

**San Joaquin County Clinics (SJCC)  
Executive Committee Meeting  
Minutes of May 29, 2018**

**San Joaquin General Hospital  
Conference Room 1**

The Executive Committee met immediately following the Board meeting to make a motion on the Board member application that was submitted by Esgardo Medina in April. Rod place made a motion to approve Mr. Medina as a Board member. Luz Maria Sandoval seconded the motion and the motion was approved.

Respectfully submitted,

Luz Maria Sandoval  
Secretary, SJCC

**San Joaquin Community Clinics  
Financial Statement Comments  
March 31, 2018**

**Summary**

The Total visits for the month of March were 6,743. March's billable visits of 6,263 were less than budgeted visits of 9,379 by 3,116 or 33.2%. Year-to-date billable visits are less than budget by 6,125 or 8.5%. At the time the budget was prepared, the scheduled date to go live on the new Cerner system was 7/10/17. The new Cerner system went live on 3/5/2018. As expected, provider productivity was reduced due to user training, as reflected in the negative variance in visits noted above.

Gross Patient Revenue of \$1.1 million was less than budget by \$622,000 or 36.4%. Net Patient Revenue of \$1.1M was less than budget by \$526,000 or 32.5%. Both gross and net revenue were down a corresponding amount as the visits. Capitation Revenue of \$476,000 was less than budget by \$71,000 or 13.0%. Capitation revenue is generally consistent from month to month; however, the budgeted capitation revenue was allocated based on monthly visit volume, which will create greater variances to budget from month to month. Year-to-date capitation revenue is 1.5% ahead of budget.

Total Expenses of \$2.6 million were greater than budget by \$275,000 (11.8%). The resulting Net Loss of \$1.5 million was less than Budgeted Net Loss by \$801,000.

SJGH went live on the Cerner and PeopleSoft systems on 3/5/18 and March is the first month of activity for both systems. As with all system conversions, there have been issues with implementation that impacted the recording of revenues and expenses. Work flows and reports are in the process of being reviewed and refined as staff become familiar with the new systems. Adjustments will be made in future months to ensure accurate financial reports for fiscal year end.

Explanations of major variances are explained below.

**Revenue**

As mentioned above, Gross Patient Revenue was less than budget by \$622,000 or 36.4%. Gross Patient Revenue per visit was \$173.75, which was less than budget by 4.7%. Managed Care Medi-Cal was \$370,000, or 31.0%, less than budget; Medicare was \$141,000, or 58.1%, less than budget; Medi-Cal Fee-For-Service was \$82,000, or 38.5%, less than budget; Self Pay was \$15,000, or 38.6%, less than budget; and Commercial was \$12,000, or 68.5%, less than budget. Net Patient Revenue of \$1.1M was less than budget by \$526,000. Deductions from revenue were favorable to budget by \$168,000 (26.2%).

Capitation revenue of \$476,000 was less than budget by \$71,000 (13.0%).

**San Joaquin Community Clinics  
Financial Statement Comments  
March 31, 2018**

**Expenses**

**Salaries & Benefits** of \$1.2 million were less than budget by \$61,000 (4.7%). Salaries of \$832,000 were better than budget by \$48,000 or 5.5%. This favorable variance is due to favorable Physician salaries of \$232,000 offset by unfavorable variances for Mid-level Provides of \$74,000 and Non-Providers of \$109,000. The Physician salaries positive variance was due to sixteen provider vacancies, in which two of these vacancies are currently being filled by Locums. The Locums are working in the following Clinics: Healthy Beginnings-French Camp = 1.0 FTE, and SJCC-Hazelton = 1.0 FTE.

Benefits of \$411,000 were also favorable to budget by \$13,000 or 3.0%, predominantly due to favorable variances in Pension & Retirement (\$10,000) and Cafeteria Medical Benefits (\$2,000) as a result of the provider vacancies. Benefits as a percentage of salaries was 49.4%, slightly higher than budget of 48.1% and also above year-to-date Budget of 47.4%

**Professional Fees/Registry** of \$154,000 exceeded budget by \$75,000 (94.7%) primarily due to provider vacancies in clinics identified above in salaries and benefits. The 2.0 FTE locums used in the month of March accounted for \$56,000 of the unfavorable variance. The FQHC Administration accounted for \$19,000 unfavorable variance for consulting fees for the Interim CFO and Interim FQHC Director.

**Supplies** of \$88,000 were less than budget by \$14,000 (14.0%). Unfavorable variances in Pharmaceuticals (\$6,000) were offset by favorable variance in Other Medical Supplies (\$6,000), Office Supplies (\$4,000), Minor Medical Equipment (\$6,000), Other Minor Equipment (\$2,000), and Other Non-Medical Supplies (\$3,000). SJCC-Manteca exceeded budget Pharmaceuticals (\$21,000).

**Purchased Services** of \$427,000 were greater than budget by \$208,000 (94.8%), predominantly due to unfavorable variance for eClinical Works in FQHC Administration (\$145,000) and an over accrual for SST for Psychiatrist and LCSW (\$85,000), primarily in Family Practice California Clinic. When the current budget was developed, it was anticipated that eClinical Works costs would terminate in December; therefore, there is no budget for January through June for the monthly support costs. Due to the delay in converting to the Cerner System, additional expenses will be incurred to keep eClinical Works on line through March 2019. This expense has been included in the FY2018-2019 budget. The over accrual for the SST was caused by an inadvertent duplication of accruals via manual journal entry and the PeopleSoft interface. The duplicate accrual will be reversed in April.

**Depreciation** of \$13,000 was greater than budget by \$2,000 (19.4%), predominantly in Family Medicine Clinic (\$1,000) and Healthy Beginnings-California Street (\$1,000). The depreciation accrual for Manteca was missed and will be adjusted in April.

**Other Expense** of \$38,000 was greater than budget by \$19,000 (106.9%). This is predominantly due to monthly rent for the SJCC Manteca facility (\$8,000) and electricity expense for California Street Clinics (\$7,000) not in

**San Joaquin Community Clinics  
Financial Statement Comments  
March 31, 2018**

budget. These expenses have been included in the FY2018-19 budget. Also Travel Expense in FQHC Administration is over budget (\$4,000) due to attendance at NACHC Conference by Lindzi Behnke.

**Accounts Receivable**

March's Gross Accounts Receivables (AR) of \$1.6 million was \$159,000 less than February and \$266,000 less than January. Average days of revenue in AR is at 33.1, which is down from 33.5 in February and down from 35.4 in January. WRAP accounts receivable is \$1.2 million, which is \$197,000 lower than February.

Cash collections (excluding capitation) were \$730,000 in March, which represents a decrease from February collections of \$1,136,000 and a decrease over the FY 2018 average year-to-date of \$978,000; however, this figure does not include remittances that were unposted at month end due to system implementation issues. Patient Financial Services is in the process of clearing the backlog of unposted remittances. Cash collections averaged \$843,000 per month in 2017.

**San Joaquin Community Clinics  
Income Statement  
March 31, 2018**

| Current Month |           |           |                               |
|---------------|-----------|-----------|-------------------------------|
| Actual        | Budget    | Variance  | % Var                         |
| 6,743         | 9,379     | (2,636)   | -28.1% Total Visits           |
| 6,263         | 9,379     | (3,116)   | -33.2% Billable Visits        |
| 115.0         | 132.1     | 17.1      | 12.9% Total FTEs              |
| 1,088,258     | 1,710,455 | (622,197) | -36.4% Gross Patient Revenue  |
| (473,185)     | (640,766) | 167,581   | 26.2% Contractual Adjustments |
| 475,995       | 547,308   | (71,313)  | -13.0% Capitation Rev         |
| 1,091,068     | 1,616,997 | (525,929) | -32.5% Net Patient Revenue    |
| 0             | 0         | 0         | Other Revenue                 |
| 1,091,068     | 1,616,997 | (525,929) | -32.5% Total Revenue          |

| Year to Date |             |             |        |
|--------------|-------------|-------------|--------|
| Actual       | Budget      | Variance    | % Var  |
| 78,251       | 72,426      | 5,825       | 8.0%   |
| 66,301       | 72,426      | (6,125)     | -8.5%  |
| 111.3        | 132.1       | 20.7        | 15.7%  |
| 13,598,535   | 13,303,301  | 295,234     | 2.2%   |
| (8,265,724)  | (5,063,859) | (3,201,865) | 63.2%  |
| 4,302,834    | 4,238,205   | 64,629      | 1.5%   |
| 9,635,645    | 12,477,647  | (2,842,002) | -22.8% |
| 0            | 0           | 0           | 100.0% |
| 9,635,645    | 12,477,647  | (2,842,002) | -22.8% |

| Operating Expense |           |           |                                   |
|-------------------|-----------|-----------|-----------------------------------|
| 831,959           | 880,155   | 48,196    | 5.5% Salaries                     |
| 410,732           | 423,299   | 12,567    | 3.0% Benefits                     |
| 1,242,690         | 1,303,454 | 60,764    | 4.7% Total Salaries & Benefits    |
| 153,871           | 79,034    | (74,837)  | -94.7% Professional Fees/Registry |
| 87,745            | 102,055   | 14,310    | 14.0% Supplies                    |
| 426,853           | 219,078   | (207,775) | -94.8% Purchased Services         |
| 13,214            | 11,066    | (2,148)   | -19.4% Depreciation               |
| 37,696            | 18,219    | (19,477)  | -106.9% Other Expense             |
| 1,962,070         | 1,732,906 | (229,164) | -13.2% Total Direct Expense       |
| 647,552           | 601,889   | (45,663)  | -7.6% Overhead Allocation         |
| 2,609,622         | 2,334,795 | (274,827) | -11.8% Total Expenses             |
| (1,518,555)       | (717,798) | (800,756) | -111.6% Net Income (Loss)         |

|              |             |             |         |
|--------------|-------------|-------------|---------|
| 6,224,952    | 7,951,548   | 1,726,596   | 21.7%   |
| 3,291,659    | 3,770,265   | 478,606     | 12.7%   |
| 9,516,612    | 11,721,813  | 2,205,201   | 18.8%   |
| 1,473,057    | 711,300     | (761,757)   | -107.1% |
| 1,184,420    | 868,473     | (315,947)   | -36.4%  |
| 2,611,643    | 2,449,888   | (161,755)   | -6.6%   |
| 177,634      | 106,951     | (70,683)    | -66.1%  |
| 231,517      | 162,296     | (69,221)    | -42.7%  |
| 15,194,883   | 16,020,721  | 825,838     | 5.2%    |
| 4,988,642    | 5,383,766   | 395,124     | 7.3%    |
| 20,183,525   | 21,404,487  | 1,220,962   | 5.7%    |
| (10,547,880) | (8,926,840) | (1,621,040) | 18.2%   |

Key Ratios

|             |            |             |  |
|-------------|------------|-------------|--|
| \$ 173.75   | \$ 182.37  | \$ (8.62)   | -4.7% Gross Pt Revenue/Billable Visit            |
| \$ 174.20   | \$ 172.41  | \$ 1.79     | 1.0% Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 313.26   | \$ 184.76  | \$ (128.50) | -69.5% Direct Costs/Billable Visit               |
| \$ 103.39   | \$ 64.17   | \$ (39.21)  | -61.1% Indirect Costs/Billable Visit             |
| \$ 416.65   | \$ 248.94  | \$ (167.71) | -67.4% Total Medical Cost/Billable Visit         |
| \$ (242.45) | \$ (76.53) | \$ (165.92) | 216.8% Net Income(Loss)/Billable Visit           |
| \$ 1,041.62 | \$ 622.35  | \$ (419.27) | -67.4% Total Cost/Patient (1)                    |
| 100.3%      | 94.5%      | 5.7%        | 6.1% Net Pt Rev as % of Gross Rev                |
| 49.4%       | 48.1%      | -1.3%       | -2.7% Benefits as a % of Salaries                |
| 33.0%       | 34.7%      | 1.7%        | 5.0% Overhead % of Direct Exp                    |
| \$ 1,594    |            |             | Gross Patient AR (in 000s)                       |
| \$ (419)    |            |             | Less Reserves (in 000s)                          |
| \$ 1,176    |            |             | Net AR (in 000s)                                 |
| \$ 1,221    |            |             | Wrap AR (in 000s)                                |
| \$ 33.1     |            |             | Gross AR Days                                    |
| \$ 1,206    |            |             | Cash Receipts (in 000s)                          |

|             |             |            |        |
|-------------|-------------|------------|--------|
| \$ 205.10   | \$ 183.68   | \$ 21.42   | 11.7%  |
| \$ 145.33   | \$ 172.28   | \$ (26.95) | -15.6% |
| \$ 229.18   | \$ 221.20   | \$ (7.98)  | -3.6%  |
| \$ 75.24    | \$ 74.33    | \$ (0.91)  | -1.2%  |
| \$ 304.42   | \$ 295.53   | \$ (8.89)  | -3.0%  |
| \$ (159.09) | \$ (123.25) | \$ 35.84   | -29.1% |
| \$ 761.06   | \$ 738.84   | \$ (22.22) | -3.0%  |
| 70.9%       | 93.8%       | -22.9%     | -24.5% |
| 52.9%       | 47.4%       | -5.5%      | -11.5% |
| 32.8%       | 33.6%       | 0.8%       | 2.3%   |

