



MINUTES

**SOUTHERN NEVADA COMMUNITY HEALTH CENTER
EXECUTIVE DIRECTOR ANNUAL REVIEW COMMITTEE MEETING
October 9, 2023 - 2:30 P.M.
Meeting will be conducted via Webex Event**

- MEMBERS PRESENT:** Donna Feliz-Barrows
Jose L. Melendrez
Luz Castro
- ABSENT:** Lucille Scott
- ALSO PRESENT:** None
- LEGAL COUNSEL:** Heather Anderson-Fintak, General Counsel
- EXECUTIVE SECRETARY:** Fermin Leguen, MD, MPH, District Health Officer
- STAFF:** Tawana Bellamy, Andria Cordovez Mulet, Cassius Lockett, Randy Smith, Edward Wynder, Lourdes Yapjoco, Luann Province, Merylyn Yegon, David Kahananui

I. CALL TO ORDER and ROLL CALL

Chair Melendrez called the Southern Nevada Community Health Center (SNCHC) Executive Director Annual Review Meeting to order at 2:38 p.m. Tawana Bellamy, Administrative Secretary, administered the roll call and confirmed a quorum. Ms. Bellamy provided clear and complete instructions for members of the general public to call in to the meeting to provide public comment, including a telephone number and access code.

II. PLEDGE OF ALLEGIANCE

- III. FIRST PUBLIC COMMENT:** A period devoted to comments by the general public about those items appearing on the agenda. Comments will be limited to five (5) minutes per speaker. Please clearly state your name and address and spell your last name for the record. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chair or the Board by majority vote.

Seeing no one, the First Public Comment portion was closed.

IV. ADOPTION OF THE OCTOBER 9, 2023 AGENDA *(for possible action)*

A motion was made by Member Feliz-Barrows, seconded by Member Luz, and carried unanimously to approve the October 9, 2023 Agenda, as presented.

V. REPORT / DISCUSSION / ACTION

1. APPROVE MINUTES – SNCHC Executive Director Annual Review Committee Meeting: November 15, 2022 (for possible action)

A motion was made by Member Melendrez, seconded by Member Castro, and carried unanimously to approve the November 15, 2022 meeting minutes with administrative updates.

2. Receive, Discuss and Accept the Executive Director Report of Accomplishments and Identify Goals and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 17, 2023; direct staff accordingly or take other action as deemed necessary (for possible action)

Dr. Fermin Leguen, CHC Executive Director, reported on the Accomplishments for the Community Health Center for FY22-23 and goals for 2024.

A motion was made by Member Feliz-Barrows, seconded by Member Castro, and carried unanimously to accept the Executive Director Report of Accomplishments for FY22-23 and the Identified Goals for FY24 to include maintaining HRSA Compliance and Financial Viability and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 17, 2023.

3. Receive and Discuss the Summary of the Executive Director Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 17, 2023; direct staff accordingly or take other action as deemed necessary (for possible action)

Randy Smith, FQHC Operations Officer provided a summary of the Executive Director Evaluation Results, which included staff feedback requested by Member Breen.

Mr. Smith advised that results of the four weighted questions for the 2023 Executive Director Annual Review were 3.25, which is between good and outstanding.

There were comments from the committee members. Chair Melendrez thanked staff for putting the presentation together. Chair Melendrez shared that Dr. Leguen has done a phenomenal job coordinating and taking on everything that has come his way.

Chair Melendez commented that Dr. Leguen does a lot of work in the community and asked if a question can be added to capture community engagement activities. Mr. Smith commented yes, that if there was interest from the committee or Governing Board regarding the design of the questions and the evaluation tool, he could work on questions that would more accurately capture the information important to the board.

Further to an inquiry from Mr. Smith regarding the committee working with staff to revamp the evaluation tool for the Executive Director, Ms. Anderson-Fintak commented that if the Governing Board delegated this task to the committee, that would be great because it is the

job of this committee to evaluate the Executive Director's performance. Ms. Anderson-Fintak further commented that the outreach that is done by the Executive Director could also be included as an informational item in the staff report. Chair Melendrez commented that adding the outreach activities to the staff report is a great idea.

