

**Sliding Fee Scale for  
San Joaquin General Hospital  
San Joaquin County Clinics**

**2018 Federal Poverty Level Based on Monthly Income by Family Size**

	<b>\$30 Nominal Fee</b>	<b>\$40 Minimum Fee</b>	<b>\$50 Minimum Fee</b>	<b>\$60 Minimum Fee</b>
<b>Family Size</b>	<b>0-100%</b>	<b>101 - 133%</b>	<b>134 - 150%</b>	<b>151 - 200%</b>
1	\$1,011.67	\$1,345.52	\$1,517.51	\$2,023.34
2	\$1,371.67	\$1,824.32	\$2,057.51	\$2,743.34
3	\$1,731.67	\$2,303.12	\$2,597.51	\$3,463.34
4	\$2,091.67	\$2,781.92	\$3,137.51	\$4,183.34
5	\$2,451.67	\$3,260.72	\$3,677.51	\$4,903.34
6	\$2,811.67	\$3,739.52	\$4,217.51	\$5,623.34
7	\$3,171.67	\$4,218.32	\$4,757.51	\$6,343.34
8	\$3,531.67	\$4,697.12	\$5,297.51	\$7,063.34
<b>Each additional person +8</b>	<b>\$360.00</b>	<b>\$478.80</b>	<b>\$540.00</b>	<b>\$720.00</b>

For persons above 200% of poverty, full charges will be assessed unless patients apply and qualify for other charity discounts.

Source: <https://www.federalregister.gov/documents/2018/01/18/2018-00814/annual-update-of-the-hhs-poverty-guidelines>

SJCC Clinical Performance Indicators -- Summary Dashboard

Measure	CY 2017	CY 2016	Target	Benchmark Source	Reference
DM A1c Control	58.57% $\yen$	68.57% $\yen$	49.08%	HEDIS CIS - 2015 DHCS MCMC Average	NQF 0059
CVD BP Control	59.81%	50.79%	63.42%	PRIME DY 12 Target	NQF 0018
Pap Screening	54.29% $\yen$	52.86% $\yen$	56.00%	UDS National Data 2015	NQF 0032
Prenatal Care in 1st Trimester	60.97%	57.23%	77.90%	HP2020	UDS 6B
Birth Weight < 2500 gm	8.51%	10.49%	7.80%	HP2020	UDS 7
Pediatric Immunizations	44.29% $\yen$	60.00% $\yen$	73.72%	HEDIS -2015 DHCS MCMC Average	NQF 0038
Pediatric Dental Referrals (non-UDS)	98.57% $\yen$	93.77% $\yen$	33.20%	HP2020	NQF 1334
Pediatric BMI Screening and Intervention	72.97%	80.91%	54.70%	HP2020	NQF 0024
Adult BMI Screening and Intervention	61.30%	60.65%	53.60%	HP2020	NQF 0421
Tobacco Use Screening and Intervention	87.40%	90.99%	82.80%	UDS National Data 2015	NQF 0027
Asthma Pharmacological Therapy	93.91%	90.57%	49.08%	HEDIS - 2015 DHCS MCMC Average	NQF 0047
CAD Lipid Therapy	84.85%	86.55%	77.90%	UDS National Data 2015	NQF 0074
IVD Aspirin Therapy	85.88%	86.63%	78.00%	UDS National Data 2015	NQF 0074
Colorectal Cancer Screening	54.29%	42.86% $\yen$	59.85%	PRIME DY 12 Target	NQF 0034
HIV Linkage to Care	63.64%	60.00%	74.70%	UDS National Data 2015	UDS 6B
Depression Screening and Follow-up	70.67%	54.80%	78.86%	PRIME DY 12 Target	NQF 0418

Abbreviations

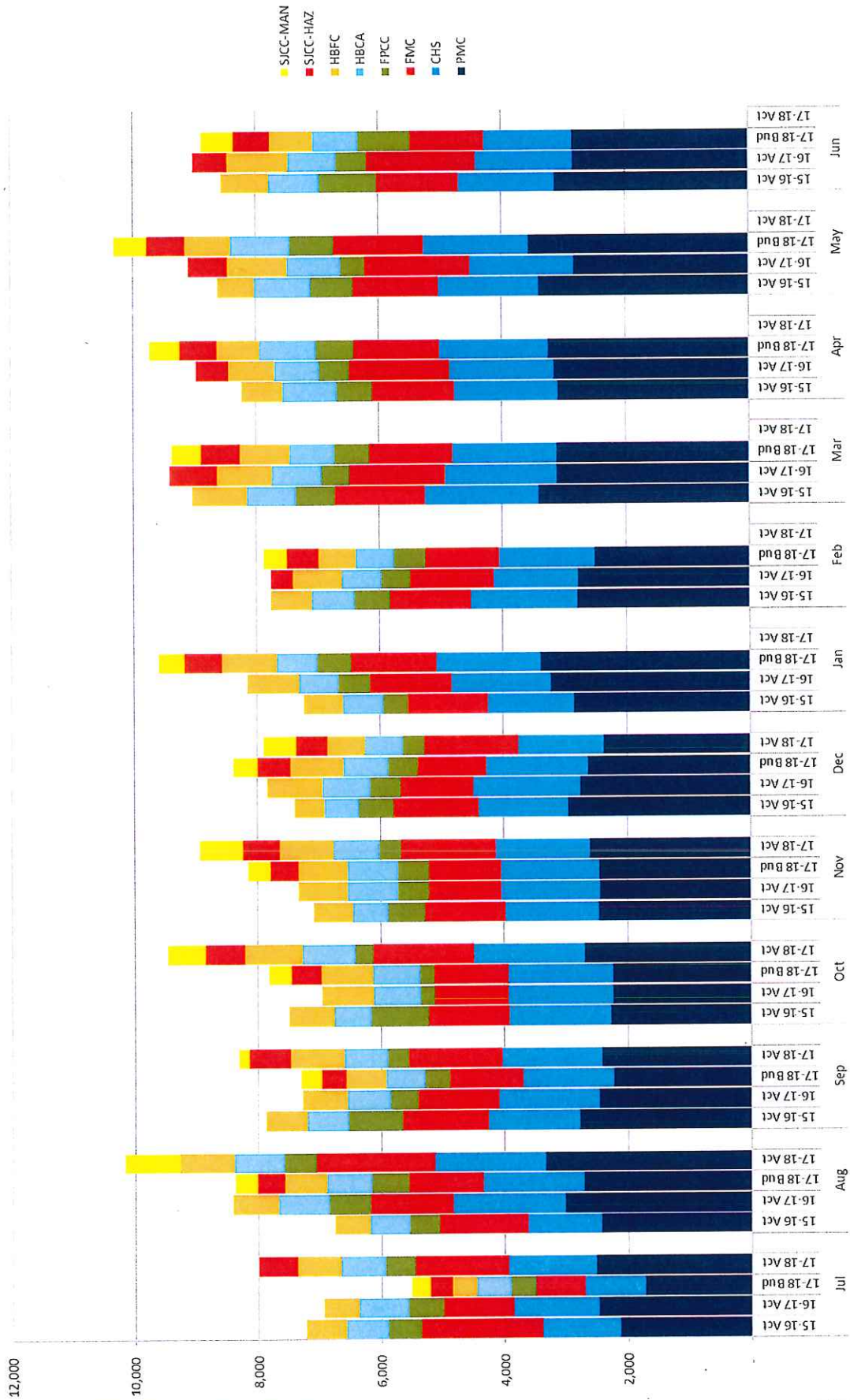
A1c: Glycosylated Hemoglobin	HP2020: Healthy People 20/20
BP: Blood Pressure	HEDIS CIS: Healthcare Effectiveness Data Information Set Childhood Immunization Status
DM: Diabetes Mellitus	DHCS: Department of Health Care Services
CVD: Cardiovascular Disease	MCMC: Managed Care Medi-Cal
BMI: Body Mass Index	TBD: To Be Determined
CAD: Coronary Artery Disease	PCMH: Patient-Centered Medical Home
IVD: Ischemic Vascular Disease	PRIME: Medicaid Waiver 2020 (Public Hospital Redesign & Incentives in Medi-Cal)
UDS: Uniform Data System	NQF: National Quality Forum

