



MINUTES

**SOUTHERN NEVADA COMMUNITY HEALTH CENTER
EXECUTIVE DIRECTOR ANNUAL REVIEW COMMITTEE MEETING
October 9, 2024 - 2:00 P.M.
Meeting was conducted via Microsoft Teams**

MEMBERS PRESENT: Donna Feliz-Barrows
Jose L. Melendrez
Luz Castro

ABSENT: None

ALSO PRESENT: None

LEGAL COUNSEL: Edward Wynder, Associate General Counsel

CHIEF EXECUTIVE OFFICER: Randy Smith

STAFF: Emily Anelli, Todd Bleak, Tawana Bellamy, Andria Cordovez Mulet, David Kahananui, Fermin Leguen, Cassius Lockett, Kim Saner

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 2:05 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, 2024 AGENDA *(for possible action)*

A motion was made by Member Feliz-Barrows, seconded by Member Castro, and carried unanimously to approve the October 9, 2024 Agenda, as presented.

V. CONSENT AGENDA: Items for action to be considered by the Southern Nevada Community Health Center Executive Director Annual Review Committee which may be enacted by one motion. Any item may be discussed separately per Board Member request before action. Any exceptions to the Consent Agenda must be stated prior to approval.

- 1. Approve Minutes/Executive Director Annual Review Meeting Committee Meeting – October 9, 2023; (for possible action)**

A motion was made by Member Castro, seconded by Member Melendrez, and carried unanimously to approve the Consent Agenda, as presented.

VI. REPORT / DISCUSSION / ACTION

- 1. Nomination of Chair for the Executive Director Annual Review Committee;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

Member Melendrez nominated himself as chair for the Executive Director Annual Review Committee.

A motion was made by Member Feliz-Barrows, seconded by Member Castro, and carried unanimously to accept Member Melendrez as the Chair for the Executive Director Annual Review Committee.

- 2. Review the Chief Executive Officer's (CEO) Report of Accomplishments and Identification of Goals for FY25 and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

Randy Smith, Chief Executive Officer, presented the FY24 CEO Report of Accomplishments and identified goals for FY25.

The Chair called for questions and there were none.

A motion was made by Member Feliz-Barrows, seconded by Member Castro, and carried unanimously to accept the Summary of the Chief Executive Officer (CEO) Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024.

- 3. Receive, Discuss and Approve the Summary of the Chief Executive Officer (CEO) Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

Mr. Kahananui presented the CEO Evaluation Results for FY24 and advised of the HRSA requirement to conduct an evaluation. Mr. Kahananui noted that the survey scores were compiled from seven of the eleven Governing Board members, with comments provided by a mixture of Governing Board members and Southern Nevada Health District staff.

Questions	Weighted	Average Score
Q1: The CEO consistently demonstrates equitable and fair treatment of SNCHC employees, contractors, and volunteers.	15%	4.85
Q2: The CEO consistently provides thorough administrative leadership and oversight of SNCHC's compliance with HRSA program requirements.	40%	4.71
Q3: The CEO 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	15%	5
Q4: The CEO appropriately utilizes financial and utilization data to ensure SNCHC is maximizing budgetary and human resources to achieve health center goals.	15%	4.85
Q5: The CEO properly represents SNCHC in the community and fosters the establishment of new community partners and develops existing partnerships.	15%	4.57
"General Strengths" Narratives - 2024	• Mr. Smith is an asset to the SNCHC. He has exhibited strong leadership skills as well as a clear vision of how to make the clinic even better. • Mr. Smith's dedication and passion of the SNCHC is demonstrated when presenting to the board. He is extremely knowledgeable, always prepared, and demonstrates team ownership of the success and challenges of growing a successful FQHC.	
"Areas for Growth" Narratives - 2024	• Mr. Smith could be stronger in properly representing SNCHC in the community and fostering the establishment of new community partners and developing existing partnerships.	
2024 Chief Executive Officer Annual Review Overall Weighted Score:	4.78 on a scale of 1 being poor to 5 being outstanding.	

Mr. Smith expressed his gratitude, stating it is a pleasure and a blessing to be a part of the team of positive professionals and thanked everyone for the evaluation results.

