



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.



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2023 Executive Director Annual Review Results

October 17, 2023

Annual Executive Director Evaluation

- HRSA required activity.
- The health center Governing Board is responsible for assessing the achievement of project objectives (***Monthly Board Reports and Annual Accomplishments***).
- The Governing Board is responsible for evaluating the performance Executive Director of the Southern Nevada Community Health Center (***Annual Evaluation***).

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

*Recommend a Motion to Approve the Executive
Director Evaluations Results, as presented.*





Questions?