A motion was made by Member Feliz-Barrows, seconded by Member Castro, and carried unanimously to accept the Summary of the Executive Director Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 17, 2023.

4. Discuss CEO Succession Planning; direct staff accordingly or take other action as deemed necessary (*for possible action*)

Dr. Leguen provided an overview of succession planning for the future of Southern Nevada Health District and the health center. Dr. Leguen advised that two deputy director positions were created to support administration and operations, and the health center would remain an independent entity within the health district. Dr. Leguen further advised that to empower the FQHC operations, the position currently held by Mr. Smith would need to be elevated to Chief Executive Officer. These three positions would be the leading elements for the future transition in the organization. Dr. Leguen advised that the intention is to recommend Mr. Smith for the position.

Mr. Melendrez commented that Mr. Smith is a great recommendation and a good direction to go as a standard practice for the health center. Dr. Leguen commented that the next step would be to have Mr. Smith share his curriculum vitae with board members. Dr. Leguen advised that if the board approves Mr. Smith, HRSA would need to make the final approval before implementation.

VI. SECOND PUBLIC COMMENT: A period devoted to comments by the general public, if any, and discussion of those comments, about matters relevant to the Board's jurisdiction will be held. Comments will be limited to five (5) minutes per speaker. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chair or the Board by majority vote.

Seeing no one, the Chair closed the Second Public Comment portion.

XIII. ADJOURNMENT

The meeting was adjourned at 3:42 p.m.

Fermin Leguen, MD, MPH
District Health Officer/Executive Secretary/CHC Executive Director

/tab

AGENDA

**SOUTHERN NEVADA COMMUNITY HEALTH CENTER
EXECUTIVE DIRECTOR ANNUAL REVIEW COMMITTEE MEETING
October 9, 2023 – 2:30 P.M.**

Meeting will be conducted via Webex Event

NOTICE

WebEx Event address for attendees:

<https://snhd.webex.com/snhd/j.php?MTID=md0ca544d543c65b1bcd02ea54869b7db>

To call into the meeting, dial (415) 655-0001 and enter Access Code: 2564 791 3908

**For other governmental agencies using video conferencing capability, the Video Address is:
25647913908@snhd.webex.com**

NOTE:

- Agenda items may be taken out of order at the discretion of the Chair.
- The Board may combine two or more agenda items for consideration.
- The Board may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

I. CALL TO ORDER & ROLL CALL

II. PLEDGE OF ALLEGIANCE

III. FIRST PUBLIC COMMENT: A period devoted to comments by the general public about those items appearing on the agenda. Comments will be limited to five (5) minutes per speaker. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chairman or the Board by majority vote. **There will be two public comment periods. To submit public comment on either public comment period on individual agenda items or for general public comments:**

- **By Webex:** Use the link above. You will be able to provide real-time chat-room messaging, which can be read into the record by a Community Health Center employee or by raising your hand during the public comment period, a Community Health Center employee will unmute your connection. Additional Instructions will be provided at the time of public comment.
- **By email:** public-comment@snchc.org For comments submitted prior to and during the live meeting. Include your name, zip code, the agenda item number on which you are commenting, and your comment. Please indicate whether you wish your email comment to be read into the record during the meeting or added to the backup materials for the record. If not specified, comments will be added to the backup materials.
- **By telephone:** Call (415) 655-0001 and enter access code 2564 791 3908. To provide public comment over the telephone, please press *3 during the comment period and wait to be called on.

IV. ADOPTION OF THE OCTOBER 9, 2023 AGENDA *(for possible action)*

V. REPORT / DISCUSSION / ACTION

1. **APPROVE MINUTES – SNCHC Executive Director Annual Review Committee Meeting:**
November 15, 2022 *(for possible action)*
2. **Receive, Discuss and Accept the Executive Director Report of Accomplishments and Identify Goals and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 17, 2023;** direct staff accordingly or take other action as deemed necessary *(for possible action)*
3. **Receive and Discuss the Summary of the Executive Director Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 17, 2023;** direct staff accordingly or take other action as deemed necessary *(for possible action)*
4. **Discuss CEO Succession Planning;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

VI. SECOND PUBLIC COMMENT: A period devoted to comments by the general public, if any, and discussion of those comments, about matters relevant to the Board's jurisdiction will be held. Comments will be limited to five (5) minutes per speaker. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chairman or the Board by majority vote. **See above for instructions for submitting public comment.**

VII. ADJOURNMENT

NOTE: Disabled members of the public who require special accommodations or assistance at the meeting are requested to notify Tawana Bellamy or Andria Cordovez Mulet in Administration at the Southern Nevada Health District by calling (702) 759-1201.

