



10100 Trinity Parkway, Suite 100, Stockton, CA 95219

SJ Health Board of Directors Agenda

Tuesday May 31, 2022, 5:00 p.m.

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Conference ID: 770 037 38#

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- |   |   |                            |
|---|---|----------------------------|
| 1. Call to Order & Establish Quorum                         |   | Rod Place                  |
| a. Call to Order & Establish Quorum                         |   |                            |
| b. SJCC Board of Director's Attendance Record (April 2022)  |   |                            |
| 2. Approval of Minutes SJCC Board Meeting from 4/26/2022    | * | Rod Place                  |
| 3. Public Comment (3 minutes/speaker)                       |   | General Public             |
| 4. Governance Committee                                     |   |                            |
| a. Board Membership Vote – Kristin Shinn                    | * | Brian Heck                 |
| 5. Credentialing & Privileging Report – May 2022            | * | Angela Ayala/Tanya Ramirez |
| 6. Quality Committee Report – May 2022                      | * | Angela Ayala/Charson Chang |
| 7. Finance Committee Report – May 2022                      | * | Kris Zuniga                |
| 8. Legislative Update & Grant Proposal Approvals – May 2022 |   | Jeff Slater                |
| 9. Approval of FY22-23 Operational Budget & Capital Budget  | * | Kris Zuniga                |
| 10. CEO Report  |   | Dr. Farhan Fadoo           |
| a. Accomplishments  |   |                            |
| 11. Adjournment of Board Meeting                            |   | Rod Place                  |
| 12. Annual CEO Evaluation [CLOSED SESSION]                  | * | Rod Place                  |
| 13. SJ Health CEO Employment Agreement [CLOSED SESSION]     | * | Rod Place                  |

**\*Action Item**

**Next Meeting Date: June 28, 2022 @ 5:00 P.M.**  
**Microsoft Teams Meeting**

Note: If you need disability-related modification or accommodation to participate in this meeting, please contact San Joaquin Health Centers at (209) 953-3711 at least 48 hours prior to the start of the meeting. Government Code Section 54954.2(a) - materials related to an item on this agenda submitted to the Board after distribution of the agenda packet are available for public inspection by contacting SJ Health Clinic Administration at 10100 Trinity Parkway, Suite 100, Stockton, CA 95219 during normal business hours.



### SJ HEALTH BOARD OF DIRECTORS ATTENDANCE RECORD 2022

2022 Full Board Meeting Dates

Member Name	Patient? Yes / No	Joined Board	1/25/22	2/23/22	3/29/22	4/26/22	5/31/22	6/28/22	7/26/22	8/30/22	9/27/22	10/25/22	11/29/22	12/28/22
Antigua, Paul	Yes	2021	AE	P	P	P								
Chang, Charson MD	Yes	2021	P	P	P	P								
Fuentes, Monica	No	2021	AU	P	P	P								
Heck, Brian	Yes	2019	P	P	P	P								
Hernandez, Jessica	Yes	2021	P	P	P	P								
King, Cynthia	No	2021	P	P	AE	P								
Lee, Karen	No	2021	P	P	P	P								
Medina, Esgardo	Yes	2020	P	P	P	AU								
Moreno, Jodie	No	2022				P								
Place, Rod	Yes	2010	P	P	P	P								
Pua, Bernadette	No	2021	AU	P	AU	P								
Taylor-Godfrey, Tarsha	No	2022												

CODE P = Present

Code AE = Absence Excused

CODE AU = Absence Unexcused

## Minutes of April 26, 2022

### San Joaquin County Clinics Board of Directors

**Board Members Present:** Paul Antigua (Board Treasurer); Charson Chang; Dr. Farhan Fadoo (CEO); Monica Fuentes; Brian Heck (Vice Chair); Jessica Hernandez; Cynthia King; Karen Lee; Jodie Moreno; Rod Place (Board Chair); Bernadette Pua

**Excused Absent:**

**Unexcused Absent:** Esgardo Medina

**SJCC Staff:** Michael Allen (Board Clerk); Angela Ayala; Dena Galindo; Tanya Ramirez; Erica Sadberry; Rajat Simhan (Consultant); Jeff Slater (Consultant); Alice Soulligne (COO); Susan Thorner (Consultant); Kris Zuniga (CFO)

