



## SUMMARY OF PROCEEDINGS

### KERN COUNTY HOSPITAL AUTHORITY COMMUNITY HEALTH CENTER BOARD OF DIRECTORS

Community Health Center  
Administrative Office  
900 Truxtun Avenue, Suite 250  
Bakersfield, California 93301

Regular Meeting  
Thursday, November 20, 2025

11:30 A.M.

BOARD RECONVENED – Director Martinez convened the meeting of the Board at 11:30 A.M., and established a quorum was present.

Board Members: Avila, Behill, Kemp, Lopez, Martinez, Nichols, Sandoval, Smith, Williams  
Roll Call: 5 Present; 4 Absent – Behill, Kemp, Lopez, Sandoval

NOTE: The vote is displayed in bold below each item. For example, Smith-Behill denotes Director Smith made the motion and Director Behill seconded the motion.

CONSENT AGENDA: AGENDA/OPPORTUNITY FOR PUBLIC COMMENT: AS INDICATED BELOW WITH A "CA" WAS REVIEWED, DISCUSSED, AND APPROVED AS ONE MOTION.

BOARD ACTION SHOWN IN CAPS

NOTE: DIRECTOR BEHILL JOINED THE MEETING AFTER ROLL CALL. DIRECTORS LOPEZ AND SANDOVAL JOINED THE MEETING AFTER THE VOTE ON THE CONSENT AGENDA.

#### PUBLIC PRESENTATIONS

- 1) This portion of the meeting is reserved for persons to address the Board on any matter not on this agenda but under the jurisdiction of the Board. Board members may respond briefly to statements made or questions posed. They may ask a question for clarification, make a referral to staff for factual information or request staff to report back to the Board at a later meeting. In addition, the Board may take action to direct the staff to place a matter of business on a future agenda.  
**NO ONE HEARD**

BOARD MEMBER ANNOUNCEMENTS OR REPORTS

- 2) On their own initiative, Board members may make an announcement or a report on their own activities. They may ask a question for clarification, make a referral to staff or take action to have staff place a matter of business on a future agenda (Government Code section 54954.2(a)(2)) – **NO ONE HEARD**
- CA  
3) Minutes for the Kern County Hospital Authority Community Health Center Board of Directors regular meetings on October 22, 2025 –  
APPROVED  
**Smith - Williams: 6 Ayes; 3 Absent – Kemp, Lopez, Sandoval**
- CA  
4) Proposed revised Kern County Hospital Authority Community Health Center Healthcare Practitioner Credentialing and Privileging Policy –  
APPROVED; AUTHORIZED CHAIRMAN TO SIGN  
**Smith - Williams: 6 Ayes; 3 Absent – Kemp, Lopez, Sandoval**
- CA  
5) Proposed revised Form 5B –  
APPROVED; DIRECTED STAFF TO REVISE FORM 5B  
**Smith - Williams: 6 Ayes; 3 Absent – Kemp, Lopez, Sandoval**
- CA  
6) Report on Kern County Hospital Authority Community Health Center Outpatient Sliding Fee Discount evaluation –  
APPROVED; DIRECTED STAFF TO IMPLEMENT RECOMMENDATIONS  
**Smith - Williams: 6 Ayes; 3 Absent – Kemp, Lopez, Sandoval**
- CA  
7) Report on Kern County Hospital Authority Community Health Center Fee Schedule analysis –  
APPROVED; DIRECTED STAFF TO IMPLEMENT RECOMMENDATIONS  
**Smith - Williams: 6 Ayes; 3 Absent – Kemp, Lopez, Sandoval**
- 8) Report on Kern County Hospital Authority Community Health Center Health Center Service Utilization for October 2025 –  
EXECUTIVE DIRECTOR INTRODUCED PRACTICE ADMINISTRATOR ANNA CARRILLO WHO PRESENTED THE NEW PATIENT UTILIZATION DATA FOR OCTOBER 2025. DIRECTOR WILLIAMS NOTED THE DECREASE IN PATIENT “NO SHOWS” AND ASKED IF APPOINTMENT REMINDERS HAS HELPED BRING THIS NUMBER DOWN. PRACTICE ADMINISTRATOR CONFIRMED THAT YES, THE NEW APPOINTMENT REMINDER HAS BEEN WORKING AND OFFERING SATURDAY AND EVENING HOURS HAS ALSO HELPED WITH RESCHEDULING MISSED APPOINTMENTS. MS. CARRILLO WENT OVER THE SLIDE THAT SHOWED THE DEMOGRAPHICS OF THE PATIENTS SERVED AND DIRECTOR WILLIAMS ASKED WHY RACE AND ETHNICITY WAS ASKED IN THE SURVEYS. EXECUTIVE DIRECTOR INTRODUCED DATA ANALYTICS MANAGER KEVIN JENSON WHO RESPONDED TO THE HEALTH CENTER BOARD MEMBERS THAT THE HEALTH RESOURCES SERVICES ADMINISTRATION (“HRSA”) COLLECTS THIS DEMOGRAPHIC DATA TO ENSURE THAT CULTURALLY COMPETENT CARE IS BEING PROVIDED TO THE

