



City of Cincinnati Primary Care Board of Governors Meeting

August 13, 2025

Agenda

Renu Bahkshi	Robert Cummings	Alexius Golden Cook	Dr. Angelica Hardee
Dr. Camille Jones	John Kachuba	Dr. Phil Lichtenstein	Luz Schemmel
Debra Sellers	Jen Straw	Erica White-Johnson	Dr. Bernard Young

Meeting Reminders: Please raise your virtual hand via Zoom when asking a question and please wait to be acknowledged and always remain muted, unless actively speaking/presenting (With the exception of the Board Chair).

6:00 pm – 6:05 pm Call to Order and Roll Call

6:05 pm – 6:10 pm **Vote: Motion to approve the Minutes from July 9, 2025, CCPC Board Meeting.**

Leadership Updates

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

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

New Business

6:40 pm – 6:45 pm Comments

6:45 pm Adjourn

Documents in the Packet but not presented.

Efficiency Update is included in the packet. Please contact Dr. Geneva Goode (Efficiency Update) with any questions/concerns.

Next Meeting – September 10, 2025

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

CCPC Board of Governors Meeting Minutes

Wednesday, July 9, 2025

Call to order at 6:00 pm

Roll Call

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

CCPC Board members absent – Ms. Jen Straw

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

Board Documents:

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

Topic	Discussion/Action	Motion	Responsible Party
Call to Order/Moment of Silence	The meeting was called to order at 6:00 p.m. The board gave a moment of silence to recognize our two most important constituencies, the staff, and patients.	n/a	Mr. John Kachuba
Roll Call	11 present, 1 Absent	n/a	Ms. Sa-Leemah Cunningham
Minutes	Motion: The City of Cincinnati Primary Care June 11, 2025, CCPC Board Meeting.	M: Dr. Camille Jones 2nd: Ms. Luz Schemmel Action: 9-0, Passed	Mr. John Kachuba
Old Business			
CEO Update	Ms. Tate gave her CEO Update and shared the latest CHD Personnel Actions with the Board. CEO update Memo was included in the agenda packet. Legislative Update <ul style="list-style-type: none">Ms. Tate stated that the Federal Legislative Committee had approved the “One Big Beautiful Bill.” She explained that leadership has been participating in multiple meetings and calls since the bill’s passage to better understand its potential implications. She noted that it is still too early to determine the full impact, as some provisions may go through a rescission process where changes or removals could occur.Ms. Tate emphasized the need to remain reserved in public commentary until further clarity is available. She acknowledged that many sister community health centers share CCPC’s concerns and reiterated that the organization is actively	n/a	Ms. Joyce Tate

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

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

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

Meeting adjourned: 6:35 pm

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

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

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

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

CCPC Board of Governors

Cincinnati Health Department

July 9, 2025

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

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

STAFF/Attendees

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

DATE: August 13, 2025

TO: City of Cincinnati Primary Care Board of Governors

FROM: Joyce Tate, CEO

SUBJECT: CEO Report for August 2025

❖ **Budget Period Renewal**

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

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

- HRSA issued a Federal Register notice regarding potential restrictions on providing services to undocumented/illegal immigrants.
- Public comment period closes August 13.
- HRSA is awaiting comments before issuing guidance.
- Possible legal challenges expected due to differences between public entity FQHCs and nonprofit 501(c)(3) FQHCs.
- Discussion about potential impact on CCPC operations and whether local funds could be used as a workaround if federal funds are restricted.
- Concern expressed regarding related Medicaid changes (frequent recertification, work requirements, risk of increased uninsured patients).
- Board members will be updated as information becomes available.

❖ **Title X Program and Staffing Changes**

- Federal program cuts may impact Title X funding; updates expected by September.
- Staffing adjustments due to loss of CPS contract:
 - Nurses reassigned to health centers and chronic disease management until December (funded by CPS program carryover funds).
 - Bria Favors moved to Title X coordination.
 - Former Title X contractor accepted a position with UC.
- Ongoing effort to retain displaced nurses to support patient navigation and quality improvement projects.

❖ **Dental Program Updates**

- Roberts Dental Program set to open within the next week under Dr. Oberlander's guidance.
- Dr. Oberlander is leaving to open a private practice. New dentist to assume her role early next year.
- Possible reinstatement of Assistant Dental Director role due to workload.
- Staffing impact is anticipated due to multiple upcoming maternity leaves among dental staff.

❖ **Ambrose Crest Relocation & Capital Projects**

- Meeting with architect scheduled to discuss modifications for integrating dental services into the medical space.

- Capital grant includes two projects:
 - Price Hill Lobby renovation (no contractor bids received).
 - Relocation of Crest to Ambrose.
- Procurement challenges due to city restrictions on contractor selection.
- Request for project extension submitted to HRSA.
- Legal issues with Henry Schein (dental supplier) contract may affect timelines.
- ❖ **Millvale Space Lease & Emergency Dental Hours**
 - Emergency dental hours have experienced crowd control issues, causing tension with Cincinnati Children's Hospital (co-tenant).
 - Security guard stationed from 7–9 a.m. to manage patient lines.
 - Incident reports filed; new crowd management processes under consideration (e.g., numbering system).
 - Discussion on balancing community need with potential disruption to co-located pediatric services.
 - Children's Hospital may reclaim space within a year, requiring relocation planning.
- ❖ **National Health Center Week Activities**
 - National Center Health week was August 4-10, 2025.
 - There were staff appreciation events and community outreach, including a cookout and back-to-school supply giveaways at Price Hill.
 - Photos and updates were posted on the CCPC Facebook page.
- ❖ **Financial Operations Review**
 - CCPC in discussions with a consulting firm recommended by OACHC to conduct a comprehensive fiscal operations review (medical and all service lines).
 - Similar in scope to the recent master facility plan.
 - Awaiting final decision on engagement.
- ❖ **CCPC Personnel Actions passed at July BOH meeting**
 - Lynn Brysacz – Optometric Technician
 - Sarah Gleenn – Dental Assistant
 - Jackson Rebhun – Dental Assistant
 - Alexiah Ridley – Dental Assistant
- ❖ **Uniform Data System (UDS) Data and 2025 Community Health Quality Recognition (CHQR) Badges**
 - Dr. Gonzales and Dr. Goode will be presenting the Quality Recognition badges we received.

DATE: August 13, 2025

TO: City of Cincinnati Primary Care Governing Board

FROM: Mark Menkhaus, Jr., CFO

SUBJECT: Fiscal Presentation June 2025

Fiscal Presentation

Fiscal Presentation for June 2025.

- For FY25, as of June 2025, Cincinnati Primary Care had a net gain of \$197,507.21.
- In FY25, June had a net gain of \$3,053,625.06. Comparing FY25 with FY24 shows a decrease of \$2,856,117.85. This increase is due to higher revenue and higher expenses.
- Revenue decreased by \$923,062.72 from FY24. The decrease is due to lower Medicaid revenue.
- Expenses increased by \$1,933,055.13 from FY25. The increase is due in part to COLAs and the corresponding fringes. Increases are also due to the timing of invoices paid (ex. LabCorp were paid \$892,304.84 in FY24 but were paid \$1,181,791.32 in FY25. Also, Cardinal Health was paid \$1,815,376.08 in FY24 but was paid \$2,199,683.60 in FY25. However, Western Nursing were paid \$134,687.00 in FY24 but were paid \$73,183.00 in FY25.)
- Here are charges for disaster regular hours and overtime as it relates to COVID-19 for FY25 and FY24 for June.

Clinics		
Type Labor Cost	FY25	FY24
Disaster Regular	\$15,726.19	\$20,767.87
Disaster Overtime	\$ 0.00	\$ 0.00
Total	\$15,726.19	\$20,767.87

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

June Payor Mix Highlights:

	Medicaid	Commercial	Medicare	Self-Pay
Medical	-2%	3%	0%	9%
Dental	-7%	-3%	0%	15%
School-Based Medical	-8%	2%	0%	7%
School-Based Dental	-1%	-1%	0%	4%
Behavioral Health	0%	5%	3%	2%
Vision	-10%	0%	-1%	10%

Accounts Receivable Trends:

- The accounts receivable collection effort for June for 90-days is 26% and for 120-days is 14%. Our aim for the ideal rate percentage for 90-days is 20% and our 120-days is 10%. The rate for 90-days increased by 4% from the previous month and the rate for 120-days increased by 2% from the previous month.

Days in Accounts Receivable & Total Accounts Receivable:

- The days in accounts receivable has decreased from the month before by 2.6 days. The days in accounts receivable are slightly below the average (by 1.8 days) of the past 13 months at 39.8 days.

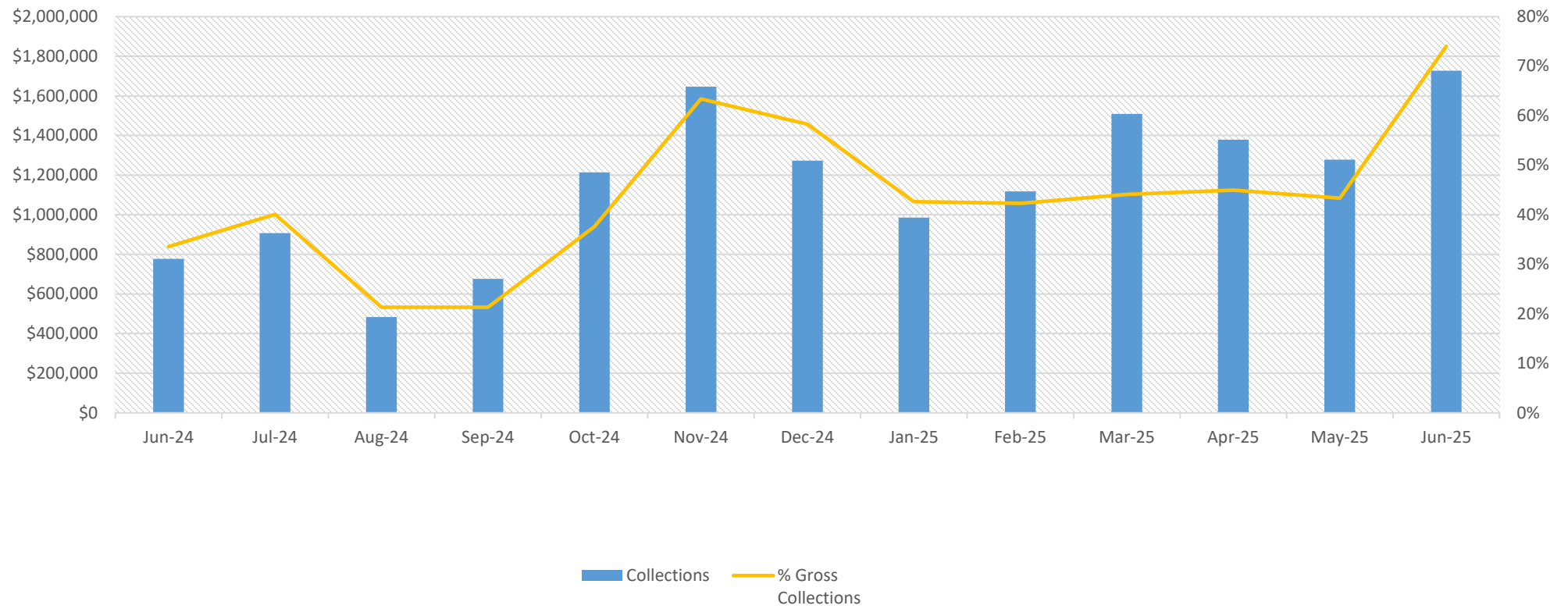
City of Cincinnati Primary Care
Profit and Loss with fiscal year comparison
June 2024 - June 2025

