/14/2023  
Dr. Angelica Hardee, Secretary



# CCPC Board of Governors Meeting Minutes

Wednesday, July 12, 2023

Call to order at 6:00 pm

## Roll Call

**CCPC Board members present** –Pamela J. Adams, Robert Brown, Michelle Burns, Timothy Collier, Dr. Camille Jones, Dr. Phil Lichtenstein, Debra Sellers, Jen Straw, Erica White-Johnson, Dr. Bernard Young

**CCPC Board members absent** – Jeff Brewster, Dr. Angelica Hardee, Luz Schemmel

**Others present** – Ms. Sa-Leemah Cunningham (clerk), Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr., Dr. Denise Saker, Dr. Edward Herzig, Mr. Jose Marques, Ms. Tanara Ellis, Ms. Alisha Pope



CCPC Board  
Meeting Agenda Pa

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.  The board gave a moment of silence to recognize our two most important constituencies; the staff and patients.	n/a	Mr. Tim Collier
<b>Roll Call</b>	10 present, 3 Absent	n/a	Ms. Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approves the minutes of the June 14, 2023, CCPC Board Meeting.	<b>M:</b> Ms. Michelle Burns <b>2<sup>nd</sup>:</b> Dr. Camille Jones <b>Action: 8-1 Abstain Passed</b>	Mr. Tim Collier
<b>Executive Committee</b>			
<b>Board Chair Updates</b>	Mr. Collier addressed the board to share a few updates.  <b>CCPC Board Committees</b> <ul style="list-style-type: none"> <li>• Mr. Collier informed the board that he has a short list of committees and will reach out to the people he has listed on each committee to see if they are still interested in serving on those committees.</li> <li>• Mr. Collier is going to reach out to the key staff that can assist each committee with their committee work—to streamline the reporting at the CCPC Board meetings.</li> </ul> <b>New Meeting/Agenda Items</b> <ul style="list-style-type: none"> <li>• Mr. Collier informed the board that any new business or new items that need to be discussed, need to be sent to the board chair BEFORE the meeting. This way, any public concerns/new business from board members can be properly documented in the minutes and the chair won't be blindsided.</li> </ul>	n/a	Mr. Tim Collier
<b>Introduction</b>	Ms. Michelle Burns presented a new board member prospect—	<b>M:</b> Ms. Michelle	Ms. Michelle

<p><b>of New Board Member Prospect: Mr. Robert Cummings</b></p>	<p>Mr. Robert Cummings—to the board.</p> <ul style="list-style-type: none"> <li>• Document included in the agenda packet.</li> <li>• Mr. Cummings was interviewed by Ms. Tate and Ms. Burns in Mid-June. Both feel he will be a great asset to the board and were recommended by Mr. Eric Washington, a CHD employee.</li> <li>• Ms. Burns informed the board that Mr. Cummings is involved in the community. He is currently involved in the Ohio Head Start Association (OHSA). Has other board experience as well. Mr. Cummings is very excited about joining the board.</li> <li>• Mr. Cummings is not a current user of the CCPC Services.</li> <li>• No additional discussion from the board.</li> </ul> <p><b>Vote: Motion to approve Mr. Robert Cummings as a new member of the CCPC Board.</b></p>	<p>Burns 2<sup>nd</sup>: Ms. Debra Sellers <b>Action: 9-1 Abstain Passed</b></p>	<p>Burns</p>
<p><b>Sunshine Fund</b></p>	<p>Ms. Michelle Burns presented and introduced the Sunshine Fund plan to the Board.</p> <ul style="list-style-type: none"> <li>• Document included in the agenda packet.</li> <li>• Ms. Burns discussed the intent, purpose, objective, goal and procedure of the CCPC Sunshine Fund.</li> <li>• INTENT: To allow the CCPC Board to have funds readily available to provide flowers and cards to staff, management, board, and other stakeholders.</li> <li>• PURPOSE: That we show front line staff, management, board, and other stakeholders our gratitude and empathy with purpose.</li> <li>• OBJECTIVE: To collect funds via voluntary monthly donations from CCPC Board members to maintain enough funds and not be a burden to accomplish the goal.</li> <li>• GOAL: To show our gratitude and compassion to staff and others who may be experiencing a difficult loss and to congratulate those who deserve recognition.</li> <li>• PROCEDURE: <ul style="list-style-type: none"> <li>○ This is voluntary for all board members.</li> <li>○ Money order or cash should be placed in an envelope if money order you can mail, if you give cash please deliver Joyce Tate, 3101 Burnet Avenue, Cincinnati, OH. 45229. ATTN: Michelle Burns. Money orders can be made payable to Michelle Burns; cash should be placed in an envelope marked with your name, date, amount.</li> <li>○ Ms. Burns will track all deposits and expenses and a monthly report will be given at each board meeting.</li> </ul> </li> <li>• Dr. Jones asked about the expense of flowers and how that will deplete the fund. Ms. Burns informed her that it will depend on the amount given to the fund.</li> </ul>	<p>n/a</p>	<p>Ms. Michelle Burns</p>
<b>Old Business</b>			
<p><b>CEO Update</b></p>	<p>Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.</p>	<p><b>M:</b> Dr. Camille</p>	<p>Ms. Joyce Tate</p>