COMMUNITY THAT THE CLINIC SERVES ITS PATIENTS. DIRECTOR WILLIAMS THEN ASKED WHY THE INTERNAL MEDICINE CLINIC HAS THE HIGHEST APPOINTMENT "NO SHOW" RATES. PRACTICE ADMINISTRATOR RESPONDED THAT INTERNAL MEDICINE HAS THE HIGHEST NUMBER OF SCHEDULED APPOINTMENTS SO IT IS LOGICAL THAT THIS CLINIC ALSO HAS THE HIGHEST KEPT APPOINTMENT RATES AS WELL AS THE HIGHEST "NO SHOW" RATES. DIRECTOR AVILA ASKED WHEN THE APPOINTMENT REMINDER PROCEDURE WAS IMPLEMENTED. PRACTICE ADMINISTRATOR RESPONDED THAT IT WAS IMPLEMENTED OVER THE SUMMER. DIRECTOR MARTINEZ ASKED IF THE 10-15% "NO SHOW" RATE WAS A GOOD RATE AND IF THERE WAS A STANDARD. EXECUTIVE DIRECTOR ANSWERED THAT THERE WAS NOT A NATIONAL STANDARD BUT, IN THE PAST, THE CLINICS AVERAGED A 25% "NO SHOW" RATE AND THE TELEPHONE REMINDER SYSTEM HAVE HELPED DECREASE THE "NO SHOW" RATE. PRACTICE ADMINISTRATOR ADDED THAT STAFF HAS BEEN FOLLOWING UP WITH "NO SHOWS" TO FIND OUT WHY THEY WERE UNABLE TO MAKE THEIR APPOINTMENT BECAUSE WHEN YOU KNOW THE ISSUES/BARRIERS THE HEALTH CENTER CAN WORK ON FIXING/ELIMINATE THESE ISSUES/BARRIERS. STAFF IS ALSO ABLE TO RESCHEDULE PATIENTS AS SOON AS POSSIBLE. THE ULTIMATE GOAL IS TO HAVE EVERY PATIENT MAKE THEIR ASSIGNED APPOINTMENTS WHICH IS WHY THE INTERNAL GOAL IS 10-15%. DIRECTOR MARTINEZ RECOGNIZED KERN COUNTY HOSPITAL AUTHORITY CHIEF EXECUTIVE OFFICER SCOTT THYGERSON WHO INTRODUCED HIMSELF AND STATED THAT THE "NO SHOW" RATE AVERAGES 20% NATIONALLY. HE FURTHER STATED THAT STAFF IS MORE AWARE OF THE SOCIO-ECONOMIC CONDITIONS OF THE PATIENT POPULATION AND HOW CHILD-CARE AND TAKING TIME OFF OF WORK MAY AFFECT THEIR ABILITY TO KEEP APPOINTMENTS WHICH IS WHY THE FOCUS IS MAKING SURE THE PATIENT POPULATION IS AWARE OF AFTER HOUR AND SATURDAY APPOINTMENT AVAILABILITY.