	FY25 Actual	FY24 Actual	Variance FY25 vs FY24
Revenue			
8556-Grants\Federal	\$5,577,900.53	\$3,845,384.23	45.05%
8571-Specific Purpose\Private Org.	\$14,000.00	\$5,000.00	180.00%
8617-Fringe Benefit Reimbursement	\$0.00	\$90.44	-100.00%
8618-Overhead Charges - Indirect Costs	\$61,340.00	\$0.00	0.00%
8733-Self-Pay Patient	\$970,112.38	\$923,529.03	5.04%
8734-Medicare	\$5,160,670.05	\$4,996,978.21	3.28%
8736-Medicaid	\$9,996,980.90	\$13,658,666.67	-26.81%
8737-Private Pay Insurance	\$1,249,284.15	\$1,246,891.71	0.19%
8738-Medicaid Managed Care	\$8,522,567.62	\$6,596,176.29	29.20%
8739-Misc. (Medical rec.\smoke free inv.)	\$121,842.69	\$671,212.52	-81.85%
8932-Prior Year Reimbursement	\$59,229.25	\$1,419,771.61	-95.83%
416-Offset	\$6,059,408.65	\$5,352,698.23	13.20%
Total Revenue	\$37,793,336.22	\$38,716,398.94	-2.38%
Expenses			
71-Personnel	\$19,660,486.03	\$18,454,994.04	6.53%
72-Contractual	\$5,294,576.17	\$5,400,654.16	-1.96%
73-Material	\$3,488,851.86	\$3,035,076.77	14.95%
74-Fixed Cost	\$1,925,200.13	\$1,898,445.20	1.41%
75-Fringes	\$7,226,714.82	\$6,873,603.71	5.14%
Total Expenses	\$37,595,829.01	\$35,662,773.88	5.42%
Net Gain (Losses)	\$197,507.21	\$3,053,625.06	-93.53%