THIS AGENDA HAS BEEN PUBLICLY NOTICED on the Southern Nevada Health District's Website at <https://snhd.info/meetings>, the Nevada Public Notice website at <https://notice.nv.gov>, and a copy will be provided to any person who has requested one via U.S mail or electronic mail. All meeting notices include the time of the meeting, access instructions, and the meeting agenda. For copies of agenda backup material, please contact Tawana Bellamy or Andria Cordovez Mulet at 280 S. Decatur Blvd, Las Vegas, NV, 89107 or dial (702) 759-1201.



AT THE SOUTHERN NEVADA HEALTH DISTRICT

MINUTES

SOUTHERN NEVADA COMMUNITY HEALTH CENTER EXECUTIVE DIRECTOR ANNUAL REVIEW COMMITTEE MEETING

November 15, 2022, 4:00 P.M.

Meeting will be conducted via Webex Event

MEMBERS PRESENT: Brian Knudsen – Chair, Consumer Member
Erin Breen – Community Member, UNLV Vulnerable Road Users Project
Father Rafael Pereira – Community Member, All Saints Episcopal Church

ABSENT: Gary Costa – Community Member, Golden Rainbow
Lucille Scott – Consumer Member

ALSO PRESENT: None

LEGAL COUNSEL: Heather Anderson-Fintak, General Counsel
Edward Wynder, Associate General Counsel

EXECUTIVE SECRETARY: Fermin Leguen, MD, MPH, District Health Officer

STAFF: Tawana Bellamy, Harold Collins, Andria Cordovez Mulet, Cassius Lockett, Randy Smith, Edward Wynder, Ryan Kelsch, Chris Johnson, Todd Bleak

I. CALL TO ORDER and ROLL CALL

The Chair called the Southern Nevada Community Health Center (SNCHC) Governing Board Meeting to order at 4:1 p.m. Andria Cordovez Mulet, Executive Assistant, administered the roll call and confirmed a quorum.

II. PLEDGE OF ALLEGIANCE

III. FIRST PUBLIC COMMENT: A period devoted to comments by the general public about those items appearing on the agenda. Comments will be limited to five (5) minutes per speaker. Please clearly state your name and address and spell your last name for the record. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chair or the Board by majority vote.

Seeing no one, the Chair closed the First Public Comment portion.

IV. ADOPTION OF THE NOVEMBER 15, 2022 MEETING AGENDA (for possible action)

A motion was made by Member Breen, seconded by Chair Knudsen, and carried unanimously to approve the November 15, 2022 Agenda, as presented.

V. REPORT / DISCUSSION / ACTION

1. APPROVE MINUTES – SNCHC Executive Director Annual Review Committee Meeting:
October 26, 2021 (for possible action)

A motion was made by Chair Knudsen, seconded by Member Breen, and carried unanimously approve the October 26, 2021 meeting minutes, as presented.

2. **Receive, Discuss and Accept the Executive Director Report of Accomplishments and Identify Goals and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on November 17, 2022;** direct staff accordingly or take other action as deemed necessary (*for possible action*)

Dr. Fermin Leguen, CHC Executive Director, reported on the Accomplishments for the Community Health Center for FY21-22 and goals for 2023.

Chair Knudsen commented that he is incredibly proud to be a part of the Community Health Center Board. The work is interesting, intriguing, and challenging and Dr. Leguen and his team have done incredible work. Chair Knudsen advised that last year, the Board focused was on mental health care. It is apparent Dr. Leguen listened and was responsive to it. Chair Knudsen added that he was impressed with how billing was revamped and how services were expanded and offered in East Las Vegas. Chair Knudsen expressed the need to add a goal to increase awareness of outside funding opportunities and actively pursue it. Chair Knudsen remarked that Dr. Leguen has done a fantastic job with Randy Smith, David Kahananui and staff to lead the organization. Everyone has done an exceptional job.