Payer Mix

|        |        |       |                            |
|--------|--------|-------|----------------------------|
| 9.4%   | 14.2%  | -4.9% | -34.1% Medicare            |
| 12.1%  | 12.5%  | -0.4% | -3.3% Medi-Cal             |
| 75.8%  | 69.9%  | 5.9%  | 8.5% Medi-Cal Managed Care |
| 0.5%   | 1.0%   | -0.5% | -50.4% Insurance           |
| 2.2%   | 2.3%   | -0.2% | -7.7% Self Pay / Indigent  |
| 100.0% | 100.0% | 0.0%  | 0.0%                       |

|        |        |       |       |
|--------|--------|-------|-------|
| 12.7%  | 13.6%  | -0.8% | -6.2% |
| 13.9%  | 13.0%  | 0.8%  | 6.4%  |
| 69.7%  | 70.1%  | -0.4% | -0.6% |
| 1.3%   | 1.0%   | 0.2%  | 22.7% |
| 2.5%   | 2.3%   | 0.2%  | 8.8%  |
| 100.0% | 100.0% | 0.0%  | 0.0%  |

**Children's Health Services  
Income Statement  
March 31, 2018**

| Current Month |        |          |       |
|---------------|--------|----------|-------|
| Actual        | Budget | Variance | % Var |

|                          |           |          |         |                                |
|--------------------------|-----------|----------|---------|--------------------------------|
| 1,329                    | 1,703     | (374)    | -22.0%  | Total Visits                   |
| 1,199                    | 1,703     | (504)    | -29.6%  | Billable Visits                |
| 18.8                     | 21.0      | 2.2      | 10.5%   | Total FTEs                     |
| 317,771                  | 414,060   | (96,289) | -23.3%  | Gross Patient Revenue          |
| (149,524)                | (224,527) | 75,003   | 33.4%   | Contractual Adjustments        |
| 93,815                   | 116,407   | (22,592) | -19.4%  | Capitation Rev                 |
| 262,063                  | 305,940   | (43,877) | -14.3%  | Net Patient Revenue            |
| 0                        | 0         | 0        |         | Other Revenue                  |
| 262,063                  | 305,940   | (43,877) | -14.3%  | Total Revenue                  |
| <b>Operating Expense</b> |           |          |         |                                |
| 114,565                  | 126,405   | 11,840   | 9.4%    | Salaries                       |
| 71,039                   | 66,587    | (4,452)  | -6.7%   | Benefits                       |
| 185,604                  | 192,992   | 7,388    | 3.8%    | Total Salaries & Benefits      |
| 476                      | 5,000     | 4,524    | 90.5%   | Professional Fees/Registry     |
| 3,609                    | 8,804     | 5,195    | 59.0%   | Supplies                       |
| 6,356                    | 6,613     | 257      | 3.9%    | Purchased Services             |
| 674                      | 760       | 86       | 11.3%   | Depreciation                   |
| 2,941                    | 2,632     | (309)    | -11.7%  | Other Expense                  |
| 199,660                  | 216,801   | 17,141   | 7.9%    | Total Direct Expense           |
| 95,761                   | 41,499    | (54,262) | -130.8% | Allocation of Direct Admin Exp |
| 60,317                   | 65,496    | 5,178    | 7.9%    | Overhead Allocation            |
| 355,738                  | 323,795   | (31,943) | -9.9%   | Total Expenses                 |
| (93,676)                 | (17,855)  | (75,820) | -424.6% | Net Income (Loss)              |

| Year to Date |        |          |       |
|--------------|--------|----------|-------|
| Actual       | Budget | Variance | % Var |

|                          |             |           |        |
|--------------------------|-------------|-----------|--------|
| 14,550                   | 14,013      | 537       | 3.8%   |
| 11,926                   | 14,013      | (2,087)   | -14.9% |
| 18.6                     | 21.0        | 2.4       | 11.3%  |
| 3,284,100                | 3,407,648   | (123,548) | -3.6%  |
| (2,239,020)              | (1,847,824) | (391,196) | 21.2%  |
| 800,900                  | 958,012     | (157,112) | -16.4% |
| 1,845,980                | 2,517,836   | (671,856) | -26.7% |
| 0                        | 0           | 0         |        |
| 1,845,980                | 2,517,836   | (671,856) | -26.7% |
| <b>Operating Expense</b> |             |           |        |
| 1,052,073                | 1,165,461   | 113,388   | 9.7%   |
| 569,440                  | 615,685     | 46,245    | 7.5%   |
| 1,621,513                | 1,781,146   | 159,633   | 9.0%   |
| 9,197                    | 45,000      | 35,803    | 79.6%  |
| 72,688                   | 70,882      | (1,806)   | -2.5%  |
| 31,522                   | 58,554      | 27,032    | 46.2%  |
| 5,963                    | 6,840       | 877       | 12.8%  |
| 25,436                   | 23,395      | (2,041)   | -8.7%  |
| 1,766,318                | 1,985,817   | 219,499   | 11.1%  |
| 551,863                  | 539,135     | (12,728)  | -2.4%  |
| 530,780                  | 599,915     | 69,136    | 11.5%  |
| 2,848,961                | 3,124,868   | 275,907   | 8.8%   |
| (1,002,981)              | (607,032)   | (395,949) | 65.2%  |

**Key Ratios**

|            |            |            |         |   |            |            |           |        |
|------------|------------|------------|---------|---|------------|------------|-----------|--------|
| \$ 265.07  | \$ 243.14  | \$ 21.93   | 9.0%    | Gross Pt Revenue/Billable Visit             | \$ 275.37  | \$ 243.18  | \$ 32.20  | 13.2%  |
| \$ 218.60  | \$ 179.65  | \$ 38.95   | 21.7%   | Total Revenue/Billable Visit (excl Oth Rev) | \$ 154.79  | \$ 179.68  | \$(24.89) | -13.9% |
| \$ 166.55  | \$ 127.31  | \$(39.24)  | -30.8%  | Direct Costs/Billable Visit                 | \$ 148.11  | \$ 141.71  | \$(6.39)  | -4.5%  |
| \$ 130.19  | \$ 62.83   | \$(67.37)  | -107.2% | Indirect Costs/Billable Visit               | \$ 90.78   | \$ 81.29   | \$(9.49)  | -11.7% |
| \$ 296.74  | \$ 190.13  | \$(106.61) | -56.1%  | Total Medical Cost/Billable Visit           | \$ 238.89  | \$ 223.00  | \$(15.89) | -7.1%  |
| \$ (78.14) | \$ (10.48) | \$(67.66)  | 645.3%  | Net Income(Loss)/Billable Visit             | \$ (84.10) | \$ (43.32) | \$(40.78) | 94.1%  |
| 62.0%      | 52.7%      | -9.3%      | -17.7%  | Benefits as a % of Salaries                 | 54.1%      | 52.8%      | -1.3%     | -2.5%  |
| 30.2%      | 30.2%      | 0.0%       | 0.0%    | Overhead % of Direct Exp                    | 30.1%      | 30.2%      | 0.2%      | 0.5%   |
| \$ 262     |            |            |         | Gross Patient AR (in 000s)                  |            |            |           |        |
| \$ (53)    |            |            |         | Less Reserves (in 000s)                     |            |            |           |        |
| \$ 209     |            |            |         | Net AR (in 000s)                            |            |            |           |        |
| \$ 332     |            |            |         | Wrap AR (in 000s)                           |            |            |           |        |
| \$ 21.9    |            |            |         | Gross AR Days                               |            |            |           |        |
| \$ 242     |            |            |         | Cash Receipts (in 000s)                     |            |            |           |        |

**Payer Mix**

|        |        |       |        |                       |        |        |       |        |
|--------|--------|-------|--------|-----------------------|--------|--------|-------|--------|
| 0.0%   | 0.0%   | 0.0%  | 0.0%   | Medicare              | 0.0%   | 0.0%   | 0.0%  |        |
| 13.2%  | 17.2%  | -4.0% | -23.2% | Medi-Cal              | 13.5%  | 17.2%  | -3.7% | -21.3% |
| 85.6%  | 82.2%  | 3.4%  | 4.1%   | Medi-Cal Managed Care | 85.6%  | 82.2%  | 3.4%  | 4.2%   |
| 0.4%   | 0.5%   | -0.1% | -15.7% | Insurance             | 0.5%   | 0.5%   | -0.1% | -11.9% |
| 0.8%   | 0.1%   | 0.7%  | 635.8% | Self Pay / Indigent   | 0.4%   | 0.1%   | 0.3%  | 282.1% |
| 100.0% | 100.0% | 0.0%  | 0.0%   |                       | 100.0% | 100.0% | 0.0%  | 0.0%   |

**Family Medicine Clinic  
Income Statement  
March 31, 2018**

| Current Month |        |          |       |
|---------------|--------|----------|-------|
| Actual        | Budget | Variance | % Var |

|                          |           |          |         |                                |
|--------------------------|-----------|----------|---------|--------------------------------|
| 1,220                    | 1,332     | (112)    | -8.4%   | Total Visits                   |
| 1,169                    | 1,332     | (163)    | -12.2%  | Billable Visits                |
| 15.3                     | 19.8      | 4.6      | 23.0%   | Total FTEs                     |
| 175,670                  | 228,540   | (52,870) | -23.1%  | Gross Patient Revenue          |
| (131,551)                | (122,185) | (9,366)  | -7.7%   | Contractual Adjustments        |
| 86,121                   | 71,628    | 14,493   | 20.2%   | Capitation Rev                 |
| 130,240                  | 177,983   | (47,743) | -26.8%  | Net Patient Revenue            |
| 0                        | 0         | 0        |         | Other Revenue                  |
| 130,240                  | 177,983   | (47,743) | -26.8%  | Total Revenue                  |
| <b>Operating Expense</b> |           |          |         |                                |
| 87,531                   | 91,913    | 4,382    | 4.8%    | Salaries                       |
| 47,531                   | 45,629    | (1,902)  | -4.2%   | Benefits                       |
| 135,062                  | 137,542   | 2,480    | 1.8%    | Total Salaries & Benefits      |
| 0                        | 0         | 0        |         | Professional Fees/registry     |
| 34,516                   | 34,567    | 51       | 0.1%    | Supplies                       |
| 0                        | 5,272     | 5,272    | 100.0%  | Purchased Services             |
| 4,171                    | 3,246     | (925)    | -28.5%  | Depreciation                   |
| 2,785                    | 2,863     | 78       | 2.7%    | Other Expense                  |
| 176,533                  | 183,490   | 6,957    | 3.8%    | Total Direct Expense           |
| 52,938                   | 22,905    | (30,033) | -131.1% | Allocation of Direct Admin Exp |
| 78,963                   | 82,075    | 3,112    | 3.8%    | Overhead Allocation            |
| 308,435                  | 288,470   | (19,965) | -6.9%   | Total Expenses                 |
| (178,195)                | (110,487) | (67,707) | -61.3%  | Net Income (Loss)              |

| Year to Date |        |          |       |
|--------------|--------|----------|-------|
| Actual       | Budget | Variance | % Var |

|                          |             |           |        |
|--------------------------|-------------|-----------|--------|
| 14,210                   | 10,554      | 3,656     | 34.6%  |
| 12,449                   | 10,554      | 1,895     | 18.0%  |
| 14.1                     | 19.8        | 5.7       | 29.0%  |
| 2,289,153                | 1,810,292   | 478,861   | 26.5%  |
| (1,555,721)              | (967,842)   | (587,879) | 60.7%  |
| 782,998                  | 567,373     | 215,624   | 38.0%  |
| 1,516,429                | 1,409,823   | 106,606   | 7.6%   |
| 0                        | 0           | 0         |        |
| 1,516,429                | 1,409,823   | 106,606   | 7.6%   |
| <b>Operating Expense</b> |             |           |        |
| 749,449                  | 983,960     | 234,511   | 23.8%  |
| 389,652                  | 447,030     | 57,378    | 12.8%  |
| 1,139,102                | 1,430,990   | 291,888   | 20.4%  |
| 1,129                    | 0           | (1,129)   |        |
| 357,169                  | 290,933     | (66,236)  | -22.8% |
| 20,934                   | 47,448      | 26,514    | 55.9%  |
| 36,168                   | 36,565      | 397       | 1.1%   |
| 23,155                   | 25,403      | 2,248     | 8.8%   |
| 1,577,657                | 1,831,339   | 253,682   | 13.9%  |
| 384,671                  | 285,541     | (99,131)  | -34.7% |
| 704,119                  | 819,158     | 115,039   | 14.0%  |
| 2,666,447                | 2,936,038   | 269,591   | 9.2%   |
| (1,150,017)              | (1,526,214) | 376,197   | -24.6% |