Specifications

DM A1c Control	Patients age 18-75 (1 visit) with DM whose most recent HbA1c level during the measurement year is $\leq$ 8%
CVD BP Control	Patients age 18-85 (1-2 visits) with HTN whose most recent blood pressure level during the measurement year is systolic < 140 mmHg AND diastolic < 90 mmHg
Pap Screening	Female patients age 23-64 (1 visit) seen during the measurement year that have had a Pap test within the measurement year or two years prior
Prenatal Care in 1st Trimester	Obstetrical patients with initial prenatal exam completed in the first trimester (includes all patients who receive prenatal care during the measurement year)
Birth Weight < 2500 gm	Number of deliveries where child weighed < 2,500 grams (includes all neonates that received prenatal care at SJCC regardless of where delivered)
Pediatric Immunizations	Children who have received age appropriate vaccines prior to their 2nd birthday during the measurement year(4 DTaP, 3 IPV, 3 Hib, 3 Hep B, 1 MMR, 1 VZV, 4 PCV, 1 Hep A, 2 RV, 2 Flu )
Pediatric Dental Referrals (non-UDS)	Number of children that received a well child exam (CHDP) during the measurement year that were referred to the dentist for oral health care
Pediatric BMI Screening and Intervention	Patients age 3-17 (1 visit) with BMI %ile, counseling for nutrition, and counseling for physical activity documented in the measurement year
Adult BMI Screening and Intervention	Patients age 18 and older (1 visit) with BMI documented during the measurement year AND if under age of 65 18.5<BMI<=25 /over age 65 23<BMI<=30 counseling for nutrition, physical activity, and have follow-up plan documented
Tobacco Use Screening and Intervention	Patients age 18 and older (1 visit) seen in the measurement year who have been screened for tobacco use AND if screen + have documentation on tobacco cessation
Asthma Pharmacological Therapy	Patients age 5-64 (2 visits) with asthma with 1 visit in the measurement year that have been prescribed long term controller medication during the current year
CAD Lipid Therapy	Patients age 18 and older with CAD (1 visit) and been prescribed a lipid-lowering medication during the measurement year
IVD Aspirin Therapy	Patients age 18 and older with IVD (1 visit) and been prescribed an antithrombotic medication during the measurement year
Colorectal Cancer Screening	Patients age 50-75 (1 visit) seen in the measurement year who had appropriate screening for colorectal cancer (colonoscopy <=10 yrs, flex sig <= 5 yrs, or annual FOB/FTT testing)
HIV Linkage to Care	Newly-diagnosed HIV patients in the measurement year with documentation of referral and treatment initiation within the first 90 days of diagnosis
Depression Screening and Follow-up	Patients 12 yrs and older (1 visit) screened for depression with a standardized tool (PHQ-2/9) during the measurement year AND if screen + have follow-up plan documented
$\yen$ Random Sample (not whole universe)	

San Joaquin General Hospital  
**FQHC LAL Clinics**

**FINANCIAL RESULTS  
DECEMBER 2017**



**San Joaquin Community Clinics**  
**Income Statement**  
**December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
7,892	8,393	(501)	-6.0%	Total Visits	52,773	45,567	7,206	15.8%
7,345	8,393	(1,048)	-12.5%	Billable Visits	48,861	45,567	3,294	7.2%
115.0	132.1	17.1	12.9%	Total FTEs	110.4	132.1	21.7	16.4%
\$ 201,330	\$ 204,978	\$ (3,648)	-1.8%	Medicare	\$ 1,190,594	\$ 1,109,651	\$ 80,943	7.3%
\$ 194,179	\$ 205,829	(11,650)	-5.7%	Medi-Cal Fee-for-Service	1,297,564	1,121,804	175,760	15.7%
\$ 1,015,016	\$ 1,086,021	(71,005)	-6.5%	Medi-Cal Managed Care	6,426,343	5,900,157	526,186	8.9%
\$ 23,020	\$ 15,763	7,257	46.0%	Insurance	128,538	85,804	42,734	49.8%
\$ 33,958	\$ 32,332	1,626	5.0%	Self Pay	223,639	183,055	40,584	22.2%
\$ 347	\$ 920	(573)	-62.3%	Indigent	1,107	5,055	(3,948)	-78.1%
<b>1,467,850</b>	<b>1,545,843</b>	<b>(77,993)</b>	<b>-5.0%</b>	<b>Gross Patient Revenue</b>	<b>9,267,786</b>	<b>8,405,527</b>	<b>862,259</b>	<b>10.3%</b>
(1,371,091)	(578,852)	(792,239)	-136.9%	Contractual Adjustments	(6,227,147)	(3,211,797)	(3,015,350)	93.9%
484,313	492,595	(8,282)	-1.7%	Capitation Rev	2,861,771	2,671,204	190,567	7.1%
<b>581,072</b>	<b>1,459,586</b>	<b>(878,514)</b>	<b>-60.2%</b>	<b>Net Patient Revenue</b>	<b>5,902,410</b>	<b>7,864,934</b>	<b>(1,962,524)</b>	<b>-25.0%</b>
0	0	0		Other Revenue	0	0	0	100.0%
<b>581,072</b>	<b>1,459,586</b>	<b>(878,514)</b>	<b>-60.2%</b>	<b>Total Revenue</b>	<b>5,902,410</b>	<b>7,864,934</b>	<b>(1,962,524)</b>	<b>-25.0%</b>
584,029	850,460	266,431	31.3%	Salaries	4,027,129	5,362,133	1,335,004	24.9%
364,851	429,566	64,715	15.1%	Benefits	1,954,129	2,395,751	441,622	18.4%
<b>948,880</b>	<b>1,280,026</b>	<b>331,146</b>	<b>25.9%</b>	<b>Total Salaries &amp; Benefits</b>	<b>5,981,258</b>	<b>7,757,884</b>	<b>1,776,626</b>	<b>22.9%</b>
138,279	79,034	(59,245)	-75.0%	Professional Fees/Registry	918,638	474,200	(444,438)	-93.7%
210,352	95,480	(114,872)	-120.3%	Supplies	794,204	573,680	(220,524)	-38.4%
166,893	302,410	135,517	44.8%	Purchased Services	1,638,218	1,805,796	167,578	9.3%
20,182	11,949	(8,233)	-68.9%	Depreciation	104,209	72,265	(31,944)	-44.2%
23,200	18,222	(4,978)	-27.3%	Other Expense	100,886	108,657	7,771	7.2%
<b>1,507,786</b>	<b>1,787,121</b>	<b>279,335</b>	<b>15.6%</b>	<b>Total Direct Expense</b>	<b>9,537,413</b>	<b>10,792,482</b>	<b>1,255,069</b>	<b>11.6%</b>
530,310	589,570	59,260	10.1%	Overhead Allocation	3,101,219	3,569,263	468,044	13.1%
<b>2,038,096</b>	<b>2,376,691</b>	<b>338,595</b>	<b>14.2%</b>	<b>Total Expenses</b>	<b>12,638,631</b>	<b>14,361,745</b>	<b>1,723,114</b>	<b>12.0%</b>
<b>(1,457,024)</b>	<b>(917,106)</b>	<b>(539,919)</b>	<b>-58.9%</b>	<b>Net Income (Loss)</b>	<b>(6,736,221)</b>	<b>(6,496,811)</b>	<b>(239,410)</b>	<b>3.7%</b>