Member Breen commented that she echoes Chair Knudsen's comments. Dr. Leguen has done a remarkable job over the last year with Behavioral Health services, opening a new clinic and staff are doing a terrific job. Member Breen expressed the need to increase outreach to let people know what services are available. Member Breen advised adding a goal to find new ways to make the community aware of services, especially with self-insured employers to see if they can help get the word out.

Member Father Rafael commented that Dr. Leguen has done a great job leading the organization to include the team he has hired. Member Father Rafael commented he is proud to be part of the CHC Governing Board and loves how it has grown. Member Father Rafael expressed the need to add a goal to re-design or find new ways to inform people about the clinic and to continue to expand the work on mental health services.

Chair Knudsen inquired how to proceed with a motion based on the additional recommendations from the committee. Edward Wynder, Associate General Counsel advised Chair Knudsen of a motion to include the additional recommendations for Dr. Leguen's 2023 goals.

A motion was made by Chair Knudsen, seconded by Member Father Rafael, and carried unanimously to accept the Executive Director Report of Accomplishments and Identified Goals and include the additional recommendations from the committee and Approve Recommendations to the Southern Nevada Community Health Center Governing Board.

3. **Receive and Discuss the Summary of the Executive Director Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on November 17, 2022;** direct staff accordingly or take other action as deemed necessary (*for possible action*)

Randy Smith, FQHC Operation Officer provided a summary of the Executive Director Evaluation Results and outlined how the evaluation was conducted. Mr. Smith advised that this is a HRSA required activity.

Mr. Smith reviewed the average scores of four questions board members were asked regarding Dr. Leguen's performance. Mr. Smith also summarized the comments provided by board members

regarding Dr. Leguen's general strengths and areas for growth. The overall weighted score was 3.53. Dr. Leguen's performance results were between good and outstanding.

Chair Knudsen inquired about the Executive Director Evaluation Results and how it aligns with the Health District and is there a compensation consideration. Board Chair Knudsen commented that Dr. Leguen does an amazing job, and the evaluation reflects that. Dr. Leguen advised that the CHC Governing Board is independent and does not report to the Board of Health. Dr. Leguen further advised that when the Board of Health completes his evaluation for the Health District, they decide on his compensation, not the CHC Governing Board. Dr. Leguen commented that the evaluation results could be included as a report to the Board of Health, but there is no obligation for the community board to report to the Board of Health. Chair Knudsen commented that is fair.

A motion was made by Chair Knudsen, seconded by Member Breen, and carried unanimously to accept the Summary of the Executive Director Evaluation Results, as presented, and Approve Recommendation to the Southern Nevada Community Health Center Governing Board.

- VI. SECOND PUBLIC COMMENT:** A period devoted to comments by the general public, if any, and discussion of those comments, about matters relevant to the Board's jurisdiction will be held. Comments will be limited to five (5) minutes per speaker. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chair or the Board by majority vote.

Seeing no one, the Chair closed the Second Public Comment portion.

XIII. ADJOURNMENT

The Chair adjourned the meeting at 5:04 p.m.

Fermin Leguen, MD, MPH
District Health Officer/Executive Secretary/CHC Executive Director

/tab



SOUTHERN NEVADA
Community
HEALTH CENTER

AT THE SOUTHERN NEVADA HEALTH DISTRICT

Executive Director Annual Review Committee

October 9, 2023

Southern Nevada Community Health Center

Executive Director & Staff Accomplishments

FY2023

Fermin Leguen, MD, MPH
Executive Director
Southern Nevada Community Health Center



Operations

- Opened the new Fremont Public Health Center as a permanent flagship site – August 30, 2022
- Modified patient appointment templates to increase access to care
- Created dedicated administrative time for clinical prep work
- Mobile Unit participated on 82 remote site clinic events
- Participated in approximately 60 community outreach events
 - Primary Care, Infectious Disease, Family Planning, Ryan White, and COVID-19 testing, and Vaccinations

Human Resources

Implemented 4/10 schedule (8 am to 6 pm):

Decatur - Monday to Thursday

Fremont - Tuesday to Friday

Implemented new credentialing and privileging process

Hired dedicated support staff to increase capacity for Behavioral Health screening