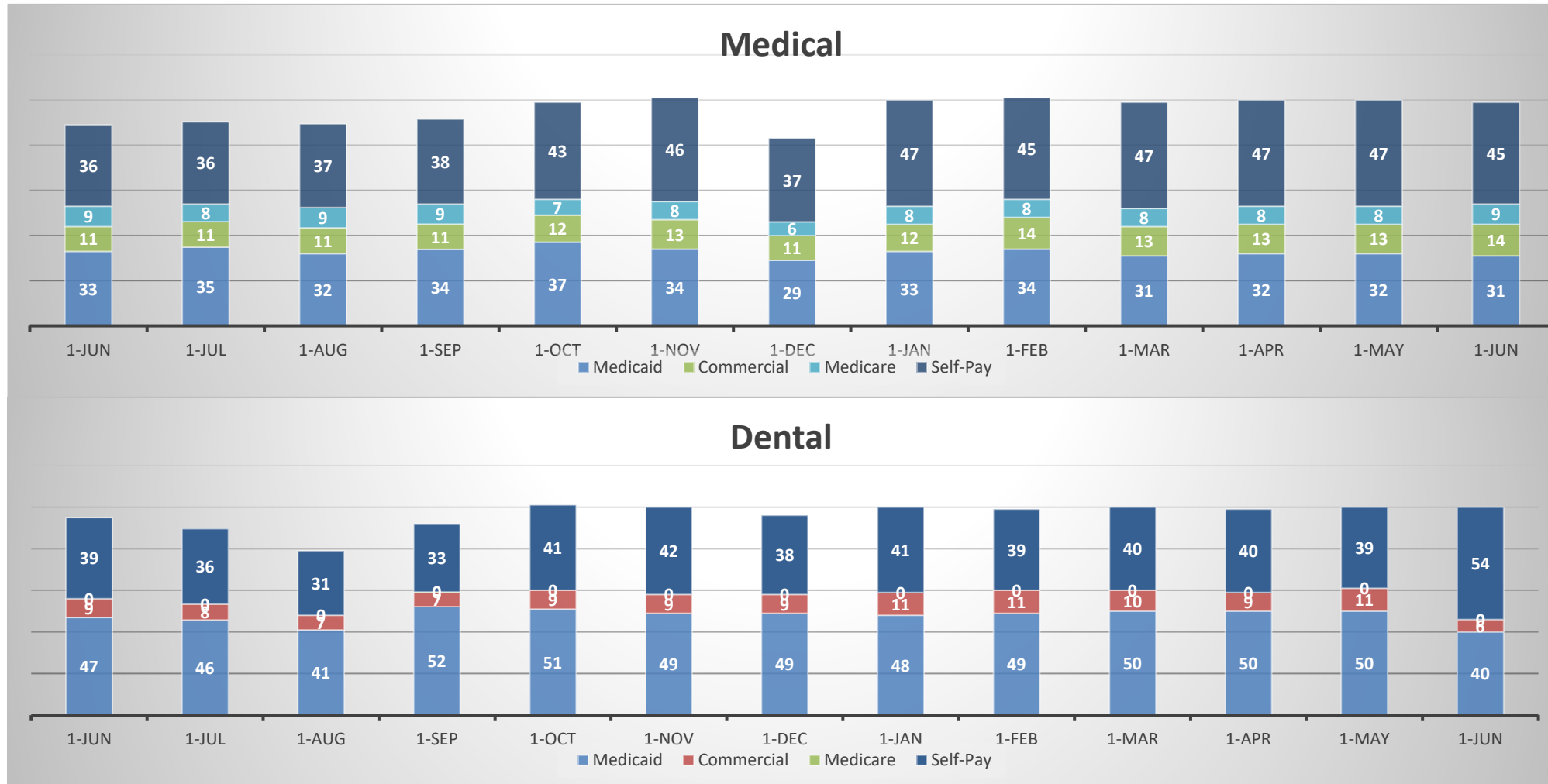
CHD/CCPC Finance
Update
August 13, 2025

Revenue Presentation

Monthly Visit Revenue

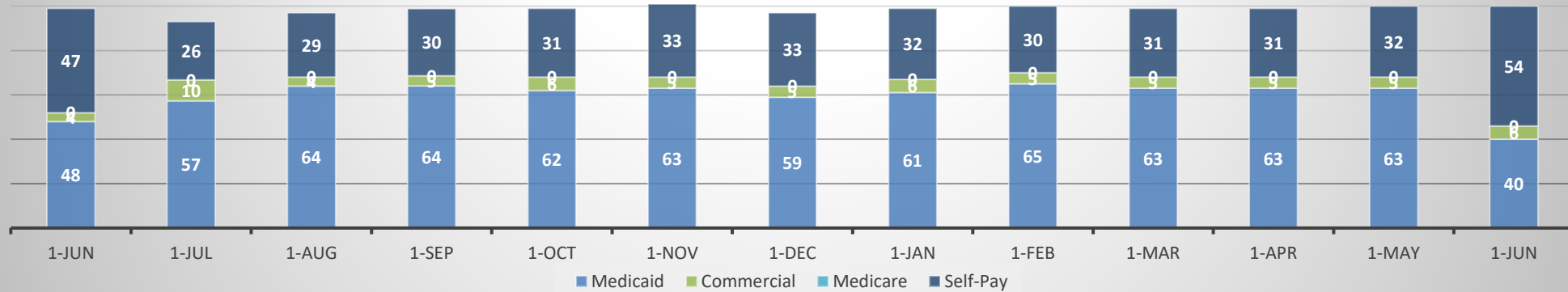


Payor Mix

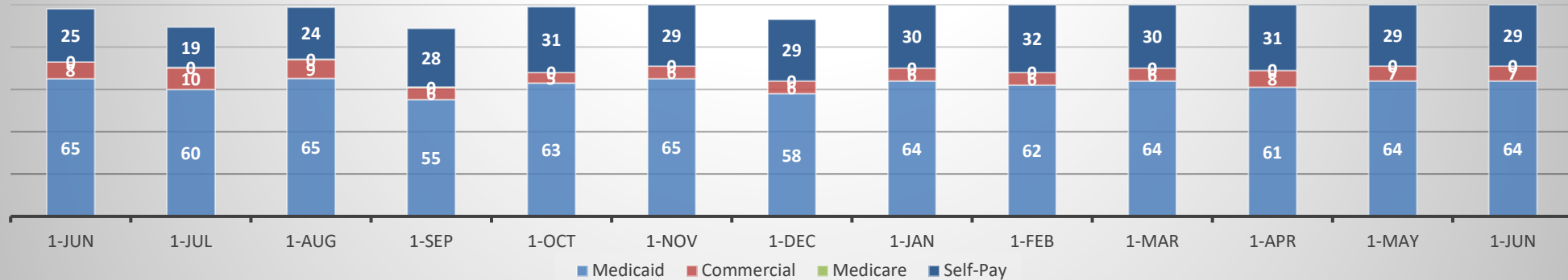


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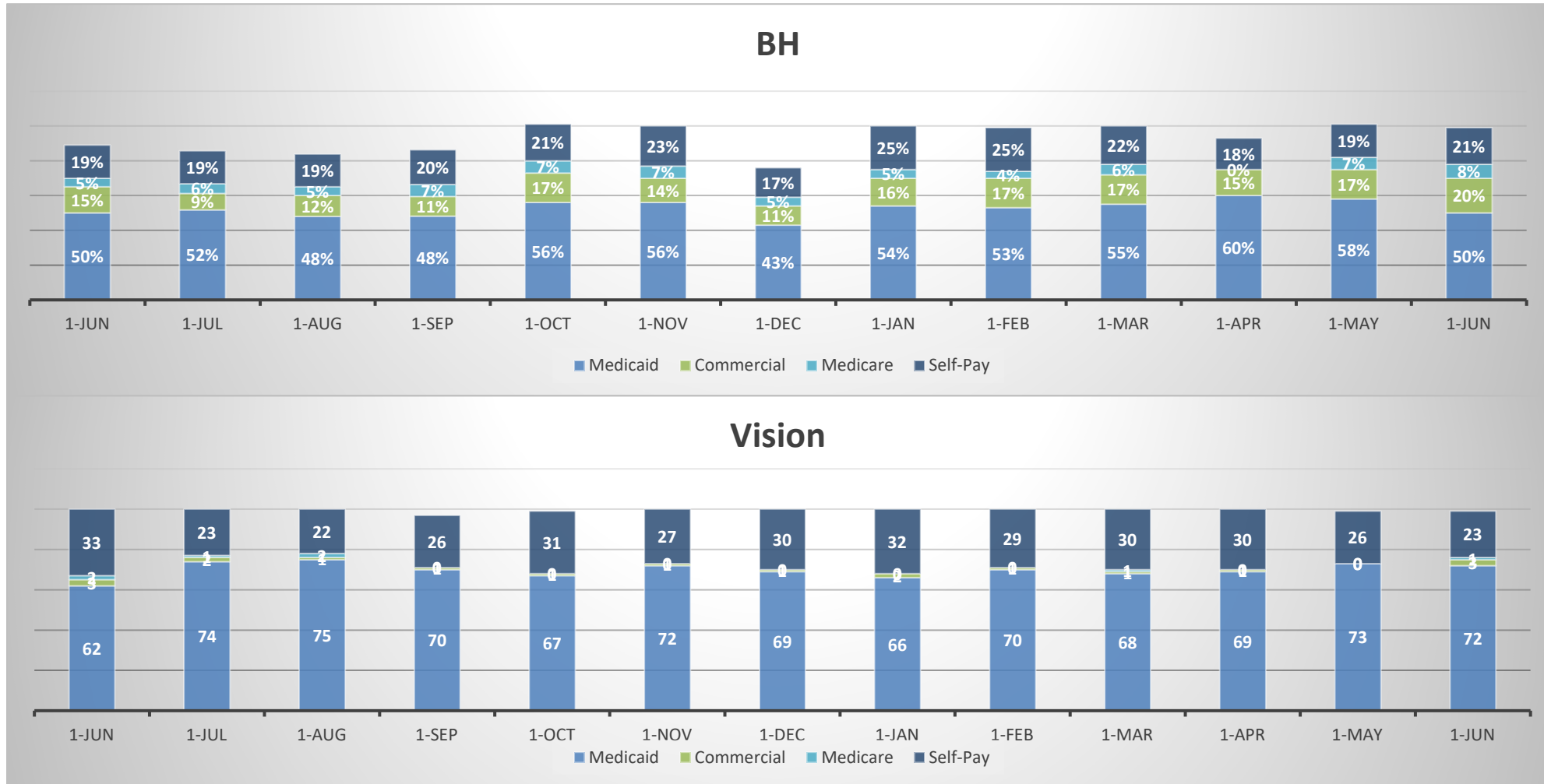
SBHC - Medical



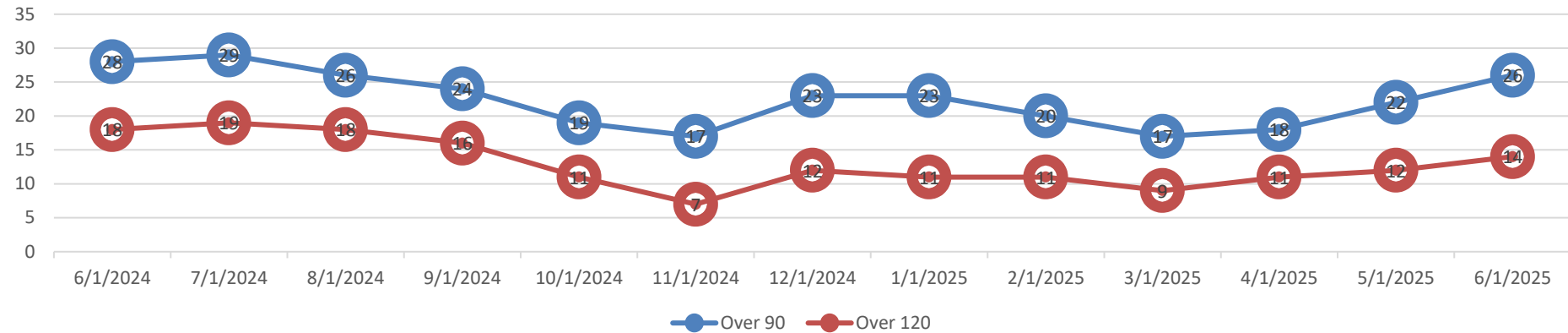
SBHC - Dental



Payor Mix

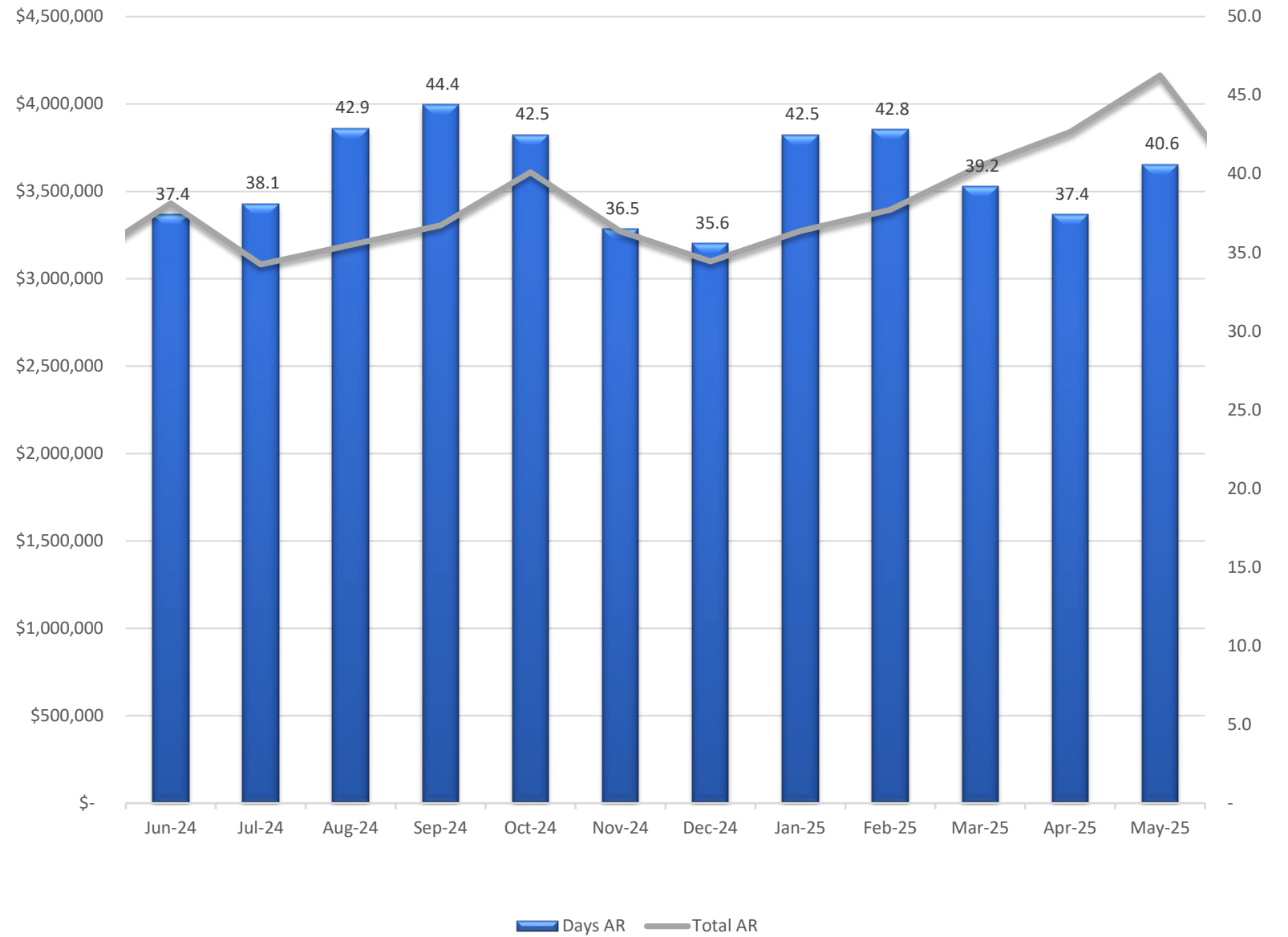


AR Trends



Aging Period	Insurance June	Patient - All June	Patient - On Pmt Plan June	Patient - Not on Pmt Plan June	Total June	% Total June
0 - 30	\$66,208	\$16,027	\$739	\$15,288	\$82,235	44.30%
31 - 60	\$11,992	\$15,437	\$430	\$15,007	\$27,429	14.77%
61 - 90	\$9,615	\$17,355	\$142	\$17,213	\$26,970	14.53%
91 - 120	\$4,329	\$18,803	\$618	\$18,185	\$23,132	12.46%
121 - 150	\$2,433	\$13,197	\$142	\$13,055	\$15,631	8.42%
151 - 180	\$725	\$7,308	\$220	\$7,088	\$8,032	4.33%
181 - 210	\$932	\$6,631	\$120	\$6,511	\$7,563	4.07%
211+	(\$3,801)	(\$1,544)	\$430	(\$1,974)	(\$5,344)	-2.88%
Total	\$92,433	\$93,214	\$2,842	\$90,373	\$185,647	
% > 90	5%	48%	54%	47%	26%	
% > 120	0%	27%	32%	27%	14%	