**San Joaquin Community Clinics**  
**Income Statement**  
**December 31, 2017**

	Current Month		
	Actual	Budget	Variance

	Year to Date		
	Actual	Budget	Variance

Key Ratios

\$ 199.84	\$ 184.18	\$ 15.66	8.5%	Gross Pt Revenue/Billable Visit	\$ 189.68	\$ 184.47	\$ 5.21	2.8%
\$ 79.11	\$ 173.91	\$ (94.79)	-54.5%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 120.80	\$ 172.60	\$ (51.80)	--30.0%
\$ 205.28	\$ 212.93	\$ 7.65	3.6%	Direct Costs/Billable Visit	\$ 195.19	\$ 236.85	\$ 41.66	17.6%
\$ 72.20	\$ 70.25	\$ (1.95)	-2.8%	Indirect Costs/Billable Visit	\$ 63.47	\$ 78.33	\$ 14.86	19.0%
\$ 277.48	\$ 283.18	\$ 5.69	2.0%	Total Medical Cost/Billable Visit	\$ 258.67	\$ 315.18	\$ 56.52	17.9%
\$ (198.37)	\$ (109.27)	\$ (89.10)	81.5%	Net Income (Loss)/Billable Visit	\$ (137.86)	\$ (142.58)	\$ (4.71)	3.3%
\$ 693.70	\$ 707.94	\$ 14.24	2.0%	Total Cost/Patient (1)	\$ 646.66	\$ 787.95	\$ 141.29	17.9%
39.6%	94.4%	-54.8%	-58.1%	Net Pt Rev as % of Gross Rev	63.7%	93.6%	-29.9%	-31.9%
62.5%	50.5%	-12.0%	-23.7%	Benefits as a % of Salaries	48.5%	44.7%	-3.8%	-8.6%
35.2%	33.0%	-2.2%	-6.6%	Overhead % of Direct Exp	32.5%	33.1%	0.6%	1.7%
\$ 1,928				Gross Patient AR (in 000s)				
\$ (563)				Less Reserves (in 000s)				
\$ 1,366				Net AR (in 000s)				
\$ 2,425				Wrap AR (in 000s)				
\$ 36.6				Gross AR Days				
\$ 1,480				Cash Receipts (in 000s)				
				<u>Payer Mix</u>				
13.7%	13.3%	0.5%	3.4%	Medicare	12.8%	13.2%	-0.4%	-2.7%
13.2%	13.3%	-0.1%	-0.6%	Medi-Cal	14.0%	13.3%	0.7%	4.9%
69.1%	70.3%	-1.1%	-1.6%	Medi-Cal Managed Care	69.3%	70.2%	-0.9%	-1.2%
1.6%	1.0%	0.5%	53.8%	Insurance	1.4%	1.0%	0.4%	35.9%
2.3%	2.2%	0.1%	5.6%	Self Pay / Indigent	2.4%	2.2%	0.2%	8.4%
100.0%	100.0%	-0.1%	-0.1%		100.0%	100.0%	0.0%	0.0%

**Children's Health Services  
Income Statement  
December 31, 2017**

	Current Month		
	Actual	Budget	Variance

	Year to Date		
	Actual	Budget	Variance

1,381	1,669	(288)	-17.3%	Total Visits	9,605	9,048	557	6.2%
1,198	1,669	(471)	-28.2%	Billable Visits	8,717	9,048	(331)	-3.7%
17.4	21.0	3.6	17.1%	Total FTEs	18.9	21.0	2.1	9.8%
324,227	405,783	(81,556)	-20.1%	Gross Patient Revenue	2,206,574	2,200,310	6,264	0.3%
(411,751)	(220,039)	(191,712)	-87.1%	Contractual Adjustments	(1,193,195)	(1,193,195)	(567,818)	47.6%
84,749	114,080	(29,331)	-25.7%	Capitation Rev	520,961	618,586	(97,625)	-15.8%
(2,775)	299,824	(302,599)	-100.9%	Net Patient Revenue	966,582	1,625,761	(659,179)	-40.5%
0	0	0		Other Revenue	0	0	0	
(2,775)	299,824	(302,599)	-100.9%	Total Revenue	966,582	1,625,761	(659,179)	-40.5%

87,066	100,547	13,481	13.4%	Salaries	721,955	816,997	95,042	11.6%
58,511	66,446	7,935	11.9%	Benefits	358,280	399,996	41,716	10.4%
145,578	166,993	21,415	12.8%	Total Salaries & Benefits	1,080,235	1,216,993	136,758	11.2%
(38,602)	5,000	43,602	872.0%	Professional Fees/Registry	8,245	30,000	21,755	72.5%
(17,643)	8,613	(9,030)	-104.8%	Supplies	42,422	46,209	3,787	8.2%
661	6,613	20,234	306.0%	Purchased Services	20,614	39,296	18,682	47.5%
4,970	760	99	13.0%	Depreciation	3,967	4,560	593	13.0%
116,629	2,532	(2,338)	-88.8%	Other Expense	16,027	15,674	(353)	-2.3%
35,788	73,982	38,194	51.6%	Total Direct Expense	1,171,509	1,352,732	181,223	13.4%
35,234	35,593	359	1.0%	Allocation of Direct Admin Exp	337,483	410,405	72,922	17.8%
187,650	22,350	(165,300)	-88.3%	Overhead Allocation	351,088	408,660	57,572	14.1%
(190,425)	131,926	(322,351)	-244.4%	Total Expenses	1,860,080	2,171,797	311,717	14.4%
	(170,673)	(341,348)	-199.9%	Net Income (Loss)	(893,498)	(546,036)	(347,462)	63.6%

		Key Ratios								
\$	270.64	\$	243.13	\$	253.13	\$	243.18	\$	9.95	4.1%
\$	(2.32)	\$	179.64	\$	110.88	\$	179.68	\$	(68.80)	-38.3%
\$	97.35	\$	114.21	\$	134.39	\$	149.51	\$	15.11	10.1%
\$	59.28	\$	77.27	\$	78.99	\$	90.52	\$	11.53	12.7%
\$	156.64	\$	191.48	\$	213.39	\$	240.03	\$	26.65	11.1%
\$	(158.95)	\$	(11.83)	\$	(102.50)	\$	(60.35)	\$	(42.15)	69.8%
	67.2%		66.1%		49.6%		49.0%		-0.7%	-1.4%
	30.2%		30.2%		30.0%		30.2%		0.2%	0.8%
\$	397									
\$	(83)									
\$	314									
\$	551									
\$	34.4									
\$	295									
	0.0%		0.0%		0.0%		0.0%		0.0%	0.0%
	14.0%		17.2%		13.7%		17.2%		-3.5%	-20.3%
	85.4%		82.2%		85.5%		82.2%		3.3%	4.0%
	0.4%		0.5%		0.5%		0.5%		0.0%	-7.6%
	0.2%		0.1%		0.3%		0.1%		0.2%	186.5%
	100.0%		100.0%		100.0%		100.0%		0.0%	0.0%