Hired four new medical providers

Hired an Administrative Analyst

Health Center Staffing as of 9/2023

Budgeted FTEs	Vacancies
114.0	9.0

Budgeted FTE	Position	Vacancies
1.0	Medical Director	1.0
16.2	Medical Providers	3.0
2.0	Licensed Clinical Social Workers	1.0
1.0	Psychiatric APRN	0.0
1.0	Registered Dietician	1.0

Unique Patients Served: 5,293

Primary Care: 4,164

Family Planning: 4,093

Ryan White: 2,084

Provider Encounters:
12,309

Behavioral Health: 1,534

Clinical Pharmacist: 288

Dietitian: 146

COVID-19 and Mpox Activities

- Expanded COVID-19 and Mpox vaccinations to Fremont.
- Administered more than 9,200 COVID-19 vaccinations.
- Administered more than 7,300 COVID-19 tests (POC and PCR).
- Continued COVID-19 testing and vaccination site at SNCHC Decatur.
- Operated a Distribution Center for PPE and COVID-19 at-home test kits for the community.

Administration

- Maintained a favorable patient satisfaction overall rating throughout the year
- Successfully cleared program findings identified during the HRSA Operational Site Visit (OSV).
- Five existing board members approved for a second term.
- Onboarded four new community health center board members.
- Updated the new board member orientation process
- Updated the health centers by-laws

Training

Implemented Daily Care Team and Management Huddles

Implemented new staff meeting and training schedules

Trained providers on HIV, PEP, PrEP and Care Planning

Provided NARCAN training to clinical staff

Implemented monthly Health Equity and Cultural and Linguistical Appropriate Service (CLAS) training

Finance



Improved revenue cycle processes



Improved insurance credentialing processes



Implemented new monthly financial report



Implemented new Sliding Fee Schedule



Implemented and standardized workflows for receiving Prospective Payment System (PPS) Medicaid Wrap reimbursements

Revenues and Expenses by Fiscal Year

	FY20-21	FY21-22	FY22-23
Revenues	\$20,699,370	\$24,025,423	\$25,919,761*
Expenses	\$20,887,131	\$26,123,255	\$30,791,905*

**preliminary amounts (unaudited)*

- SNHD's **Cost Allocation Expense in FY23: \$6,559,228**

Factors Influencing FY23 Expense and Revenues

- **Revenue:**

- Full year of PPS wrap reimbursement with an approximate \$213k increase in reimbursement compared to budget.
- Loss of approximately \$1 million in COVID funding that was previously available in FY21 and 22.
- Two (2) providers retired in FY23 contributing to the loss of nine (9) months of provider appointment access and associated revenue.

- **Expense:**

- Total active FTEs grew by 19%.
- Onboarding four (4) new providers increased expenses without off-setting revenue.
- Increased costs of pharmacy medications.
- Increased health center's SNHD internal cost allocation expenses.
- **Cost Allocation Expense in FY23: \$6,559,228**

Community Partnerships

All Saints Episcopal Church

University of Las Vegas, Nevada (UNLV)

Mexican Consulate

El Salvador Consulate

Racial and Ethnic Approaches to Community Health (REACH)

North Las Vegas Community Correctional Center

Health Center Controlled Networks (HCCN)

Arizona Association of Community Health Centers (AACHC)

Nevada Primary Care Association (NVPCA)

Catholic Charities

Las Vegas Promotoras

Three Square

Department of Welfare and Social Services (DWSS)

Local FQHCs, etc.

Marketing



Distributed 70,000 mailer postcards to the community



Distributed mailer postcards for the Fremont Public Health Center to residents living in ZIP codes 89030, 89101, 89104, 89106, 89110, 89121, 89122, 89142, 89156

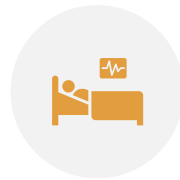


Created a new health center brochure

Goals/Opportunities for FY2024



Obtain Patient Centered Medical Home (PCMH) accreditation



Increase the number of unique patients serviced



Improve daily operations and clinical performance results



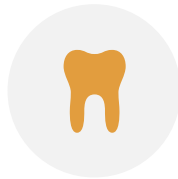
Optimize and expand services at the Fremont Location



Enhance integration of Sexual Health Clinic services



Build the Behavioral Health clinic at the Decatur Location



Develop Oral Health program at the Fremont Location



Enhanced Refugee Services

Thank you!

