



## Ventura County Community Health Center (CHC) Board Meeting Minutes

**Theresa Cho, MD**  
Ventura County HCA, Director  
CHC Executive Director

**Vikram Kumar, MD**  
Ventura County Ambulatory Care  
Chief Executive Officer

**Marth Ann Knutson**  
County of Ventura  
Assistant County Counsel

**Chaya Turrow**  
Ventura County Ambulatory Care  
CHC Co-Applicant Board Clerk

**Meeting Minutes**  
**April 24, 2025**  
**12:30 - 2:00 PM**

**2240 E Gonzalez Rd,**  
**Suite 200**  
**Oxnard, CA 93036**

### CHC BOARD MEMBERS:

**RALPH REYES, District 3**  
Chair

**RENA SEPULVEDA, District 1**  
Vice Chair

**ESPY GONZALEZ, District 2**  
Secretary

**JAMES MASON, District 5**  
Treasurer

**MANUEL MINJARES, District 3**

**RENEE HIGGINS, MD, District 3**

**MELISSA LIVINGSTON, District 1**

**DAVID TOVAR, District 3**

**LORETTA DENERING, DrPH, MPH,**  
**District 2**

### Call to Order:

Ralph Reyes called the meeting to order at 12:32 PM.

#### 1. **Roll Call**

Ralph Reyes	Present
Rena Sepulveda	Absent
Espy Gonzalez	Present
James Mason	Present
Manuel Minjares	Absent
Renee Higgins, MD	Present
Melissa Livingston	Present
David Tovar	Absent
Loretta Denering, DrPH	Present

**Roll call confirmed that a quorum was present.**

## **2. Ventura County Staff Present**

Vikram Kumar, MD, HCA – Ambulatory Care  
Martha Knutson – County Counsel  
Rachel Stern, MD, HCA – Ambulatory Care  
Lizeth Barretto, HCA – Ambulatory Care  
Octavius Gonzaga, HCA – Ambulatory Care  
Jason Cavender, HCA – Ambulatory Care  
Dee Pupa, HCA – Health Plan

### **Public Present**

None

## **3. Public Comments**

None

### **Action Items:**

#### **4. Approval of CHC Board Meeting Agenda for April 24, 2025**

Board Treasurer Mason motioned to approve the meeting agenda. Board Member Denering seconded. Motion passed.

#### **5. Approval of CHC Minutes for March 27, 2025**

Board Member Livingston motioned to approve. Board Secretary Gonzalez seconded. Motion passed.

#### **6. Appointment of Nomination Committee for Officers (Chair, Vice Chair, Secretary, Treasurer)**

Ms. Turrow explained the election of officers process. During this meeting, the Board needs to select and approve the Nomination Committee of no fewer than three members and no more than five. Board Members Higgins, Denering, and Reyes volunteered.

Board Treasurer Mason motioned to approve the Nominating Committee. Board Member Livingston seconded. The motion passed.

#### **7. Presentation and Approval of the 2025 Q1 Quality Report**

Dr. Rachel Stern presented the 2025 Q1 Quality Report.

CY 2025 Q1 Performance – We have met almost half of the quality measures. Most of the children's preventative care turned green. The team has also met the Screening for Depression, Comprehensive Diabetes Care: Eye Exam, and the Breast Cancer Screening Metrics.

Ambulatory Care was highlighted at the 2025 Quality Incentive Pool (QIP Conference). The

team shared our innovative efforts with VCMC and Conejo Health to follow up after ED visits for substance use and mental illness.

## Q1 Quality Initiatives

Dr. Stern shared that it is tough to track everything for the first few months with a newborn, so the team created a one-page guide. It includes all well-baby visits that are scheduled and completed and recommended vaccinations by age. The team also implemented a workflow to allow for priority rescheduling of well-baby visits into more slot types. When appointments are rescheduled or scheduled too late, it can get infants off course for immunizations.

The lead screening performance rate by year has gone up to 76.03%. Dr. Stern said that children should have one lead screening by the time the child turns two. She also shared that lead screenings used to be venous but are now capillaries. The venous were really rough to complete. Board Member Livingston asked the frequency of a positive test. Dr. Stern confirmed that it is low.

There are several health fairs planned with Gold Coast Health Plan. These fairs include well-child visits, vaccines, mammograms, colorectal cancer screenings, etc.

Dr. Stern explained the difference between QIP and QIPP. QIP exists because of the hospital. We receive funding per metric for 40 metrics. These are mostly related to Medi-Cal. We are expected to reach the full \$6M. QIPP is mostly the same, but there are 18 metrics. HEDIS (Healthcare Effectiveness Data and Information Set) by California state. Expectation is higher performance than QIP, but we are still expected to get full funding for 2024. These are based on GCHP performance.

Board Chair Reyes asked if there is an app or something else with incentives? Dr. Stern said that we do not, but does think we should, although she is not sure how.