	<p><b>New Clinical Exchange Platform-CliniSync</b></p> <ul style="list-style-type: none"> <li>Ms. Tate informed the board CliniSync is a new platform that will be used to coordinate care with hospitals or specialists; CliniSync will be used to replace Healthbridge in 2024. They have been selected as the region’s clinical exchange system.</li> </ul> <p><b>State and Federal Budget</b></p> <ul style="list-style-type: none"> <li>Ms. Tate and the team have been following the state and federal budget. There had been some proposed increases for FQHCs in the budget however, the governor has removed those.</li> <li>The Governor will be working with managed care organizations to have them stay in place in a different format.</li> <li>Another budget provision is for mental health providers to be certified through the State of Ohio Mental Health Department. May impact some of our providers but Ms. Tate will learn more.</li> </ul> <p><b>Renovations</b></p> <ul style="list-style-type: none"> <li>Ms. Tate informed the board that the Bobbie Sterne Dental Center were able to get renovated chairs and a picture of them was included in the agenda packet.</li> <li>Ms. Tate told the board that Price Hill had some space renovation for the providers.</li> <li>The Call Center Expansion and Crest Smile Shoppe relocation to Avondale Towne Center is in the works.</li> </ul> <p><b>Addition of Roberts Dental Center to Clinical Scope</b></p> <ul style="list-style-type: none"> <li>Mr. Menkhaus spoke regarding Roberts Dental Center funding. The team requested funding in the budget for positions at the Roberts Dental Center. The request was partially approved by the City Council—providing funding for one dentist and one dental assistant. The amount of money that they allocated was enough to close the gap in operating cost as well.</li> <li>Considering the opening of Roberts Dental Center. Ms. Tate and Mr. Menkhaus asked the board for a motion to add Roberts Dental Center to the CCPC Clinical Scope.</li> </ul> <p><b>Vote: Motion to approve the modification of CCPC Clinical scope to add Roberts Dental Center.</b></p> <p><b>Personnel Actions</b></p> <ul style="list-style-type: none"> <li>The Board of Health Personnel Actions is included in the Board packet.</li> <li>There is a customer relations representative, pediatrician, dietician, nurse practitioner, and promotion to Senior Accountant.</li> </ul>	<p>Jones  <b>2<sup>nd</sup></b>: Ms. Debra Sellers  <b>Action: 10-0 Passed</b></p>	
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	<ul style="list-style-type: none"> <li>No additional discussion from the board.</li> </ul>		
<b>CMO Update</b>	<p>Dr. Saker presented her CMO Report to the board.</p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>See the memo in the agenda packet.</li> <li>COVID-19 status is low transmission; the lowest since the pandemic began. <ul style="list-style-type: none"> <li>FDA’s VRBPAC recommends XBB monovalent fall booster. Single dose of the updated vaccine, regardless of previous vaccination status.</li> <li>Long COVID education, recognition, and treatment has been reviewed at the provider meetings with local experts.</li> <li>COVID vaccine mandate has been discontinued in healthcare settings.</li> </ul> </li> <li>Syphilis cases continue to increase. <ul style="list-style-type: none"> <li>Access to testing &amp; treatment is available in CCPC health centers and at Hamilton County Health Department.</li> </ul> </li> <li>Monkeypox update <ul style="list-style-type: none"> <li>Single case identified in June from someone who traveled outside of the region.</li> <li>Testing, treatment, and vaccination is still available.</li> </ul> </li> <li>West Nile Virus update <ul style="list-style-type: none"> <li>Identified in 2 mosquito traps in the region (out of 50+ locations).</li> <li>Press releases and interviews to inform the public of precautions.</li> </ul> </li> <li>No additional discussion from the board.</li> </ul>	n/a	Dr. Denise Saker
<b>Finance Update</b>	<p>Mr. Menkhaus reviewed the financial data variance between FY22 and FY23 for the month of May 2023.</p> <ul style="list-style-type: none"> <li>Please see the memo and presentation attached to the agenda.</li> </ul> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>Clinical Disaster hours and school-based disaster hours continue to be down significantly.</li> <li>Revenue increased 43.96%. <ul style="list-style-type: none"> <li>Grant revenue increased 5.57%.</li> <li>Self-pay patient decreased 19.24%.</li> <li>Medicare increased 20%.</li> <li>Medicaid increased 204.14%.</li> <li>Private Pay insurance decreased 13.73%.</li> <li>Medicaid managed care decreased 1.15%.</li> <li>416—Offset increased 8.36%.</li> </ul> </li> <li>Expenses decreased 0.15%. <ul style="list-style-type: none"> <li>Personnel expenses increased 0.05%.</li> <li>Material expenses decreased 18.78%.</li> <li>Contractual Costs increased 10.30%.</li> <li>Fixed costs decreased 5.21%.</li> <li>Fringes increased 1.35%.</li> </ul> </li> </ul>	n/a	Mark Menkhaus Jr.

	<ul style="list-style-type: none"> <li>• Net Gain was \$10,221,636.51.</li> <li>• Monthly visit revenue was at 1.2 million in collections and 40% gross collections.</li> <li>○ Invoices greater than 90 days are at 14% (below 20% is the goal).</li> <li>○ Invoices greater than 120 days are at 2% (below 10% is the goal).</li> <li>○ Days in Accounts receivable were 0.4 days.</li> </ul>		
<b><i>New Business</i></b>			
<b>Public Comments</b>	<ul style="list-style-type: none"> <li>• No Public Comments.</li> </ul>	n/a	Mr. Tim Collier
<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>• Efficiency Update is included in the packet.</li> </ul>	n/a	n/a

Meeting adjourned: 7:30 pm

Next meeting: August 9, 2023

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/mgTUJEsQb6/>



Date: 7/12/2023  
Clerk, CCPC Board of Governors



Date: 7/12/2023  
Dr. Angelica Hardee, Secretary

# CCPC Board of Governors Meeting Minutes

Wednesday, August 9, 2023

Call to order at 6:00 pm

## Roll Call

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

**CCPC Board members absent** – Mr. Jeff Brewster

**Others present** – Ms. Sa-Leemah Cunningham (clerk), Ms. Joyce Tate, Dr. Geneva Goode, Ms. Debi Smith, Dr. Denise Saker, Dr. Ed Herzig, Ms. LaSheena White, Mr. David Miller, Ms. Alishia Pope, Dr. Anna Novais, Ms. Angela Mullins, Ms. Ashanti Salter, Ms. Hannah Back, Mr. Kyle Idehosa



CCPC Board  
Meeting Agenda Page

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.  The board gave a moment of silence to recognize our two most important constituencies; the staff and patients.	n/a	Mr. Tim Collier
<b>Roll Call</b>	13 present, 1 Absent	n/a	Ms. Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approves the minutes of the July 12, 2023, CCPC Board Meeting.	<b>M:</b> Mr. Robert Brown <b>2<sup>nd</sup>:</b> Ms. Michelle Burns <b>Action:</b> 12-1 Abstain Passed	Mr. Tim Collier
<b>Executive Committee</b>			
<b>Welcome and swearing in of New Board Member: Mr. Robert Cummings</b>	Ms. Sa-Leemah Cunningham read the oath, swearing in Mr. Robert Cummings.  Mr. Tim Collier and the the CCPC Board welcomed Mr. Cummings to the Board.	n/a	Mr. Tim Collier/Ms. Sa-Leemah Cunningham
<b>Artera/Well Presentation</b>	Ms. Alisha Pope presented about the Artera/Well messaging system to the Board. <ul style="list-style-type: none"> <li>• Please see the presentation attached to the agenda.</li> <li>• Ms. Pope explained Artera is a patient texting communication platform that is used to exchange two-way HIPAA compliant messages.</li> <li>• Artera is used for appointments, health screening, vaccine reminders, health center updates, patient satisfaction survey responses, and disseminating health education to the public.</li> <li>• Ms. Pope shared some July Artera data figures that were included in the agenda packet.</li> <li>• Ms. Pope shared some sample July messages sent.</li> </ul>	n/a	Ms. Alisha Pope