**Key Ratios**

|             |            |            |        |   |            |             |            |        |
|-------------|------------|------------|--------|---|------------|-------------|------------|--------|
| \$ 150.25   | \$ 171.58  | \$ (21.33) | -12.4% | Gross Pt Revenue/Billable Visit             | \$ 183.88  | \$ 171.52   | \$ 12.36   | 7.2%   |
| \$ 111.39   | \$ 133.62  | \$ (22.23) | -16.6% | Total Revenue/Billable Visit (excl Oth Rev) | \$ 121.81  | \$ 133.58   | \$ (11.77) | -8.8%  |
| \$ 150.99   | \$ 137.76  | \$ (13.23) | -9.6%  | Direct Costs/Billable Visit                 | \$ 126.73  | \$ 173.51   | \$ 46.79   | 27.0%  |
| \$ 112.81   | \$ 78.81   | \$ (34.00) | -43.1% | Indirect Costs/Billable Visit               | \$ 87.46   | \$ 104.67   | \$ 17.21   | 16.4%  |
| \$ 263.80   | \$ 216.57  | \$ (47.23) | -21.8% | Total Medical Cost/Billable Visit           | \$ 214.19  | \$ 278.18   | \$ 63.99   | 23.0%  |
| \$ (152.41) | \$ (82.95) | \$ (69.46) | 83.7%  | Net Income(Loss)/Billable Visit             | \$ (92.38) | \$ (144.60) | \$ 52.23   | -36.1% |
| 54.3%       | 49.6%      | -4.7%      | -9.4%  | Benefits as a % of Salaries                 | 52.0%      | 45.4%       | -6.6%      | -14.4% |
| 44.7%       | 44.7%      | 0.0%       | 0.0%   | Overhead % of Direct Exp                    | 44.6%      | 44.7%       | 0.1%       | 0.2%   |
| \$ 299      |            |            |        | Gross Patient AR (in 000s)                  |            |             |            |        |
| \$ (87)     |            |            |        | Less Reserves (in 000s)                     |            |             |            |        |
| \$ 211      |            |            |        | Net AR (in 000s)                            |            |             |            |        |
| \$ 115      |            |            |        | Wrap AR (in 000s)                           |            |             |            |        |
| \$ 36.5     |            |            |        | Gross AR Days                               |            |             |            |        |
| \$ 234      |            |            |        | Cash Receipts (in 000s)                     |            |             |            |        |

**Payer Mix**

|        |        |       |        |                       |        |        |       |        |
|--------|--------|-------|--------|-----------------------|--------|--------|-------|--------|
| 13.4%  | 16.5%  | -3.2% | -19.1% | Medicare              | 16.9%  | 16.5%  | 0.3%  | 2.0%   |
| 7.0%   | 9.0%   | -2.0% | -22.1% | Medi-Cal              | 10.8%  | 9.0%   | 1.7%  | 19.1%  |
| 72.2%  | 64.6%  | 7.6%  | 11.7%  | Medi-Cal Managed Care | 65.5%  | 64.6%  | 0.9%  | 1.3%   |
| 0.2%   | 1.5%   | -1.4% | -89.2% | Insurance             | 1.3%   | 1.5%   | -0.2% | -14.0% |
| 7.2%   | 8.3%   | -1.0% | -12.5% | Self Pay / Indigent   | 5.6%   | 8.3%   | -2.7% | -32.7% |
| 100.0% | 100.0% | 0.0%  | 0.0%   |                       | 100.0% | 100.0% | 0.0%  | 0.0%   |

**Family Practice Clinic  
Income Statement  
March 31, 2018**

| Current Month |        |          |       |
|---------------|--------|----------|-------|
| Actual        | Budget | Variance | % Var |

|        |          |          |        |                         |
|--------|----------|----------|--------|-------------------------|
| 362    | 579      | (217)    | -37.5% | Total Visits            |
| 341    | 579      | (238)    | -41.1% | Billable Visits         |
| 8.4    | 10.0     | 1.6      | 15.6%  | Total FTEs              |
| 45,766 | 104,648  | (58,882) | -56.3% | Gross Patient Revenue   |
| (275)  | (14,688) | 14,413   | 98.1%  | Contractual Adjustments |
| 25,554 | 31,697   | (6,143)  | -19.4% | Capitation Rev          |
| 71,044 | 121,657  | (50,613) | -41.6% | Net Patient Revenue     |
| 0      | 0        | 0        |        | Other Revenue           |
| 71,044 | 121,657  | (50,613) | -41.6% | Total Revenue           |

**Operating Expense**

|           |         |           |          |                                |
|-----------|---------|-----------|----------|--------------------------------|
| 93,366    | 38,713  | (54,653)  | -141.2%  | Salaries                       |
| 48,093    | 27,022  | (21,071)  | -78.0%   | Benefits                       |
| 141,459   | 65,735  | (75,724)  | -115.2%  | Total Salaries & Benefits      |
| 1,799     | 5,000   | 3,201     | 64.0%    | Professional Fees/Registry     |
| 1,476     | 4,810   | 3,334     | 69.3%    | Supplies                       |
| 84,876    | 6,124   | (78,752)  | -1286.0% | Purchased Services             |
| 469       | 346     | (123)     | -35.6%   | Depreciation                   |
| 4,977     | 714     | (4,263)   | -597.1%  | Other Expense                  |
| 235,057   | 82,729  | (152,328) | -184.1%  | Total Direct Expense           |
| 13,792    | 10,488  | (3,303)   | -31.5%   | Allocation of Direct Admin Exp |
| 107,891   | 37,973  | (69,919)  | -184.1%  | Overhead Allocation            |
| 356,740   | 131,190 | (225,550) | -171.9%  | Total Expenses                 |
| (285,696) | (9,533) | (276,163) | -2897.0% | Net Income (Loss)              |

| Year to Date |        |          |       |
|--------------|--------|----------|-------|
| Actual       | Budget | Variance | % Var |

|           |           |           |        |                         |
|-----------|-----------|-----------|--------|-------------------------|
| 3,519     | 4,252     | (733)     | -17.2% | Total Visits            |
| 2,975     | 4,252     | (1,277)   | -30.0% | Billable Visits         |
| 7.8       | 10.0      | 2.2       | 21.8%  | Total FTEs              |
| 648,763   | 769,100   | (120,337) | -15.6% | Gross Patient Revenue   |
| (460,572) | (107,947) | (352,625) | 326.7% | Contractual Adjustments |
| 195,343   | 232,956   | (37,613)  | -16.1% | Capitation Rev          |
| 383,535   | 894,109   | (510,575) | -57.1% | Net Patient Revenue     |
| 0         | 0         | 0         |        | Other Revenue           |
| 383,535   | 894,109   | (510,575) | -57.1% | Total Revenue           |

|             |           |           |         |                                |
|-------------|-----------|-----------|---------|--------------------------------|
| 409,540     | 386,255   | (23,285)  | -6.0%   | Salaries                       |
| 275,017     | 206,172   | (68,845)  | -33.4%  | Benefits                       |
| 684,558     | 592,427   | (92,131)  | -15.6%  | Total Salaries & Benefits      |
| 52,771      | 45,000    | (7,771)   | -17.3%  | Professional Fees/Registry     |
| 23,536      | 44,163    | 20,627    | 46.7%   | Supplies                       |
| 125,002     | 55,122    | (69,880)  | -126.8% | Purchased Services             |
| 2,504       | 3,118     | 614       | 19.7%   | Depreciation                   |
| 19,092      | 6,376     | (12,716)  | -199.4% | Other Expense                  |
| 907,463     | 746,206   | (161,257) | -21.6%  | Total Direct Expense           |
| 109,019     | 120,851   | 11,832    | 9.8%    | Allocation of Direct Admin Exp |
| 408,195     | 343,316   | (64,879)  | -18.9%  | Overhead Allocation            |
| 1,424,677   | 1,210,373 | (214,304) | -17.7%  | Total Expenses                 |
| (1,041,142) | (316,264) | (724,878) | 229.2%  | Net Income (Loss)              |

**Key Ratios**

|             |            |             |         |   |             |            |             |        |
|-------------|------------|-------------|---------|---|-------------|------------|-------------|--------|
| \$ 134.16   | \$ 180.74  | \$ (46.58)  | -25.8%  | Gross Pt Revenue/Billable Visit             | \$ 218.07   | \$ 180.88  | \$ 37.19    | 20.6%  |
| \$ 208.26   | \$ 210.12  | \$ (1.85)   | -0.9%   | Total Revenue/Billable Visit (excl Oth Rev) | \$ 128.92   | \$ 210.28  | \$ (81.36)  | -38.7% |
| \$ 689.05   | \$ 142.88  | \$ (546.17) | -382.3% | Direct Costs/Billable Visit                 | \$ 305.03   | \$ 175.50  | \$ (129.53) | -73.8% |
| \$ 356.70   | \$ 83.70   | \$ (273.01) | -326.2% | Indirect Costs/Billable Visit               | \$ 173.85   | \$ 109.16  | \$ (64.69)  | -59.3% |
| \$ 1,045.76 | \$ 226.58  | \$ (819.18) | -361.5% | Total Medical Cost/Billable Visit           | \$ 478.88   | \$ 284.66  | \$ (194.22) | -68.2% |
| \$ (837.50) | \$ (16.46) | \$ (821.03) | 4986.9% | Net Income(Loss)/Billable Visit             | \$ (349.96) | \$ (74.38) | \$ (275.58) | 370.5% |
| 51.5%       | 69.8%      | 18.3%       | 26.2%   | Benefits as a % of Salaries                 | 67.2%       | 53.4%      | -13.8%      | -25.8% |
| 45.9%       | 45.9%      | 0.0%        | 0.0%    | Overhead % of Direct Exp                    | 45.0%       | 46.0%      | 1.0%        | 2.2%   |
| \$ 74       |            |             |         | Gross Patient AR (in 000s)                  |             |            |             |        |
| \$ (27)     |            |             |         | Less Reserves (in 000s)                     |             |            |             |        |
| \$ 47       |            |             |         | Net AR (in 000s)                            |             |            |             |        |
| \$ 26       |            |             |         | Wrap AR (in 000s)                           |             |            |             |        |
| \$ 32.5     |            |             |         | Gross AR Days                               |             |            |             |        |
| \$ 52       |            |             |         | Cash Receipts (in 000s)                     |             |            |             |        |

**Payer Mix**

|        |        |       |         |                       |        |        |       |        |
|--------|--------|-------|---------|-----------------------|--------|--------|-------|--------|
| 23.0%  | 28.8%  | -5.8% | -20.0%  | Medicare              | 26.7%  | 28.8%  | -2.1% | -7.2%  |
| 3.3%   | 2.7%   | 0.6%  | 21.3%   | Medi-Cal              | 4.0%   | 2.7%   | 1.3%  | 49.7%  |
| 72.5%  | 65.9%  | 6.7%  | 10.1%   | Medi-Cal Managed Care | 65.9%  | 65.9%  | 0.1%  | 0.1%   |
| 0.0%   | 1.0%   | -1.0% | -100.0% | Insurance             | 0.4%   | 1.0%   | -0.6% | -59.3% |
| 1.2%   | 1.7%   | -0.5% | -28.5%  | Self Pay / Indigent   | 3.0%   | 1.7%   | 1.3%  | 72.0%  |
| 100.0% | 100.0% | 0.0%  | 0.0%    |                       | 100.0% | 100.0% | 0.0%  | 0.0%   |



**Primary Medicine Clinic  
Income Statement  
March 31, 2018**

| Current Month |        |          |       |
|---------------|--------|----------|-------|
| Actual        | Budget | Variance | % Var |

|           |           |           |        |                         |
|-----------|-----------|-----------|--------|-------------------------|
| 1,957     | 3,113     | (1,156)   | -37.1% | Total Visits            |
| 1,876     | 3,113     | (1,237)   | -39.7% | Billable Visits         |
| 29.7      | 31.3      | 1.6       | 5.2%   | Total FTEs              |
| 264,870   | 472,644   | (207,774) | -44.0% | Gross Patient Revenue   |
| (123,058) | (224,681) | 101,623   | 45.2%  | Contractual Adjustments |
| 138,146   | 167,741   | (29,594)  | -17.6% | Capitation Rev          |
| 279,959   | 415,704   | (135,745) | -32.7% | Net Patient Revenue     |
| 0         | 0         | 0         |        | Other Revenue           |
| 279,959   | 415,704   | (135,745) | -32.7% | Total Revenue           |