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**Nichols – Smith: 8 Ayes; 1 Absent – Kemp**

- 9) Report on Kern County Hospital Authority Community Health Center Patient Experience for Quarter 3 –

EXECUTIVE DIRECTOR INTRODUCED INTERIM MEDICAL DIRECTOR DR. GLENN GOLDIS WHO MADE THE PRESENTATION REGARDING THE QUALITY METRICS. DR. GOLDIS POINTED OUT PROVIDER RATINGS INDICATING ISSUES WITH THE COLUMBUS WOMEN'S HEALTH AND STOCKDALE FAMILY MEDICINE CLINICS. DIRECTOR MARTINEZ ASKED IF THE QUESTION "SAME-DAY ANSWERS TO MEDICAL QUESTIONS" IS REQUIRED IN THE SURVEY. DATA ANALYTICS MANAGER RESPONDED THAT THE SURVEY IS A FEDERALLY CREATED SURVEY BUT THE QUESTION CAN BE CONFUSING AND MISLEADING. DIRECTOR NICHOLS ASKED WHO SETS THE BENCHMARK. DATA ANALYTICS MANAGER RESPONDED THAT IT IS A NATIONAL BENCHMARK. DR. GOLDIS REVIEWED THE RESPONSES FOR THE CLERK/RECEPTIONIST AND STATED THAT THERE WAS STILL WORK TO DO AND SCRIPTS AND EDUCATION WERE PLANNED TO ASSIST THE STAFF. EXECUTIVE DIRECTOR STATES THAT THE PHONE SYSTEM CREATES A LOT OF ISSUES WITH THE INABILITY OF ROLLING OVER NUMBERS/CALLS SO THAT PATIENTS REQUIRE A CALL BACK BUT UPDATES ARE OCCURRING AND HOPEFULLY THIS WILL RESOLVE THIS ISSUE. DIRECTOR WILLIAMS ASKED HOW MUCH TIME IS ALLOTTED FOR THE PHYSICIAN TO SPEND WITH EACH PATIENT. EXECUTIVE DIRECTOR RESPONDED THAT FOLLOW-UP APPOINTMENTS ARE 10-15 MINUTES AND NEW PATIENT APPOINTMENTS ARE 20-30 MINUTES. PHYSICIANS MAY SPEND MORE TIME WITH A PATIENT IF NEEDED. DIRECTOR SANDOVAL ASKED IF THE TIME ALLOTTED

TO EACH PATIENT INCLUDES THE TIME THE INTERN/RESIDENT SPENDS WITH THE PATIENT BEFORE THE PHYSICIAN SEES THE PATIENT. INTERIM MEDICAL DIRECTOR RESPONDED THAT THE TIME THAT THE INTERN/RESIDENT SPENDS WITH PATIENT IS SEPARATE THAN THE TIME ALLOTTED FOR THE PHYSICIAN TO SPEND WITH PATIENT. DIRECTOR MARTINEZ ASKED HOW ARE PATIENTS RECEIVING THE SURVEYS CHOSEN. EXECUTIVE DIRECTOR RESPONDED THAT THE SURVEYS ARE SENT TO PATIENTS RANDOMLY.

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**Williams – Avila: 8 Ayes; 1 Absent – Kemp**

- 10) Report on Kern County Hospital Authority Community Health Center financials for September 2025 –