	<ul style="list-style-type: none"> <li>○ Reminders <ul style="list-style-type: none"> <li>▪ Patient Colon screening reminders</li> <li>▪ Patient Mammogram reminders</li> <li>▪ Pediatric patient vaccine reminders</li> </ul> </li> <li>○ Services reminders <ul style="list-style-type: none"> <li>▪ Reminder to Ambrose patients about WIC services at Ambrose.</li> </ul> </li> <li>○ Health Observances—recognizing health initiatives. <ul style="list-style-type: none"> <li>▪ Minority mental health awareness month—promoted our behavioral health services.</li> </ul> </li> <li>○ Patient Satisfaction Surveys <ul style="list-style-type: none"> <li>▪ Ongoing messages with survey links sent top patients regarding their pharmacy experience.</li> </ul> </li> <li>○ No Show Messages <ul style="list-style-type: none"> <li>▪ Ongoing messages sent 2 days after missed appointments to No Show patients, reminding them to reschedule.</li> </ul> </li> <li>● Mr. Brown asked Ms. Pope if specific responses are tracked such as immunizations. <ul style="list-style-type: none"> <li>○ Ms. Pope answered that this tracking is done by another department/area that does this tracking.</li> </ul> </li> <li>● Dr. Jones asked if Ms. Pope new the percentage of people who have opted out of the reminders and can they opt out of surveys and information but not reminders. <ul style="list-style-type: none"> <li>○ Ms. Pope answered that there is an option to opt out of text messages by the patients. When a patient opts out thought, they opt out of everything.</li> </ul> </li> <li>●</li> </ul>		
<b><i>Old Business</i></b>			
<b>CEO Update</b>	<p>Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.</p> <p><b>National Health Center Week – August 6 – 12, 2023</b></p> <ul style="list-style-type: none"> <li>● Ms. Tate acknowledged National Health Center week and expressed her appreciation and gratitude all the CCPC Health Centers and their hard work and dedication to the patients.</li> </ul> <p><b>HRSA Grant Report</b></p> <ul style="list-style-type: none"> <li>● Ms. Tate informed the board that the Non-Competing Continuation (NCC) or HRSA Grant Report is due on August 18, 2023.</li> <li>● This is a progress report and budget period renewal.</li> </ul> <p><b>SAC Grant</b></p> <ul style="list-style-type: none"> <li>● Ms. Tate informed the board that the SAC Grant</li> </ul>	n/a	Ms. Joyce Tate

will be due in 2024. She stated that HRSA has not yet published the dates for submission.

**Separation from Subrecipient Crossroad Harrison Health Center**

- Ms. Tate informed the board that efforts are underway with OACHC to address the separation of Christian Community Health Services DBA Crossroad Harrison Health Center as a subrecipient grantee.
- Ms. Tate elaborated that OACHC, and their legal consultant will reach out to HRSA at the NACHC Conference to discuss how this will be done.

**Sunshine Fund**

- Ms. Tate informed the board that the City Legal Department said that the Sunshine Fund is possible but must be handled internally without public funds.
- Ms. Tate stated that money collected for the sunshine fund can be used to send flowers, cards, or other items, in situations of loss, graduation, special recognitions, etc.
- Ms. Tate elaborated that Ms. Burns and Dr. Hardee will handle the fund. Only Cash will be accepted and can be dropped off to Ms. Tate's office.
- The board is welcome to track any voluntary donations on their own.
- Ms. Tate told the board that there have been several losses to employees including three spouses, a grandparent. There have also been employees with serious illness. The staff greatly appreciated the kind thoughts and prayers from staff and the board.

**Updates on #311**

- Ms. Tate informed the board that The ECC Director, City Managers office and others at the Health Department have been notified of the technical limitations of the #311, including dropped calls.
- Ms. Tate elaborated that the CCPC digital billboard campaign will run through 9/2/2023 for advertising CCPC services, locations and COVID Vaccination.
- Ms. Tate stated that the team has added the full 10-digit number to our digital boards so that those not able to use the 311 can get through directly by dialing 513-357-7320.
- For CCPC patients and residents within the City of Cincinnati proper the 311 number works.
- The poster billboards within Cincinnati remain the same because no change is needed and there are additional costs. Our primary service area includes




	<p>the city of Cincinnati and not all areas outside the city are targeted or a primary focus within our scope. Some areas are served by the other FQHC's in greater Cincinnati.</p> <p><b>Personnel Actions</b></p> <ul style="list-style-type: none"> <li>• The Board of Health Personnel Actions is included in the Board packet.</li> <li>• There is a pharmacist and 2 nursing supervisors joining the team.</li> <li>• No additional discussion from the board.</li> </ul>		
<b>CMO Update</b>	<p>Dr. Saker presented her CMO Report to the board on Long COVID.</p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• See the memo and presentation in the agenda packet.</li> <li>• Dr. Saker explained that the theory surrounding Long COVID is that in these cases, SARS-CoV-2 particles may become active again, causing symptoms to reappear. Overactive immune cells may release high levels of inflammatory substances that can injure organs and tissues. The infection may cause the immune system to start making autoantibodies that attack a person's own organs and tissues.</li> <li>• Dr. Saker reviewed the Long COVID Symptoms: <ul style="list-style-type: none"> <li>○ Chronic pain</li> <li>○ Brain fog</li> <li>○ Shortness of breath</li> <li>○ Chest pain</li> <li>○ Intense fatigue</li> <li>○ Abdominal pain</li> <li>○ Joint/muscle pain</li> <li>○ Almost all organ systems are affected.</li> </ul> </li> <li>• The NIH Office of Long COVID Research is launching clinical trials for four potential Long COVID treatments.</li> <li>• Long COVID may occur in children even if they are asymptomatic.</li> <li>• There are Pediatric Long COVID studies: <i>Understanding the long-term impact of COVID on Children and Families Study (ULTICOFS)</i> and <i>Pediatric COVID Outcomes Study (PECOS)</i>.</li> </ul>	n/a	Dr. Denise Saker
<b>Finance Update</b>	<p>Ms. Smith reviewed the financial data variance between FY22 and FY23 for the month of June 2023.</p> <ul style="list-style-type: none"> <li>• Please see the memo and presentation attached to the agenda.</li> </ul> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• Revenue increased 32.37%. <ul style="list-style-type: none"> <li>○ Grant revenue decreased 1.91%.</li> <li>○ Self-paid patients decreased 18.36%.</li> <li>○ Medicare increased 17.51%.</li> <li>○ Medicaid increased 178.55%. This increase</li> </ul> </li> </ul>	n/a	Debi Smith