**Family Medicine Clinic  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
1,536	1,104	432	39.1%	Total Visits	9,628	6,657	2,971	44.5%
1,476	1,104	372	33.7%	Billable Visits	9,231	6,657	2,574	38.7%
13.6	19.8	6.2	31.5%	Total FTEs	13.3	19.8	6.5	32.8%
281,825	189,326	92,499	48.9%	Gross Patient Revenue	1,553,456	1,141,836	411,620	36.0%
(194,551)	(101,220)	(93,331)	-92.2%	Contractual Adjustments	(1,151,906)	(610,463)	(541,443)	88.7%
94,261	59,338	34,923	58.9%	Capitation Rev	523,589	357,869	165,720	46.3%
181,535	147,444	34,091	23.1%	Net Patient Revenue	925,139	889,242	35,897	4.0%
0	0	0		Other Revenue	0	0	0	
181,535	147,444	34,091	23.1%	Total Revenue	925,139	889,242	35,897	4.0%
74,594	101,642	27,048	26.6%	Operating Expense	508,235	654,260	146,025	22.3%
38,735	46,047	7,312	15.9%	Salaries	225,260	284,879	59,619	20.9%
113,329	147,689	34,360	23.3%	Total Salaries & Benefits	733,496	939,139	205,643	21.9%
(2,131)	0	2,131	-123.4%	Supplies	(2,131)	0	2,131	-32.3%
70,928	31,746	(39,182)	154.1%	Purchased Services	251,479	190,048	(61,431)	35.1%
(2,853)	5,272	8,125	5.0%	Depreciation	20,522	31,632	11,110	4.7%
3,922	4,127	205	40.3%	Other Expense	24,152	25,340	1,188	17.6%
1,709	2,863	1,154	3.5%	Total Direct Expense	14,034	17,032	2,998	13.4%
184,904	191,697	6,793	6.6%	Allocation of Direct Admin Exp	1,041,552	1,203,191	161,639	-10.8%
31,108	33,304	2,197	3.5%	Overhead Allocation	237,592	214,355	(23,237)	13.7%
82,707	85,746	3,039	3.9%	Total Expenses	464,319	538,187	73,869	10.9%
298,719	310,747	12,029	28.2%	Net Income (Loss)	1,743,463	1,955,733	212,270	-23.3%
(117,184)	(163,304)	46,120			(818,323)	(1,066,491)	248,168	
\$ 190.94	\$ 171.49	\$ 19.45	11.3%	Gross Pt Revenue/Billable Visit	\$ 168,29	\$ 171.52	\$ (3.23)	-1.9%
\$ 122.99	\$ 133.55	\$ (10.56)	-7.9%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 100.22	\$ 133.58	\$ (33.36)	-25.0%
\$ 125.27	\$ 173.64	\$ 48.37	27.9%	Direct Costs/Billable Visit	\$ 112.83	\$ 180.74	\$ 67.91	37.6%
\$ 77.11	\$ 107.84	\$ 30.73	28.5%	Indirect Costs/Billable Visit	\$ 76.04	\$ 113.04	\$ 37.00	32.7%
\$ 202.38	\$ 281.47	\$ 79.09	28.1%	Total Medical Cost/Billable Visit	\$ 188.87	\$ 293.78	\$ 104.91	35.7%
\$ (79.39)	\$ (147.92)	\$ 68.53	-46.3%	Net Income (Loss)/Billable Visit	\$ (88.65)	\$ (160.20)	\$ 71.55	-44.7%
51.9%	45.3%	-6.6%	-14.6%	Benefits as a % of Salaries	44.3%	43.5%	-0.8%	-1.8%
44.7%	44.7%	0.0%	0.0%	Overhead % of Direct Exp	44.6%	44.7%	0.2%	0.3%
\$ 333				Gross Patient AR (in 000s)				
\$ (109)				Less Reserves (in 000s)				
\$ 223				Net AR (in 000s)				
\$ 244				Wrap AR (in 000s)				
\$ 36.2				Gross AR Days				
\$ 277				Cash Receipts (in 000s)				
15.4%	16.5%	-1.1%	-6.6%	Medicare	17.3%	16.5%	0.8%	4.8%
11.1%	9.0%	2.1%	23.0%	Medi-Cal	10.2%	9.0%	1.2%	13.0%
66.7%	64.6%	2.1%	3.2%	Medi-Cal Managed Care	65.5%	64.6%	0.9%	1.4%
1.9%	1.5%	0.4%	24.1%	Insurance	5.5%	1.5%	-0.1%	-5.1%
4.8%	8.3%	-3.4%	-41.5%	Self Pay / Indigent	5.5%	8.3%	-2.8%	-33.8%
100.0%	100.0%	0.0%	0.0%		100.0%	100.0%	0.0%	0.0%