**Guests:** Tarsha Taylor-Godfrey

AGENDA ITEM	ATTACHMENTS	ACTION
<b>1. Call to Order (Rod Place)</b> The meeting was called to order at 5:04 p.m. A quorum was established for today's meeting.	No attachment	No action required
<b>2. Approval of Minutes from March 29, 2022 (Rod Place)</b> Meeting minutes from 3/29/22 were approved unanimously.	Board Minutes 2022-03-29	Jessica motioned to approve the minutes and Brian seconded; motion was approved unanimously
<b>3. Public Comment</b> none	No attachment	No action required
<b>4. Governance Committee (Brian Heck/Susan Thorner)</b> Board membership was discussed regarding Tarsha Taylor-Godfrey. The Governance Committee discussed this at their last meeting and support her membership.	Tarsha CV	Brian motioned to approve Tarsha to full Board membership and Bernadette seconded; motion was approved unanimously
<b>5. Credentialing &amp; Privileging Report (Angela Ayala/Tanya Ramirez)</b> Initial appointments are Joella Brewer LCSW, to be approved for privileging. Tarandeep Arora MD, and Simranjit Sekhon MD were the other presentations for this month, but no vote needed at this time.	Credentialing & Privileging Report – April 2022	Jessica motioned to approve the privileging of Joella Brewer and Cynthia seconded; motion was approved unanimously
<b>6. Quality Committee Report (Angela Ayala)</b> Introduced Vanessa Macias & Cathy Legaspi as members of the Quality team.  Efforts continue to educate clinical staff on quality basics. Training guides have been compiled for onboarding and reference.  Badge inserts for coding received little traction with staff, so this is being redesigned as a desktop reference tool. Two staff resources continue their integrated presence within the clinics.  Code review sessions with Business Intelligence (BI) in preparation for upcoming QIP audit (due in June 2022). Report validation efforts are currently underway (nearly 50% complete).  Sexual Orientation and Gender Identity demographic capture is getting better, but is still inconsistent on a week-by-week basis.  Monthly clinical indicators were reviewed. Trends are heading upward, but most still have a ways to go before goals are reached.	Quality Committee Report – April 2022	Cynthia motioned to approve the Quality Committee Report and Brian seconded; motion was approved unanimously