	<p>was due to Medicaid maximization payments that came through.</p> <ul style="list-style-type: none"> <li>○ Private Pay insurance decreased 14.70%.</li> <li>○ Medicaid managed care decreased 5.48%.</li> <li>○ 416—Offset decreased 8.25%.</li> <li>● Expenses increased 1.78%. <ul style="list-style-type: none"> <li>○ Personnel expenses increased 4.80%.</li> <li>○ Material expenses decreased 21.27%.</li> <li>○ Contractual Costs increased 7.53%.</li> <li>○ Fixed costs decreased 2.88%.</li> <li>○ Fringes increased 1.74%.</li> </ul> </li> <li>● Net Gain was \$9,723,540.26.</li> <li>○ Invoices greater than 90 days are at 23% (below 20% is the goal).</li> <li>○ Invoices greater than 120 days are at 9% (below 10% is the goal).</li> <li>○ Days in Accounts receivable were 3.8 days: the highest in 13 months.</li> </ul>		
<b><i>New Business</i></b>			
<b>Public Comments</b>	<ul style="list-style-type: none"> <li>● No Public Comments.</li> </ul>	n/a	Mr. Tim Collier
<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>● Efficiency Update is included in the packet.</li> </ul>	n/a	n/a

Meeting adjourned: 7:30 pm


Next meeting: September 13, 2023

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/mVVS3nDm i/>


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Date: 8/9/2023  
Clerk, CCPC Board of Governors


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Date: 8/9/2023  
Dr. Angelica Hardee, Secretary

# CCPC Board of Governors Meeting Minutes

Wednesday, September 13, 2023

Call to order 6:00 pm

## Roll Call

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

**CCPC Board members absent** – Jeff Brewster

**Others present:** Hannah Back (clerk), Dr. Michelle Daniels, Carrie Douglas, Dr. Geneva Goode, Dr. Edward Herzig, Kyle Idahosa, Mark Menkhaus Jr., Alisha Pope, Dr. Denise Saker and Joyce Tate



CCPC Board  
Meeting Agenda Pa

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order</b>	The meeting was called to order 6:00 p.m.  The Board recognized our two most important constituencies; the staff and patients.	n/a	Tim Collier
<b>Roll Call</b>	13 present, 1 absent.	n/a	Clerk
<b>Minutes</b>	<p><b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approve the minutes of the August 9, 2023, CCPC Board Meeting as corrected.</p> <ul style="list-style-type: none"> <li>• Dr. Young proposed two changes to the minutes from August 9, 2023.</li> <li>• Dr. Hardee was present but experiencing microphone difficulties.</li> </ul>	<p><b>M:</b> Michelle Burns <b>2<sup>nd</sup>:</b> Debra Sellers <b>Action:</b> <b>12-0 Pass</b></p>	Tim Collier
<b>Old Business</b>			
<b>CEO Update</b>	<p>Ms. Joyce Tate provided the CEO Update and invited Dr. Goode and Mr. Menkhaus to present on Capital Improvements and the Facilities Master Plan, respectively.</p> <p><b>Strategic Planning</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate explained that the strategic plan will be past due in October; CCPC aims to complete it by the end of 2023.</li> <li>• A majority of Board members must be present for the planning meeting.</li> <li>• Ms. Sa-Leemah Cunningham to send around a Doodle poll to find the best date for a virtual session in October/November.</li> </ul> <p><b>Food for Thought:</b> Ms. Tate asked the Board to consider the sentiment, “We don’t get to treat people poorly even if you don’t like them.”</p> <p><b>Board Member Directory:</b> Ms. Tate will email out the names and titles of Board members; please respond with corrections.</p> <p><b>HRSA Bridge Funding for COVID:</b> \$234,311.</p> <p><b>CCPC Partner Shout Out:</b> American Heart Association,</p>	n/a	Joyce Tate/Dr. Geneva Goode/Mark Menkhaus Jr.

making Cincinnati safer and healthier through CPR and AED's. Celebrating 100 years!

**Capital Projects**

- Millvale Health Center Flooring
  - Dr. Goode completed a walkthrough with contractors and Mr. Hill.
  - Mr. Hill and Mr. Menkhaus are working with Procurement to get the work started.
- Projects that still need HRSA approval:
  - Price Hill Health Center lobby renovation.
  - Call center buildout to support up to 13 staff.
  - Relocation of Crest Smile Shoppe.
- The Price Hill Health Center medical records space redesign is complete.
- Dr. Young asked Dr. Goode what percentage of calls come through the call center versus to the individual sites.
  - Dr. Goode replied that most calls are going through the central scheduling unit.
  - Dr. Goode then commented that an increase in staffing will give the central scheduling unit the capacity to help with pre-registration, especially for new patients.

**Facilities Master Plan:** Mr. Menkhaus began his presentation by commenting that this project goes beyond looking at the status of CCPC facilities, to looking strategically at goals for the future. Form will follow function.

- Actions Taken
  - Interviewed staff through focused teams, to understand the status of the buildings and goals for the future.
  - Looked at the shell of each facility – mechanical, electrical, and plumbing.
  - Examined sites themselves, including parking lots, landscaping, benches, etc.
  - Looked for code improvements, i.e., if older buildings are ADA compliant or out of code in any other way.
- They are about midway through the plan.
- Future Actions
  - Parking study - how much parking should be available, and do we have the appropriate number of spaces based on parking codes?
  - Prioritization of identified projects.
  - Dollar estimates.
  - Suggested strategy for co-locating teams that are in separate buildings, or recommendations for relocating to another building in cases where facilities may be beyond the point of further investment.
- The published master plan will be available in November or December 2023.
- The plan will help CCPC determine how to use current and future capital dollars, and advocate for more capital funds.
- Ms. Adams commented that Ambrose and Bobbie Sterne have very limited parking.
- Dr. Jones asked if the mechanical investigations included ventilation systems.
  - Mr. Menkhaus replied in the affirmative.