**Operating Expense**

|           |           |          |        |                                |
|-----------|-----------|----------|--------|--------------------------------|
| 218,303   | 305,529   | 87,226   | 28.5%  | Salaries                       |
| 93,053    | 115,682   | 22,629   | 19.6%  | Benefits                       |
| 311,356   | 421,211   | 109,855  | 26.1%  | Total Salaries & Benefits      |
| 6,010     | 10,000    | 3,990    | 39.9%  | Professional Fees/Registry     |
| 7,073     | 11,248    | 4,175    | 37.1%  | Supplies                       |
| 0         | 4,125     | 4,125    | 100.0% | Purchased Services             |
| 315       | 302       | (13)     | -4.3%  | Depreciation                   |
| 0         | 1,484     | 1,484    | 100.0% | Other Expense                  |
| 324,753   | 448,370   | 123,617  | 27.6%  | Total Direct Expense           |
| 79,819    | 47,370    | (32,449) | -68.5% | Allocation of Direct Admin Exp |
| 110,871   | 153,074   | 42,203   | 27.6%  | Overhead Allocation            |
| 515,443   | 648,814   | 133,370  | 20.6%  | Total Expenses                 |
| (235,485) | (233,110) | (2,375)  | -1.0%  | Net Income (Loss)              |

| Year to Date |        |          |       |
|--------------|--------|----------|-------|
| Actual       | Budget | Variance | % Var |

|             |             |           |        |
|-------------|-------------|-----------|--------|
| 23,718      | 22,962      | 756       | 3.3%   |
| 20,865      | 22,962      | (2,097)   | -9.1%  |
| 31.4        | 31.3        | (0.1)     | -0.2%  |
| 3,518,229   | 3,485,884   | 32,345    | 0.9%   |
| (2,313,614) | (1,657,089) | (656,525) | 39.6%  |
| 1,301,976   | 1,237,135   | 64,842    | 5.2%   |
| 2,506,592   | 3,065,930   | (559,338) | -18.2% |
| 0           | 0           | 0         |        |
| 2,506,592   | 3,065,930   | (559,338) | -18.2% |

|             |             |           |         |
|-------------|-------------|-----------|---------|
| 1,782,002   | 2,609,168   | 827,166   | 31.7%   |
| 816,706     | 948,265     | 131,559   | 13.9%   |
| 2,598,708   | 3,557,433   | 958,725   | 26.9%   |
| 287,130     | 90,000      | (197,130) | -219.0% |
| 114,480     | 90,704      | (23,776)  | -26.2%  |
| 67,299      | 37,131      | (30,168)  | -81.2%  |
| 2,730       | 2,716       | (14)      | -0.5%   |
| 9,000       | 13,199      | 4,199     | 31.8%   |
| 3,079,346   | 3,791,183   | 711,837   | 18.8%   |
| 591,206     | 542,338     | (48,869)  | -9.0%   |
| 1,039,431   | 1,294,310   | 254,879   | 19.7%   |
| 4,709,984   | 5,627,830   | 917,847   | 16.3%   |
| (2,203,392) | (2,561,901) | 358,509   | -14.0%  |

**Key Ratios**

|             |            |            |        |   |
|-------------|------------|------------|--------|---|
| \$ 141.16   | \$ 151.83  | \$ (10.67) | -7.0%  | Gross Pt Revenue/Billable Visit             |
| \$ 149.20   | \$ 133.54  | \$ 15.66   | 11.7%  | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 173.07   | \$ 144.03  | \$ (29.04) | -20.2% | Direct Costs/Billable Visit                 |
| \$ 101.62   | \$ 64.39   | \$ (37.23) | -57.8% | Indirect Costs/Billable Visit               |
| \$ 274.69   | \$ 208.42  | \$ (66.27) | -31.8% | Total Medical Cost/Billable Visit           |
| \$ (125.50) | \$ (74.88) | \$ (50.61) | 67.6%  | Net Income(Loss)/Billable Visit             |
| 42.6%       | 37.9%      | -4.8%      | -12.6% | Benefits as a % of Salaries                 |
| 34.1%       | 34.1%      | 0.0%       | 0.0%   | Overhead % of Direct Exp                    |
| \$ 322      |            |            |        | Gross Patient AR (in 000s)                  |
| \$ (108)    |            |            |        | Less Reserves (in 000s)                     |
| \$ 214      |            |            |        | Net AR (in 000s)                            |
| \$ 179      |            |            |        | Wrap AR (in 000s)                           |
| \$ 25.8     |            |            |        | Gross AR Days                               |
| \$ 392      |            |            |        | Cash Receipts (in 000s)                     |

|             |             |            |        |
|-------------|-------------|------------|--------|
| \$ 168.62   | \$ 151.81   | \$ 16.81   | 11.1%  |
| \$ 120.13   | \$ 133.52   | \$ (13.39) | -10.0% |
| \$ 147.58   | \$ 165.11   | \$ 17.52   | 10.6%  |
| \$ 78.15    | \$ 79.99    | \$ 1.83    | 2.3%   |
| \$ 225.74   | \$ 245.09   | \$ 19.36   | 7.9%   |
| \$ (105.60) | \$ (111.57) | \$ 5.97    | -5.3%  |
| 45.8%       | 36.3%       | -9.5%      | -26.1% |
| 33.8%       | 34.1%       | 0.4%       | 1.1%   |

**Payer Mix**

|        |        |       |        |                       |
|--------|--------|-------|--------|-----------------------|
| 22.8%  | 26.6%  | -3.8% | -14.3% | Medicare              |
| 3.7%   | 4.4%   | -0.7% | -16.8% | Medi-Cal              |
| 70.8%  | 64.8%  | 6.0%  | 9.3%   | Medi-Cal Managed Care |
| 0.7%   | 1.2%   | -0.5% | -45.0% | Insurance             |
| 2.1%   | 3.0%   | -0.9% | -31.3% | Self Pay / Indigent   |
| 100.0% | 100.0% | 0.0%  | 0.0%   |                       |

|        |        |       |        |
|--------|--------|-------|--------|
| 28.9%  | 26.6%  | 2.4%  | 8.9%   |
| 3.8%   | 4.4%   | -0.7% | -14.9% |
| 63.5%  | 64.8%  | -1.2% | -1.9%  |
| 1.3%   | 1.2%   | 0.1%  | 4.9%   |
| 2.5%   | 3.0%   | -0.5% | -17.4% |
| 100.0% | 100.0% | 0.0%  | 0.0%   |

**Healthy Beginnings - California St.  
Income Statement  
March 31, 2018**

| Current Month |        |          |       |
|---------------|--------|----------|-------|
| Actual        | Budget | Variance | % Var |

|          |          |          |        |                         |
|----------|----------|----------|--------|-------------------------|
| 468      | 737      | (269)    | -36.5% | Total Visits            |
| 468      | 737      | (269)    | -36.5% | Billable Visits         |
| 11.6     | 14.0     | 2.4      | 17.1%  | Total FTEs              |
| 79,652   | 153,631  | (73,979) | -48.2% | Gross Patient Revenue   |
| (26,652) | (65,924) | 39,272   | 59.6%  | Contractual Adjustments |
| 33,037   | 43,395   | (10,358) | -23.9% | Capitation Rev          |
| 86,037   | 131,102  | (45,065) | -34.4% | Net Patient Revenue     |
| 0        | 0        | 0        |        | Other Revenue           |
| 86,037   | 131,102  | (45,065) | -34.4% | Total Revenue           |

**Operating Expense**

|           |           |         |         |                                |
|-----------|-----------|---------|---------|--------------------------------|
| 75,173    | 93,926    | 18,753  | 20.0%   | Salaries                       |
| 37,043    | 39,287    | 2,244   | 5.7%    | Benefits                       |
| 112,215   | 133,213   | 20,998  | 15.8%   | Total Salaries & Benefits      |
| 0         | 5,000     | 5,000   | 100.0%  | Professional Fees/Registry     |
| 5,185     | 8,810     | 3,625   | 41.1%   | Supplies                       |
| 7,223     | 16,283    | 9,060   | 55.6%   | Purchased Services             |
| 1,430     | 455       | (975)   | -214.2% | Depreciation                   |
| 2,852     | 1,445     | (1,407) | -97.4%  | Other Expense                  |
| 128,905   | 165,206   | 36,301  | 22.0%   | Total Direct Expense           |
| 24,003    | 15,397    | (8,606) | -55.9%  | Allocation of Direct Admin Exp |
| 53,818    | 68,974    | 15,156  | 22.0%   | Overhead Allocation            |
| 206,726   | 249,577   | 42,851  | 17.2%   | Total Expenses                 |
| (120,690) | (118,475) | (2,214) | -1.9%   | Net Income (Loss)              |

| Year to Date |        |          |       |
|--------------|--------|----------|-------|
| Actual       | Budget | Variance | % Var |

|           |             |          |        |
|-----------|-------------|----------|--------|
| 6,277     | 6,309       | (32)     | -0.5%  |
| 5,809     | 6,309       | (500)    | -7.9%  |
| 12.3      | 14.0        | 1.7      | 12.3%  |
| 1,352,156 | 1,314,265   | 37,891   | 2.9%   |
| (624,468) | (563,952)   | (60,516) | 10.7%  |
| 344,578   | 371,227     | (26,649) | -7.2%  |
| 1,072,266 | 1,121,540   | (49,274) | -4.4%  |
| 0         | 0           | 0        |        |
| 1,072,266 | 1,121,540   | (49,274) | -4.4%  |
| 696,818   | 827,187     | 130,369  | 15.8%  |
| 389,985   | 305,821     | (84,164) | -27.5% |
| 1,086,802 | 1,133,008   | 46,206   | 4.1%   |
| 0         | 45,000      | 45,000   | 100.0% |
| 59,867    | 73,268      | 13,401   | 18.3%  |
| 100,200   | 146,066     | 45,866   | 31.4%  |
| 6,275     | 4,095       | (2,180)  | -53.2% |
| 20,555    | 12,825      | (7,730)  | -60.3% |
| 1,273,699 | 1,414,262   | 140,563  | 9.9%   |
| 227,218   | 212,942     | (14,275) | -6.7%  |
| 530,356   | 590,454     | 60,098   | 10.2%  |
| 2,031,273 | 2,217,658   | 186,386  | 8.4%   |
| (959,007) | (1,096,118) | 137,111  | -12.5% |

**Key Ratios**

|             |             |             |        |   |
|-------------|-------------|-------------|--------|---|
| \$ 170.20   | \$ 208.45   | \$ (38.26)  | -18.4% | Gross Pt Revenue/Billable Visit             |
| \$ 183.84   | \$ 177.89   | \$ 5.95     | 3.3%   | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 275.44   | \$ 224.16   | \$ (51.28)  | -22.9% | Direct Costs/Billable Visit                 |
| \$ 166.28   | \$ 114.48   | \$ (51.81)  | -45.3% | Indirect Costs/Billable Visit               |
| \$ 441.72   | \$ 338.64   | \$ (103.08) | -30.4% | Total Medical Cost/Billable Visit           |
| \$ (257.88) | \$ (160.75) | \$ (97.13)  | 60.4%  | Net Income(Loss)/Billable Visit             |
| 49.3%       | 41.8%       | -7.4%       | -17.8% | Benefits as a % of Salaries                 |
| 41.8%       | 41.8%       | 0.0%        | 0.0%   | Overhead % of Direct Exp                    |
| \$ 98       |             |             |        | Gross Patient AR (in 000s)                  |
| \$ (22)     |             |             |        | Less Reserves (in 000s)                     |
| \$ 76       |             |             |        | Net AR (in 000s)                            |
| \$ 31       |             |             |        | Wrap AR (in 000s)                           |
| \$ 23.9     |             |             |        | Gross AR Days                               |
| \$ 90       |             |             |        | Cash Receipts (in 000s)                     |

|             |             |           |        |
|-------------|-------------|-----------|--------|
| \$ 232.77   | \$ 208.32   | \$ 24.45  | 11.7%  |
| \$ 184.59   | \$ 177.77   | \$ 6.82   | 3.8%   |
| \$ 219.26   | \$ 224.17   | \$ 4.90   | 2.2%   |
| \$ 130.41   | \$ 127.34   | \$ (3.07) | -2.4%  |
| \$ 349.68   | \$ 351.51   | \$ 1.83   | 0.5%   |
| \$ (165.09) | \$ (173.74) | \$ 8.65   | -5.0%  |
| 56.0%       | 37.0%       | -19.0%    | -51.4% |
| 41.6%       | 41.8%       | 0.1%      | 0.3%   |

**Payer Mix**

|        |        |       |        |                       |
|--------|--------|-------|--------|-----------------------|
| 1.5%   | 0.9%   | 0.6%  | 64.2%  | Medicare              |
| 31.6%  | 33.1%  | -1.5% | -4.5%  | Medi-Cal              |
| 66.3%  | 65.0%  | 1.4%  | 2.1%   | Medi-Cal Managed Care |
| 0.3%   | 0.7%   | -0.4% | -60.5% | Insurance             |
| 0.4%   | 0.4%   | -0.1% | -13.1% | Self Pay / Indigent   |
| 100.0% | 100.0% | 0.0%  | 0.0%   |                       |

|        |        |       |        |
|--------|--------|-------|--------|
| 2.3%   | 0.9%   | 1.4%  | 155.8% |
| 31.3%  | 33.1%  | -1.8% | -5.5%  |
| 64.9%  | 65.0%  | -0.1% | -0.1%  |
| 0.7%   | 0.7%   | 0.1%  | 12.2%  |
| 0.8%   | 0.4%   | 0.4%  | 105.2% |
| 100.0% | 100.0% | 0.0%  | 0.0%   |