Day in AR & Total A/R



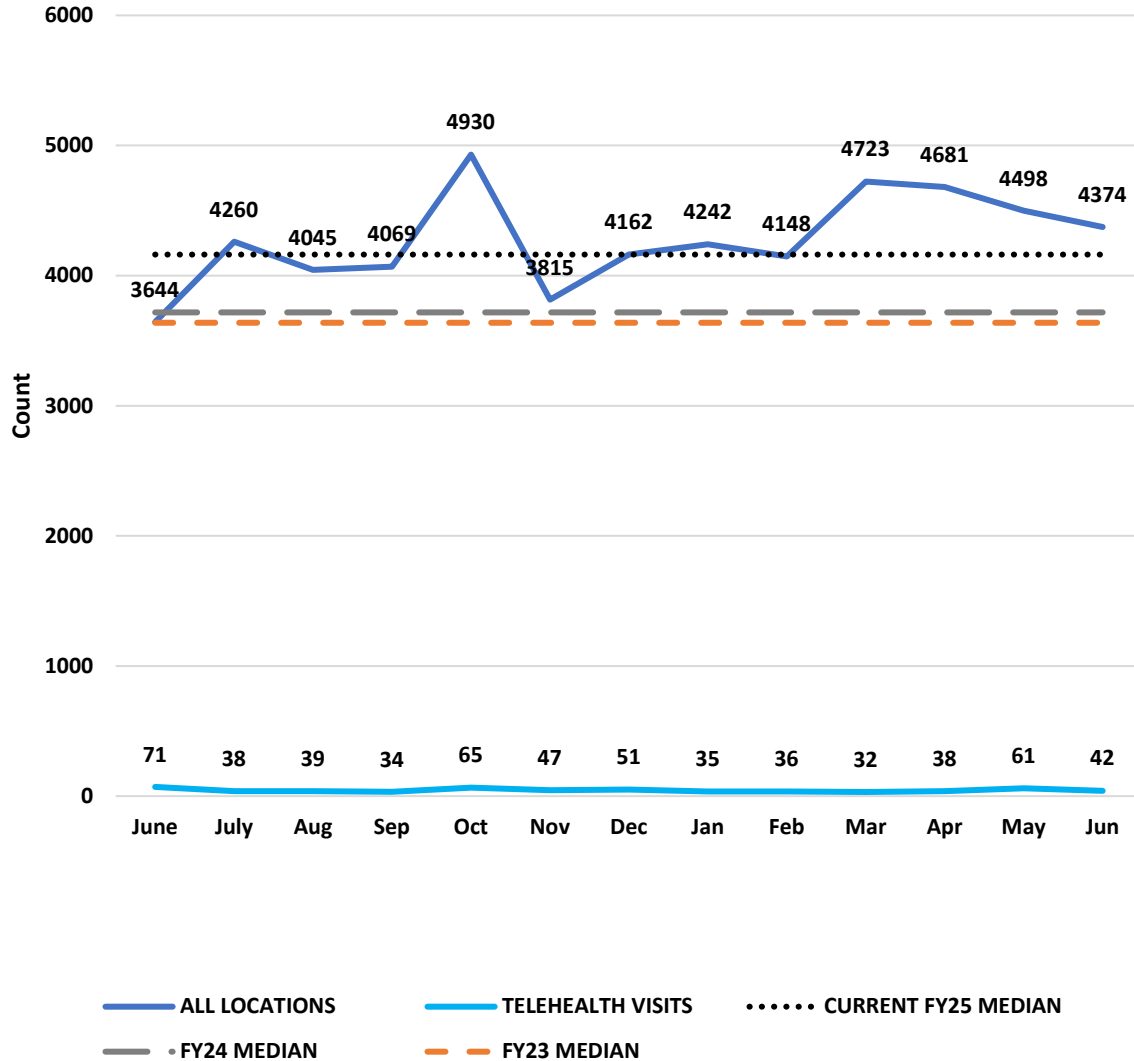


CCPC Board Meeting – Efficiency Update

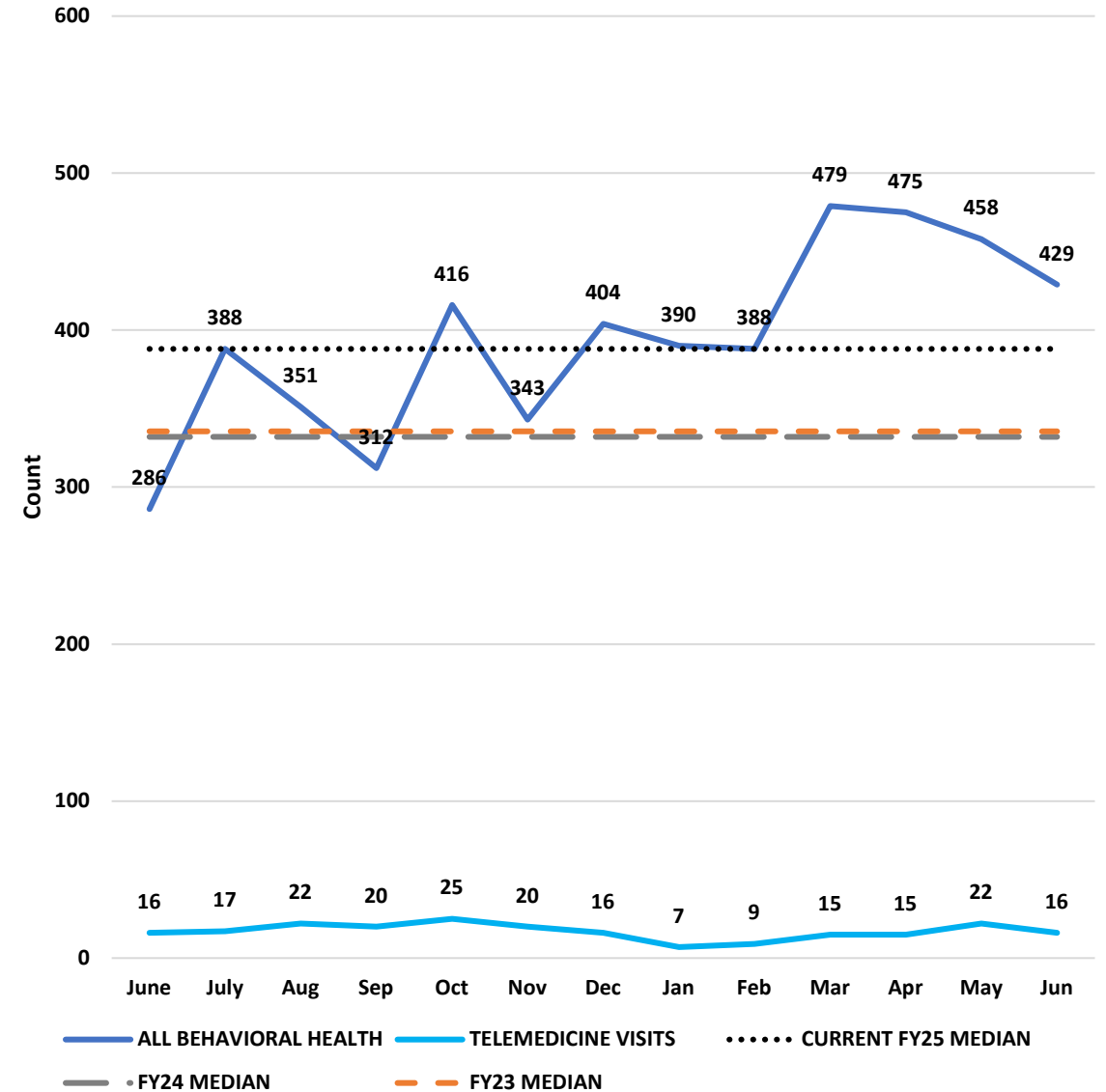
August 2025

Medical/Behavioral Health

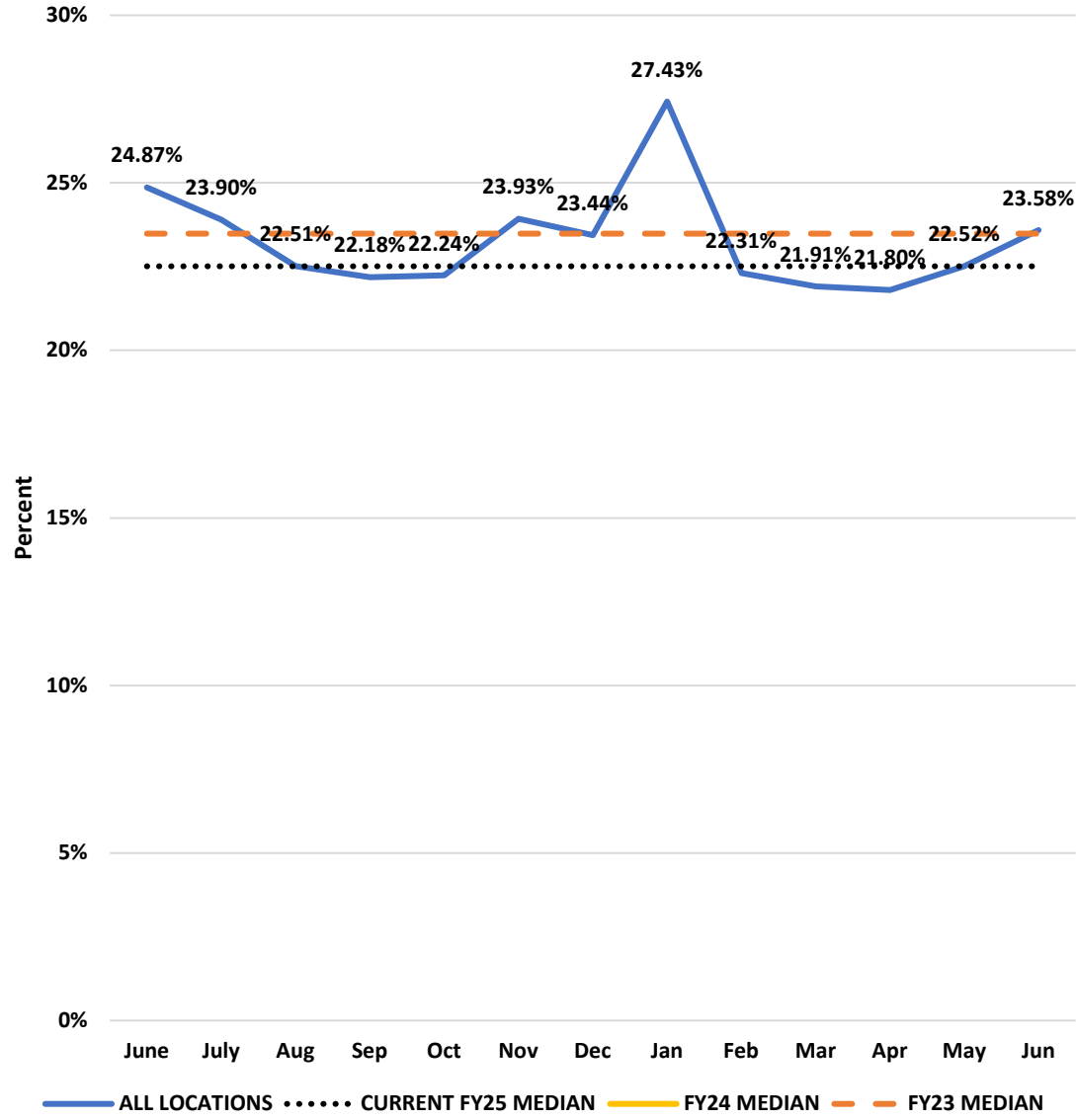
NUMBER OF VISITS - ALL LOCATIONS



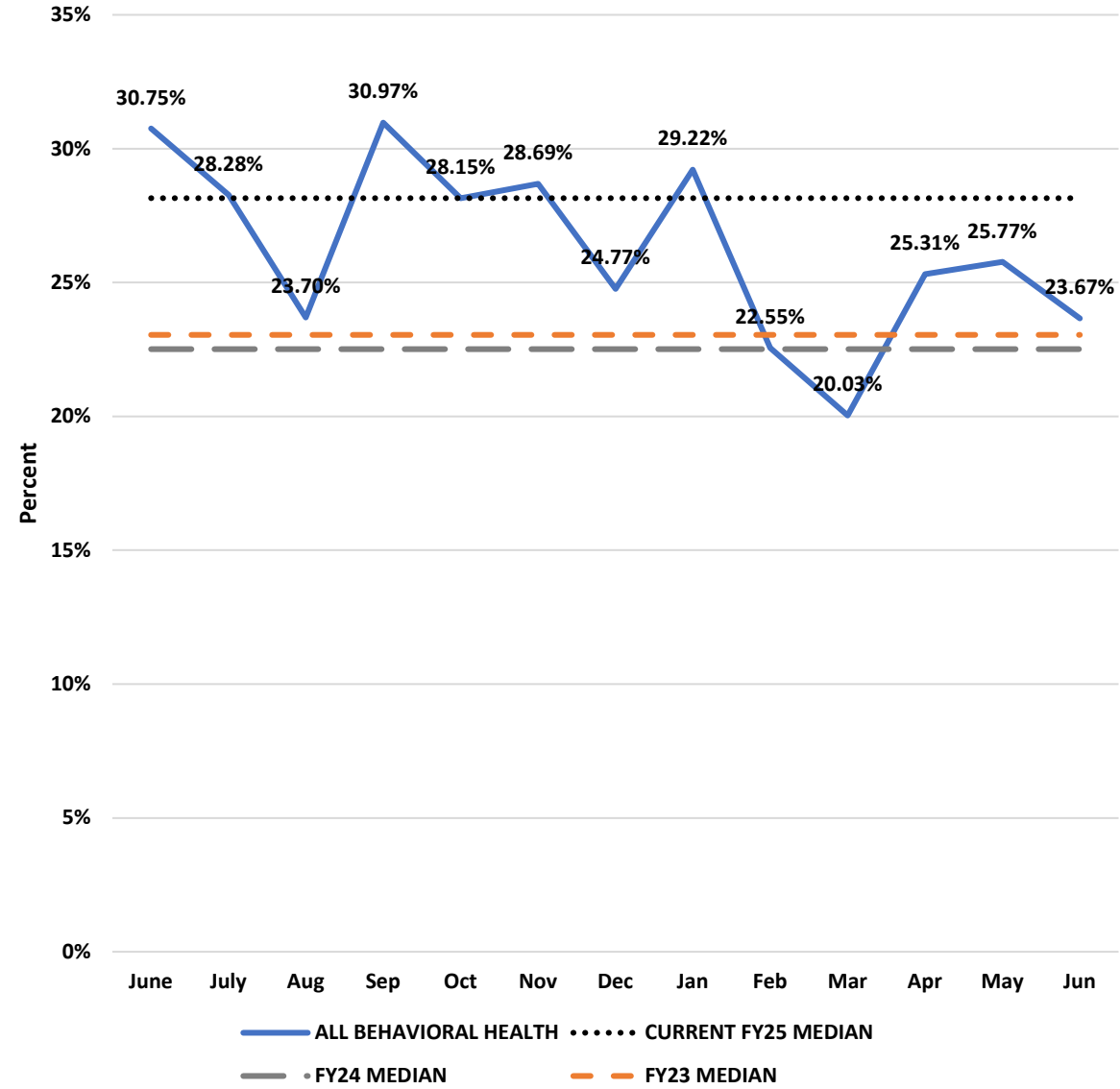
NUMBER OF VISITS - ALL BEHAVIORAL HEALTH