**Family Practice Clinic  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
345	479	(134)	-28.0%	Total Visits	2,331	2,613	(282)	-10.8%
325	479	(154)	-32.2%	Billable Visits	2,186	2,613	(427)	-16.3%
8.6	10.0	1.4	14.4%	Total FTEs	7.5	10.0	2.5	25.3%
<b>68,069</b>	<b>86,628</b>	<b>(18,559)</b>	<b>-21.4%</b>	<b>Gross Patient Revenue</b>	<b>443,528</b>	<b>472,751</b>	<b>(29,223)</b>	<b>-6.2%</b>
(54,851)	(12,159)	(42,692)	-351.1%	Contractual Adjustments	(343,600)	(66,352)	(277,248)	417.8%
21,172	26,239	(5,067)	-19.3%	Capitation Rev	127,254	143,193	(15,939)	-11.1%
<b>34,390</b>	<b>100,708</b>	<b>(66,318)</b>	<b>-65.9%</b>	<b>Net Patient Revenue</b>	<b>227,182</b>	<b>549,592</b>	<b>(322,410)</b>	<b>-58.7%</b>
0	0	0		Other Revenue	0	0	0	
<b>34,390</b>	<b>100,708</b>	<b>(66,318)</b>	<b>-65.9%</b>	<b>Total Revenue</b>	<b>227,182</b>	<b>549,592</b>	<b>(322,410)</b>	<b>-58.7%</b>
<b>Operating Expense</b>								
45,850	47,068	1,218	2.6%	Salaries	189,509	265,961	76,452	28.7%
30,305	21,726	(8,579)	-39.5%	Benefits	146,803	117,953	(28,850)	-24.5%
<b>76,155</b>	<b>68,794</b>	<b>(7,361)</b>	<b>-10.7%</b>	<b>Total Salaries &amp; Benefits</b>	<b>336,312</b>	<b>383,914</b>	<b>47,602</b>	<b>12.4%</b>
1,379	5,000	3,621	72.4%	Professional Fees/Registry	50,072	30,000	(20,072)	-66.9%
4,220	4,809	589	12.2%	Supplies	19,969	28,673	8,704	30.4%
1,612	6,124	4,512	73.7%	Purchased Services	37,693	36,748	(945)	-2.6%
226	347	121	34.9%	Depreciation	1,357	2,079	722	34.7%
2,802	714	(2,088)	-292.4%	Other Expense	5,614	4,264	(1,350)	-31.7%
<b>86,393</b>	<b>85,788</b>	<b>(605)</b>	<b>-0.7%</b>	<b>Total Direct Expense</b>	<b>451,017</b>	<b>485,678</b>	<b>34,661</b>	<b>7.1%</b>
39,654	15,239	7,725	50.7%	Allocation of Direct Admin Exp	67,835	89,273	21,438	24.0%
133,561	140,403	6,842	4.9%	Overhead Allocation	198,687	223,734	25,047	11.2%
<b>(99,171)</b>	<b>(39,695)</b>	<b>(59,476)</b>	<b>-149.8%</b>	<b>Total Expenses</b>	<b>717,539</b>	<b>798,685</b>	<b>81,146</b>	<b>10.2%</b>
				<b>Net Income (Loss)</b>	<b>(490,357)</b>	<b>(249,092)</b>	<b>(241,264)</b>	<b>96.9%</b>
<b>Key Ratios</b>								
\$ 209.44	\$ 180.85	\$ 28.59	15.8%	Gross Pt Revenue/Billable Visit	\$ 202.89	\$ 180.92	\$ 21.97	12.1%
\$ 105.82	\$ 210.25	\$ (104.43)	-49.7%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 103.98	\$ 210.33	\$ (106.40)	-50.6%
\$ 265.83	\$ 179.10	\$ (86.73)	-48.4%	Direct Costs/Billable Visit	\$ 206.32	\$ 185.87	\$ (20.45)	-11.0%
\$ 145.13	\$ 114.02	\$ (31.11)	-27.3%	Indirect Costs/Billable Visit	\$ 121.92	\$ 119.79	\$ (2.13)	-1.8%
\$ 410.96	\$ 293.12	\$ (117.84)	-40.2%	Total Medical Cost/Billable Visit	\$ 328.24	\$ 305.66	\$ (22.58)	-7.4%
\$ (305.14)	\$ (82.87)	\$ (222.27)	268.2%	Net Income(Loss)/Billable Visit	\$ (224.32)	\$ (95.33)	\$ (128.99)	135.3%
66.1%	46.2%	-19.9%	-43.2%	Benefits as a % of Salaries	77.5%	44.3%	-33.1%	-74.7%
45.9%	45.9%	0.0%	0.0%	Overhead % of Direct Exp	44.1%	46.1%	2.0%	4.4%
\$ 86				Gross Patient AR (in 000s)				
\$ (27)				Less Reserves (in 000s)				
\$ 59				Net AR (in 000s)				
\$ 543				Wrap AR (in 000s)				
\$ 37.9				Gross AR Days				
\$ 75				Cash Receipts (in 000s)				
<b>Payer Mix</b>								
26.9%	28.8%	-1.9%	-6.6%	Medicare	27.2%	28.8%	-1.6%	-5.5%
3.0%	2.7%	0.3%	11.5%	Medi-Cal	3.7%	2.7%	1.0%	37.5%
67.6%	65.9%	1.7%	2.6%	Medi-Cal Managed Care	65.6%	65.9%	-0.3%	-0.4%
0.8%	1.0%	-0.2%	-21.2%	Insurance	0.6%	1.0%	-0.4%	-40.5%
1.8%	1.7%	0.1%	3.2%	Self Pay / Indigent	3.0%	1.7%	1.3%	71.7%
<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**Primary Medicine Clinic  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
2,368	2,616	(248)	-9.5%	Total Visits	15,897	13,962	1,935	13.9%
2,284	2,616	(332)	-12.7%	Billable Visits	15,176	13,962	1,214	8.7%
34.2	31.3	(2.9)	-9.2%	Total FTEs	31.9	31.3	(0.6)	-1.9%
<b>363,040</b>	<b>397,153</b>	<b>(34,113)</b>	<b>-8.6%</b>	<b>Gross Patient Revenue</b>	<b>2,396,202</b>	<b>2,119,528</b>	<b>276,674</b>	<b>13.1%</b>
(247,952)	(188,795)	(59,157)	-31.3%	Contractual Adjustments	(1,622,406)	(1,007,563)	(614,843)	61.0%
145,318	140,949	4,370	3.1%	Capitation Rev	861,584	752,217	109,367	14.5%
260,406	349,307	(88,901)	-25.5%	Net Patient Revenue	1,635,380	1,864,182	(228,802)	-12.3%
0	0	0		Other Revenue	0	0	0	
<b>260,406</b>	<b>349,307</b>	<b>(88,901)</b>	<b>-25.5%</b>	<b>Total Revenue</b>	<b>1,635,380</b>	<b>1,864,182</b>	<b>(228,802)</b>	<b>-12.3%</b>
<b>Operating Expense</b>								
160,321	269,776	109,456	40.6%	Salaries	1,203,572	1,678,315	474,743	28.3%
95,877	104,535	8,658	8.3%	Benefits	504,927	541,736	36,809	6.8%
<b>256,198</b>	<b>374,311</b>	<b>118,113</b>	<b>31.6%</b>	<b>Total Salaries &amp; Benefits</b>	<b>1,708,500</b>	<b>2,220,051</b>	<b>511,551</b>	<b>23.0%</b>
45,971	10,000	(35,971)	-359.7%	Professional Fees/Registry	243,427	60,000	(183,427)	-305.7%
13,792	9,941	(3,851)	-38.7%	Supplies	76,645	59,644	(17,001)	-28.5%
21,711	4,125	(17,586)	-426.3%	Purchased Services	78,515	24,754	(53,761)	-217.2%
302	302	0	0.1%	Depreciation	1,811	1,811	(0)	0.0%
44	1,484	1,440	97.0%	Other Expense	6,545	8,850	2,305	26.0%
<b>338,018</b>	<b>400,163</b>	<b>62,145</b>	<b>15.5%</b>	<b>Total Direct Expense</b>	<b>2,115,444</b>	<b>2,375,110</b>	<b>259,666</b>	<b>10.9%</b>
40,072	69,863	29,791	42.6%	Allocation of Direct Admin Exp	366,485	397,275	30,790	7.8%
115,399	136,616	21,216	15.5%	Overhead Allocation	710,355	810,863	100,508	12.4%
493,489	606,642	113,153	18.7%	Total Expenses	3,192,284	3,583,248	390,964	10.9%
<b>(233,083)</b>	<b>(257,335)</b>	<b>24,252</b>	<b>9.4%</b>	<b>Net Income (Loss)</b>	<b>(1,556,904)</b>	<b>(1,719,065)</b>	<b>162,162</b>	<b>-9.4%</b>
<b>Key Ratios</b>								
\$ 158.95	\$ 151.82	\$ 7.13	4.7%	Gross Pt Revenue/Billable Visit	\$ 157.89	\$ 151.81	\$ 6.09	4.0%
\$ 114.01	\$ 133.53	\$ (19.51)	-14.6%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 107.76	\$ 133.52	\$ (25.76)	-19.3%
\$ 147.99	\$ 152.97	\$ 4.97	3.3%	Direct Costs/Billable Visit	\$ 139.39	\$ 170.11	\$ 30.72	18.1%
\$ 68.07	\$ 78.93	\$ 10.86	13.8%	Indirect Costs/Billable Visit	\$ 70.96	\$ 86.53	\$ 15.57	18.0%
\$ 216.06	\$ 231.90	\$ 15.83	6.8%	Total Medical Cost/Billable Visit	\$ 210.35	\$ 256.64	\$ 46.29	18.0%
\$ (102.05)	\$ (98.37)	\$ (3.68)	3.7%	Net Income(Loss)/Billable Visit	\$ (102.59)	\$ (123.12)	\$ 20.53	-16.7%
\$ 59.8%	\$ 38.7%	\$ 21.1%	-54.3%	Benefits as a % of Salaries	\$ 42.0%	\$ 32.3%	\$ 9.7%	-30.0%
\$ 34.1%	\$ 34.1%	\$ 0.0%	0.0%	Overhead % of Direct Exp	\$ 33.6%	\$ 34.1%	\$ 0.6%	1.6%
\$ 436				Gross Patient AR (in 000s)				
\$ (151)				Less Reserves (in 000s)				
\$ 285				Net AR (in 000s)				
\$ 642				Wrap AR (in 000s)				
\$ 32.9				Gross AR Days				
\$ 449				Cash Receipts (in 000s)				
<b>Payer Mix</b>								
30.7%	26.6%	4.2%	15.6%	Medicare	29.0%	26.6%	2.5%	9.2%
4.4%	4.4%	0.0%	-0.8%	Medi-Cal	3.8%	4.4%	-0.7%	-14.7%
60.7%	64.8%	-4.1%	-6.4%	Medi-Cal Managed Care	63.6%	64.8%	-1.2%	-1.8%
1.5%	1.2%	0.4%	29.6%	Insurance	1.3%	1.2%	0.1%	9.2%
2.7%	3.0%	-0.4%	-11.8%	Self Pay / Indigent	2.2%	3.0%	-0.8%	-25.4%
<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**Healthy Beginnings - California St.  
Income Statement  
December 31, 2017**