**Healthy Beginnings - French Camp  
Income Statement  
March 31, 2018**

| Current Month |        |          |       |
|---------------|--------|----------|-------|
| Actual        | Budget | Variance | % Var |

|                   |                 |                  |                |                                      |
|-------------------|-----------------|------------------|----------------|--------------------------------------|
| 617               | 803             | (186)            | -23.2%         | Total Visits                         |
| 617               | 803             | (186)            | -23.2%         | Billable Visits                      |
| 14.1              | 13.8            | (0.4)            | -2.7%          | Total FTEs                           |
| Patient Revenue   |                 |                  |                |                                      |
| 2,921             | 4,640           | (1,719)          | -37.0%         | Medicare                             |
| 23,217            | 35,135          | (11,918)         | -33.9%         | Medi-Cal Fee-for-Service             |
| 66,704            | 93,266          | (26,562)         | -28.5%         | Medi-Cal Managed Care                |
| 656               | 1,866           | (1,210)          | -64.8%         | Insurance                            |
| 235               | 486             | (251)            | -51.6%         | Self Pay                             |
| 0                 | 0               | 0                |                | Indigent                             |
| <b>93,733</b>     | <b>135,392</b>  | <b>(41,659)</b>  | <b>-30.8%</b>  | <b>Gross Patient Revenue</b>         |
| (64,994)          | 1,822           | (66,816)         | -3667.2%       | Contractual Adjustments              |
| 43,555            | 48,637          | (5,083)          | -10.5%         | Capitation Rev                       |
| <b>72,294</b>     | <b>185,851</b>  | <b>(113,558)</b> | <b>-61.1%</b>  | <b>Net Patient Revenue</b>           |
| 0                 | 0               | 0                |                | Other Revenue                        |
| <b>72,294</b>     | <b>185,851</b>  | <b>(113,558)</b> | <b>-61.1%</b>  | <b>Total Revenue</b>                 |
| Operating Expense |                 |                  |                |                                      |
| 71,002            | 95,079          | 24,077           | 25.3%          | Salaries                             |
| 40,835            | 43,459          | 2,624            | 6.0%           | Benefits                             |
| <b>111,837</b>    | <b>138,538</b>  | <b>26,701</b>    | <b>19.3%</b>   | <b>Total Salaries &amp; Benefits</b> |
| 48,670            | 8,534           | (40,136)         | -470.3%        | Professional Fees/Registry           |
| 7,738             | 13,780          | 6,042            | 43.8%          | Supplies                             |
| 7,222             | 16,297          | 9,075            | 55.7%          | Purchased Services                   |
| 2,761             | 2,700           | (61)             | -2.2%          | Depreciation                         |
| 423               | 1,121           | 698              | 62.3%          | Other Expense                        |
| <b>178,652</b>    | <b>180,970</b>  | <b>2,318</b>     | <b>1.3%</b>    | <b>Total Direct Expense</b>          |
| 28,247            | 13,569          | (14,677)         | -108.2%        | Allocation of Direct Admin Exp       |
| 74,587            | 75,555          | 968              | 1.3%           | Overhead Allocation                  |
| <b>281,485</b>    | <b>270,094</b>  | <b>(11,391)</b>  | <b>-4.2%</b>   | <b>Total Expenses</b>                |
| <b>(209,192)</b>  | <b>(84,243)</b> | <b>(124,949)</b> | <b>-148.3%</b> | <b>Net Income (Loss)</b>             |

| Year to Date |        |          |       |
|--------------|--------|----------|-------|
| Actual       | Budget | Variance | % Var |

|                   |                  |                  |               |                                      |
|-------------------|------------------|------------------|---------------|--------------------------------------|
| 6,969             | 6,506            | 463              | 7.1%          | Total Visits                         |
| 6,352             | 6,506            | (154)            | -2.4%         | Billable Visits                      |
| 12.5              | 13.8             | 1.3              | 9.2%          | Total FTEs                           |
| Patient Revenue   |                  |                  |               |                                      |
| 45,519            | 37,605           | 7,914            | 21.0%         | Medicare                             |
| 295,459           | 284,761          | 10,698           | 3.8%          | Medi-Cal Fee-for-Service             |
| 802,853           | 755,907          | 46,946           | 6.2%          | Medi-Cal Managed Care                |
| 22,949            | 15,121           | 7,828            | 51.8%         | Insurance                            |
| 17,466            | 3,936            | 13,530           | 343.8%        | Self Pay                             |
| 0                 | 0                | 0                |               | Indigent                             |
| <b>1,184,246</b>  | <b>1,097,329</b> | <b>86,917</b>    | <b>7.9%</b>   | <b>Gross Patient Revenue</b>         |
| (364,403)         | 14,766           | (379,169)        | -2567.9%      | Contractual Adjustments              |
| 383,129           | 394,199          | (11,070)         | -2.8%         | Capitation Rev                       |
| <b>1,202,973</b>  | <b>1,506,295</b> | <b>(303,322)</b> | <b>-20.1%</b> | <b>Net Patient Revenue</b>           |
| 0                 | 0                | 0                |               | Other Revenue                        |
| <b>1,202,973</b>  | <b>1,506,295</b> | <b>(303,322)</b> | <b>-20.1%</b> | <b>Total Revenue</b>                 |
| Operating Expense |                  |                  |               |                                      |
| 621,130           | 836,332          | 215,202          | 25.7%         | Salaries                             |
| 359,772           | 410,826          | 51,054           | 12.4%         | Benefits                             |
| <b>980,902</b>    | <b>1,247,158</b> | <b>266,256</b>   | <b>21.3%</b>  | <b>Total Salaries &amp; Benefits</b> |
| 215,313           | 76,800           | (138,513)        | -180.4%       | Professional Fees/Registry           |
| 102,759           | 120,124          | 17,365           | 14.5%         | Supplies                             |
| 83,140            | 146,053          | 62,913           | 43.1%         | Purchased Services                   |
| 24,367            | 24,304           | (63)             | -0.3%         | Depreciation                         |
| 6,857             | 9,976            | 3,119            | 31.3%         | Other Expense                        |
| <b>1,413,337</b>  | <b>1,624,415</b> | <b>211,078</b>   | <b>13.0%</b>  | <b>Total Direct Expense</b>          |
| 199,002           | 172,949          | (26,053)         | -15.1%        | Allocation of Direct Admin Exp       |
| 584,075           | 678,193          | 94,118           | 13.9%         | Overhead Allocation                  |
| <b>2,196,414</b>  | <b>2,475,557</b> | <b>279,143</b>   | <b>11.3%</b>  | <b>Total Expenses</b>                |
| <b>(993,441)</b>  | <b>(969,262)</b> | <b>(24,179)</b>  | <b>2.5%</b>   | <b>Net Income (Loss)</b>             |

**Key Ratios**

|             |             |             |        |   |
|-------------|-------------|-------------|--------|---|
| \$ 151.92   | \$ 168.61   | \$ (16.69)  | -9.9%  | Gross Pt Revenue/Billable Visit             |
| \$ 117.17   | \$ 231.45   | \$ (114.28) | -49.4% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 289.55   | \$ 225.37   | \$ (64.18)  | -28.5% | Direct Costs/Billable Visit                 |
| \$ 166.67   | \$ 110.99   | \$ (55.68)  | -50.2% | Indirect Costs/Billable Visit               |
| \$ 456.22   | \$ 336.36   | \$ (119.86) | -35.6% | Total Medical Cost/Billable Visit           |
| \$ (339.05) | \$ (104.91) | \$ (234.14) | 223.2% | Net Income(Loss)/Billable Visit             |
| 57.5%       | 45.7%       | -11.8%      | -25.8% | Benefits as a % of Salaries                 |
| 41.8%       | 41.8%       | 0.0%        | 0.0%   | Overhead % of Direct Exp                    |
| \$ 132      |             |             |        | Gross Patient AR (in 000s)                  |
| \$ (29)     |             |             |        | Less Reserves (in 000s)                     |
| \$ 103      |             |             |        | Net AR (in 000s)                            |
| \$ 37       |             |             |        | Wrap AR (in 000s)                           |
| \$ 35.4     |             |             |        | Gross AR Days                               |
| \$ 130      |             |             |        | Cash Receipts (in 000s)                     |

**Payer Mix**

|               |               |             |             |                       |
|---------------|---------------|-------------|-------------|-----------------------|
| 3.1%          | 3.4%          | -0.3%       | -9.1%       | Medicare              |
| 24.8%         | 26.0%         | -1.2%       | -4.6%       | Medi-Cal              |
| 71.2%         | 68.9%         | 2.3%        | 3.3%        | Medi-Cal Managed Care |
| 0.7%          | 1.4%          | -0.7%       | -49.2%      | Insurance             |
| 0.3%          | 0.4%          | -0.1%       | -30.1%      | Self Pay / Indigent   |
| <b>100.0%</b> | <b>100.0%</b> | <b>0.0%</b> | <b>0.0%</b> |                       |

|               |               |             |             |   |
|---------------|---------------|-------------|-------------|---|
| \$ 186.44     | \$ 168.66     | \$ 17.77    | 10.5%       | Gross Pt Revenue/Billable Visit             |
| \$ 189.38     | \$ 231.52     | \$ (42.14)  | -18.2%      | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 222.50     | \$ 249.68     | \$ 27.18    | 10.9%       | Direct Costs/Billable Visit                 |
| \$ 123.28     | \$ 130.82     | \$ 7.54     | 5.8%        | Indirect Costs/Billable Visit               |
| \$ 345.78     | \$ 380.50     | \$ 34.72    | 9.1%        | Total Medical Cost/Billable Visit           |
| \$ (156.40)   | \$ (148.98)   | \$ (7.42)   | 5.0%        | Net Income(Loss)/Billable Visit             |
| 57.9%         | 49.1%         | -8.8%       | -17.9%      | Benefits as a % of Salaries                 |
| 41.3%         | 41.8%         | 0.4%        | 1.0%        | Overhead % of Direct Exp                    |
|               |               |             |             | Gross Patient AR (in 000s)                  |
|               |               |             |             | Less Reserves (in 000s)                     |
|               |               |             |             | Net AR (in 000s)                            |
|               |               |             |             | Wrap AR (in 000s)                           |
|               |               |             |             | Gross AR Days                               |
|               |               |             |             | Cash Receipts (in 000s)                     |
| 3.8%          | 3.4%          | 0.4%        | 12.2%       | Medicare                                    |
| 24.9%         | 26.0%         | -1.0%       | -3.9%       | Medi-Cal                                    |
| 67.8%         | 68.9%         | -1.1%       | -1.6%       | Medi-Cal Managed Care                       |
| 1.9%          | 1.4%          | 0.6%        | 40.6%       | Insurance                                   |
| 1.5%          | 0.4%          | 1.1%        | 311.2%      | Self Pay / Indigent                         |
| <b>100.0%</b> | <b>100.0%</b> | <b>0.0%</b> | <b>0.0%</b> |   |

**SJCC Hazelton Clinic  
Income Statement  
March 31, 2018**

| Current Month            |          |          |        |
|--------------------------|----------|----------|--------|
| Actual                   | Budget   | Variance | % Var  |
| 438                      | 628      | (190)    | -30.3% |
| 260                      | 628      | (368)    | -58.7% |
| 3.0                      | 5.0      | 2.0      | 39.2%  |
| 44,999                   | 112,484  | (67,485) | -60.0% |
| 31,807                   | 20,264   | 11,543   | 57.0%  |
| 30,919                   | 38,414   | (7,495)  | -19.5% |
| 107,725                  | 171,162  | (63,436) | -37.1% |
| 0                        | 0        | 0        |        |
| 107,725                  | 171,162  | (63,436) | -37.1% |
| <b>Operating Expense</b> |          |          |        |
| 5,094                    | 21,554   | 16,460   | 76.4%  |
| 2,394                    | 17,208   | 14,814   | 86.1%  |
| 7,488                    | 38,762   | 31,274   | 80.7%  |
| 16,483                   | 0        | (16,483) |        |
| 944                      | 12,301   | 11,357   | 92.3%  |
| 110,250                  | 123,225  | 12,975   | 10.5%  |
| 0                        | 0        | 0        |        |
| 0                        | 3,568    | 3,568    | 100.0% |
| 135,165                  | 177,856  | 42,691   | 24.0%  |
| 13,561                   | 11,274   | (2,287)  | -20.3% |
| 57,567                   | 75,749   | 18,182   | 24.0%  |
| 206,292                  | 264,878  | 58,586   | 22.1%  |
| (98,567)                 | (93,717) | (4,850)  | -5.2%  |

| Year to Date             |             |           |         |
|--------------------------|-------------|-----------|---------|
| Actual                   | Budget      | Variance  | % Var   |
| 5,678                    | 4,418       | 1,260     | 28.5%   |
| 3,106                    | 4,418       | (1,312)   | -29.7%  |
| 3.2                      | 5.0         | 1.8       | 36.9%   |
| 651,202                  | 790,971     | (139,769) | -17.7%  |
| (365,086)                | 142,491     | (507,577) | -356.2% |
| 311,002                  | 270,118     | 40,883    | 15.1%   |
| 597,117                  | 1,203,580   | (606,463) | -50.4%  |
| 0                        | 0           | 0         |         |
| 597,117                  | 1,203,580   | (606,463) | -50.4%  |
| <b>Operating Expense</b> |             |           |         |
| 41,353                   | 192,730     | 151,377   | 78.5%   |
| 20,714                   | 150,169     | 129,455   | 86.2%   |
| 62,066                   | 342,899     | 280,833   | 81.9%   |
| 214,230                  | 0           | (214,230) |         |
| 22,608                   | 108,790     | 86,182    | 79.2%   |
| 1,078,870                | 1,089,283   | 10,413    | 1.0%    |
| 0                        | 0           | 0         |         |
| 938                      | 31,600      | 30,662    | 97.0%   |
| 1,378,712                | 1,572,572   | 193,860   | 12.3%   |
| 109,429                  | 123,414     | 13,986    | 11.3%   |
| 578,218                  | 669,758     | 91,540    | 13.7%   |
| 2,066,359                | 2,365,745   | 299,386   | 12.7%   |
| (1,469,241)              | (1,162,164) | (307,077) | 26.4%   |