EXECUTIVE DIRECTOR INTRODUCED FINANCE ADMINISTRATOR ANDREW CANTU WHO MADE THE PRESENTATION. MR. CANTU NOTED THAT IT WAS A HIGH VISIT MONTH. DIRECTOR MARTINEZ ASKED FOR CLARIFICATION ON THE CASH COLLECTED REGARDING THE FIXED RATE. FINANCE ADMINISTRATOR RESPONDED THAT THIS NUMBER IS ALL CASH COLLECTED DURING THE MONTH, NOT JUST CASH FROM VISITS SO THE TWO DO NOT NECESSARILY CORRELATE. MR. CANTU ALSO EXPLAINED THAT THE RATE INCLUDED BOTH THE PHYSICIAN AND THE FACILITY. DIRECTOR MARTINEZ ASKED IF THE INDIGENT FUNDS WERE USED TO BALANCE THE BUDGET. MR. CANTU STATED THAT A PORTION WAS ALLOCATED TO THE CHC BUT KERN MEDICAL IS CURRENTLY FUNDING THE DIFFERENCE. DIRECTOR AVILA ASKED WHY THE “OTHER” EXPENSES NEARLY DOUBLED IN SEPTEMBER. FINANCE ADMINISTRATOR RESPONDED THAT IT WAS THE MONTH WHEN ALL DEPARTMENTS TURNED THEIR EXPENSES IN AND ALL OF THE EXPENSES HAVE BEEN RECONCILED AND ALLOCATIONS OF THESE EXPENSES WERE MADE TO THE CHC. AS STATED PREVIOUSLY, THE “OTHER” CATEGORY IS USED WHEN AN EXPENSE DOES NOT SQUARELY FIT INTO ANOTHER LABELED CATEGORY BUT, IF REQUESTED, CAN BE DRILLED DOWN INTO DETAIL. FINANCE ADMINISTRATOR WILL LOOK INTO WHAT BIGGER EXPENSES WERE REFLECTED IN THE “OTHER” CATEGORY FOR THE NEXT BOARD MEETING.

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**Behill – Smith: 8 Ayes; 1 Absent – Kemp**

- 11) Kern County Hospital Authority Community Health Center Executive Director Report – EXECUTIVE DIRECTOR PRESENTED HER REPORT. EXECUTIVE DIRECTOR PROVIDED THE BOARD AND THE PUBLIC COPIES OF THE 2025 KERN COUNTY HOSPITAL AUTHORITY IMPACT REPORT WHICH PROVIDES INFORMATION REGARDING KERN MEDICAL AND ITS MISSION, ACCOMPLISHMENTS, AND FUTURE GOALS. AS THE CLINICS THAT NOW FORM THE CHC WERE INCLUDED IN THIS REPORT, THE REPORT SHOWS THE IMMENSE RESOURCE THAT THESE CLINICS ARE TO THE COMMUNITY AND HOW THE CLINICS’ OUTREACH HAS HAD A POSITIVE IMPACT ON THE HEALTH OF THE COMMUNITY. EXECUTIVE DIRECTOR ANNOUNCED THAT HRSA HAD NOTIFIED HER THAT THE ON-SITE VISIT (OSV) HAS BEEN RESCHEDULED TO JANUARY 27 THROUGH 29, 2026. EXECUTIVE DIRECTOR ANNOUNCED THAT THE JANUARY CHC BOARD MEETING WILL BE MOVED TO AN EARLIER DATE AS A SPECIAL MEETING DUE TO THE OSV TAKING PLACE DURING THE PREVIOUSLY SCHEDULED REGULAR BOARD MEETING DATE. THIS CHANGE WILL BE COMPLETED THROUGH PUBLIC NOTICE. EXECUTIVE DIRECTOR ANNOUNCED THAT ON DECEMBER 6<sup>TH</sup> THE PEDIATRICS DEPARTMENT WILL TEAM UP WITH OUTLAWS CAR CLUB AT MOTER CITY FOR A PEDIATRICS TOY DRIVE. A MOBILE UNIT WILL BE AT MOTER CITY AS WELL AND THERE WILL BE LOCAL VENDORS.

THE COMMUNITY IS ENCOURAGED TO DONATE NEW AND UNWRAPPED TOYS TO THE PEDIATRICS DEPARTMENT. EXECUTIVE DIRECTOR ALSO ANNOUNCED THAT THE ANNUAL PEDIATRICS CHRISTMAS PARTY WILL BE HELD ON DECEMBER 12<sup>TH</sup>. THIS EVENT IS A CHANCE TO HAND OUT THE TOYS THAT WERE COLLECTED AT THE TOY DRIVE. COOKIES AND PUNCH WILL BE PROVIDED AND A DJ WILL BE PLAYING MUSIC.  
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**Avila – Nichols: 8 Ayes; 1 Absent – Kemp**