NO SHOW % - ALL LOCATIONS

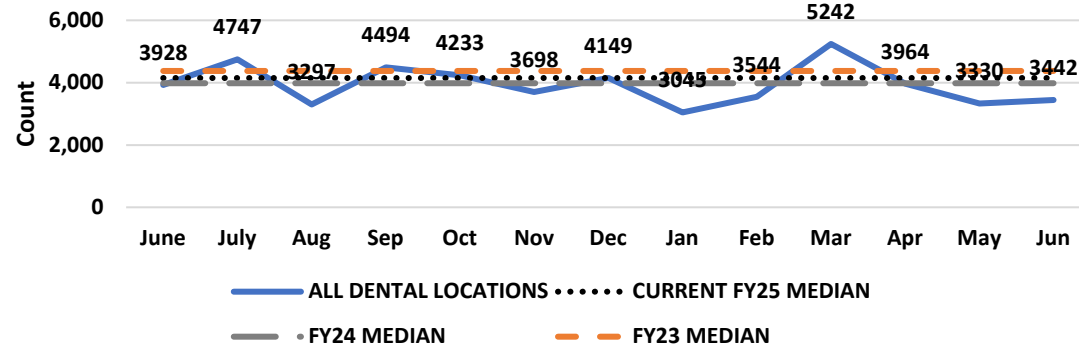


NO SHOW % - ALL BEHAVIORAL HEALTH

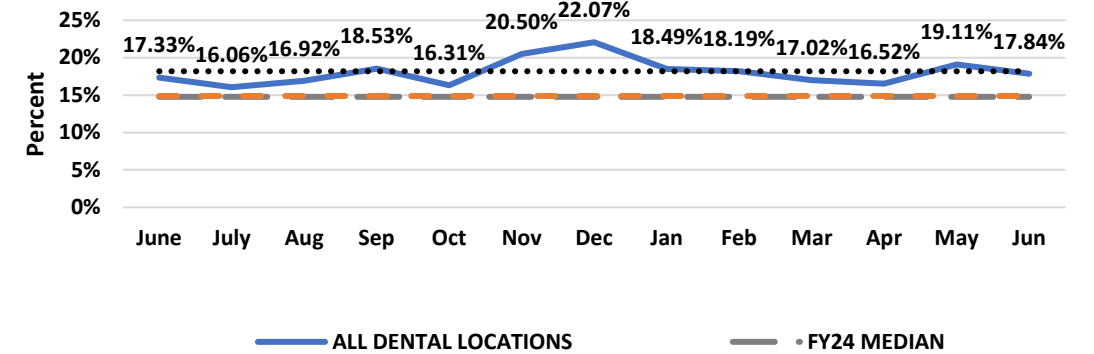


Dental

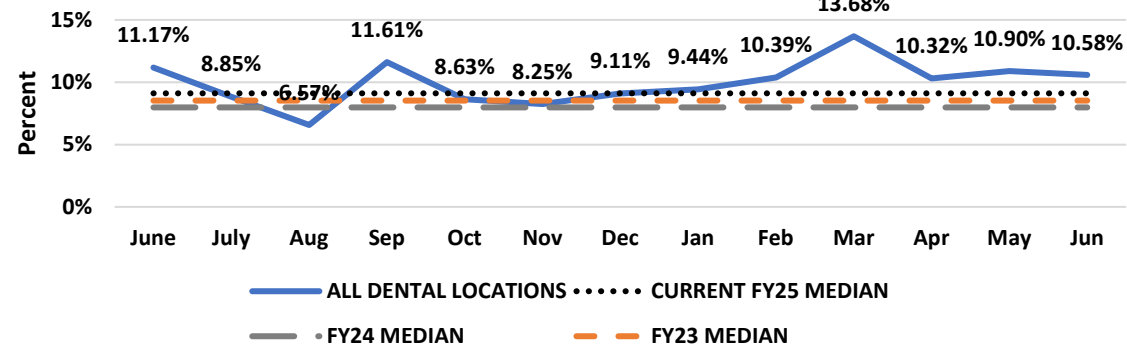
DENTAL VISITS - ALL LOCATIONS



DENTAL BROKEN APPT % - ALL LOCATIONS



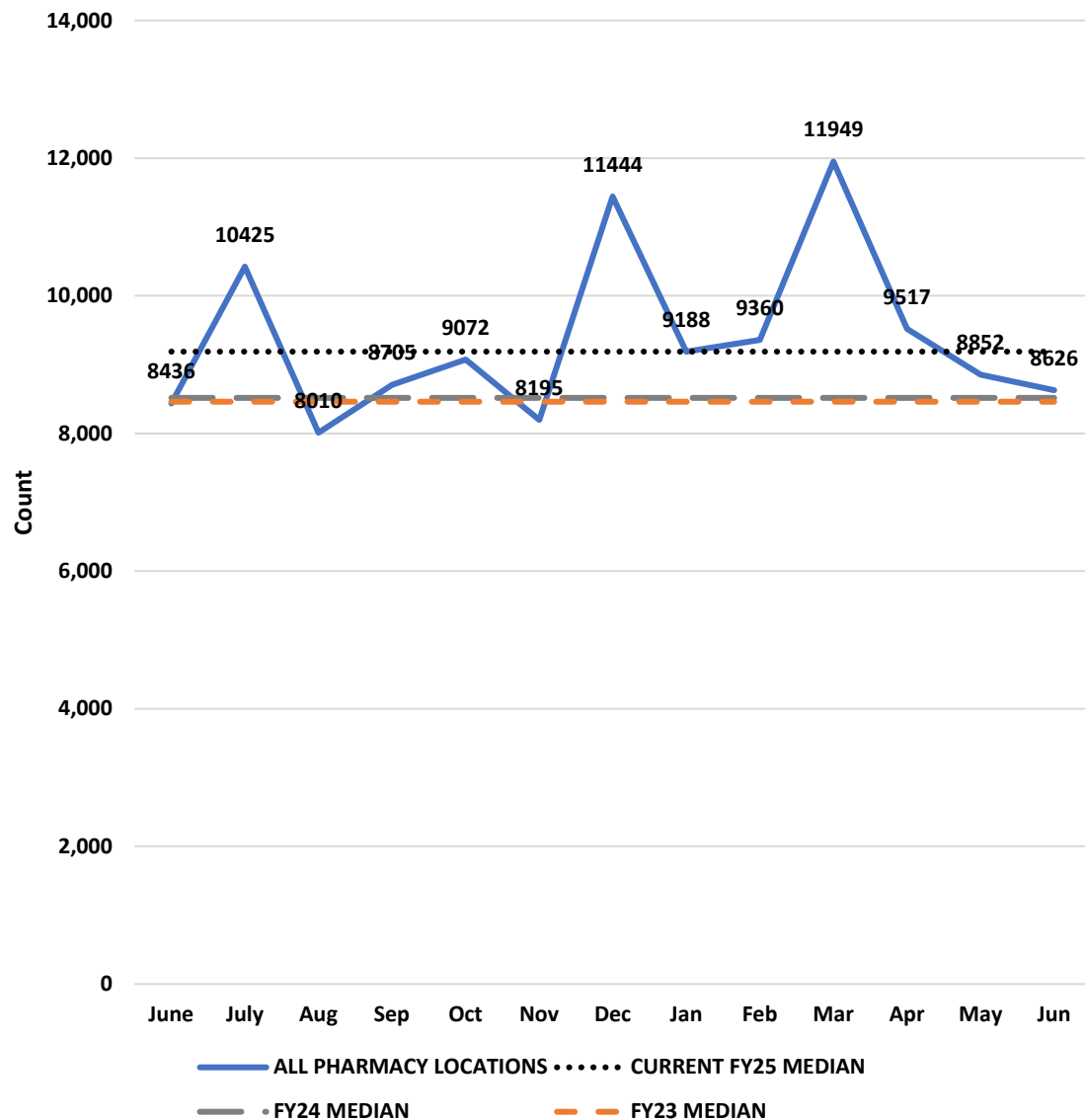
DENTAL NEW PATIENT % - ALL LOCATIONS