Chair Melendrez shared that has been phenomenal to work with Mr. Smith and the team. Chair Melendrez further shared that Mr. Smith's leadership and the staff makes his role as a board member easier and thanked him for his leadership.

A motion was made by Member Feliz-Barrows, seconded by Member Castro, and carried unanimously to accept the Summary of the Chief Executive Officer (CEO) Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024.

Vice Chair Feliz-Barrows thanked the staff for doing a great job on the evaluation, noting that the improvements to the process and survey made it easier for the board members this year.

The Chair called for further comments and there were none.

- VII. 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 2:41 p.m.

Randy Smith
Chief Executive Officer - FQHC

/tab

AGENDA

SOUTHERN NEVADA COMMUNITY HEALTH CENTER EXECUTIVE DIRECTOR ANNUAL REVIEW COMMITTEE MEETING

October 9, 2024 – 2:00 p.m.

Meeting will be conducted via Microsoft Teams

NOTICE

Microsoft Teams:

<https://events.teams.microsoft.com/event/c5f7368b-2c7f-4508-b845-06fe9f0ce7dc@1f318e99-9fb1-41b3-8c10-d0cab0e9f859>

To call into the meeting, dial (702) 907-7151 and enter Phone Conference ID: 168 920 244#

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.
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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. Please clearly state and spell your 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. 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 Teams:** Use the Teams link above. You will be able to provide real-time chatroom messaging, which can be read into the record or by raising your hand. Unmute your microphone prior to speaking.
- **By telephone:** Call (702) 907-7151 and when prompted to provide the Meeting ID, enter 168 920 244#. To provide public comment over the telephone, please press *5 during the comment period and wait to be called on.
- **By email:** public-comment@snhd.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.

IV. ADOPTION OF THE OCTOBER 9, 2024 AGENDA *(for possible action)*

- V. CONSENT AGENDA:** Items for action to be considered by the Southern Nevada Community Health Center Executive Director Annual Review Committee which may be enacted by one motion. Any item may be discussed separately per Board Member request before action. Any exceptions to the Consent Agenda must be stated prior to approval.

- 1. APPROVE MINUTES – SNCHC Executive Director Annual Review Committee Meeting:**
October 9, 2023 *(for possible action)*

VI. REPORT / DISCUSSION / ACTION

- 1. Nomination of Chair for the Executive Director Annual Review Committee;** direct staff accordingly or take other action as deemed necessary *(for possible action)*
- 2. Review the Chief Executive Officer’s Report of Accomplishments and Identification of Goals for FY25;** direct staff accordingly or take other action as deemed necessary *(for possible action)*
- 3. Receive, Discuss and Approve the Summary of the Chief Executive Officer (CEO) Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

- VII. 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. **See above for instructions for submitting public comment.**

VIII. ADJOURNMENT

NOTE: Disabled members of the public who require special accommodations or assistance at the meeting are requested to notify the Administration Office 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 the Administration Office at 280 S. Decatur Blvd, Las Vegas, NV, 89107 or (702) 759-1201.

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



SNCHC Executive Director Annual Review Committee Meeting

October 9, 2024

I. CALL TO ORDER & ROLL CALL

Instructions for public comment are provided to virtual attendees.



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 and spell your 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. **There will be two public comment periods.**



IV. ADOPTION OF THE OCTOBER 9, 2024 AGENDA *(for possible action)*

Motion to Adopt the October 9, 2024 agenda, as presented.

V. **CONSENT AGENDA:**

Items for action to be considered by the Southern Nevada Community Health Center Executive Director Annual Review Committee which may be enacted by one motion. Any item may be discussed separately per Board Member request before action. Any exceptions to the Consent Agenda must be stated prior to approval.

1. **APPROVE MINUTES – SNCHC Executive Director Annual Review Committee Meeting: October 9, 2023**
(for possible action)

MOTION

Motion to Approve the Consent Agenda, as presented.

VI. REPORT / DISCUSSION / ACTION

1. **Nomination of Chair for the Executive Director Annual Review Committee;**

direct staff accordingly or take other action as deemed necessary
(for possible action)

Motion to elect _____ as Chair of the Executive Director Annual Review Committee.