	<ul style="list-style-type: none"> <li>• Dr. Jones then inquired if they were looking at heat mitigation for these buildings, too. <ul style="list-style-type: none"> <li>◦ Mr. Menkhous was not sure but assured the Board that with a physician running the team, health data is being considered.</li> </ul> </li> <li>• Ms. Sellers asked if the parking study will consider availability of space. <ul style="list-style-type: none"> <li>◦ Mr. Collier responded that this is an on-going study, encouraging Board members to reach out via email with questions to make sure the team is examining all facets of each issue.</li> </ul> </li> </ul>		
<b>CMO Update</b>	<p>Dr. Saker provided the CMO update, a Quality Improvement (QI) presentation to review clinical outcome measures. The presentation is attached to the agenda.</p> <ul style="list-style-type: none"> <li>• There is a new collaborative effort with OACHC to provide a Data Sharing Dashboard. CCPC compares clinical performance data to UDS benchmarks, and other FQHCs in the state and nationally.</li> <li>• Quartiles are based on goals the health centers have determined for themselves in collaboration with QI coordinators.</li> <li>• Not every measure has a dedicated QI project.</li> <li>• Dr. Saker used the example of the Diabetes A1C &gt; 9% measure to show that CCPC is performing better than the UDS benchmark, state-wide and nationally.</li> <li>• The goal of the QI program is to examine and compare outcomes quarterly and annually.</li> <li>• CCPC measures in the 1<sup>st</sup> quartile across the state for 12 of 17 measures.</li> <li>• Dr. Saker highlighted the Access to Prenatal Care measure as an area for improvement. <ul style="list-style-type: none"> <li>◦ A large part of this problem is access to providers.</li> <li>◦ CCPC collaborates closely with UC for these services.</li> <li>◦ QI team will break data down by location and provider.</li> <li>◦ CCPC has made UC aware this measure will be a focus moving forward.</li> </ul> </li> <li>• Current Improvement Work <ul style="list-style-type: none"> <li>◦ Diabetes <ul style="list-style-type: none"> <li>▪ All health centers are applying the change bundle developed at Price Hill.</li> <li>▪ Have seen system-wide improvements in A1C.</li> <li>▪ Also working with Clinical Pharmacy program.</li> <li>▪ Addresses health disparities.</li> </ul> </li> <li>◦ Hypertension <ul style="list-style-type: none"> <li>▪ All health centers are applying the change bundle.</li> <li>▪ Also working with Clinical Pharmacy program.</li> <li>▪ Addresses health disparities.</li> </ul> </li> <li>◦ Childhood Immunizations <ul style="list-style-type: none"> <li>▪ PINQ Collaborative project</li> <li>▪ ImpactU Learning project: QI program looking at improving the percentage of children with 4<sup>th</sup> Tdap shot before the age of 2.</li> </ul> </li> <li>◦ Dental Sealants <ul style="list-style-type: none"> <li>▪ Collaborative practice with pediatrics and dental teams.</li> </ul> </li> </ul> </li> <li>• Prospective Improvement Work <ul style="list-style-type: none"> <li>◦ Depression Remission</li> </ul> </li> </ul>		Dr. Denise Saker

	<ul style="list-style-type: none"> <li>▪ Looking to see improvement in a positive depression screening one year later.</li> <li>▪ From a PHQ screening score of greater than 9 to 5 or less the following year.</li> <li>▪ A provider champion has been identified and has begun failure mode analysis, process development.</li> <li>○ HIV Screening: <ul style="list-style-type: none"> <li>▪ Health Collaborative Project to increase HIV testing in the health centers.</li> <li>▪ Kickoff meeting in September 2023.</li> </ul> </li> <li>• Other Projects <ul style="list-style-type: none"> <li>○ Hepatitis C <ul style="list-style-type: none"> <li>▪ CCPC has been awarded the OACHC HCV Disease Intervention Specialist Grant.</li> <li>▪ As part of this grant, the Ambrose health center team has been working to increase testing and provide treatment pathways.</li> <li>▪ The team meets monthly, with data reported statewide.</li> </ul> </li> <li>○ Integrated Behavioral Health <ul style="list-style-type: none"> <li>▪ Focus has been on Price Hill and Millvale pediatrics populations.</li> <li>▪ Indirect impact on depression screening measure.</li> <li>▪ CCHMC behavioral health provider is on site for screening and intervention.</li> <li>▪ There is also a behavioral health presence at Northside and Bobbie Sterne, but they are not affiliated with this project.</li> </ul> </li> <li>○ Increase Lead Screening <ul style="list-style-type: none"> <li>▪ Collaboration with Environmental Health.</li> <li>▪ A provider at Braxton Cann is championing a pediatrics team project to improve lead screening.</li> </ul> </li> </ul> </li> <li>• Dr. Young asked Dr. Saker to elaborate on the HIV Linkage to Care measure. <ul style="list-style-type: none"> <li>○ Dr. Saker explained that to meet the measure, a patient who is diagnosed in a CCPC practice must complete a referral to an infectious disease HIV specialist.</li> <li>○ Most CCPC patients with HIV were diagnosed elsewhere, so the numbers are very low.</li> </ul> </li> <li>• Dr. Young asked if the lead screening measure was done in conjunction with Healthy Homes. <ul style="list-style-type: none"> <li>○ Dr. Saker confirmed that CCPC works closely with Environmental Health on several home environment issues impacting health, including lead and mold.</li> </ul> </li> <li>• Dr. Jones commented that she was very impressed by the data presented and asked for clarification on what integrated behavioral health entails. <ul style="list-style-type: none"> <li>○ Dr. Saker responded that integrated behavioral health care is the concept that behavioral health services are most valuable at the time the need is identified, and not later at a separate practice.</li> <li>○ CCPC provides on-site behavioral health treatment.</li> </ul> </li> <li>• Ms. Adams requested that CCPC investigate why children who attend schools with dental programs are still not receiving the recommended dental care.</li> </ul>		
<p><b>CFO Update</b></p>	<p>Mr. Menkhaus began reviewing the financials through July 2023, comparing them to last year's numbers through July 2022. The memo and presentation are attached to the agenda.</p>		<p>Mark Menkhaus Jr.</p>