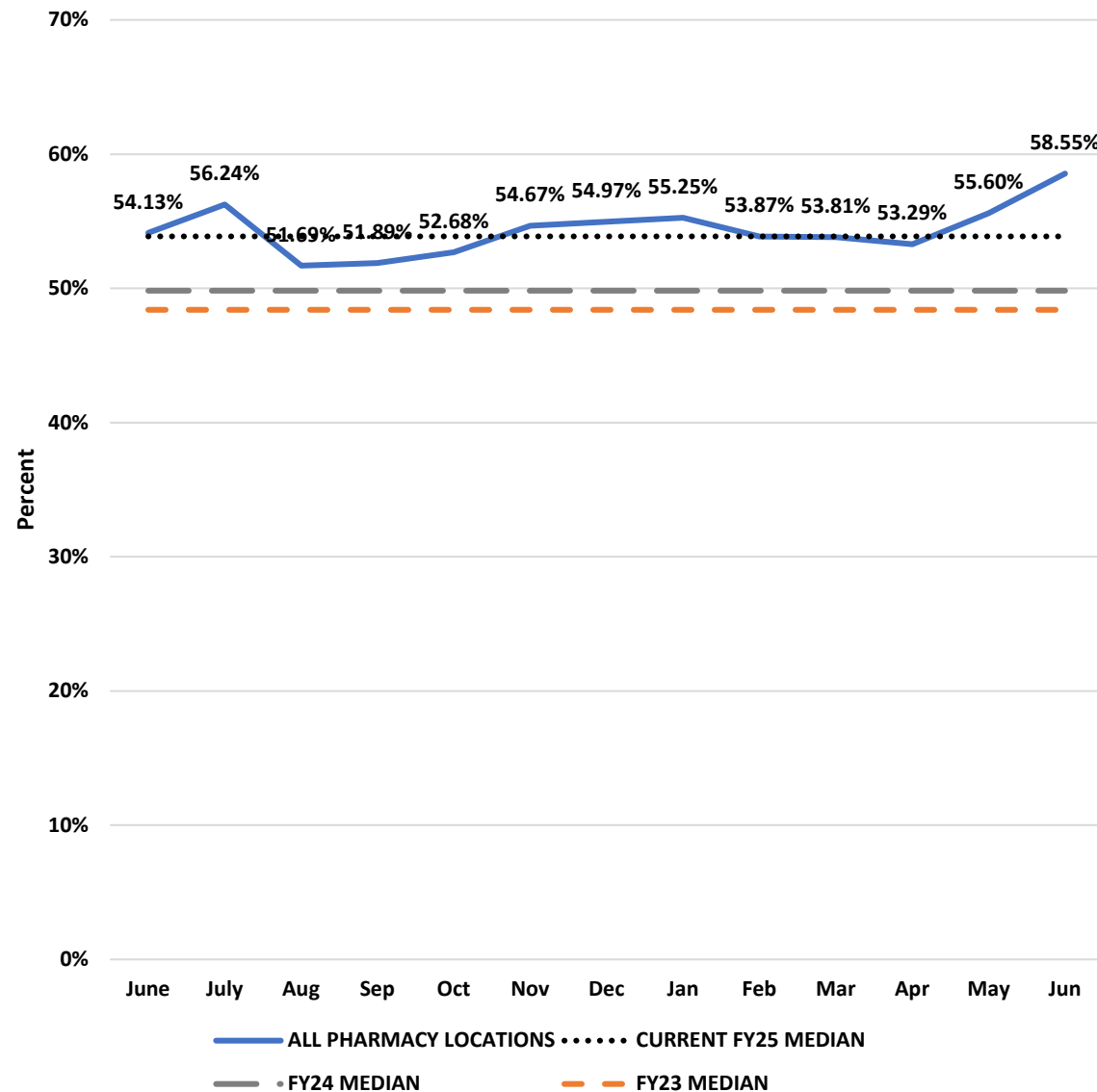


Pharmacy

PHARMACY NUMBER OF FILLS - ALL LOCATIONS

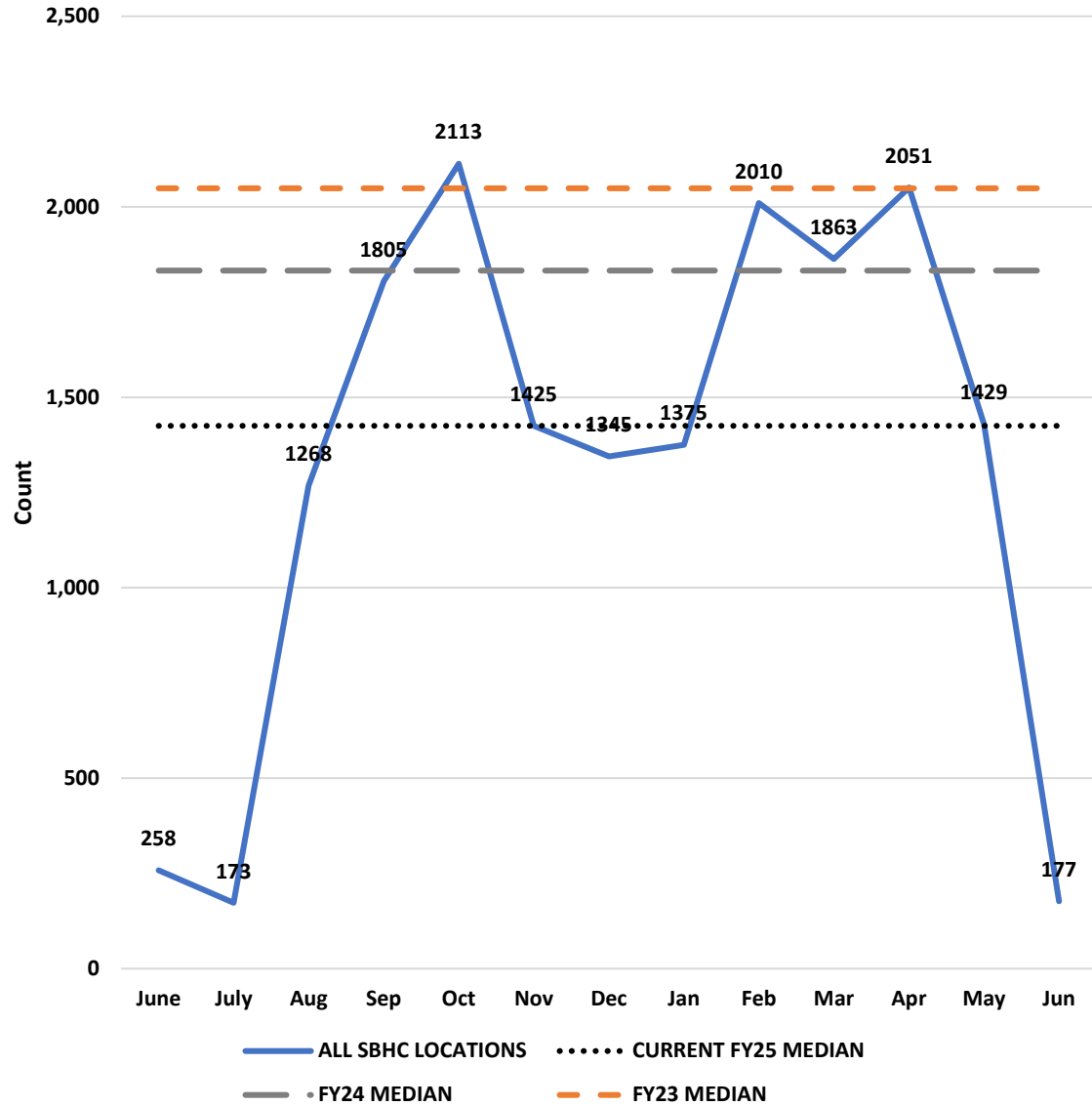


PHARMACY ESCRIBE % - ALL LOCATIONS

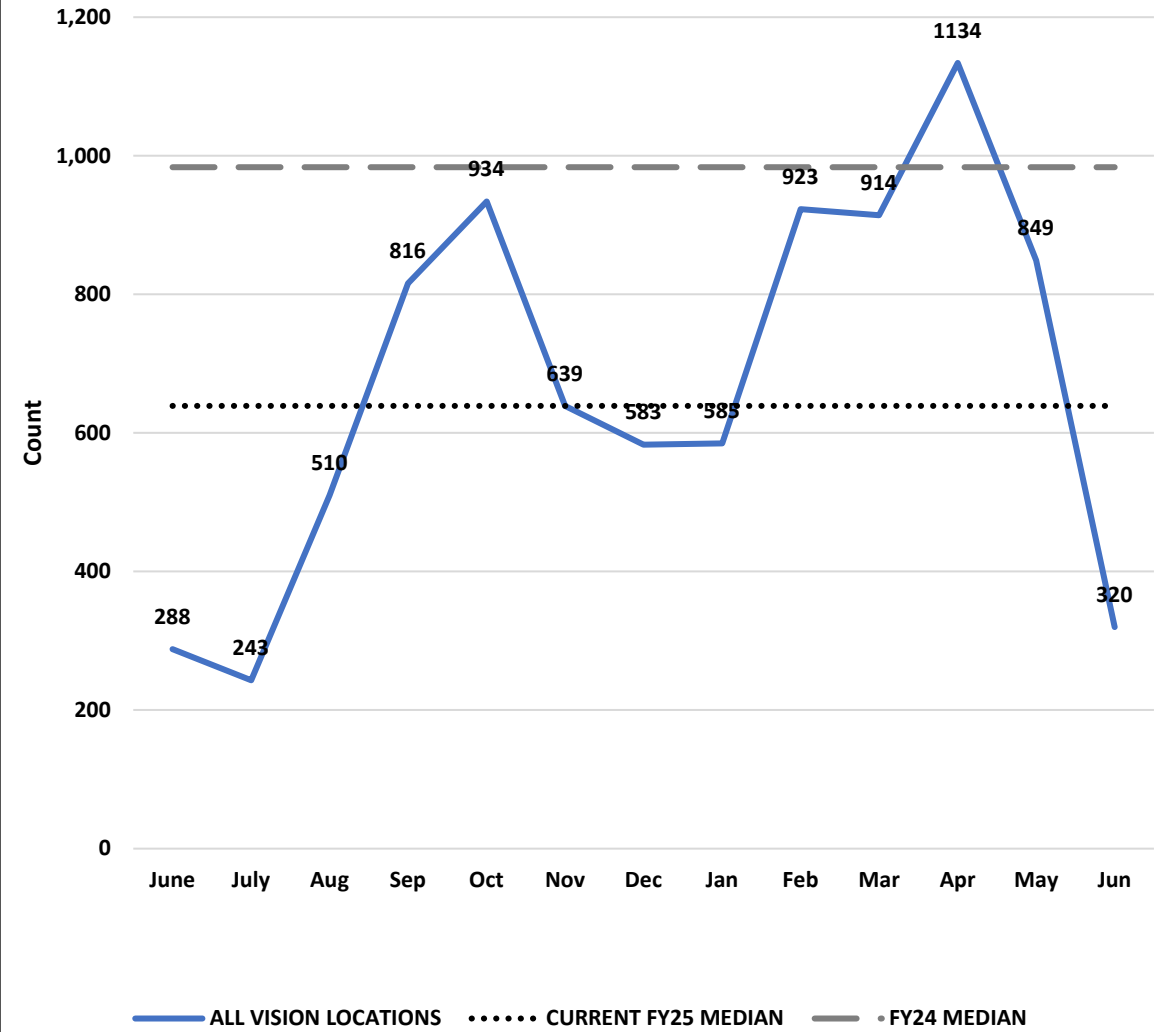


School Based Health Centers

SBHC VISITS - ALL LOCATIONS



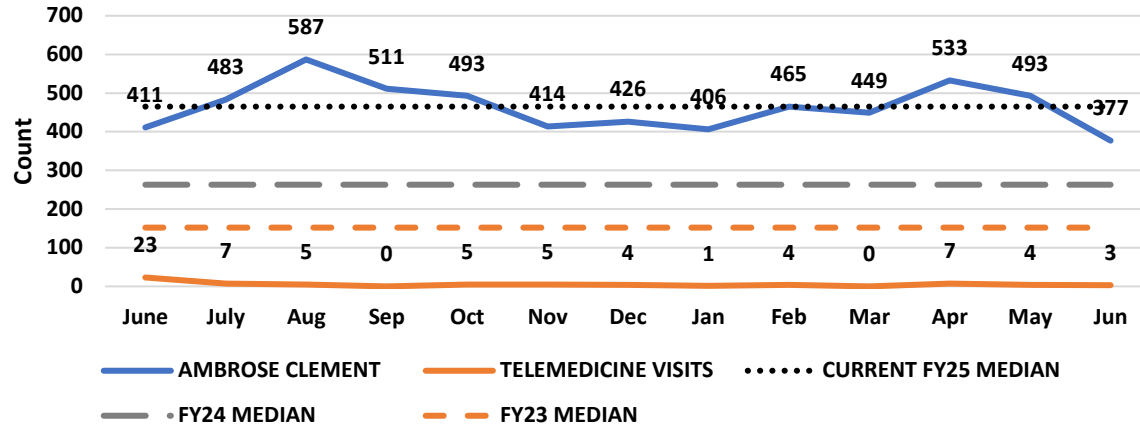
VISION VISITS - ALL LOCATIONS