		Current Month			Year to Date		
Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
625	746	(121)	-16.2%	4,515	4,278	237	5.5%
605	746	(141)	-18.9%	4,514	4,278	236	5.5%
13.0	14.0	1.0	7.0%	12.8	14.0	1.2	8.8%
129,896	155,347	(25,451)	-16.4%	982,101	891,162	90,939	10.2%
(122,471)	(66,660)	(55,811)	-83.7%	(458,327)	(382,396)	(75,931)	19.9%
38,355	43,879	(5,525)	-12.6%	244,986	251,717	(6,732)	-2.7%
45,780	132,566	(86,786)	-65.5%	768,760	760,483	8,277	1.1%
0	0	0		0	0	0	
45,780	132,566	(86,786)	-65.5%	768,760	760,483	8,277	1.1%
<b>Operating Expense</b>							
65,640	103,810	38,170	36.8%	479,476	593,612	114,136	19.2%
46,037	31,620	(14,417)	-45.6%	240,860	206,918	(33,942)	-16.4%
111,677	135,430	23,753	17.5%	720,336	800,530	80,194	10.0%
0	5,000	5,000	100.0%	0	30,000	30,000	100.0%
5,286	7,911	2,625	33.2%	41,595	48,914	7,319	15.0%
19,753	16,283	(3,470)	-21.3%	80,044	97,504	17,460	17.9%
360	455	95	20.9%	2,161	2,730	569	20.9%
3,499	1,446	(1,993)	-137.8%	10,397	8,603	(1,794)	-20.9%
140,515	166,525	26,010	15.6%	854,533	988,281	133,748	13.5%
14,338	27,327	12,989	47.5%	150,207	167,883	17,677	10.5%
58,665	69,524	10,859	15.6%	355,354	412,607	57,253	13.9%
213,518	263,376	49,859	18.9%	1,360,094	1,568,772	208,677	13.3%
(167,737)	(130,810)	(36,927)	-28.2%	(591,334)	(808,288)	216,954	-26.8%
<b>Key Ratios</b>							
\$ 214.70	\$ 208.24	\$ 6.46	3.1%	\$ 217.57	\$ 208.31	\$ 9.26	4.4%
\$ 75.67	\$ 177.70	\$ (102.03)	-57.4%	\$ 170.31	\$ 177.77	\$ (7.46)	-4.2%
\$ 232.26	\$ 223.22	\$ (9.03)	-4.0%	\$ 189.31	\$ 231.01	\$ 41.71	18.1%
\$ 120.67	\$ 129.83	\$ 9.16	7.1%	\$ 112.00	\$ 135.69	\$ 23.69	17.5%
\$ 352.92	\$ 353.05	\$ 0.13	0.0%	\$ 301.31	\$ 366.71	\$ 65.40	17.8%
\$ (277.25)	\$ (175.35)	\$ (101.90)	58.1%	\$ (131.00)	\$ (188.94)	\$ 57.94	-30.7%
70.1%	30.5%	-39.7%	-130.3%	50.2%	34.9%	-15.4%	-44.1%
41.8%	41.8%	0.0%	0.0%	41.6%	41.8%	0.2%	0.4%
\$ 155				\$ 2.5%			
\$ (51)				\$ 31.5%			
\$ 104				\$ 64.1%			
\$ 80				\$ 0.9%			
\$ 28.5				\$ 1.0%			
\$ 144				\$ 100.0%			
\$ 3.4%	0.9%	2.5%	279.6%	\$ 177.4%	1.6%		
32.7%	33.1%	-0.3%	-1.0%	\$ 31.5%	33.1%	-1.6%	-4.9%
62.8%	65.0%	-2.2%	-3.4%	\$ 64.1%	65.0%	-0.8%	-1.3%
0.4%	0.7%	-0.2%	-35.5%	\$ 0.9%	0.7%	0.3%	39.1%
100.0%	100.0%	0.0%	58.3%	\$ 1.0%	0.4%	0.6%	147.2%
			0.0%	\$ 100.0%	100.0%	0.0%	0.0%

**Payer Mix**

Medicare	2.5%	0.9%	1.6%	177.4%
Medi-Cal	-1.0%	33.1%	-1.6%	-4.9%
Medi-Cal Managed Care	-2.2%	65.0%	-0.8%	-1.3%
Insurance	-0.2%	0.7%	0.3%	39.1%
Self Pay / Indigent	0.2%	0.4%	0.6%	147.2%
100.0%	100.0%	0.0%	0.0%	0.0%

**Healthy Beginnings - French Camp  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
604	850	(246)	-28.9%	Total Visits	4,203	628	14.9%	
605	850	(245)	-28.8%	Billable Visits	4,203	629	15.0%	
12.5	13.8	1.3	9.5%	Total FTEs	13.8	1.6	11.8%	
<b>96,216</b>	<b>143,322</b>	<b>(47,106)</b>	<b>-32.9%</b>	<b>Gross Patient Revenue</b>	<b>708,934</b>	<b>138,822</b>	<b>19.6%</b>	
(54,657)	1,928	(56,585)	-2934.9%	Contractual Adjustments	9,539	(282,421)	-2960.7%	
37,066	51,486	(14,420)	-28.0%	Capitation Rev	254,674	6,521	2.6%	
<b>78,625</b>	<b>196,736</b>	<b>(118,111)</b>	<b>-60.0%</b>	<b>Net Patient Revenue</b>	<b>973,148</b>	<b>(137,079)</b>	<b>-14.1%</b>	
0	0	0	-60.0%	Other Revenue	0	0	-14.1%	
<b>78,625</b>	<b>196,736</b>	<b>(118,111)</b>	<b>-60.0%</b>	<b>Total Revenue</b>	<b>973,148</b>	<b>(137,079)</b>	<b>-14.1%</b>	
<b>Operating Expense</b>								
53,549	99,027	45,478	45.9%	Salaries	587,139	178,215	30.4%	
37,673	52,898	15,225	28.8%	Benefits	282,973	60,152	21.3%	
<b>91,222</b>	<b>151,925</b>	<b>60,703</b>	<b>40.0%</b>	<b>Total Salaries &amp; Benefits</b>	<b>870,112</b>	<b>238,367</b>	<b>27.4%</b>	
17,869	8,534	(9,335)	-109.4%	Professional Fees/Registry	51,200	(26,331)	-51.4%	
11,837	12,424	587	4.7%	Supplies	80,748	10,356	12.8%	
(5,238)	16,297	21,535	132.1%	Purchased Services	97,534	39,080	40.1%	
2,701	2,701	0	0.0%	Depreciation	16,203	(2)	0.0%	
567	1,123	556	49.5%	Other Expense	6,680	2,347	35.1%	
<b>118,958</b>	<b>193,004</b>	<b>74,046</b>	<b>38.4%</b>	<b>Total Direct Expense</b>	<b>1,122,477</b>	<b>263,816</b>	<b>23.5%</b>	
10,620	25,212	14,592	57.9%	Allocation of Direct Admin Exp	131,792	2,132	1.6%	
49,665	80,579	30,914	38.4%	Overhead Allocation	468,634	116,136	24.8%	
<b>179,243</b>	<b>298,795</b>	<b>119,552</b>	<b>40.0%</b>	<b>Total Expenses</b>	<b>1,722,903</b>	<b>382,085</b>	<b>22.2%</b>	
<b>(100,619)</b>	<b>(102,059)</b>	<b>1,440</b>	<b>1.4%</b>	<b>Net Income (Loss)</b>	<b>(749,755)</b>	<b>245,006</b>	<b>-32.7%</b>	
<b>Key Ratios</b>								
\$ 159.03	\$ 168.61	\$ (9.58)	-5.7%	Gross Pt Revenue/Billable Visit	\$ 168.67	\$ 6.77	4.0%	
\$ 129.96	\$ 231.45	\$ (101.50)	-43.9%	Total Revenue/Billable Visit(excl oth Rev)	\$ 231.54	\$ (58.51)	-25.3%	
\$ 196.63	\$ 227.06	\$ 30.44	13.4%	Direct Costs/Billable Visit	\$ 267.07	\$ 89.36	33.5%	
\$ 99.65	\$ 124.46	\$ 24.81	19.9%	Indirect Costs/Billable Visit	\$ 142.86	\$ 43.07	30.2%	
\$ 296.27	\$ 351.52	\$ 55.25	15.7%	Total Medical Cost/Billable Visit	\$ 409.92	\$ 132.43	32.3%	
\$ (166.31)	\$ (120.07)	\$ (46.24)	38.5%	Net Income(Loss)/Billable Visit	\$ (178.39)	\$ 73.93	-41.4%	
70.4%	53.4%	-16.9%	-31.7%	Benefits as a % of Salaries	48.2%	-6.3%	-13.1%	
41.8%	41.8%	0.0%	0.0%	Overhead % of Direct Exp	41.8%	0.7%	1.7%	
\$ 151				Gross Patient AR (in 000s)				
\$ (49)				Less Reserves (in 000s)				
\$ 102				Net AR (in 000s)				
\$ 73				Wrap AR (in 000s)				
\$ 35.0				Gross AR Days				
\$ 164				Cash Receipts (in 000s)				
7.7%	3.4%	4.3%	125.2%	<b>Payer Mix</b>				
22.6%	26.0%	-3.3%	-12.8%	Medicare	3.4%	-0.1%	-2.6%	
66.3%	68.9%	-2.6%	-3.8%	Medi-Cal	26.0%	-1.0%	-3.9%	
1.4%	1.4%	0.0%	1.4%	Medi-Cal Managed Care	67.9%	-1.0%	-1.5%	
2.0%	0.4%	1.6%	451.4%	Insurance	2.3%	0.9%	66.8%	
100.0%	100.0%	0.0%	0.0%	Self Pay / Indigent	1.5%	1.2%	327.2%	
					100.0%	100.0%	0.0%	