2. Review the Chief Executive Officer's FY24 Report of Accomplishments and FY25 Goals and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024; direct staff accordingly or take other action as deemed necessary (*for possible action*)

High-Level Summary of FY24 Accomplishments and FY25 Goals

Randy Smith, Chief Executive Officer - FQHC

Administration

- Awarded a new three-year Health Center grant – continued designation as a FQHC
- Selected and hired a new Health Center – CEO
- Received FTCA deeming coverage
- Established a health center business office
 - Developed a Risk Management program and assigned a Risk Manager role
- Created new site manager positions to oversee daily operations
- Updated the electronic health record and migrated to cloud-based hosting
- Implemented population health system software

Operations

- 95% year-over-year growth in the number of patients served
- 95% year-over-year growth in the number of visits provided
- Transitioned the sexual health clinic into the FQHC
- Moved refugee health clinic to Fremont and transition operations into the FQHC
- Added sexual health and Ryan White services to Fremont
- Onboarded a new Behavioral Health Manager
- Onboarded new mid-level medical provides and behavioral health providers



Finance

- 30% year-over-year increase in total revenue
- 12% year-over-year increase in sliding fee adjustments provided
- Increased empaneled Medicaid members from 286 to 1,146
- Implemented standing revenue cycle meeting

Proposed Goals/Opportunities for FY25



Pursue Patient Centered Medical Home (PCMH) accreditation



Increase the number of unique patients served by 3%



Improve daily access to care (visits) by 3%



Optimize and expand services at the Fremont location – SHC/RW/RH



Improve financial stability – Increase the number of Medicaid patients served by 5%



Enhance integrated Behavioral Health services and optimize new clinic at Decatur



Build a dental clinic at Fremont and develop an operational plan



Maintain HRSA Compliance

Thank you!

Questions?

Randy Smith
Chief Executive Officer - FQHC

MOTION

Motion to Approve the Chief Executive Officer's FY24 Report of Accomplishments and FY25 Goals and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024, as presented.

3. Receive, Discuss and Approve the Summary of the Chief Executive Officer (CEO) Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024; direct staff accordingly or take other action as deemed necessary (*for possible action*)

Presenter: David Kahananui, MBA-HM, FQHC Administrative Manager

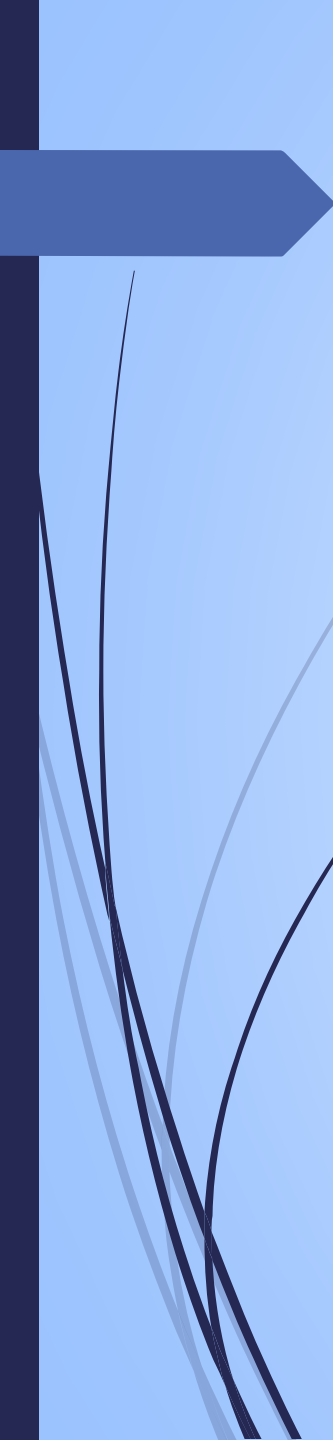


SOUTHERN NEVADA
Community
HEALTH CENTER

AT THE SOUTHERN NEVADA HEALTH DISTRICT

SNCHC Governing Board/SNHD Internal Staff Survey Results for Randy Smith, Chief Executive Officer

October 9, 2024



Chief Executive Officer Annual 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 of the Chief Executive Officer (CEO) of the Southern Nevada Community Health Center.
- The Executive Director Annual Review Committee will evaluate performance and provide feedback and support to the Governing Board and the CEO as a part of the CEO's Annual Evaluation process.