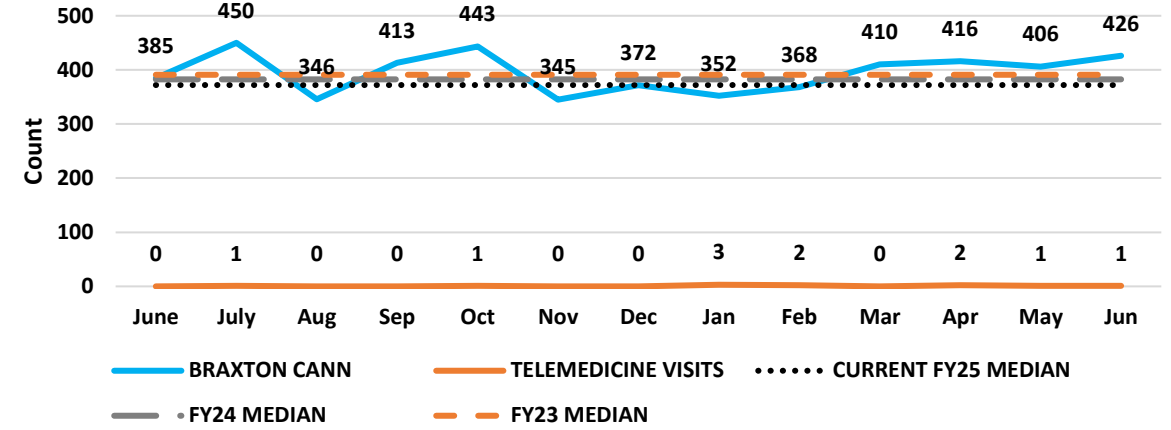
Supplemental Slides

VISITS

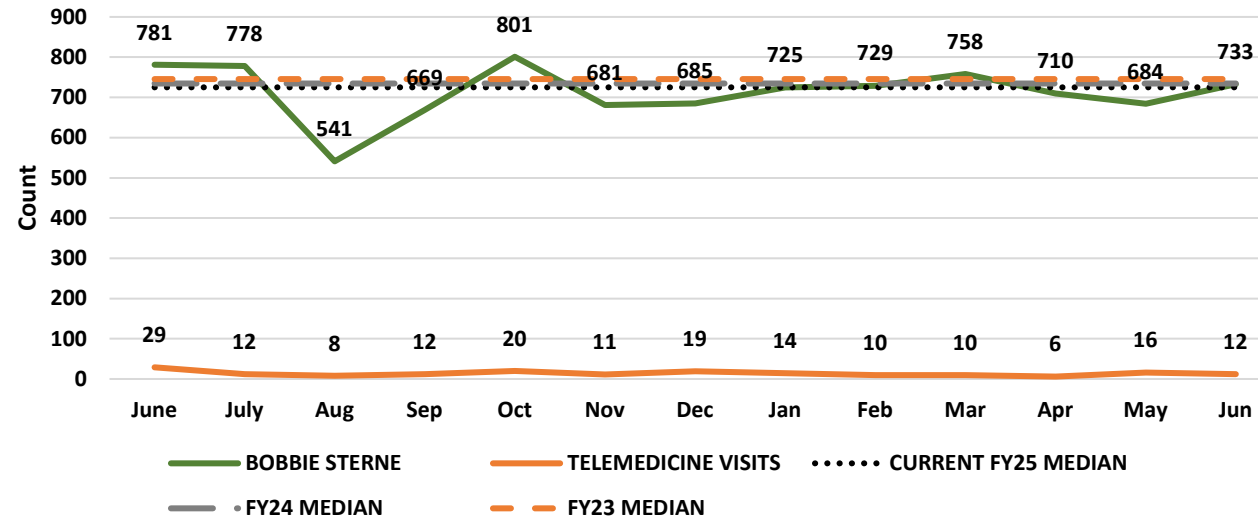
AMBROSE



BRAXTON CANN

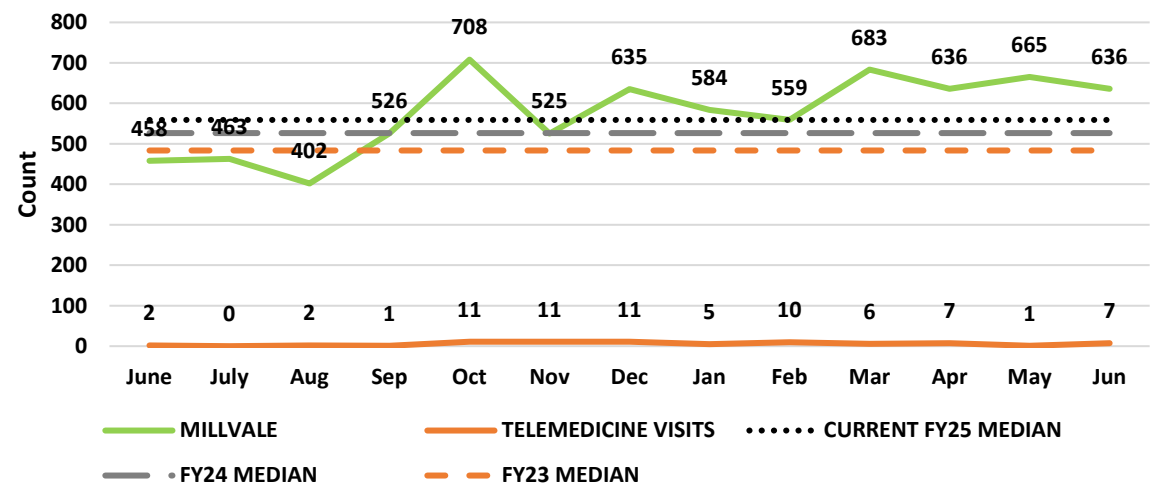


BOBBIE STERNE

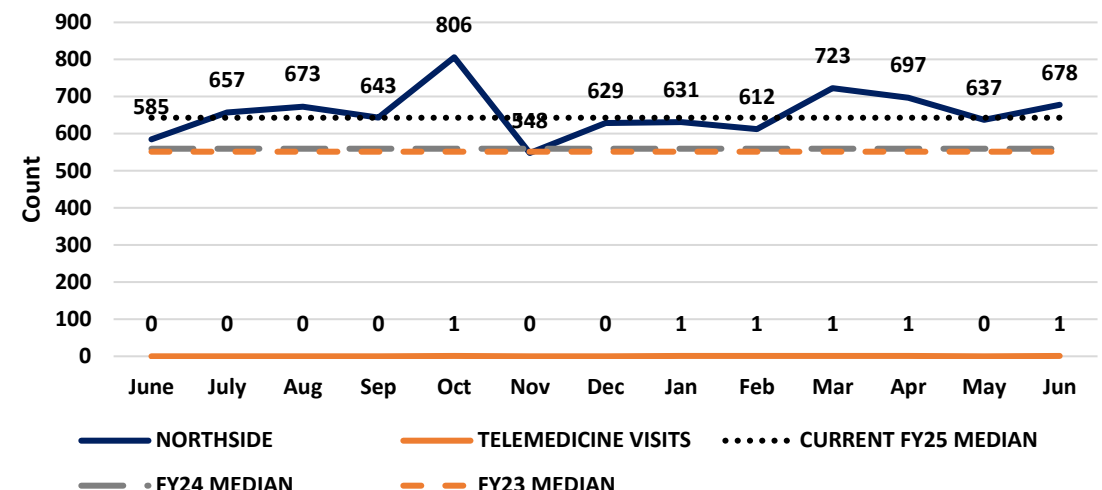


VISITS

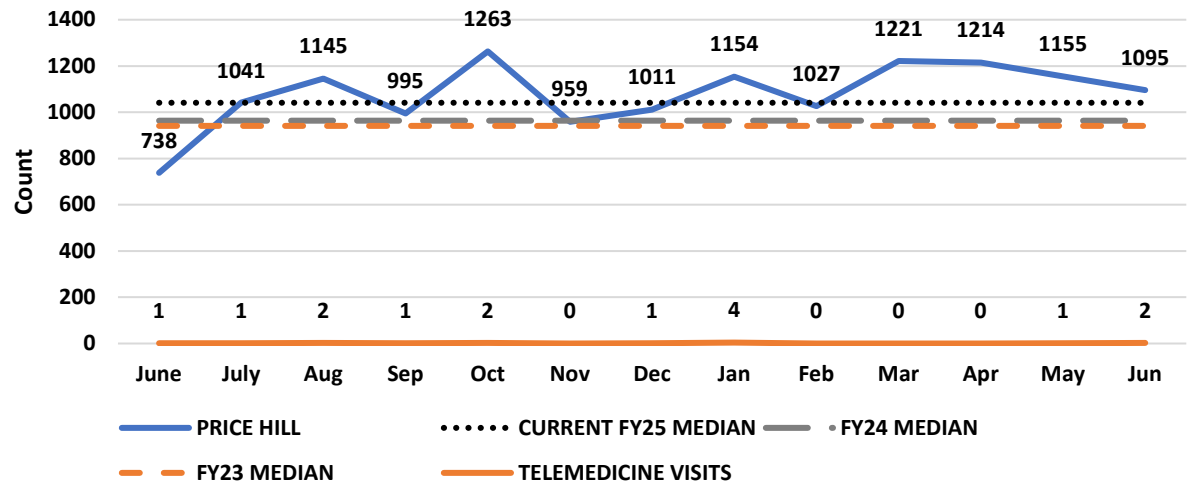
MILLVALE



NORTHSIDE

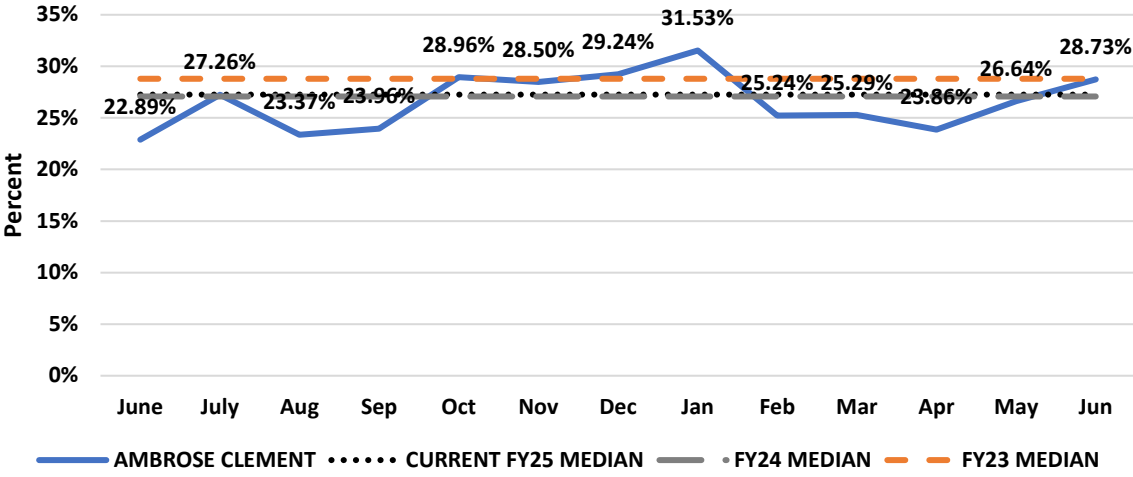


PRICE HILL