## Q1 Patient Experience

The complaints and grievances by quarter stayed steady. Gold Coast complaints and grievances increased, but they think that is due to staffing issues in December.

Dr. Stern shared the complaints and grievances by clinic and they are working on narrowing the categories.

Board Member Higgins asked if the team is still meeting regularly with the health plan. Dr. Stern confirmed that their process has 2.5 nurses and administrative assistants who work on the complaints and grievances. They are reviewed, then sent out for resolution. They are sometimes too late to solve, but other times they find the root cause analysis to figure out how to make it better.

Dr. Stern said that the accessibility by quarter is getting better. Additionally, the incidents by quarter are also decreasing, although her team prefers to see this number increase to identify system issues. A lot of the aggression incidents, which are significantly higher than the other categories, are over the phone.

Dee Pupa of the HCA Health Plan provided a public comment that explained their process

for resolving complaints and grievances received.

Board Member Higgins motioned to approve the 2025 Q1 Quality Report. Board Member Denering seconded. The motion passed.

### **Discussion Items:**

#### **8. Continued Business**

Ms. Turrow shared that we are still working on board recruitment.

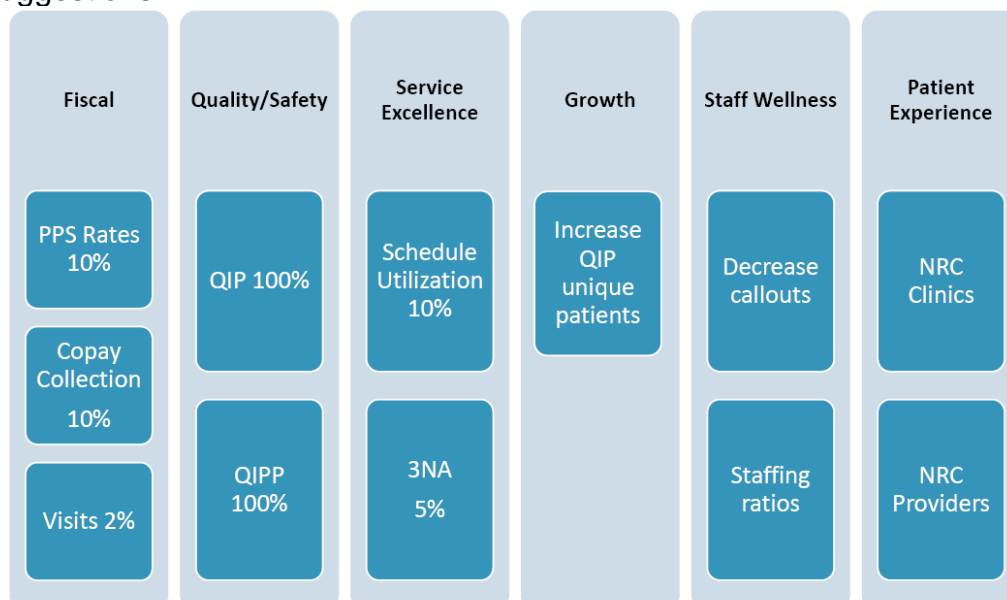
#### **9. HCA Director / CHC Executive Director Update – Dr. Theresa Cho, HCA**

Dr. Cho shared that Medicaid will affect the point of care for patients. She met with Representative Julia Brownley to ensure protection at the federal level.

#### **10. Ambulatory Care Chief Executive Officer Update – Vikram Kumar, MD - HCA**

Compliance – The team is required to finish their annual HIPAA training by the end of May. This is anyone who touches patient care. He also shared that we have dissolved the contract with Dignity HMO. We can still see patients, provided the plan approves for continuity of care. This affects 4,000 patients. Our team has reached out to these patients to see if they wanted to stay, and if they do, the patient fills out continuity of care requisition. The process is in flux. Dr. Cho said that the contract was highly unfavorable for us.

Strategic Plan – Dr. Kumar shared the strategic pillars: Fiscal Stability & Performance, Quality & Safety, Service Excellence, Growth & Innovation, Staff Engagement & Leadership Development, Patient & Community Engagement. The leadership team had a workshop and determined these to be the key areas of focus. There are two or three key performance indicators per pillar, with each having a “lead” and process owner. Dr. Kumar wants these to be things that move. Dr. Kumar requested the Board Members to reach out for thoughts and suggestions.