Evaluation Tool

► Five (5) Scored Questions - Scoring Guide

- 1 – Poor
- 2 – Needs Improvement
- 3 – Fair
- 4 – Good
- 5 – Outstanding

► Two (2) Non-Scored Narrative Questions

- General Strengths
- Areas for Growth

► Weight of Each Question

- Question 1 – Weighted 15% of overall score
- Question 2 – Weighted 40% of overall score
- Question 3 – Weighted 15% of overall score
- Question 4 – Weighted 15% of overall score
- Question 5 – Weighted 15% of overall score

- Survey scores were compiled from participating Governing Board Members, but comments were provided by a mixture of Governing Board Members and SNHD Staff.

of Evals Requested:

- 11

of Evals Received:

- 7



Q1. The CEO consistently demonstrates equitable and fair treatment of SNCHC employees, contractors, and volunteers.

- Divides and assigns work effectively, delegating appropriate levels of freedom and authority.
- Recruits and retains a diverse staff.
- Encourages staff development and education.
- Maintains a climate which attracts, keeps, and motivates a diverse staff of top-quality people

Average Score
(Weighted at 15%)
4.85

Q1. Mr. Smith consistently demonstrates equitable and fair treatment of SNCHC employees, contractors, and volunteers.

1 - Strongly Disagree	0
2 - Disagree	0
3 - Unsure	0
4 - Agree	1
5 - Strongly Agree	6



Comments:

- Mr. Smith is fair and consistent
- Mr. Randy Smith strives to create an environment where staff have equal opportunity to succeed such as supporting staff to go to school to become an RN or MA. He initiated employee engagement committee where staff have a seat in the table to discuss what activities they would like to have, improvements they want to see.
- Randy carefully considers the facts, data, and feedback from the team before making decisions that affect others. Weighing the perceptions and experiences of everyone affected always plays into his decision-making.
- When events unfold and plans are made, one of Randy's first considerations is the effect it may have on staff and working relationships.

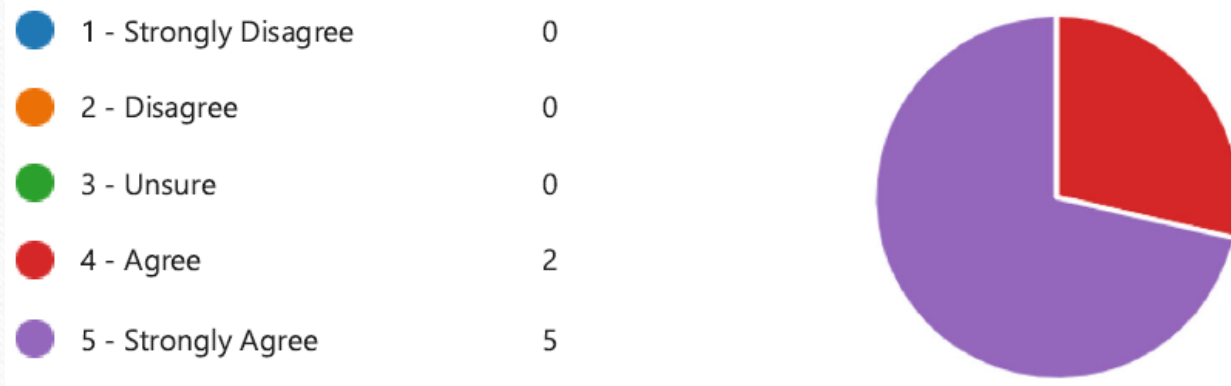


Q2. The CEO consistently provides thorough administrative leadership and oversight of SNCHC's compliance with HRSA program requirements.

- 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.
- Ensures that policies and procedures are in place.

Average Score
(Weighted at 40%)
4.71

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



Comments:

- Under Mister Smith's leadership, a second clinic opened, programs were initiated. Refugee program was added, saw an increase in the number of patients served, more insurance contracts in place, we got our FTCA approved. We maintain compliance with HRSA program requirements.
- Randy has the experience necessary to anticipate what the organization may need in the future to remain compliant. He is constantly preparing the team and considering steps that need to be taken now, and consulting with HRSA experts and project officers when there are questions without obvious answers.
- Randy has thorough knowledge of FQHC requirements and is acutely aware of areas that need attention.