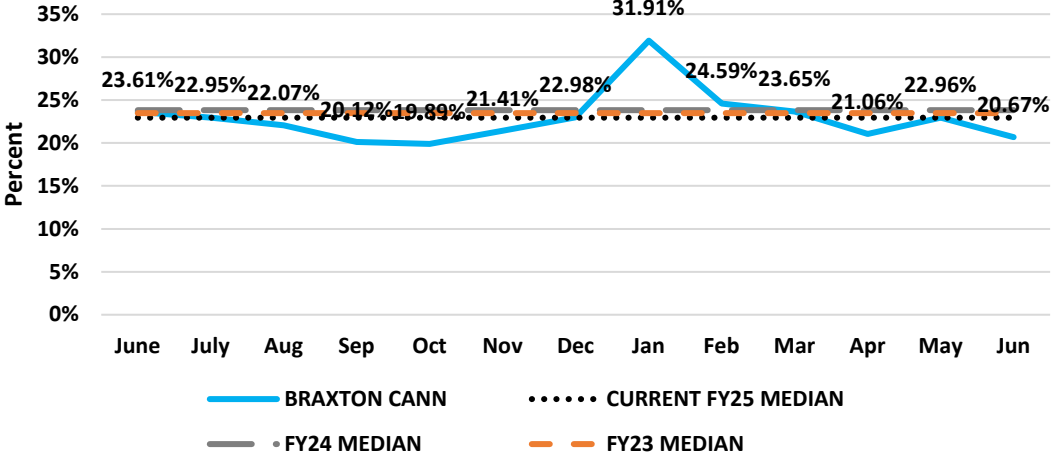


NO SHOW PERCENT

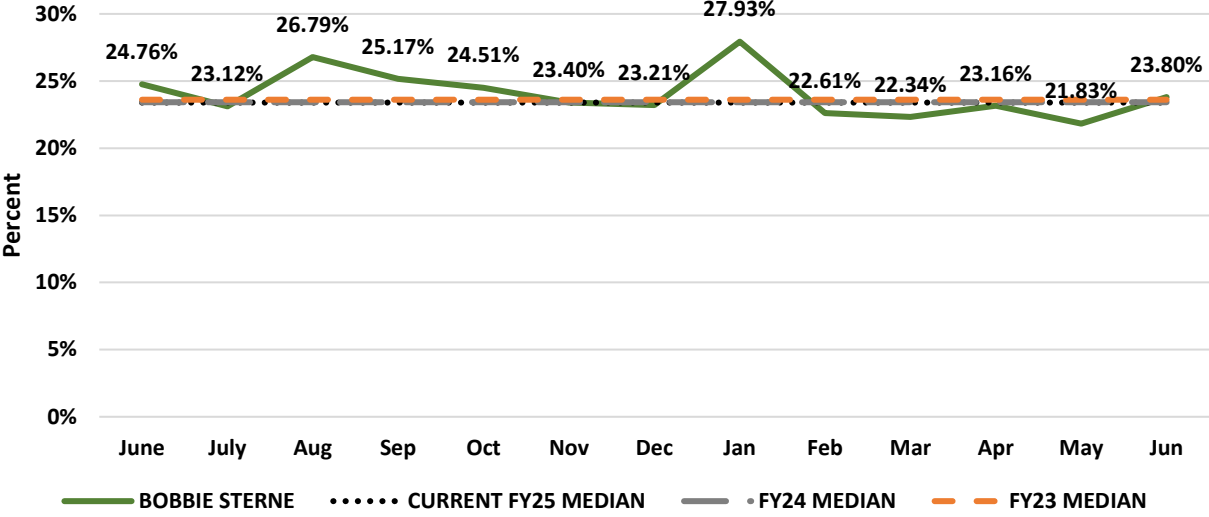
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BRAXTON CANN

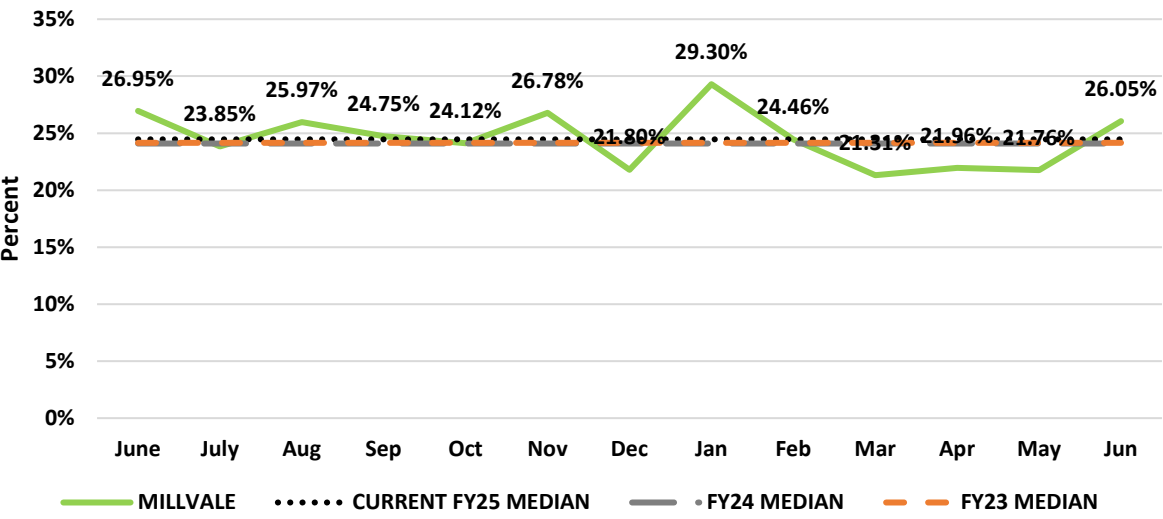


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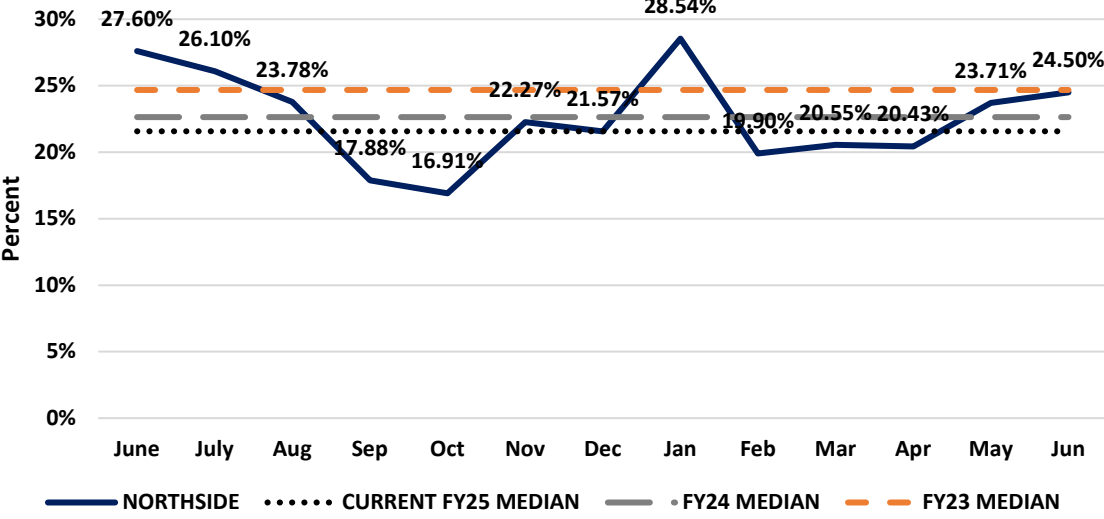


NO SHOW PERCENT

MILLVALE



NORTHSIDE



PRICE HILL