<p><b>7. Finance Committee Report (Kris Zuniga, SJCC CFO)</b>  Billable visits for March are favorable to budget by 2,222 visits. YTD visits have been updated on the December financials due to an updated report received for the additional visits (1,602 visits) that were not captured in the previous months. Additional Patient Revenues have been recorded accordingly. This new methodology has no impact on patient collections. Net Patient Revenues for March are \$481,155 greater than budget. YTD financials reflect a PPS reconciliation liability accrual of \$225,000. YTD Medi-Cal payments for \$2,830,968 have been reflected on the Balance Sheet for FY2015, FY2016, and FY2017 according to the payment plan with DHCS. YTD Income Statement includes interest expense of \$161,579 for PPS liability payments made to DHCS for FY2015, FY2016, and FY2017. YTD financials includes \$8.1M payment from SJGH related to the finalization of FY2020 financial statement audit and according to the separation agreement between SJGH and SJ Health. Also, YTD financials include \$4.1 payment from SJGH related to unaudited FY2021 financial statement and according to the separation agreement between SJGH and SJ Health. YTD financials include funds transferred for \$11,016,199 to San Joaquin County as a payment for payroll and benefits paid by San Joaquin County on behalf of SJ Health from July 2021 through February 2022.</p> <p>YTD Supplemental Revenue includes the recognition of estimated Quality Incentive Program revenue for \$8,974,484. Combined Grants Revenue includes revenues for Essential Access Title X, SOR2, Whole Person Care, Behavioral Health Integration, Health Net, American Rescue Plan (ARP) and other grants for \$1,927,874. Capitation and Managed Care Incentives include the YTD Capitation Revenue with an unfavorable variance to budget by \$564,839 mainly due to non-recognition of HEDIS revenue during the year. Also, Other Income includes the 340B Pharmacy Program revenue for \$998,810 and the program related expenses for \$724,911 are included in Supplies &amp; Other Expenses categories on the financials. YTD financials reflect First Responder Program revenue for \$10,000. YTD Other Revenue includes revenues accrued for \$505,229 related to Purchased Services provided to SJGH by SJCC per the MOU and Interest Income of \$14,698. Total Net Operating Revenues are favorable to budget by \$1,957,323.</p> <p>YTD Salaries and benefits expenses exhibit an unfavorable variance to budget of \$543,672. March financials include a favorable adjustment of \$533,333 to true up the estimated accrued expenses related to Residents' Salaries and Benefits and Other Expenses from July through February. Other operating expenses exhibit an unfavorable variance of \$694,312 largely due to Purchased Services with favorable variance of \$955,963 mainly offset by unfavorable variance in Professional Fees, Supplies, Interest and Miscellaneous Expenses \$1,650,275. An estimated expense for the Purchased Services is recorded from July through March based on the MOU.</p> <p>Unaudited, as presented, Net Income of \$2,040,869 on a year-to-date basis is favorable compared to budget by \$719,339.</p> <p>Capital Link benchmarks show operating margin at 4% against a target of &gt;3%, bottom line margin at 7% against a</p>	<p>Finance Committee Report – March 2022</p>	<p>Charson motioned to accept the Finance Committee Report and Monica seconded; motion was approved unanimously</p>
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target of >3%, days cash on hand at 96 days against a target of >45 days, days in net patient receivables at 35 against a target of <60 days, and personnel-related expenses at 73% against a target of <70%.		
<p><b>8. <u>Legislative Updates &amp; Grants (Jeff Slater)</u></b> California budget is due by June 15<sup>th</sup>.</p> <p>SB 939 is being proposed to protect the 340B drug pricing program.</p> <p>SB 966 is being proposed to allow for the continued funding of Social Workers and MFTs once the COVID emergency order expires.</p> <p>SB1014 is being proposed to make Enhanced Clinically Integrated Program (ECIP) funds available for FQHCs &amp; LALs participating in a 3-year pilot Alternative Payment Methodology (APM) program, as allowed under current state law.</p> <p>We are seeking retroactive approval of the grant proposal to pursue funding from Congressman Josh Harder as an FY2023 Community Project Funding effort. This was aided by letters of support from several local agencies.</p> <p>We are seeking retroactive approval of the grant proposal to pursue funding from Congressman Jerry McNerney as an FY2023 Community Project Funding effort. This was aided by letters of support from several local agencies.</p> <p>We are seeking approval to pursue a \$60,000 grant to support COVID-related expenses from January 2020 to current.</p>	<p>Legislative Update – April 2022; Retroactive Grant Proposal – FY2023 CPF Harder; Retroactive Grant Proposal – FY2023 CPF McNerney; Approval of Grant Proposal – ARP-UDS+</p>	<p>Cynthia motioned to retroactively approve pursuing the CPF grant request to Josh Harder and Brian seconded; the motion was approved unanimously</p> <p>Cynthia motioned to retroactively approve pursuing the CPF grant request to Jerry McNerney and Karen seconded; the motion was approved unanimously</p> <p>Brian motioned to approve pursuing the ARP-UDS+ grant and Charson seconded; the motion was approved unanimously</p>
<p><b>9. <u>ZIP Code Reconciliation (Rajat Simhan)</u></b> 99% of patient population is within our HRSA service area of San Joaquin County (required minimum is 75%).</p>	<p>Zip code reconciliation 04222022</p>	<p>Cynthia motioned to accept the ZIP code reconciliation and Jessica seconded; motion was approved unanimously</p>
<p><b>10. <u>Review Form 5A &amp; 5B (Jeff Slater)</u></b> Deferred to next month's meeting</p>	<p>No attachments</p>	<p>No action required</p>
<p><b>11. <u>Board Training (Susan Thorne)</u></b> Discussed how UDS data is collected, why it's collected, and how we use this data to better serve our community by reducing inequities in health care delivery.</p>	<p>Board Training – UDS Data</p>	<p>No action required</p>
<p><b>12. <u>CEO Report (Dr. Farhan Fadoo)</u></b> COVID-19 concerns have significantly diminished. Attempting to find the right balance between telehealth and in-person visits.</p> <p>FY23 budget was well received by the County Auditors and will go to the Board of Supervisors for a vote on 6/7/22. Admin HQ is now occupied by staff and the SJ Health brand launch begins in May. Clinics are in the process of receiving new paint, flooring, and signage.</p> <p>No HRSA site visit realistically expected this year, but probably in 2023.</p> <p>Efforts continue on the 67 projects related to our strategic plan. 10 are now complete.</p>	<p>CEO Report – April 2022</p>	<p>No action required</p>

**13. Adjournment**

There being no further topics of discussion, Rod  
Place adjourned the meeting at 6:24 p.m.