**Key Ratios**

|             |             |             |        |
|-------------|-------------|-------------|--------|
| \$ 173.33   | \$ 179.11   | \$ (5.79)   | -3.2%  |
| \$ 414.93   | \$ 272.55   | \$ 142.38   | 52.2%  |
| \$ 520.62   | \$ 283.21   | \$ (237.41) | -83.8% |
| \$ 273.96   | \$ 138.57   | \$ (135.39) | -97.7% |
| \$ 794.58   | \$ 421.78   | \$ (372.80) | -88.4% |
| \$ (379.65) | \$ (149.23) | \$ (230.42) | 154.4% |
| 47.0%       | 79.8%       | 32.8%       | 41.1%  |
| 42.6%       | 42.6%       | 0.0%        | 0.0%   |
| \$ 278      |             |             |        |
| \$ (63)     |             |             |        |
| \$ 215      |             |             |        |
| \$ 168      |             |             |        |
| 119.1       |             |             |        |
| \$ 33       |             |             |        |

|             |             |             |        |
|-------------|-------------|-------------|--------|
| \$ 209.66   | \$ 179.03   | \$ 30.63    | 17.1%  |
| \$ 192.25   | \$ 272.43   | \$ (80.18)  | -29.4% |
| \$ 443.89   | \$ 355.95   | \$ (87.94)  | -24.7% |
| \$ 221.39   | \$ 179.53   | \$ (41.86)  | -23.3% |
| \$ 665.28   | \$ 535.48   | \$ (129.80) | -24.2% |
| \$ (473.03) | \$ (263.05) | \$ (209.98) | 79.8%  |
| 50.1%       | 77.9%       | 27.8%       | 35.7%  |
| 41.9%       | 42.6%       | 0.7%        | 1.5%   |

**Payer Mix**

|        |        |        |         |
|--------|--------|--------|---------|
| 4.8%   | 28.8%  | -23.9% | -83.2%  |
| 31.4%  | 2.7%   | 28.7%  | 1071.0% |
| 59.6%  | 65.9%  | -6.2%  | -9.4%   |
| 1.0%   | 1.0%   | 0.1%   | 7.9%    |
| 3.1%   | 1.7%   | 1.4%   | 77.7%   |
| 100.0% | 100.0% | 0.0%   | 0.0%    |

|        |        |        |         |
|--------|--------|--------|---------|
| 5.5%   | 28.8%  | -23.2% | -80.8%  |
| 33.2%  | 2.7%   | 30.5%  | 1139.5% |
| 49.2%  | 65.9%  | -16.7% | -25.4%  |
| 6.0%   | 1.0%   | 5.1%   | 527.1%  |
| 6.1%   | 1.7%   | 4.4%   | 249.5%  |
| 100.0% | 100.0% | 0.0%   | 0.0%    |

**SJCC Manteca Clinic  
Income Statement  
March 31, 2018**

| Current Month |        |          |       |
|---------------|--------|----------|-------|
| Actual        | Budget | Variance | % Var |

|                          |          |           |         |                                |
|--------------------------|----------|-----------|---------|--------------------------------|
| 352                      | 484      | (132)     | -27.3%  | Total Visits                   |
| 333                      | 484      | (151)     | -31.2%  | Billable Visits                |
| 10.2                     | 11.0     | 0.8       | 7.1%    | Total FTEs                     |
| 65,797                   | 89,056   | (23,259)  | -26.1%  | Patient Revenue                |
| (8,938)                  | (10,847) | 1,909     | 17.6%   | Contractual Adjustments        |
| 24,848                   | 29,389   | (4,541)   | -15.5%  | Physician Capitation           |
| 81,707                   | 107,598  | (25,892)  | -24.1%  | Net Patient Revenue            |
| 0                        | 0        | 0         |         | Other Revenue                  |
| 81,707                   | 107,598  | (25,892)  | -24.1%  | Total Revenue                  |
| <b>Operating Expense</b> |          |           |         |                                |
| 126,863                  | 57,750   | (69,113)  | -119.7% | Salaries                       |
| 57,403                   | 37,453   | (19,950)  | -53.3%  | Benefits                       |
| 184,266                  | 95,203   | (89,063)  | -93.6%  | Total Salaries & Benefits      |
| 19,696                   | 0        | (19,696)  |         | Professional Fees/Registry     |
| 27,204                   | 7,418    | (19,786)  | -266.7% | Supplies                       |
| 5,282                    | 1,668    | (3,614)   | -216.7% | Purchased Services             |
| 0                        | 0        | 0         |         | Depreciation                   |
| 18,949                   | 1,767    | (17,182)  | -972.4% | Other Expense                  |
| 255,397                  | 106,056  | (149,341) | -140.8% | Total Direct Expense           |
| 19,828                   | 8,926    | (10,902)  | -122.1% | Allocation of Direct Admin Exp |
| 103,538                  | 42,995   | (60,543)  | -140.8% | Overhead Allocation            |
| 378,762                  | 157,977  | (220,786) | -139.8% | Total Expenses                 |
| (297,055)                | (50,378) | (246,677) | -489.7% | Net Income (Loss)              |

| Year to Date |        |          |       |
|--------------|--------|----------|-------|
| Actual       | Budget | Variance | % Var |

|                          |           |             |         |
|--------------------------|-----------|-------------|---------|
| 3,330                    | 3,412     | (82)        | -2.4%   |
| 2,819                    | 3,412     | (593)       | -17.4%  |
| 7.2                      | 11.0      | 3.8         | 34.7%   |
| 670,686                  | 627,808   | 42,878      | 6.8%    |
| (342,839)                | (76,462)  | (266,377)   | 348.4%  |
| 182,908                  | 207,184   | (24,276)    | -11.7%  |
| 510,755                  | 758,530   | (247,775)   | -32.7%  |
| 0                        | 0         | 0           |         |
| 510,755                  | 758,530   | (247,775)   | -32.7%  |
| <b>Operating Expense</b> |           |             |         |
| 418,665                  | 514,898   | 96,233      | 18.7%   |
| 263,102                  | 346,157   | 83,055      | 24.0%   |
| 681,766                  | 861,055   | 179,289     | 20.8%   |
| 145,902                  | 0         | (145,902)   |         |
| 419,083                  | 66,756    | (352,327)   | -527.8% |
| 98,154                   | 15,000    | (83,154)    | -554.4% |
| 70,177                   | 0         | (70,177)    |         |
| 98,159                   | 15,897    | (82,262)    | -517.5% |
| 1,513,241                | 958,708   | (554,533)   | -57.8%  |
| 112,703                  | 99,049    | (13,653)    | -13.8%  |
| 613,468                  | 388,660   | (224,808)   | -57.8%  |
| 2,239,411                | 1,446,418 | (792,994)   | -54.8%  |
| (1,728,656)              | (687,888) | (1,040,769) | 151.3%  |

**Key Ratios**

|             |             |             |         |   |
|-------------|-------------|-------------|---------|---|
| \$ 197.47   | \$ 184.00   | \$ 13.47    | 7.3%    | Gross Pt Revenue/Billable Visit             |
| \$ 245.21   | \$ 222.31   | \$ 22.90    | 10.3%   | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 766.48   | \$ 219.12   | \$ (547.36) | -249.8% | Direct Costs/Billable Visit                 |
| \$ 370.24   | \$ 107.27   | \$ (262.96) | -245.1% | Indirect Costs/Billable Visit               |
| \$ 1,136.72 | \$ 326.40   | \$ (810.32) | -248.3% | Total Medical Cost/Billable Visit           |
| \$ (891.51) | \$ (104.09) | \$ (787.42) | 756.5%  | Net Income(Loss)/Billable Visit             |
| 45.2%       | 64.9%       | 19.6%       | 30.2%   | Benefits as a % of Salaries                 |
| 40.5%       | 40.5%       | 0.0%        | 0.0%    | Overhead % of Direct Exp                    |
| \$ 129      |             |             |         | Gross Patient AR (in 000s)                  |
| \$ (28)     |             |             |         | Less Reserves (in 000s)                     |
| \$ 100      |             |             |         | Net AR (in 000s)                            |
| \$ 333      |             |             |         | Wrap AR (in 000s)                           |
| 55.2        |             |             |         | Gross AR Days                               |
| \$ 32       |             |             |         | Cash Receipts (in 000s)                     |

**Payer Mix**

|        |        |        |        |                       |
|--------|--------|--------|--------|-----------------------|
| 2.2%   | 13.1%  | -10.9% | -83.1% | Medicare              |
| 5.6%   | 10.9%  | -5.3%  | -48.5% | Medi-Cal              |
| 90.2%  | 73.0%  | 17.1%  | 23.5%  | Medi-Cal Managed Care |
| 1.3%   | 1.7%   | -0.4%  | -23.3% | Insurance             |
| 0.7%   | 1.3%   | -0.6%  | -45.1% | Self Pay / Indigent   |
| 100.0% | 100.0% | 0.0%   | 0.0%   |                       |

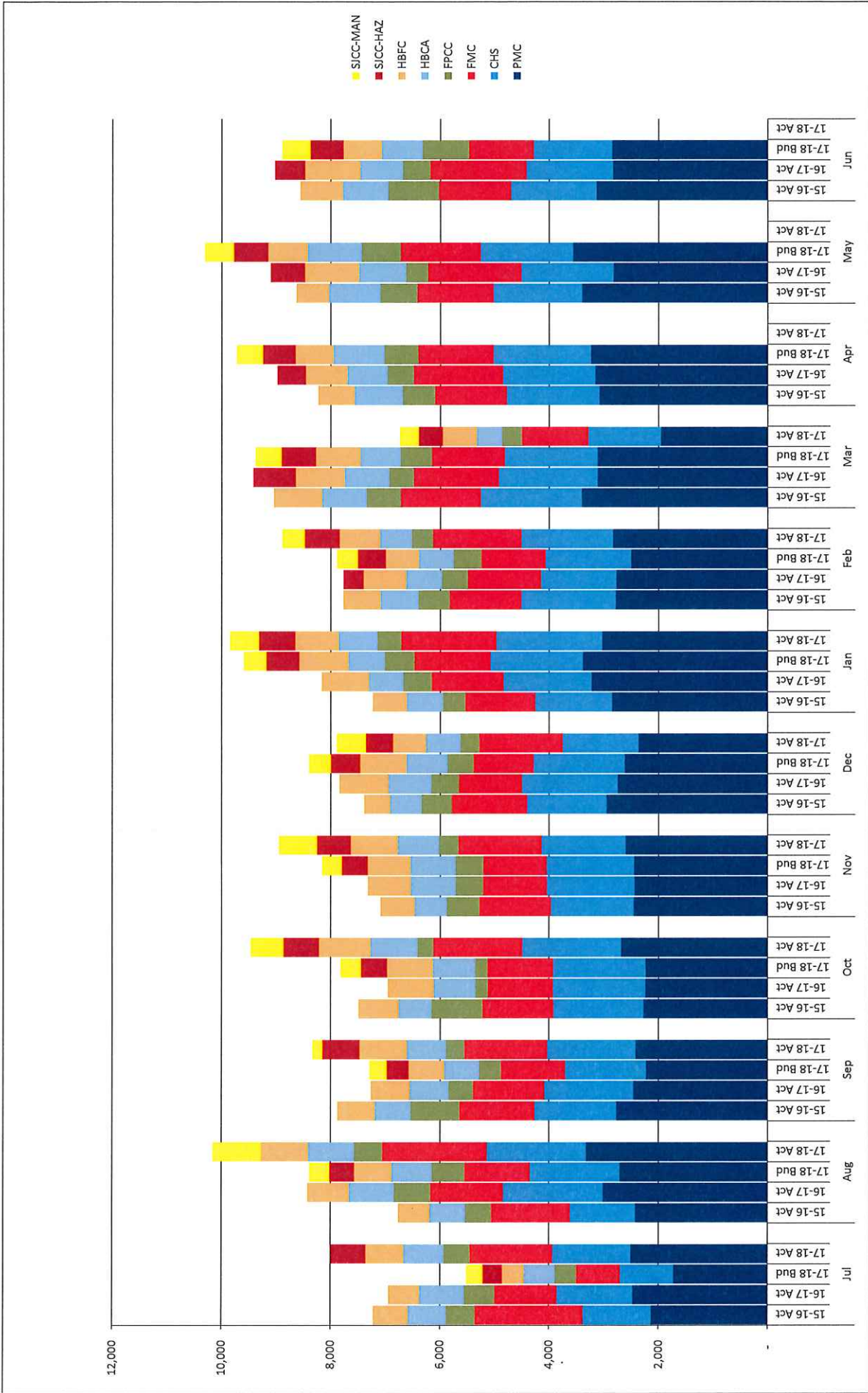
|             |             |             |        |
|-------------|-------------|-------------|--------|
| \$ 237.92   | \$ 184.00   | \$ 53.92    | 29.3%  |
| \$ 181.18   | \$ 222.31   | \$ (41.13)  | -18.5% |
| \$ 536.80   | \$ 280.98   | \$ (255.82) | -91.0% |
| \$ 257.60   | \$ 142.94   | \$ (114.66) | -80.2% |
| \$ 794.40   | \$ 423.92   | \$ (370.48) | -87.4% |
| \$ (613.22) | \$ (201.61) | \$ (411.61) | 204.2% |
| 62.8%       | 67.2%       | 4.4%        | 6.5%   |
| 40.5%       | 40.5%       | 0.0%        | 0.0%   |
| 6.1%        | 13.1%       | -7.0%       | -53.1% |
| 15.1%       | 10.9%       | 4.1%        | 37.9%  |
| 74.7%       | 73.0%       | 1.7%        | 2.3%   |
| 1.1%        | 1.7%        | -0.6%       | -36.3% |
| 3.0%        | 1.3%        | 1.8%        | 138.3% |
| 100.0%      | 100.0%      | 0.0%        | 0.0%   |