Questions?

Fermin Leguen, MD, MPH
District Health Officer / Executive Director
leguen@snhd.org
702-759-1508 (o) / 702-816-0144 (c)





SOUTHERN NEVADA
Community
HEALTH CENTER

AT THE SOUTHERN NEVADA HEALTH DISTRICT

SNHD Internal Staff Survey Results for
Fermin Leguen, MD, MPH, Executive Director

September 28, 2023

Q1. Dr. Leguen consistently demonstrates equitable and fair treatment of SNCHC employees, contractors, and volunteers.

1 - Strongly Disagree	0
2 - Disagree	0
3 - Unsure	0
4 - Agree	2
5 - Strongly Agree	2



Comments:

- Dr. Leguen is consistently observed providing leadership and decision making that supports the fair and just treatment of all those who work at the health center as well as for those who receive care at the clinic.
- Although most of my direct observations of his interactions with SNCHC staff are with leadership staff, he has consistently treated them fair and equitable. As for other staff, I have no reason to suspect that his intentions are other than to treat them fair and equitable as well

Q2. Dr. Leguen consistently provides thorough administrative leadership and oversight of SNCHC's compliance with HRSA program requirements.

● 1 - Strongly Disagree	0
● 2 - Disagree	0
● 3 - Unsure	0
● 4 - Agree	2
● 5 - Strongly Agree	2



Comments:

- Dr. Leguen provides ongoing leadership and administrative support to the health center's management team to ensure SNCHC is in compliance with HRSA requirements. Dr. Leguen was an active participant in the health center's OSV and provided leadership support for SNCHC's response to program findings identified during the audit. All program findings were successfully cleared.
- Although these tasks are generally delegated to the FQHC Operations Officer and to his leadership team, Dr. Leguen keeps himself aware of the operations of the SNCHC and of its compliance with HRSA program requirements and has been an effective leader.

Q3. Dr. Leguen ensures that the SNCHC has a viable long-range strategy to achieve its mission and utilizes data to measure progress towards achieving programmatic, clinical, and financial goals.

● 1 - Strongly Disagree	0
● 2 - Disagree	0
● 3 - Unsure	0
● 4 - Agree	3
● 5 - Strongly Agree	1



Comments:

- Dr. Leguen engages the health center's management team to identify high-level strategies to advance SNCHC's mission and to improve the long-term sustainability of clinic services.
- Although these tasks are generally delegated to the FQHC Operations Officer and to his leadership team, Dr. Leguen does ensure that SNCHC has a viable and long-term strategy to achieve its mission.

Q4. Dr. Leguen appropriately utilizes financial and utilization data to ensure SNCHC is maximizing budgetary and human resources to achieve health center goals.

● 1 - Strongly Disagree	0
● 2 - Disagree	0
● 3 - Unsure	0
● 4 - Agree	3
● 5 - Strongly Agree	1



Comments:

- Dr. Leguen demonstrates a leadership style that relies on objective data to support growth and process improvement. Objective programmatic and financial data is used to support decision making.
- Dr. Leguen reviews and comments regularly on interim financial reports as well as the initial and augmented budgets for SNCHC and SNHD.
- Although these tasks are generally delegated to the FQHC Operations Officer and to the CFO, Dr. Leguen does ensure these data are utilized appropriately to ensure SNCHC is maximizing resources to achieve its goals.

Q5. Dr. Leguen properly represents SNCHC in the community and fosters the establishment of new community partners and develops existing partnerships.

● 1 - Strongly Disagree	0
● 2 - Disagree	0
● 3 - Unsure	1
● 4 - Agree	1
● 5 - Strongly Agree	2



Comments:

- Dr. Leguen and the SNHD is highly regarding in the community. Dr. Leguen takes an innovative approach to establishing and fostering community partnerships to mutual benefit the patients served through SNCHC and other providers in the service area.
- I have witnessed that he represents the SNCHC very well in front of the Governing Board and the Board of Health and that during these times, he has been a strong advocate for the SNCHC, but I am unsure about his interactions with the community and with community partners.