	<ul style="list-style-type: none"> <li>• Disaster time is staff time associated with COVID-19 activities. <ul style="list-style-type: none"> <li>○ CCPC clinics had disaster regular time of \$1,316.28, comparable to 2022.</li> <li>○ No disaster overtime for July 2023.</li> <li>○ SBHC disaster regular time was only \$82.44 for July 2023, which is a significant decrease from last year.</li> <li>○ No disaster overtime for SBHCs.</li> </ul> </li> <li>• July Payor Mix Highlights: No data available for School-Based Medical in July 2023, which makes it difficult to do a year-over-year comparison.</li> <li>• Revenue for July 2023 was \$2,913,155.34, an increase of 97.28% from July 2022. <ul style="list-style-type: none"> <li>○ Self-pay patients decreased 3.25%.</li> <li>○ Medicare increased 36.11%.</li> <li>○ Medicaid increased 20.94%.</li> <li>○ Private pay increased 18.64%.</li> <li>○ Medicaid Managed Care increased 58.07%.</li> </ul> </li> <li>• Expenses increased 31.47% due to the timing of invoices. <ul style="list-style-type: none"> <li>○ Personnel expenses decreased 57.20%.</li> <li>○ Material expenses increased 637.52%.</li> <li>○ Contractual costs increased 76.43%.</li> <li>○ Fixed costs increased 128.97%.</li> <li>○ Fringes increased 23.75%.</li> </ul> </li> <li>• Net Gain: \$1,342,637.26.</li> <li>• Revenue Presentation <ul style="list-style-type: none"> <li>○ Monthly visit revenue/collections at \$1.2 million.</li> <li>○ Percent of gross collections: 55%.</li> <li>○ Accounts Receivable (AR) greater than 90 days is 28% (goal is less than 20%).</li> <li>○ AR greater than 120 days is 15% (goal is less than 10%).</li> <li>○ Days in AR: 48.6.</li> <li>○ Total AR: \$4 million.</li> </ul> </li> <li>• Mr. Brown asked if the AR numbers were still a result of OCHIN changes. <ul style="list-style-type: none"> <li>○ Mr. Menkhaus replied that they are a result of changes in Medicaid; OCHIN, as billing agent, reports changes to us.</li> <li>○ CCPC submits claims to Medicaid, and they have not been getting paid back as quickly.</li> </ul> </li> </ul>		
<p><b>Ambulatory Operations Update</b></p>	<p>Ms. Angela Mullins presented the Hospital and Unplanned Emergency Department (ED) Follow-Up Policy and Procedure updates. The policy document is attached to the agenda.</p> <ul style="list-style-type: none"> <li>• CCPC administration made changes to the policy in preparation for the PCMH renewal application which was completed early September. <ul style="list-style-type: none"> <li>○ Changed the title of the policy to include, “unplanned.”</li> <li>○ Removed wording of, “HealthBridge,” as CCPC no longer uses the service.</li> <li>○ Added medication reconciliation as part of follow-up.</li> <li>○ Included information regarding how CCPC shares information with hospitals.</li> <li>○ Included provider notification through the EMR.</li> <li>○ Included verbiage stating CCPC would educate patients demonstrating high use of ED.</li> <li>○ Increased the number of days for staff to contact patients after hospital admission or ED visit from two to three business days.</li> </ul> </li> </ul>		

	<p><b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approve the changes to the Hospital and Unplanned Emergency Department (ED) Follow-Up Policy and Procedure.</p> <ul style="list-style-type: none"> <li>• <i>Dr. Hardee and Mr. Cummings were present but experiencing microphone difficulties.</i></li> </ul> <p>Ms. Adams asked to be introduced to Ms. Mullins and her role in CCPC. Ms. Mullins replied that she is a Nursing Supervisor in Nursing Administration, formally a Public Health Nurse 3 working in Quality Improvement.</p>	<p><b>M:</b> Dr. Camille Jones 2<sup>nd</sup>: Pamela J. Adams <b>Action:</b> <b>11-0 Pass</b></p>	
<p><b>CEO Update Continued</b></p>	<p><b>Personnel Actions</b></p> <ul style="list-style-type: none"> <li>• The Board of Health Personnel Actions is included in the Board packet.</li> <li>• There are three Public Health Nurse 2’s, two medical assistants, two dieticians, and one laborer joining the team.</li> <li>• No additional discussion from the board.</li> </ul> <p><b>Policy and Practices for When Providers Leave or Transfer</b></p> <ul style="list-style-type: none"> <li>• Ms. Tate explained that an issue was brought to her attention regarding notifying patients when a provider transfers from one CCPC health center to another.</li> <li>• Dr. Young asked if the CCPC Board could review the notification policy, and if there is a timeline for informing patients when providers transfer between CCPC practices. <ul style="list-style-type: none"> <li>○ Ms. Tate explained that CCPC frequently moves providers around to different health centers based on staffing needs.</li> <li>○ CCPC only sends a courtesy notification when a provider is leaving CCPC permanently, often a letter from the provider explaining that they are leaving and what providers remain as options for care.</li> <li>○ This practice is not required by HRSA, but CCPC administration will look at expanding it to include provider transfers.</li> </ul> </li> <li>• Ms. Tate expressed appreciation for the Board members who voice their concerns so CCPC administration can address them through the proper channels.</li> <li>• Dr. Young asked if CCPC was following its written policies because he believes the Board is responsible for ensuring it does so. <ul style="list-style-type: none"> <li>○ Ms. Tate reiterated that this practice is a courtesy to patients, but CCPC does follow its policies; CCPC administration is still researching whether this is a documented policy that will be required.</li> <li>○ Mr. Collier agreed that the CCPC board would like to review the policy or help create one if it does not exist.</li> <li>○ Dr. Goode explained that there is a policy for when providers leave CCPC permanently. <ul style="list-style-type: none"> <li>▪ The policy is to inform patients 30 days prior to the provider’s last day.</li> <li>▪ The policy does not include provider transfers.</li> </ul> </li> </ul> </li> <li>• An update about this issue will be provided to the Board.</li> <li>• Dr. Jones commented that CCPC needs to consider the patient definition of, “practice,” as they may not realize another health center is still part of CCPC.</li> <li>• Dr. Jones provided the Ohio Administrative Code (OAC)</li> </ul>		



	<p>rule regarding this issue to aid in research: OAC Rule 4731-27-03   Notice of termination of physician employment or physician leaving a practice, selling a practice, or retiring from the practice of medicine.</p> <ul style="list-style-type: none"> <li>○ Ms. Tate explained that Dr. Goode and Commissioner Dr. Mussman reviewed the OAC rule; they noted that it referenced only physicians, not providers.</li> <li>○ The OAC rule states FQHCs like CCPC are exempt.</li> <li>● Ms. Adams emphasized the major inconveniences caused for patients when there are issues with staffing, not just in clinical care but also pharmaceutical services.</li> <li>● Mr. Collier explained the difference between the Board addressing policy issues versus commenting on specific incidences with staff not following policy. The latter is not under the Board’s purview.</li> <li>● Dr. Lichtenstein expressed a willingness to review the provider transfer policy with CCPC administration and other board members. <ul style="list-style-type: none"> <li>○ Dr. Lichtenstein recommended another consideration in the policy should be prescription refills while a patient is waiting to be seen by a new provider.</li> </ul> </li> <li>● Mr. Brown commented that regardless of whether OAC rules require this notification, it should be part of CCPC’s policies and practices.</li> <li>● Mr. Collier is interested in defining the process through which patient complaints can be brought to and addressed by the CCPC Board, including staff research prior to the Board meeting. <ul style="list-style-type: none"> <li>○ Mr. Collier noted that future comments during discussion should be limited to 2 minutes.</li> </ul> </li> </ul>		
<b><i>New Business</i></b>			
<b>Sunshine Fund</b>	Dr. Lichtenstein expressed his appreciation for the Sunshine Fund. He thanked Mr. Collier for hand delivering a card and flowers after he was discharged from the hospital.	n/a	Dr. Phil Lichtenstein
<b>Community Event: FYI</b>	Ms. Adams described an upcoming event she has worked with the City Manager’s office to put on to highlight services provided by the Cincinnati Health Department. The event will take place September 23, 2023, at 1702 Carll Street. Nurses from Millvale will conduct blood pressure screenings. Antonio from Environmental Health will attend.	n/a	Ms. Pamela J. Adams
<b>Public Comments</b>	No public comments.	n/a	Clerk
<b>Documents not Presented</b>	Efficiency Update is included in the packet.	n/a	n/a

Meeting adjourned: 7:40 p.m.