**FQ Administration  
Income Statement  
March 31, 2018**

| Current Month            |                  |                  |               |                                      |
|--------------------------|------------------|------------------|---------------|--------------------------------------|
| Actual                   | Budget           | Variance         | % Var         |                                      |
| 3.8                      | 6.2              | 2.4              | 38.1%         | <b>Total FTEs</b>                    |
| 0                        | 0                | 0                |               | <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>                 |
| <b>Operating Expense</b> |                  |                  |               |                                      |
| 40,061                   | 49,286           | 9,225            | 18.7%         | Salaries                             |
| 13,342                   | 30,972           | 17,630           | 56.9%         | Benefits                             |
| <b>53,403</b>            | <b>80,258</b>    | <b>26,855</b>    | <b>33.5%</b>  | <b>Total Salaries &amp; Benefits</b> |
| 60,738                   | 45,500           | (15,238)         | -33.5%        | Professional Fees/Registry           |
| 0                        | 317              | 317              | 100.0%        | Supplies                             |
| 205,644                  | 39,471           | (166,173)        | -421.0%       | Purchased Services                   |
| 3,395                    | 3,257            | (138)            | -4.2%         | Depreciation                         |
| 4,769                    | 2,625            | (2,144)          | -81.7%        | Other Expense                        |
| <b>327,948</b>           | <b>171,428</b>   | <b>(156,520)</b> | <b>-91.3%</b> | <b>Total Direct Expense</b>          |
| 0                        | 0                | 0                |               | Overhead Allocation                  |
| <b>327,948</b>           | <b>171,428</b>   | <b>(156,520)</b> | <b>-91.3%</b> | <b>Total Expenses</b>                |
| <b>(327,948)</b>         | <b>(171,428)</b> | <b>(156,520)</b> | <b>91.3%</b>  | <b>Net Income (Loss)</b>             |

| Year to Date             |                    |                  |              |                                      |
|--------------------------|--------------------|------------------|--------------|--------------------------------------|
| Actual                   | Budget             | Variance         | % Var        |                                      |
| 4.4                      | 6.2                | 2                | 29.7%        |                                      |
| 0                        | 0                  | 0                |              | <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>                 |
| <b>Operating Expense</b> |                    |                  |              |                                      |
| 453,922                  | 435,557            | (18,365)         | -4.2%        | Salaries                             |
| 207,272                  | 340,140            | 132,868          | 39.1%        | Benefits                             |
| <b>661,195</b>           | <b>775,697</b>     | <b>114,502</b>   | <b>14.8%</b> | <b>Total Salaries &amp; Benefits</b> |
| 547,386                  | 409,500            | (137,886)        | -33.7%       | Professional Fees/Registry           |
| 12,231                   | 2,853              | (9,378)          | -328.7%      | Supplies                             |
| 1,006,522                | 855,231            | (151,291)        | -17.7%       | Purchased Services                   |
| 29,451                   | 29,313             | (138)            | -0.5%        | Depreciation                         |
| 28,325                   | 23,625             | (4,700)          | -19.9%       | Other Expense                        |
| <b>2,285,110</b>         | <b>2,096,219</b>   | <b>(188,891)</b> | <b>-9.0%</b> | <b>Total Direct Expense</b>          |
| 0                        | 0                  | 0                |              | Overhead Allocation                  |
| <b>2,285,110</b>         | <b>2,096,219</b>   | <b>(188,891)</b> | <b>-9.0%</b> | <b>Total Expenses</b>                |
| <b>(2,285,110)</b>       | <b>(2,096,219)</b> | <b>(188,891)</b> | <b>9.0%</b>  | <b>Net Income (Loss)</b>             |

**FQH**  **isits**  
 March 2018



# FQHC Visits

## March 2018

| Clinic       | Jul          | Aug           | Sep          | Oct          | Nov          | Dec          | Jan          | Feb          | Mar          | Apr          | May           | Jun          | Total Year     |
|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|----------------|
| 15-16 Act    |              |               |              |              |              |              |              |              |              |              |               |              |                |
| CHS          | 1,248        | 1,198         | 1,496        | 1,644        | 1,513        | 1,458        | 1,405        | 1,735        | 1,861        | 1,700        | 1,626         | 1,569        | 18,453         |
| FMC          | 1,979        | 1,444         | 1,381        | 1,304        | 1,317        | 1,380        | 1,282        | 1,314        | 1,456        | 1,311        | 1,390         | 1,321        | 16,879         |
| FPCC         | 528          | 479           | 891          | 932          | 598          | 560          | 411          | 569          | 633          | 594          | 684           | 931          | 7,810          |
| PMC          | 2,132        | 2,421         | 2,768        | 2,276        | 2,454        | 2,947        | 2,852        | 2,780        | 3,401        | 3,083        | 3,399         | 3,136        | 33,649         |
| HBCA         | 691          | 645           | 662          | 603          | 580          | 570          | 660          | 701          | 808          | 884          | 933           | 825          | 8,562          |
| HBFC         | 646          | 577           | 675          | 736          | 630          | 481          | 624          | 671          | 877          | 657          | 597           | 775          | 7,946          |
| <b>Total</b> | <b>7,224</b> | <b>6,764</b>  | <b>7,873</b> | <b>7,495</b> | <b>7,092</b> | <b>7,396</b> | <b>7,234</b> | <b>7,770</b> | <b>9,036</b> | <b>8,229</b> | <b>8,629</b>  | <b>8,557</b> | <b>93,299</b>  |
| 16-17 Act    |              |               |              |              |              |              |              |              |              |              |               |              |                |
| CHS          | 1,383        | 1,827         | 1,631        | 1,686        | 1,605        | 1,752        | 1,618        | 1,380        | 1,815        | 1,693        | 1,691         | 1,584        | 19,665         |
| FMC          | 1,143        | 1,333         | 1,308        | 1,199        | 1,170        | 1,160        | 1,312        | 1,348        | 1,552        | 1,630        | 1,707         | 1,763        | 16,625         |
| FPCC         | 562          | 669           | 451          | 228          | 503          | 503          | 523          | 471          | 456          | 489          | 405           | 508          | 5,768          |
| PMC          | 2,470        | 3,015         | 2,458        | 2,241        | 2,438        | 2,747        | 3,224        | 2,771        | 3,112        | 3,156        | 2,822         | 2,834        | 33,288         |
| HBCA         | 813          | 821           | 702          | 766          | 823          | 783          | 632          | 651          | 813          | 733          | 865           | 778          | 9,180          |
| HBFC         | 572          | 753           | 721          | 836          | 785          | 893          | 853          | 782          | 888          | 751          | 977           | 997          | 9,808          |
| SJCC-Haz     | -            | -             | -            | -            | -            | -            | -            | 364          | 780          | 523          | 631           | 553          | 2,851          |
| <b>Total</b> | <b>6,943</b> | <b>8,418</b>  | <b>7,271</b> | <b>6,956</b> | <b>7,324</b> | <b>7,838</b> | <b>8,162</b> | <b>7,767</b> | <b>9,416</b> | <b>8,975</b> | <b>9,098</b>  | <b>9,017</b> | <b>97,185</b>  |
| 17-18 Bud    |              |               |              |              |              |              |              |              |              |              |               |              |                |
| CHS          | 968          | 1,645         | 1,475        | 1,686        | 1,605        | 1,669        | 1,700        | 1,562        | 1,703        | 1,786        | 1,703         | 1,434        | 18,936         |
| FMC          | 800          | 1,199         | 1,183        | 1,212        | 1,159        | 1,104        | 1,382        | 1,183        | 1,332        | 1,377        | 1,460         | 1,193        | 14,584         |
| FPCC         | 393          | 599           | 404          | 229          | 509          | 479          | 548          | 512          | 579          | 624          | 717           | 845          | 6,438          |
| PMC          | 1,729        | 2,706         | 2,227        | 2,239        | 2,445        | 2,616        | 3,385        | 2,502        | 3,113        | 3,237        | 3,561         | 2,850        | 32,610         |
| HBCA         | 569          | 739           | 635          | 766          | 823          | 746          | 663          | 631          | 737          | 928          | 977           | 748          | 8,962          |
| HBFC         | 400          | 680           | 649          | 838          | 786          | 850          | 896          | 604          | 803          | 690          | 730           | 694          | 8,620          |
| SJCC-Haz     | 360          | 447           | 399          | 476          | 465          | 529          | 600          | 514          | 628          | 600          | 628           | 600          | 6,246          |
| SJCC-Man     | 300          | 368           | 323          | 378          | 361          | 400          | 420          | 378          | 484          | 483          | 528           | 525          | 4,948          |
| <b>Total</b> | <b>5,519</b> | <b>8,383</b>  | <b>7,295</b> | <b>7,824</b> | <b>8,153</b> | <b>8,393</b> | <b>9,594</b> | <b>7,886</b> | <b>9,379</b> | <b>9,725</b> | <b>10,304</b> | <b>8,889</b> | <b>101,344</b> |
| 17-18 Act    |              |               |              |              |              |              |              |              |              |              |               |              |                |
| CHS          | 1,432        | 1,818         | 1,622        | 1,814        | 1,538        | 1,381        | 1,940        | 1,676        | 1,329        |              |               |              | 14,550         |
| FMC          | 1,516        | 1,910         | 1,513        | 1,627        | 1,526        | 1,536        | 1,738        | 1,624        | 1,220        |              |               |              | 14,210         |
| FPCC         | 479          | 518           | 337          | 292          | 360          | 345          | 438          | 388          | 362          |              |               |              | 3,519          |
| PMC          | 2,506        | 3,325         | 2,418        | 2,680        | 2,600        | 2,368        | 3,032        | 2,832        | 1,957        |              |               |              | 23,718         |
| HBCA         | 731          | 828           | 716          | 866          | 749          | 625          | 708          | 586          | 468          |              |               |              | 6,277          |
| HBFC         | 695          | 874           | 866          | 933          | 859          | 604          | 791          | 730          | 617          |              |               |              | 6,969          |
| SJCC-Haz     | 630          | 885           | 674          | 643          | 614          | 502          | 661          | 631          | 438          |              |               |              | 5,678          |
| SJCC-Man     | -            | -             | 179          | 612          | 696          | 531          | 540          | 420          | 352          |              |               |              | 3,330          |
| <b>Total</b> | <b>7,989</b> | <b>10,158</b> | <b>8,325</b> | <b>9,467</b> | <b>8,942</b> | <b>7,892</b> | <b>9,848</b> | <b>8,887</b> | <b>6,743</b> | -            | -             | -            | <b>78,251</b>  |