Q3. The CEO 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:

- 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 15%)

5

Q3. Mr. Smith 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	0
5 - Strongly Agree	7



Comments:

- Under Mr. Smith's leadership, Key performance indicators were established, monthly leadership meeting utilizing data to measure progress were initiated, Revenue and Monthly financial standings are monitored. He conducts regular operations meeting to discuss programmatic and clinical goals.
- Strategic goals, planning, and review occur monthly to ensure the trajectory of the organization is still aligned with SNCHC/SNHD mission, vision, and values.
- Randy has a good understanding of the key drivers for success of CHC and has implemented changes that have made substantial progress toward our goals.

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

- 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 15%)
4.85

Q4. Mr. Smith 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	1
5 - Strongly Agree	6



Comments:

- Mr. Smith created a business team to ensure the health center's financial wellness, grant and general fund spending are tracked including lab expenses. He regularly reviews the health center organizational chart to ensure we are adequately staffed , so we can achieve health center goals
- Randy works very closely with the rest of the Business Office to monitor, adjust, and oversee the financial performance and planning of the FQHC.
- Resource utilization is key metric that is regularly reviewed and discussed with the management team. We focus on improvements in efficiency and productivity resulting in year over year improvements

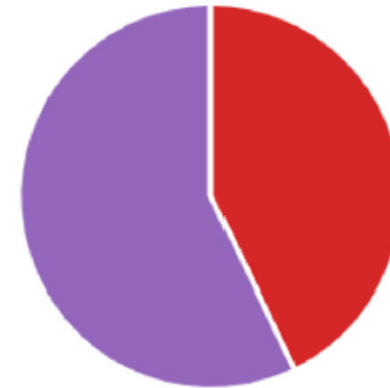
Q5. The CEO properly represents SNCHC in the community and fosters the establishment of new community partners and develops existing partnerships.

- 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 15%)
4.57

Q5. Mr. Smith 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	0
4 - Agree	3
5 - Strongly Agree	4



Comments:

- Randy collaborates well internally and externally with leaders and professionals. Randy represents the organizational mission, vision, and values in all he does and says, and is a true brand ambassador.
- Randy has made it a priority to reach out to community partners and other FQHCs to offer help and insights. This includes his involvement in the Nevada Primary Care Association and the inclusion of the management team.
- I do believe Mr. Smith could be stronger in this area.



Two Open Ended Questions

- **General Strengthens**

- Mr. Smith is an asset to the SNCHC. He has exhibited strong leadership skills as well as a clear vision of how to make the clinic even better.
- Mr. Smith's dedication and passion of the SNCHC is demonstrated when presenting to the board. He is extremely knowledgeable, always prepared, and demonstrates team ownership of the success and challenges of growing a successful FQHC.

- **Areas for Growth**

- Mr. Smith could be stronger in properly representing SNCHC in the community and fostering the establishment of new community partners and developing existing partnerships.

General Comments

- Mr. Smith demonstrates effectively the goals for the health center.
- Mr. Smith is a strong leader with a good heart and great intentions. Our achievements and growth demonstrate his hard work and support for his staff.
- It is an honor to have Randy as a leader and mentor. I have learned and continue to learn a lot by observing his leadership and continue to develop more skills under his tutelage.
- Randy has created a supportive and collaborative environment that has enabled the management team to do its best work and move the CHC forward. He prioritizes inclusion and stability allowing working relationships to develop and thrive.
- I believe Mr. Smith is an asset to the SNCHC. He has exhibited strong leadership skills as well as a clear vision of how to make the clinic even better.



2024 Chief Executive Officer Annual Review Overall Weighted Score:

4.78

Scoring Guide

- 1 – Poor
- 2 – Needs Improvement
- 3 – Fair
- 4 – Good
- 5 – Outstanding

Questions?



SOUTHERN NEVADA
Community
HEALTH CENTER

AT THE SOUTHERN NEVADA HEALTH DISTRICT

MOTION

Motion to Approve the Summary of the Chief Executive Officer (CEO) Evaluation Results and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on October 15, 2024, as presented.



VII. 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. **Please clearly state and spell your 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.

VIII. ADJOURNMENT

Thank You.



SOUTHERN NEVADA
Community
HEALTH CENTER

AT THE SOUTHERN NEVADA HEALTH DISTRICT