No attachments

No action required



**SAN JOAQUIN COUNTY CLINICS  
APPLICATION FOR BOARD OF DIRECTORS**

**INSTRUCTIONS:** Please complete each item below. For more information or assistance, contact the Clerk of the Board of San Joaquin County Clinics.

**THIS DOCUMENT IS SUBJECT TO PUBLIC INSPECTION**

MEMBERSHIP INTEREST: ☐ REGULAR BOARD ☐ FINANCE ONLY ☐ QUALITY ONLY

CATEGORY FOR WHICH YOU ARE APPLYING:

☐ PATIENT MEMBER ☒ NON-PATIENT MEMBER

MR ☐ MS ☒ Kristin D Shinn  
FIRST NAME MI LAST NAME

BIRTHDATE January / 15 / 1978  
MONTH DAY YEAR

11781 N Lower Sacramento Rd Lodi Ca 95242  
HOME ADDRESS CITY STATE ZIP

Length of Residence: 15 Years 0 Months

MAILING ADDRESS (if different from Home) CITY STATE ZIP

kristinshinn@gmail.com 209-642-2811  
EMAIL CONTACT PHONE NUMBER

Lodi Unified School District Medical Assistant Instructor  
CURRENT EMPLOYER JOB TITLE

FORMER EMPLOYER (IF RETIRED) JOB TITLE



## INTERESTS AND EXPERIENCES

I have been in healthcare since 1998. I started as a Medical Assistant at Healthy Beginnings in 1998. From there I went on to work at Kaiser, UC Davis Medical Center, and ended most recently as a practice manager for Adventist Health outpatient clinics. I currently teach Medical Assisting to 12th graders and adults and send them into our community for externships and ultimately employment. With my medical background combined with my administrative mind, I have always loved to be helpful to my community. I have also served on the San Joaquin County Opioid Safety coalition since 2018. I hold a BS Health Science with an emphasis on professional development and advanced patient care

## HOW DID YOU LEARN OF THE OPENING?

Online

## BRIEFLY STATE, WHY YOU ARE INTERESTED IN SERVING ON SJCC'S BOARD OF DIRECTORS:

I am interested in serving on the board ultimately to provide my experience and knowledge and to provide feedback to make my community health care services the best they can be.

## PLEASE CHECK ANY OF THE FOLLOWING EXPERIENCE/EXPERTISE YOU POSSESS:

- ☐ BEHAVIORAL HEALTH
- ☐ BUSINESS
- ☒ COMMUNITY ADVOCATE
- ☒ EDUCATION/CHILD CARE
- ☐ FINANCIAL/BANKING/ACCOUNTING
- ☐ FUND RAISING
- ☐ GOVERNMENT
- ☒ HEALTH CARE-ADMINISTRATION
- ☒ HEALTH CARE-CLINICAL/QM/QI
- ☐ LABOR RELATIONS/HUMAN
- ☐ RESOURCES LEGAL
- ☐ PLANNING/PROGRAM EXPERTISE
- ☐ PUBLIC RELATIONS
- ☐ RELIGION/FAITH-BASED
- ☐ SOCIAL/HUMAN SERVICES
- ☐ OTHER (PLEASE SPECIFY)

## BRIEFLY DESCRIBE YOUR EXPERIENCE/EXPERTISE/EDUCATION THAT YOU FEEL WILL BE HELPFUL FOR FULFILLING THE RESPONSIBILITIES OF A BOARD MEMBER.

I have had several years in healthcare management combined with outpatient clinic Medical Assisting experience for over 20 years. I am now educating our community and teach Medical Assisting to seniors in high school as well as adults (Lodi Unified School District).

## BRIEFLY STATE THE PROFESSIONAL AND/OR OTHER COMMUNITY ORGANIZATIONS TO WHICH YOU BELONG:

I am a member of the San Joaquin County opioid safety coalition and have been since its induction in 2018.