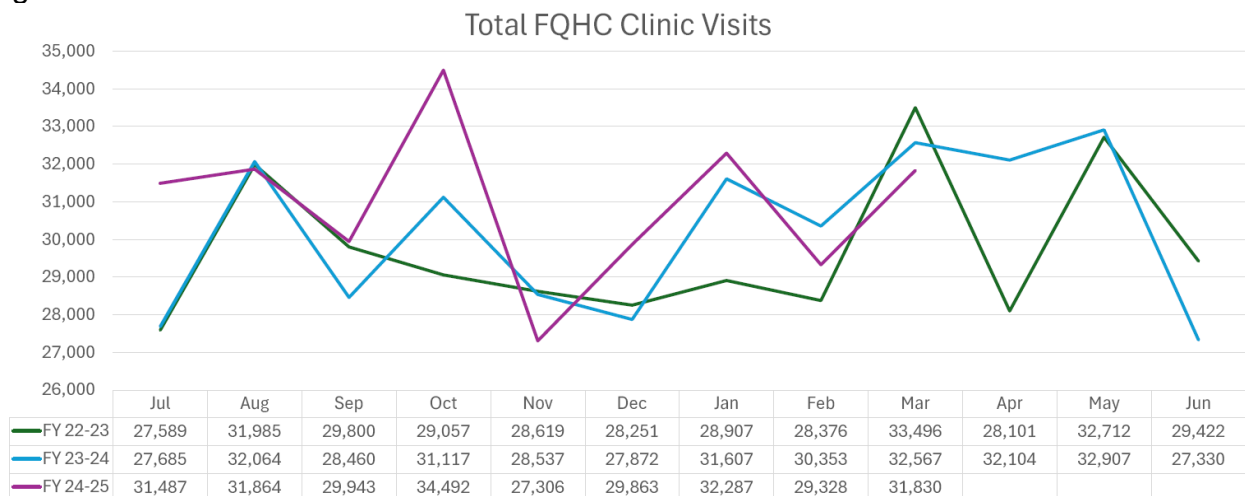
The leadership team is not settled on exact measures for growth, staff wellness, and patient

experience. NRC stands for National Research Corporation.

Dr. Kumar also shared the Strategic Planning Workgroups:

- Ops – PI: Operations/Process Improvement
- Ops – BI: Operations/Business Intelligence
- Patient Experience
- Ops – IT/Informatics
- Safety/Regulatory
- Referrals' Management
- Contracts

Dr. Kumar shared the FQHC total visits. We are currently 3% higher than last year. Some peaks are after school started and flu season. Board Treasurer Mason asked if March is completed on Dr. Kumar's graph. Dr. Kumar confirmed it was, and there was a dip, but April is trending higher.



It is seen that there is a higher need in top clinics and the team plans to back up those sites with “next available” scheduling. The patient location and gender shows the seen encounters. The female population is higher utilization of services. It mirrors the assigned lives.

Continuous Learning – Dr. Macrito attending Trans Health summit in May. Dr. Ike received a scholarship to the annual national healthcare for the homeless conference in May. Karina Valdovinos will be our representative to the County DEI council. There is CAPH Racial Equity Community of Practice in May, and CAPH data sharing convening between health systems and health plans in May, as well. The focus of CAPH will be language.

Customer Service – Our clinics saw a slight uptick in patient experience this month. Met with NRC patient satisfaction via phone to go over areas of opportunity. The national benchmark is 85-90 and we are sitting around 83. The delta is a large gap to close. 73 is low for urgent care.

Initiative/Self-Motivation – Dr. Kumar is still rounding the clinics. He meets with the manager and medical director. Each clinic is different, but there are some safety and standardization opportunities. Dr. Kumar is trying to meet with Manifest Medex's leadership to maximize their access because they are very underutilized. Board Treasurer Mason asked if this was across all of Ventura County. Dr. Kumar said yes, Dignity is the only one that isn't. Board Treasurer

Mason also asked if there are any APIs to scrape and Dr. Kumar said no, they want to. Board Member Denering said that VCBH is not on it, but they continue to reassess because they have more regulatory checks.

Managing Change – Dr. Kumar said that they are looking at contracts, budgets, quality programs, rate setting, Medi-Cal landscape, personnel management (vacant positions, LOA management), data team, and cross collaboration.

### **Presentation Items:**

#### **11. Melissa Livingston Recognition of Service to CHC**

The staff and Board thanked Board Member Livingston for her service to the CHC Board.

Dr. Cho shared that Board Member Livingston has provided 7.5 years of compassion and integrity as a leader. She has always looked to Board Member Livingston as an example. She is bold and gracious at the same time.

### **Discussion Items (cont.):**

#### **12. Board Comments - None**

#### **13. Staff Comments - None**

#### **14. Adjournment - 1:58pm**

Audio files of the CHC Co-Applicant Board meetings are available by contacting the CHC Co-Applicant Board Clerk at [chcboardclerk@ventura.org](mailto:chcboardclerk@ventura.org)

Minutes submitted by: Chaya Turrow, CHC Board Clerk

**Next Meeting: Thursday, May 22, 2025  
2240 E Gonzalez Rd, Suite 200, Oxnard, CA 93036**