SJCC

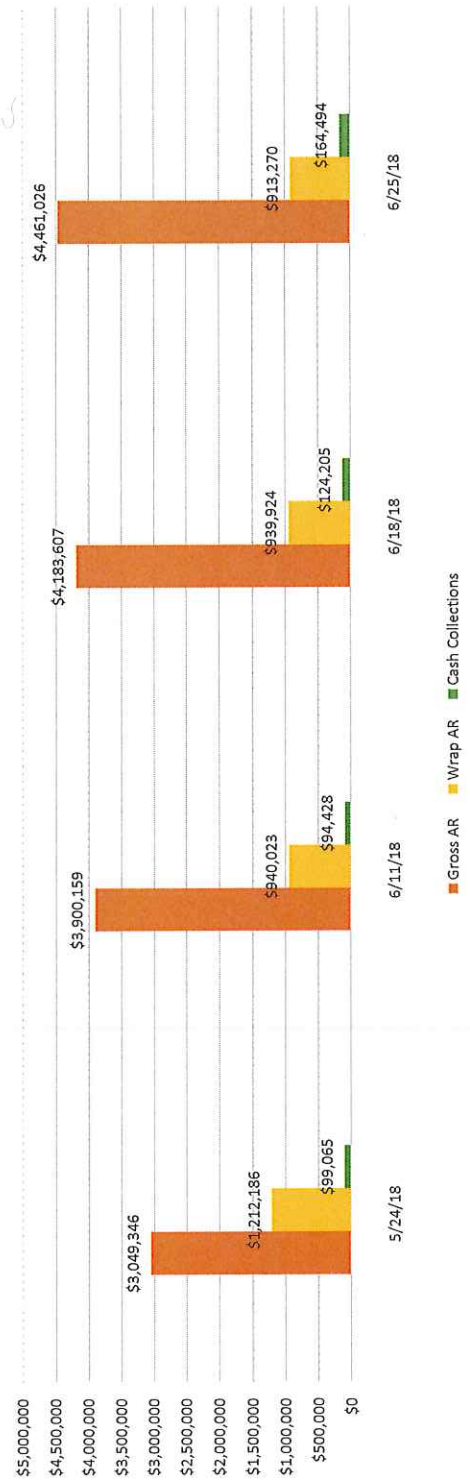
Summary of Unlocked and Unclaimed Accounts

03/31/18

| Clinic                        | Total      | Mar        | Feb        | Jan       | Dec       | Nov       | Oct      | Sep      | Aug      | Jul      | Jun      |
|-------------------------------|------------|------------|------------|-----------|-----------|-----------|----------|----------|----------|----------|----------|
| Children's Health Services    | -          |            |            |           |           |           |          |          |          |          |          |
| Family Medicine Clinic        | 417        | 57         | 201        | 74        | 59        | 18        | 6        | 1        | 1        |          |          |
| Family Practice Clinic        | 1          |            |            |           |           |           |          | 1        |          |          |          |
| Primary Medicine Clinic       | 83         | 49         | 22         | 4         | 4         | 3         |          |          |          |          | 1        |
| Healthy Beginnings - CA       | 72         | 16         | 56         |           |           |           |          |          |          |          |          |
| Healthy Beginnings - FC       | 35         | 4          | 20         | 7         | 4         |           |          |          |          |          |          |
| Hazelton                      | 12         |            |            | 3         | 1         | 1         | 2        | 2        | 2        | 1        |          |
| Manteca                       | 10         | 2          | 5          | 1         |           | 1         | 1        |          |          |          |          |
| <b>Clinic Totals by Month</b> | <b>630</b> | <b>128</b> | <b>304</b> | <b>89</b> | <b>68</b> | <b>23</b> | <b>9</b> | <b>4</b> | <b>3</b> | <b>1</b> | <b>1</b> |

| KEY PERFORMANCE INDICATORS             |             |             |             |             |  |  |
|--|-------------|-------------|-------------|-------------|--|--|
| SJCC Totals                            |             |             |             |             |  |  |
|  | 5/24/18     | 6/11/18     | 6/18/18     | 6/25/18     |  |  |
| SJCC Business Office                   |             |             |             |             |  |  |
| Cash Collections                       | \$99,065    | \$94,428    | \$124,205   | \$164,494   |  |  |
| Open Receipt Batches                   | \$96,515    | \$298,215   | \$298,215   | \$299,210   |  |  |
| Unposted ERA's                         | \$526,847   | \$1,169,285 | \$1,058,994 | \$1,253,906 |  |  |
| Gross AR                               | \$3,049,346 | \$3,900,159 | \$4,183,607 | \$4,461,026 |  |  |
| Gross AR Days (90 day average)         | 61.9        | 79.2        | 84.9        | 90.6        |  |  |
| Average Daily Revenue (90 day average) | \$49,259    | \$49,259    | \$49,259    | \$49,259    |  |  |
| Wrap AR                                | \$1,212,186 | \$940,023   | \$939,924   | \$913,270   |  |  |
| AR over 90 Days                        | \$508,496   | \$528,668   | \$614,768   | \$807,263   |  |  |
| % of AR over 90 Days                   | 17%         | 14%         | 15%         | 18%         |  |  |
| AR over 120 Days                       | \$423,572   | \$433,455   | \$394,691   | \$410,143   |  |  |
| % of AR over 120 Days                  | \$0         | \$0         | 9%          | 9%          |  |  |
| AR over 180 Days                       | \$205,173   | \$188,934   | \$142,476   | \$140,472   |  |  |
| % of AR over 180 Days                  | 7%          | 5%          | 3%          | 3%          |  |  |
| AR over 365 Days                       | \$76,140    | \$94,324    | \$98,684    | \$108,336   |  |  |
| % of AR over 365 Days                  | 2%          | 2%          | 2%          | 2%          |  |  |
| Patient Credit Balance Total (EOM)     | \$44,854    | \$37,445    | \$56,395    | \$56,614    |  |  |
| Total Not Coded                        | \$96,515    | \$55,163    | \$28,437    | \$28,724    |  |  |
| Total Claims Produced Today            | \$56,182    | \$20,517    | \$34,286    | \$19,628    |  |  |
| Total Number of claims for month       | 7224        | 1869        | 16318       | 18862       |  |  |
| Total Number of clean claims for month | 7028        | 1722        | 15852       | 18182       |  |  |
| Total number of error claims for month | 196         | 28          | 466         | 680         |  |  |
| Clean Claims from ClaimRemedi/Trizetto | 97%         | 92%         | 97%         | 96%         |  |  |

SJCC Month to Date



KEY PERFORMANCE INDICATORS

|  | Target | 6/25/18 eCW | 6/25/18 PWPM     | 6/25/18 SJCC Totals |
|--|--------|-------------|------------------|---------------------|
| <b>SJCC Business Office</b>            |        |             |                  |                     |
| Cash Collections                       | Actual | \$79,144    | \$85,350         | \$164,494           |
| Open Receipt Batches                   |        | N/A         | \$299,210        | \$299,210           |
| Unposted ERA's                         |        | N/A         | \$1,253,906      | \$1,253,906         |
| Gross AR                               |        | \$459,349   | \$4,001,677      | \$4,461,026         |
| Gross AR Days (90 day average)         | 66.5   | 9.3         | 81.2             | 90.6                |
| Average Daily Revenue (90 day average) |        | \$49,259    | \$49,259         | \$49,259            |
| Wrap AR                                |        | \$321,791   | <b>\$591,479</b> | \$913,270           |
| AR over 90 Days                        |        | \$434,539   | \$372,724        | \$807,263           |
| % of AR over 90 Days                   |        | 95%         | 9%               | 18%                 |
| AR over 120 Days                       |        | \$410,143   | \$0              | \$410,143           |
| % of AR over 120 Days                  |        | 89%         | 0%               | 9%                  |
| AR over 180 Days                       |        | \$140,472   | \$0              | \$140,472           |
| % of AR over 180 Days                  |        | 31%         | 0%               | 3%                  |
| AR over 365 Days                       |        | \$108,336   | \$0              | \$108,336           |
| % of AR over 365 Days                  |        | 24%         | 0%               | 2%                  |
| Patient Credit Balance Total (EOM)     |        | \$35,353    | \$21,261         | \$56,614            |
| Total Not Coded                        |        | N/A         | \$ 28,724        | \$28,724            |
| Total Claims Produced Today            |        | N/A         | \$ 19,628        | \$19,628            |
| Total Number of claims for month       |        | 439         | 18,423           | 18,862              |
| Total Number of clean claims for month |        | 400         | 17,782           | 18,182              |
| Total number of error claims for month |        | 39          | 641              | 680                 |
| Clean Claims from ClaimRemedi/Trizetto | >85%   | 91%         | 97%              | 96%                 |

Wrap AR in PWPM did not calculate for 6/26/18, \$591,479 reflects last weeks numbers. Since 3/5 Medicare claims with additional charges were rolling up to the revenue code 521. An S/R was opened for this and the build was changed to keep charges from rolling up into this revenue code. All Medicare claims have been re-submitted to Medicare as of 6/20/18.

Medi-Cal charges have been on hold for all eight FQ facilities due to enrollment issues. As of 6/20/18 five facilities have been released. The three remaining facilities on hold are Manteca, Hazelton and Family Practice California Street due to enrollment issues.

# San Joaquin County Clinics

## Director's Report

June 26, 2018

### FQHC Status

Previously we were told Manteca's application for Family Planning was held up because we are not identified as FQHC by Medi-Cal. I am told now that Medi-Cal does not have Hazelton, Manteca and the Family Practice California Street identified as FQHC. While that does not make sense, we are working through the issues and hope to have an answer soon.

### WIC

WIC had a catastrophic fire at their Manteca site and so looked for space to serve their clients. They are co-locating in our Manteca office temporarily and will move into the Space next door (recently Quest Lab office) as soon as the remodeling is complete – perhaps January 2019.

### Monthly Statistical Report:

Our Monthly visits were:

|            | 2017       |            |            |            |            |            | 2018       |            |            |            |            |            | <u>Total</u> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
|            | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> | <u>Mar</u> | <u>Apr</u> | <u>May</u> | <u>Jun</u> | <u>Year</u>  |
| Visits     | 7,989      | 10,158     | 8,325      | 9,467      | 8,918      | 7,889      | 9,855      | 9,078      | 6,743      | 8,087      | 8,283      | 0          | 94,792       |
| Work Days  | 20         | 23         | 20         | 22         | 21         | 20         | 22         | 20         | 22         | 21         | 22         |            | 233          |
| Visits/Day | 399        | 442        | 416        | 430        | 425        | 394        | 448        | 454        | 307        | 385        | 377        | 0          | 407          |

The visits rose again in May, but have not quite returned to normal – 80% of normal in eClinical Works. We expect visits to be lower since every patient visit is a new patient until we get basic data entered from the past on most of our patients. This “every visit is a new patient” phenomenon will probably last for the next six to eight months. We cannot blame the physicians about productivity for this. In the meantime, we are bringing on some temporary Medical Assistants to do this visit planning the day before. The first two pre-visit planners have just begun and so we will see if that will make a difference soon.

The second issue is the no show rate rise to as high as 47%. It has gone up dramatically since the reminder calls stopped with Cerner implementation. The Cerner version of reminder calls will be implemented again shortly (weeks). In an experiment last week, we pulled a staff to make these calls for specific providers and the no show rate was under 10% for those schedules. So the return of reminder calls will make a big difference to us. If you read the Press Ganey patient comments, one of the most frequent complaints is the lack of the reminder calls. The largest complaint is the length of waits, so that is something we need to work on.

### Mental Health

We have expanded mental health services again with the help of San Joaquin County Behavioral Health. We now have Dr. Brar – a Psychiatrist nearly full time, Dr. Alanki – Psychiatrist one afternoon per week at CHS, and two LCSW's one of which will be at French Camp and one at California Street. They are full time with one completing work on her LCSW very soon. She will not be reimbursable until she is fully licensed as an LCSW but she is committed to us.

In addition we have requested Rosemary Gomez's services as a Substance abuse counselor and she will be full time with us now. This will be a very important addition to the services to our patients in the FQHC.

See also the changes to Medicare below.

#### Aegis Challenge Grant

We have signed an agreement for a State funded effort to reduce opioid addiction. The grant will provide a nurse and an LCSW to work with patients who are on opioids and focus on those who need to reduce and/or eliminate use of opioids in favor of other modalities of pain control. In addition to the staff, the grant will also reimburse physician time seeing those patients. Training costs, promotional materials, and other miscellaneous costs are also covered.

#### Medicare Changes

Medicare recently issued new coverages for FQHC services that will now cover Diabetes Self-Management training (DSMT) and Medical Nutrition therapy (MNT). Diabetes Self-Management training refers to a qualified DSMT professional has a face to face encounter meeting the requirements. Similarly MNT services by a Registered Dietician are also billable visits.

The same regulations also establish for the first time that medical visit and a mental health visits by separate providers on the same day are now billable. While this is clear as to Medicare FQHC requirements, we will have to wait to see how Medi-Cal in California responds to this. Their history has been resistant to the same day visits with one exception for a regular visit followed by an unexpected accident and/or ER visit.

#### New Budget

The new budget basically continues most of the activities of the past year with some slight growth. One new item is funding to cover a nurse call service to triage phone calls by clients calling after hours. It is the same service used by Health Plan of San Joaquin, so if the caller is a HPSJ member, the cost will be HPSJ. If they are not a member of HPSJ, then the FQHC will be charged for the call at \$30 per call. The FQHC will have physicians on call to handle the calls forwarded by the Nurse Call Service to the physician. This is an important requirement of FQHC for 24 hour access to physicians.

#### PCMH

Certification for Patient Centered Medical Home (PCMH) has begun. Dr. Fadoo signed the initiation process. It is a year-long process with steps we must identify as complying with at various times during the next twelve months. While it may not be a visible thing to patients it does improve processes to keep the focus on the patient and the patient's identified needs.