- 12) Presentation by Greg Facktor & Associates regarding Kern County Hospital Authority Community Health Center Board of Directors Training for the Health Resources Services Administration On-Site Visit –

DIRECTOR MARTINEZ RECOGNIZED AND INTRODUCED CONSULTANT GREG FACKTOR FROM GREG FACKTOR & ASSOCIATES WHO MADE THE PRESENTATION REGARDING THE BOARDS ROLE IN THE UPCOMING HRSA OSV. CONSULTANT EXPLAINED THE OSV PROCESS AND THE STRUCTURE OF THE INITIAL DESIGNATION SITE VISIT. CONSULTANT STATED THAT HRSA'S FOCUS WILL BE ON THE BOARD'S KNOWLEDGE OF THE PATIENTS, COMMUNITY, AND THEIR UNIQUE ISSUES. HE STATED THAT THE BOARD WILL NEED TO FAMILIRIZE THEMSELVES WITH ACTIONS THEY HAVE VOTED ON AND HOW THESE ACTIONS INCLUDING STAFF RECOMMENDATIONS SHOW HRSA THAT THEY UNDERSTAND THE SERVICES THAT CHC PROVIDES, THEY UNDERSTAND THE ISSUES THAT FACE THEIR COMMUNITY, AND IMPROVEMENTS THAT HAVE BEEN COMPLETED, SCHEDULED, AND/OR IN THE PLANNING STAGES. THE CONSULTANT STATED THAT HRSA WILL WANT TO KNOW HOW THE CHC FITS IN COMMUNITY AND ABOUT ITS UNIQUE RELATIONSHIP WITH KERN MEDICAL. HRSA WILL WANT TO KNOW EVERYTHING THIS BOARD DOES TO DECREASE THE BARRIERS TO SERVICES. THE CONSULTANT REMINDED THE BOARD THAT THEY ARE INTEGRAL TO IMPROVING, EXTENDING, AND ADDING SERVICES AND LOCATIONS AS NEEDED AND THAT THEIR PREVIOUS ACTIONS SHOW THAT THIS BOARD TAKES THIS RESPONSIBILITY VERY SERIOUSLY. CONSULTANT EXPLAINED THE AGENDA FOR THE THREE (3) DAY VISIT AND THE APPROXIMATE TIMING FOR A RESPONSE FROM HRSA AFTER THE VISIT IS COMPLETED. THE INTERIM MEDICAL DIRECTOR ASKED IF UPON DESIGNATION, FUNDS MAY BE USED FOR MEDICAL EDUCATION PROGRAMS. CONSULTANT RESPONDED THAT THAT YES, HEALTH EDUCATION AND OUTREACH ARE CONSIDERED PROPER EXPENDITURES FOR HRSA FUNDS. DIRECTOR WILLIAMS ASKED IF THE KCHA BOARD OF GOVERNORS WOULD BE PARTICIPATING IN THE OSV. CONSULTANT RESPONDED THAT ONLY THE CHC BOARD OF DIRECTORS PROVIDES OVERSIGHT TO THE CHC SO NO, THE KCHA BOARD OF GOVERNORS WILL NOT BE INVOLVED IN THE OSV. CONSULTANT CONCLUDED THAT THE BOARD, THROUGH ITS PREVIOUS MEETINGS, SHOWS THAT IT IS PREPARED AND FULLY INVESTED IN THE COMMUNITY THAT THE CHC SERVES AND THIS CONFIDENCE IN THE NEED FOR THE CHC IS WHAT THE BOARD WILL NEED TO SHOW TO HRSA DURING THE OSV.

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**Nichols – Smith: 8 Ayes; 1 Absent – Kemp**

ADJOURNED TO THURSDAY, DECEMBER 18, 2025 AT 11:30 A.M.

**Smith**



/s/ Marisol Urcid  
Clerk of the Board of Directors



/s/ Elsa Martinez  
Chairman, Board of Directors  
Kern County Hospital Authority Community Health Center