SOUTHERN NEVADA
Community
HEALTH CENTER

AT THE SOUTHERN NEVADA HEALTH DISTRICT

2023 Executive Director Annual Review Results

October 9, 2023

Executive Director Review Committee

- HRSA required activity.
- The health center Governing Board is responsible for assessing the achievement of project objectives.
- The Governing Board is responsible for evaluating the performance Executive Director of the Southern Nevada Community Health Center.
 - The **Executive Director Review Committee** will evaluate performance and provide feedback and support to the Governing Board and the Executive Director as a part of the Executive Director's Annual Evaluation process.

Evaluation Tool

- Four (4) Scored Questions - Scoring Guide
 - 1 - Poor
 - 2 - Fair
 - 3 - Good
 - 4 - Outstanding

- Two (2) Non-Scored Narrative Questions
 - General Strengths
 - Areas for Growth

- Weight of Each Question
 - Question 1 – Weighted 20% of overall score
 - Question 2 – Weighted 50% of overall score
 - Question 3 – Weighted 10% of overall score
 - Question 4 – Weighted 20% of overall score

of Evals Requested:

9

of Evals Received:

6

Q1: CEO ensures that the agency has a long-range strategy which achieves its mission, and toward which it makes consistent timely progress through:

- Providing Leadership in Program development and org plans with BOD.
- Meets or exceeds program goals in quantity and quality.
- Evaluates how well goals and objectives have been met.
- Demonstrates quality of analysis and judgment in program planning, implementation, and evaluation.
- Shows creativity, and initiative in developing new programs.
- Maintains and utilizes a working knowledge of significant developments and trends in the field (such as healthcare legislation, public health concerns, health disparities, other disease and healthcare issues in communities served).

Average Score
(Weighted at 20%)

3.5



Q2: Administration and Human Resource Management:

- Divides and assigns work effectively, delegating appropriate levels of freedom and authority.
- Establishes and makes use of an effective management team.
- Maintains appropriate balance between administration and programs.
- Ensures that job descriptions are developed, and that regular performance evaluations are held and documented.
- Ensures compliance with personnel policies and state and federal regulations on workplaces and employment.
- Ensures that employees are licensed and credentialed as required.
- Recruits and retains a diverse staff.
- Ensures that policies and procedures are in place.
- Encourages staff development and education.
- Maintains a climate which attracts, keeps, and motivates a diverse staff of top-quality people.

Average Score
(Weighted at 50%)
3.0



Q3: When representing the organization in the communities the CEO:

- Serves as an effective spokesperson for the agency; represents the programs and point of view of the organization to the agencies, organizations and the general public.
- Establishes sound working relationships and cooperative arrangements with community groups and organizations.
- Welcomes and pursues opportunities to share organizational objectives and perspectives in local, regional, and national forums as strategically appropriate.

Average Score

(Weighted at 10%)

3.5



Q4: The CEO exhibits sound knowledge of the financial management of the organization through the following demonstrated activities:

- Assures adequate control and accounting of all funds, including developing and maintaining sound financial practices.
- Works with the staff, Finance Committee, and the board in preparing a budget; sees that the organization operates within budget guidelines.
- Maintains official records and documents, and ensures compliance with federal, state, and local regulations and reporting requirements (such as annual information returns, payroll withholding and reporting, etc.).
- Executes legal documents appropriately.
- Assures that funds are disbursed in accordance with contract requirements and donor designations.

Average Score
(Weighted at 20%)

3.5



“General Strengths” Narratives - 2023

- Strong leadership with people in mind. Approachable and always willing to listen.
- Establishing the clinic(s) has a resource for the community.
- Working in the community, working with the board.
- Knowledgeable leader who cares about staff and the community.
- Community Driven, Cultural Competency, Interpersonal Communications, Financial Planning



“Areas for Growth” Narratives - 2023

- None that I can think of at this point.
- Finding and retaining staff.
- There are staffing issues of positions not filled, I don't know if he can help with that.