Next meeting: October 11, 2023

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/nvOs5xPzDM/>



Date: 9/13/2023

Clerk, CCPC Board of Governors



Date: 9/13/2023

Dr. Angelica Hardee, Secretary

# CCPC Board of Governors Meeting Minutes

Wednesday, October 11, 2023

Call to order at 6:00 pm

## Roll Call

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

**CCPC Board members absent** – Mr. Jeff Brewster, Ms. Erica White-Johnson

**Others present** – Ms. Sa-Leemah Cunningham (clerk), Ms. Joyce Tate, Dr. Geneva Goode, Mr. Mark Menkhaus Jr., Dr. Denise Saker, Ms. LaSheena White, Mr. David Miller, Dr. Anna Novais, Ms. Hannah Back



CCPC Board  
Meeting Agenda Page

Topic	Discussion/Action	Motion	Responsible Party
<b>Call to Order/Moment of Silence</b>	The meeting was called to order at 6:00 p.m.  The board gave a moment of silence to recognize our two most important constituencies; the staff and patients.	n/a	Mr. Tim Collier
<b>Roll Call</b>	11 present, 2 Absent	n/a	Ms. Sa-Leemah Cunningham
<b>Minutes</b>	<b>Motion:</b> That the City of Cincinnati Primary Care Board of Governors approves the minutes of the September 13, 2023, CCPC Board Meeting. <i>Ms. Adams joined the meeting after this vote</i>	<b>M:</b> Mr. Robert Brown <b>2<sup>nd</sup>:</b> Ms. Michelle Burns <b>Action:</b> 11-0 Passed	Mr. Tim Collier
<b>Executive Committee</b>			
<b>Ms. Tate’s Upcoming Evaluation</b>	<ul style="list-style-type: none"> <li>• Ms. Burns informed the board that Ms. Tate’s Annual Evaluation date is approaching.</li> <li>• The Evaluation is due by October 30, 2023— according to the Sunshine Laws.</li> <li>• Ms. Burns informed the board if they have any comments or any input regarding the evaluation, to send them to herself and the Board Chair.</li> <li>• Ms. Burns and Mr. Collier will put together Ms. Tate’s Evaluation.</li> <li>• No meeting date has been set yet, but Mr. Collier and Ms. Burns will work with Ms. Cunningham to set up a meeting time.</li> <li>• No additional discussion from the board.</li> </ul>	n/a	Ms. Michelle Burns
<b>Acknowledgement of CCPC National Awards</b>	Dr. Hardee spoke to the board regarding the National American Heart Association Awards CCPC has won. <ul style="list-style-type: none"> <li>• See the awards in the agenda packet.</li> <li>• Dr. Hardee acknowledge the amazing efforts of</li> </ul>	n/a	Dr. Angelica Hardee

	<p>CCPC, specifically based on the National American Heart Association and American Medical Association.</p> <ul style="list-style-type: none"> <li>• CCPC received the Gold + Target Blood Pressure Award, in recognition of achieving 70% or greater blood pressure control and committing to accurate measurement among adult patients—which is a Nationally recognized honor.</li> <li>• CCPC also received a Gold Check Change Control Cholesterol award, in recognition for improving the quality of care through awareness, detection, and management of high cholesterol by educating and empowering patients with evidence-based strategies and tools.</li> <li>• Lastly, CCPC received Gold Target: Type 2 Diabetes award; in recognition for improving the quality of care for patients with type 2 diabetes and cardiovascular risk factors by adopting clinical change and using evidence-based strategies and goals.</li> </ul>		
<p><b>Strategic Planning Meeting Update</b></p>	<p>Mr. Collier discussed the upcoming Strategic Planning meeting.</p> <ul style="list-style-type: none"> <li>• Mr. Collier informed the board that Dr. Hardee and Ms. Denisha Porter will be assisting the board with the strategic planning process.</li> <li>• Mr. Collier and Ms. Tate have come up with a tentative strategic planning date timeline. <ul style="list-style-type: none"> <li>○ <b>October 11, 2023:</b> At the October CCPC Board meeting, Mr. Collier (Board Chair) encourages board participation. Mr. Collier informed the board that the planning meeting will be virtual and maintaining strategic focus is key—due to having 3 hours to complete the process.</li> <li>○ <b>October 19, 2023,</b> at 3pm: The CCPC Executive Committee will only meet to discuss the expiring strategic plan and assess progress.</li> <li>○ <b>November 8, 2023:</b> At the November CCPC Board meeting, Ms. Denisha Porter will be introduced, and she and Dr. Hardee will talk about the upcoming process (to formally prepare us for the strategic planning process and set the stage for the big picture discussions).</li> <li>○ <b>December 13, 2023:</b> At the December CCPC board meeting, 10 minutes be devoted to any mandatory board business then move into Executive Session to conduct the strategic planning session (SWOT analysis). The Board meeting will start early at 4 pm. The session starts at 4:15 and will end promptly at 7 pm. Our facilitators and Ms. Cunningham will help</li> </ul> </li> </ul>	<p>n/a</p>	<p>Mr. Tim Collier</p>

	<p>control our time.</p> <ul style="list-style-type: none"> <li>○ <b>February 1, 2024:</b> Tentative Implementation Date.</li> <li>● No additional discussion from the board.</li> </ul>		
<b>Old Business</b>			
<b>CEO Update</b>	<p>Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board.</p> <p><b>OACHC Fall Conference</b></p> <ul style="list-style-type: none"> <li>● Ms. Tate informed the board that herself along with the Health Commissioner, Interim Medical Director, Chief of Operations, Assistant Commissioner for Nursing Administration, Health Program Manager for Dental Operations, and Director of Pharmacy attended the OACHC Conference.</li> <li>● Key topics that were discussed included, Value Based Incentive programs with Managed Care Organizations, Call Center Operational strategies, meetings with Managed Care Reps, Keynote session with the Ohio Department of Medicaid about the roll out of the Next Generation system and problem areas, Workforce Initiatives (to retain and develop the workforce for the future).</li> <li>● Ms. Tate added that the conference also noted the significant shortages in Dentists, Physicians, Nurses and BH specialists across the region.</li> <li>● The OACHC conference encouraged FQHCs to enhance their engagement with medical students and others; to increase interest in health centers or to choose careers in public health settings and health care professions—such as Medicine, Dentistry, BH and Population Health Management.</li> </ul> <p><b>City Council Tour of Burnet and King</b></p> <ul style="list-style-type: none"> <li>● Mr. Menkhaus gave an overview to the board regarding the city council touring the Burnet and King site.</li> <li>● Mr. Menkhaus informed the board that 20-30 people arrived for the tour (their staff and members of the press).</li> <li>● They wanted to see the Burnet and King building, specifically how much deferred maintenance there was in the building.</li> <li>● Mr. Menkhaus stated that the team was able to inform city council about the work being done on the master plan, which should be finalized and published in November.</li> </ul> <p><b>Retirement of Nancy Carter</b></p> <ul style="list-style-type: none"> <li>● Ms. Tate informed the board that Ms. Carter</li> </ul>	n/a	Ms. Joyce Tate