**SJCC Hazelton Clinic  
Income Statement  
December 31, 2017**

	Current Month		
	Actual	Budget	Variance

	Year to Date		
	Actual	Budget	Variance

502	529	(27)	-5.1%	Total Visits	3,948	2,676	1,272	47.5%
332	529	(197)	-37.2%	Billable	2,297	2,676	(379)	-14.2%
2.1	5.0	2.9	57.2%	Total FTEs	3.4	5.0	1.6	32.6%
77,170	94,684	(17,514)	-18.5%	Patient Revenue	441,041	479,084	(38,043)	-7.9%
(210,818)	17,057	(227,875)	-1336.0%	Contractual Adjustments	(316,745)	86,305	(403,050)	-467.0%
30,807	32,335	(1,528)	-4.7%	Physician Capitation	213,464	163,608	49,857	30.5%
(102,842)	144,076	(246,918)	-171.4%	Net Patient Revenue	337,760	728,997	(391,237)	-53.7%
0	0	0		Other Revenue	0	0	0	
(102,842)	144,076	(246,918)	-171.4%	Total Revenue	337,760	728,997	(391,237)	-53.7%

4,410	21,554	17,144	79.5%	Operating Expense	28,599	128,822	100,223	77.8%
1,820	16,507	14,687	89.0%	Salaries	11,383	96,018	84,635	88.1%
6,231	38,061	31,830	83.6%	Total Salaries & Benefits	39,982	224,840	184,858	82.2%
16,575	0	(16,575)		Professional Fees/Registry	130,699	0	(130,699)	
1,357	12,301	10,944	89.0%	Supplies	15,852	73,038	57,186	78.3%
117,264	123,225	5,961	4.8%	Purchased Services	700,839	731,510	30,672	4.2%
0	0	0		Depreciation	0	0	0	
30	3,568	3,538	99.2%	Other Expense	891	21,206	20,315	95.8%
141,457	177,155	35,698	20.2%	Total Direct Expense	888,262	1,050,594	162,332	15.5%
8,518	16,656	8,138	48.9%	Allocation of Direct Admin Exp	67,455	90,255	22,801	25.3%
60,247	75,450	15,204	20.2%	Overhead Allocation	369,336	447,448	78,112	17.5%
210,222	269,261	59,040	21.9%	Total Expenses	1,325,053	1,588,297	263,244	16.8%
(313,064)	(125,186)	(187,878)	-150.1%	Net Income (Loss)	(987,293)	(859,300)	(127,993)	14.9%

		Key Ratios												
\$	232.44	\$	178.99	\$	53.45	29.9%	Gross Pt Revenue/Billable Visit	\$	192.01	\$	179.03	\$	12.98	7.2%
\$	(309.77)	\$	272.35	\$	(582.12)	-213.7%	Total Revenue/Billable Visit (excl Oth Rev)	\$	147.04	\$	272.42	\$	(125.38)	-46.0%
\$	426.08	\$	334.89	\$	(91.19)	-27.2%	Direct Costs/Billable Visit	\$	386.71	\$	392.60	\$	5.89	1.5%
\$	207.12	\$	174.11	\$	(33.01)	-19.0%	Indirect Costs/Billable Visit	\$	190.16	\$	200.94	\$	10.78	5.4%
\$	633.20	\$	509.00	\$	(124.20)	-24.4%	Total Medical Cost/Billable Visit	\$	576.86	\$	593.53	\$	16.67	2.8%
\$	(942.96)	\$	(236.65)	\$	(706.32)	298.5%	Net Income (Loss)/Billable Visit	\$	(429.82)	\$	(321.11)	\$	(108.70)	33.9%
	41.3%		76.6%		35.3%	46.1%	Benefits as a % of Salaries		39.8%		74.5%		34.7%	46.6%
	42.6%		42.6%		0.0%	0.0%	Overhead % of Direct Exp		41.6%		42.6%		1.0%	2.4%
\$	239						Gross Patient AR (in 000s)							
\$	(60)						Less Reserves (in 000s)							
\$	179						Net AR (in 000s)							
\$	106						Wrap AR (in 000s)							
\$	90.1						Gross AR Days							
\$	37						Cash Receipts (in 000s)							
							Payer Mix							
	7.9%		28.8%		-20.8%	-72.5%	Medicare		5.1%		28.8%		-23.6%	-82.2%
	21.0%		2.7%		18.3%	683.4%	Medi-Cal		33.6%		2.7%		30.9%	1155.1%
	56.4%		65.9%		-9.5%	-14.4%	Medi-Cal Managed Care		49.0%		65.9%		-16.9%	-25.6%
	8.0%		1.0%		7.1%	735.9%	Insurance		6.1%		1.0%		5.1%	530.0%
	6.7%		1.7%		4.9%	283.6%	Self Pay / Indigent		6.2%		1.7%		4.5%	256.1%
	100.0%		100.0%		0.0%	0.0%			100.0%		100.0%		0.0%	0.0%