2023 Executive
Director Annual
Review Overall
Weighted Score:



3.25

Scoring Guide

- 1 – Poor
- 2 – Fair
- 3 – Good
- 4 - Outstanding



Questions?



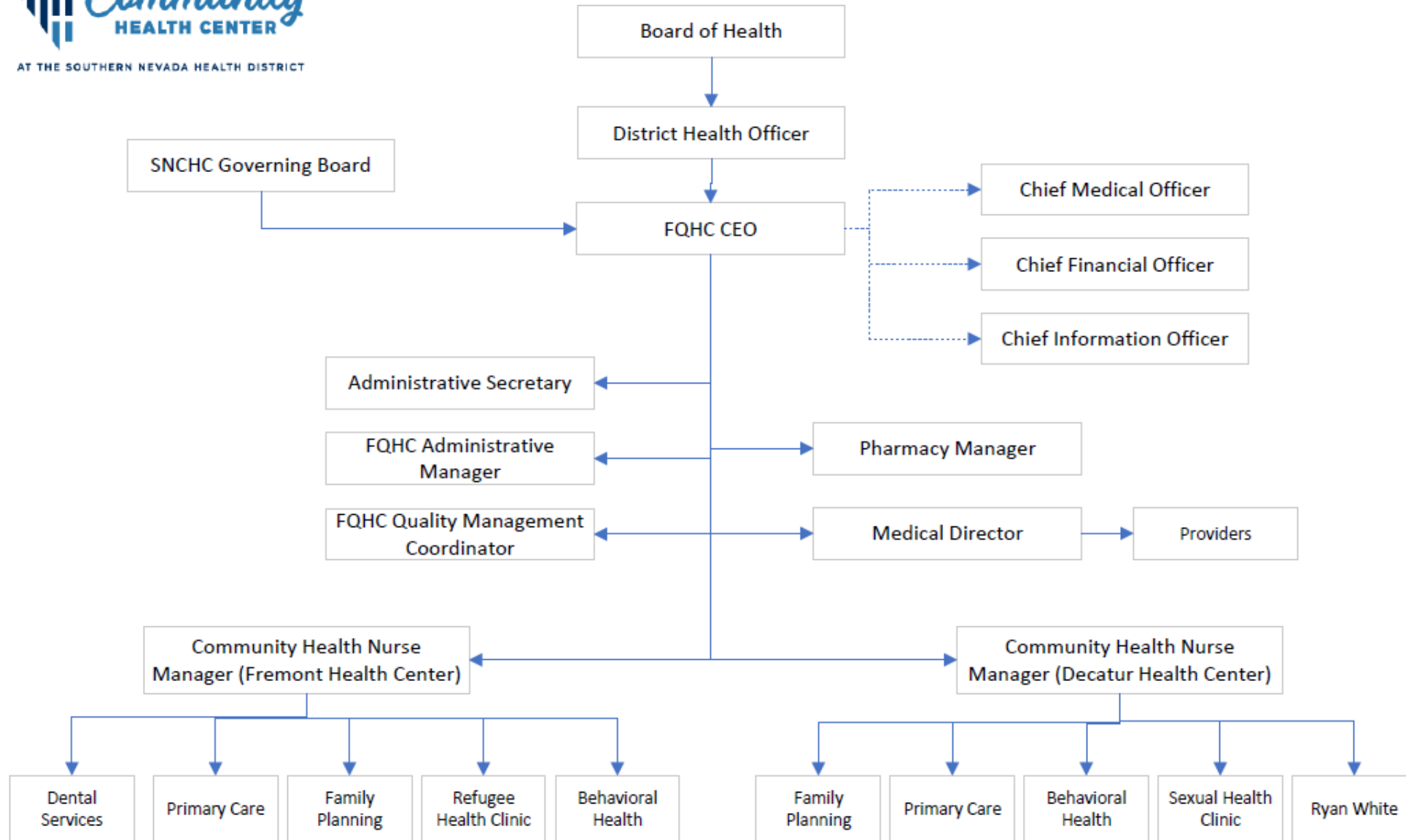
SOUTHERN NEVADA HEALTH DISTRICT

CEO Succession Planning

Fermin Leguen, MD, MPH
District Health Officer / Executive Director



Southern Nevada Community Health Center



Thank You.