	<p>will be retiring at the end of the year, and she will be missed.</p> <p><b>340B Audit</b></p> <ul style="list-style-type: none"> <li>Ms. Tate informed that there will be a HRSA 340B Audit on November 29 and 30, 2023. Board members and patients MUST have current financial information on file if they use CCPC services. Mr. David Miller has been working hard on this.</li> </ul> <p><b>Customer Service Appreciation Week</b></p> <ul style="list-style-type: none"> <li>Ms. Tate informed the Board that Customer Service Appreciation Week was October 2-6, 2023. Dr. Goode and Ms. Cunningham acknowledge the customer service staff.</li> </ul> <p><b>Ambrose Autumn Festival</b></p> <ul style="list-style-type: none"> <li>Ms. Tate informed the Board that there will be an autumn festival at the Ambrose Clement location with a date coming soon.</li> </ul> <p><b>Personnel Actions</b></p> <ul style="list-style-type: none"> <li>The Board of Health Personnel Actions is included in the Board packet.</li> <li>No additional discussion from the board.</li> </ul>		
<p><b>Update on Dental Grant and Access to Care</b></p>	<p>Dr. Novais and Ms. Tate updated the Board on the Dental Grant and Access to Care—in response to the board inquiry about Dental access to care.</p> <p><b>Dental Grant</b></p> <ul style="list-style-type: none"> <li>Dr. Novais informed the board that the dental team has been awarded \$325,000 to cover the cost of dental equipment for the Roberts Dental Center from the Delta Dental Foundation. The dental team and CPS are currently at work on the plans for the expansion.</li> <li>Ms. Tate and Dr. Novais sent a Thank you to Ms. Nancy Cater for her work on securing this grant.</li> </ul> <p><b>Access to Care</b></p> <ul style="list-style-type: none"> <li>Dr. Novais discussed Access to care specifically for school-aged children.</li> <li>In Fiscal year 2022-2023, Dental has seen a total of 24,316 patients.</li> <li>There have been 51,525 dental visits, which is more than the previous year. About 50% of these visits were children aged 0-19 and at the school based dental centers.</li> <li>Dr. Novais stated that the dental division sees as many patients as they can while keeping the quality focus.</li> </ul>	<p>n/a</p>	<p>Ms. Joyce Tate/Dr. Anna Novais</p>

	No additional discussion from the board.		
<b>CMO Update</b>	<p>Dr. Saker presented her CMO Report to the board.</p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• See the memo and presentation in the agenda packet.</li> <li>• Dr. Saker extended her congratulations on the awards received by CCPC.</li> <li>• Dr. Saker also spoke about the OACHC meeting she attended with the CHD leadership team that Ms. Tate discussed in her report.</li> <li>• Dr. Saker discussed the OACHC conference training on measuring and understanding employee burnout. Dr. Saker touched on the Mindbodystrong program offered by OACHC to work on improving employee burnout.</li> <li>• Dr. Saker informed that the COVID-19 vaccine is available in CCPC health centers for adults who are uninsured and pediatrics 6mo-12+years.</li> <li>• No additional discussion from the board.</li> </ul>	n/a	Dr. Denise Saker
<b>Finance Update</b>	<p>Mr. Mark Menkhaus Jr. reviewed the financial data variance between FY22 and FY23 for the month of August 2023.</p> <ul style="list-style-type: none"> <li>• Please see the memo and presentation attached to the agenda.</li> </ul> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• Disaster hours for Health Centers are down 75%.</li> <li>• Disaster hours for School-Based Health Centers are down significantly—almost 100%.</li> <li>• Revenue increased 24.91% due to the payment from Cincinnati Public Schools. <ul style="list-style-type: none"> <li>○ Grant revenue is at 0%.</li> <li>○ Self-paid patients decreased 16.27%.</li> <li>○ Medicare increased 7.90%.</li> <li>○ Medicaid increased 56.96%.</li> <li>○ Private Pay insurance increased 3.80%.</li> <li>○ Medicaid managed care decreased 13.73%.</li> <li>○ 416—Offset increased 11.11%.</li> </ul> </li> <li>• Expenses increased 22.39% due to the timing of the invoices paid and increased in Fringe benefits. <ul style="list-style-type: none"> <li>○ Personnel expenses increased 6.10%.</li> <li>○ Material expenses increased 897.35%.</li> <li>○ Contractual Costs increased 12.24%.</li> </ul> </li> </ul>	n/a	Mr. Mark Menkhaus Jr.

	<ul style="list-style-type: none"> <li>○ Fixed costs increased 46.14%.</li> <li>○ Fringes increased 23.12%.</li> <li>● Net Gain was \$120,525.08.</li> <li>○ Invoices greater than 90 days are at 24% (below 20% is the goal).</li> <li>○ Invoices greater than 120 days are at 14% (below 10% is the goal).</li> <li>○ Days in Accounts receivable were 0.6 days</li> </ul>		
<b><i>New Business</i></b>			
<b>Public Comments</b>	<ul style="list-style-type: none"> <li>● No Public Comments.</li> </ul>	n/a	Mr. Tim Collier
<b>Documents in the Packet but not presented.</b>	<ul style="list-style-type: none"> <li>● Efficiency Update is included in the packet.</li> </ul>	n/a	n/a

Meeting adjourned: 7:15 pm

Next meeting: November 8, 2023

The meeting can be viewed and is incorporated in the minutes: <https://fb.watch/o8-Y3l0v9y/>



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



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

# CCPC Board of Governors Meeting Minutes

Wednesday, November 8, 2023

Call to order at 6:00 pm

## Roll Call

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

**CCPC Board members absent** – Mr. Jeff Brewster

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



CCPC Board Meeting Agenda



CCPC Strategic Planning Overview

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



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

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

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

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

Meeting adjourned: 7:34 pm

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

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



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



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