**SJCC Manteca Clinic  
Income Statement  
December 31, 2017**

				Current Month			Year to Date		
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	
531	131	400	32.8%	Total Visits	2,018	2,130	(112)	-5.3%	
500	100	400	25.0%	Billable Visits	1,908	2,130	(222)	-10.4%	
9.1	1.9	11.0	17.5%	Total FTEs	5.9	11.0	5.2	46.8%	
<b>127,407</b>	<b>73,600</b>	<b>53,807</b>	<b>73.1%</b>	<b>Patient Revenue</b>	<b>397,128</b>	<b>391,920</b>	<b>5,208</b>	<b>1.3%</b>	
(74,040)	(8,964)	(65,076)	-726.0%	Contractual Adjustments	(500,325)	(47,752)	(252,593)	529.2%	
32,586	24,289	8,297	34.2%	Physician Capitation	108,737	129,338	(20,601)	-15.9%	
85,953	88,925	(2,971)	-3.3%	Net Patient Revenue	205,540	473,526	(267,986)	-56.6%	
0	0	0		Other Revenue	0	0	0		
<b>85,953</b>	<b>88,925</b>	<b>(2,971)</b>	<b>-3.3%</b>	<b>Total Revenue</b>	<b>205,540</b>	<b>473,526</b>	<b>(267,986)</b>	<b>-56.6%</b>	
				<b>Operating Expense</b>					
35,343	57,750	22,407	38.8%	Salaries	148,079	344,560	196,481	57.0%	
31,804	41,645	9,841	23.6%	Benefits	92,180	229,532	137,353	59.8%	
<b>67,147</b>	<b>99,395</b>	<b>32,248</b>	<b>32.4%</b>	<b>Total Salaries &amp; Benefits</b>	<b>240,258</b>	<b>574,092</b>	<b>333,834</b>	<b>58.1%</b>	
44,608	0	(44,608)	-1049.8%	Professional Fees/Registry	78,383	0	(78,383)	-492.9%	
85,289	7,418	(77,871)	-107.2%	Supplies	263,874	44,504	(219,370)	-698.7%	
3,456	1,668	(1,788)	-107.2%	Purchased Services	79,871	10,000	(69,871)	-698.7%	
8,754	0	(8,754)		Depreciation	35,015	0	(35,015)		
9,639	1,767	(7,872)	-445.5%	Other Expense	41,577	10,598	(30,979)	-292.3%	
<b>218,892</b>	<b>110,248</b>	<b>(108,644)</b>	<b>-98.5%</b>	<b>Total Direct Expense</b>	<b>738,979</b>	<b>639,194</b>	<b>(99,785)</b>	<b>-15.6%</b>	
14,063	12,947	(1,116)	-8.6%	Allocation of Direct Admin Exp	60,738	73,987	13,248	17.9%	
88,739	44,695	(44,044)	-98.5%	Overhead Allocation	299,582	259,129	(40,453)	-15.6%	
<b>321,694</b>	<b>167,890</b>	<b>(153,804)</b>	<b>-91.6%</b>	<b>Total Expenses</b>	<b>1,099,300</b>	<b>972,310</b>	<b>(126,990)</b>	<b>-13.1%</b>	
<b>(235,740)</b>	<b>(78,965)</b>	<b>(156,776)</b>	<b>-198.5%</b>	<b>Net Income (Loss)</b>	<b>(893,760)</b>	<b>(498,784)</b>	<b>(394,976)</b>	<b>79.2%</b>	
<b>Key Ratios</b>									
\$ 254.81	\$ 184.00	\$ 70.81	38.5%	Gross Pt Revenue/Billable Visit	\$ 208.14	\$ 184.00	\$ 24.14	13.1%	
\$ 171.91	\$ 222.31	\$ (50.41)	-22.7%	Total Revenue/Billable Visit (excl oth Rev)	\$ 107.73	\$ 222.31	\$ (114.59)	-51.5%	
\$ 437.78	\$ 275.62	\$ (162.16)	-58.8%	Direct Costs/Billable Visit	\$ 387.31	\$ 300.09	\$ (87.21)	-29.1%	
\$ 205.60	\$ 144.10	\$ (61.50)	-42.7%	Indirect Costs/Billable Visit	\$ 188.85	\$ 156.39	\$ (32.45)	-20.8%	
\$ 643.39	\$ 419.72	\$ (223.66)	-53.3%	Total Medical Cost/Billable Visit	\$ 576.15	\$ 456.48	\$ (119.67)	-26.2%	
\$ (471.48)	\$ (197.41)	\$ (274.07)	138.8%	Net Income(Loss)/Billable Visit	\$ (468.43)	\$ (234.17)	\$ (234.26)	100.0%	
90.0%	72.1%	-17.9%	-24.8%	Benefits as a % of Salaries	62.3%	66.6%	4.4%	6.6%	
40.5%	40.5%	0.0%	0.0%	Overhead % of Direct Exp	40.5%	40.5%	0.0%	0.0%	
\$ 132				Gross Patient AR (in 000s)					
(32)				Less Reserves (in 000s)					
\$ 99				Net AR (in 000s)					
\$ 185				Wrap AR (in 000s)					
49.7				Gross AR Days					
\$ 38				Cash Receipts (in 000s)					
<b>Payer Mix</b>									
7.8%	13.1%	-5.3%	-40.5%	Medicare	7.4%	13.1%	-5.7%	-43.4%	
15.0%	10.9%	4.1%	37.2%	Medi-Cal	15.5%	10.9%	4.6%	41.9%	
74.7%	73.0%	1.7%	2.3%	Medi-Cal Managed Care	71.5%	73.0%	-1.5%	-2.0%	
1.5%	1.7%	-0.2%	-10.3%	Insurance	1.6%	1.7%	-0.1%	-8.2%	
1.0%	1.3%	-0.3%	-20.4%	Self Pay / Indigent	4.0%	1.3%	2.7%	213.6%	
100.0%	100.0%	0.0%	0.0%		100.0%	100.0%	0.0%	0.0%	

**FQ Administration  
Income Statement  
December 31, 2017**

	Current Month		
	Actual	Budget	Variance

	Year to Date		
	Actual	Budget	Variance

4.6	6.2	1.6	26.5%	Total FTEs
<b>0</b>	<b>0</b>	<b>0</b>		<b>Total Patient Revenue</b>
0	0	0		(Deductions) from Revenue
0	0	0		Other Allowances
0	0	0		<b>Net Revenue</b>
0	0	0		Other Revenue
0	0	0		<b>Total Revenue</b>

4.7	6.2	2	24.8%	
<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>
0	0	0		0
0	0	0		0
0	0	0		0
0	0	0		0
0	0	0		0

57,256	49,286	(7,970)	-16.2%	Salaries	Operating Expense
24,088	48,142	24,054	50.0%	Benefits	
<b>81,344</b>	<b>97,428</b>	<b>16,084</b>	<b>16.5%</b>	<b>Total Salaries &amp; Benefits</b>	
52,610	45,500	(7,110)	-15.6%	Professional Fees/Registry	
0	317	317	100.0%	Supplies	
24,810	122,803	97,993	79.8%	Purchased Services	
3,257	3,257	0	0.0%	Depreciation	
0	2,625	2,625	100.0%	Other Expense	
<b>162,021</b>	<b>271,930</b>	<b>109,909</b>	<b>40.4%</b>	<b>Total Direct Expense</b>	
0	0	0		Overhead Allocation	
<b>162,021</b>	<b>271,930</b>	<b>109,909</b>	<b>40.4%</b>	<b>Total Expenses</b>	
<b>(162,021)</b>	<b>(271,930)</b>	<b>109,909</b>	<b>-40.4%</b>	<b>Net Income (Loss)</b>	

338,781	292,467	(46,314)	-15.8%	
151,614	235,746	84,132	35.7%	
<b>490,395</b>	<b>528,213</b>	<b>37,818</b>	<b>7.2%</b>	
332,412	273,000	(59,412)	-21.8%	
11,975	1,902	(10,073)	-529.6%	
561,665	736,818	175,153	23.8%	
19,542	19,542	0	0.0%	
1,466	15,750	14,284	90.7%	
<b>1,417,454</b>	<b>1,575,225</b>	<b>157,771</b>	<b>10.0%</b>	
0	0	0		
<b>1,417,454</b>	<b>1,575,225</b>	<b>157,771</b>	<b>10.0%</b>	
<b>(1,417,454)</b>	<b>(1,575,225)</b>	<b>157,771</b>	<b>-10.0%</b>	