1. Are you an employee or officer of San Joaquin County, any City in the County, the State, or the Federal government? ☐ Yes ☒ No

If yes, please specify employer or office: \_\_\_\_\_

2. Have you ever been convicted of a felony which could disqualify you from appointment? ☐ Yes ☒ No

If yes, please list the nature of the conviction and the date and court in which the conviction was entered. \_\_\_\_\_

3. Are you related by blood, adoption or marriage to any employee or officer of San Joaquin County Clinics or San Joaquin County? ☐ Yes ☒ No

If yes, please specify: \_\_\_\_\_

4. Are there any facts of which you are aware that would cause you to have an actual or apparent conflict of interest with respect to the position to which you are seeking appointment? ☐ Yes ☒ No

If yes, please specify: \_\_\_\_\_

5. Confirm you meet the minimum qualifications to serve on the committee for which you are applying and are available to attend meetings regularly. Qualifications and meeting information is listed on the Fact Sheet available at the Clerk of the Board office and on the website at [www.sjclinics.org](http://www.sjclinics.org) ☒ Yes ☐ No

Please complete the entire Board Packet and submit along with a current CV or resume.

  
APPLICANT SIGNATURE

5/9/22  
DATE

**MAIL TO**  
Clerk of the Board  
San Joaquin County Clinics  
500 West Hospital Road French Camp, CA 95231

**OR EMAIL TO THE CLERK OF THE BOARD AT**  
[mjallen@sjgh.org](mailto:mjallen@sjgh.org)

If you have any questions, please call the Clerk of the Board Office at (209) 468-7837.



**SAN JOAQUIN COUNTY CLINICS**  
**BOARD OF DIRECTORS**

**APPLICATION ADDENDUM**

Membership on the San Joaquin County Clinics (SJCC) Board, by federal regulation, requires the majority of the members be patients of the clinic system and that collectively, members adequately represent the demographics of patients served in terms of race/ethnicity, gender and economic status. This information is required in order to accept an application for board membership, and incomplete applications will not be considered.

Gender (Select one): FEMALE

Race (Select one): WHITE/CAUCASIAN

Ethnicity (Select one): NOT HISPANIC OR LATINO

For prospective board members who are clinic patients:

Have you obtained medical care from San Joaquin County Clinics within the previous 2 years?

☐ Yes ☒ No

If yes, at what clinic are you a patient? (Check all that apply):

- ☐ Family Medicine Clinic, French Camp
- ☐ Primary Medicine Clinic, French Camp
- ☐ Healthy Beginnings, French Camp
- ☐ Healthy Beginnings CA St, Stockton
- ☐ Family Practice Clinic CA St, Stockton
- ☐ Children's Health Services CA St, Stockton

I agree and understand that my potential board membership publicly identifies me as a patient of San Joaquin County Clinics. Any and all other health information regarding my medical care at SJCC remains protected and confidential. I, therefore, accept this disclosure, and do not hold the SJCC responsible for this limited disclosure.

  
Signature

5/9/22  
Date

Please note: Service on this board requires annual disclosure of potential conflicts of interest

Kristin Shinn  
11781 N Lower Sacramento Rd, Lodi, CA 95241  
209-642-2811  
KristinShinn@gmail.com

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## OBJECTIVE

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To obtain a position where my skills and knowledge can be used to their fullest potential.

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## EXPERIENCE

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### Teacher

2019-Present

*Lincoln Technical Academy/ Lodi Unified School District*

- Prepared course work and taught assigned courses. Including Professionalism, customer service excellence, health insurance billing, medical terminology, clinical skills.
- Contacted students outside the classroom due to student absence to relay information related to class work and assignments.
- Adult education combined with 12th grade seniors.
- Informed students about course requirements, evaluation procedures and attendance requirements.
- Maintained necessary attendance, scholastic and student records, and submits records according to published guidelines.
- Participated in professional development, advisory board meetings, student and other educational activities in accordance with college policy.
- Participated in the evaluation, revision and development of curriculum and instructional methods.
- Created curriculum for Medical Assistant Boot Camp material. Led classes of 20 students who are current Medical Assistants in test prep for the State and National exams.
- Due to school closures in California, created and implemented a new online distance learning curriculum within days' notice.

### Practice Manager

2017-2019

*Adventist Health Lodi Memorial*

- Implemented and supported applications and operational processes, both site-specific and managed the daily operations of multiple hospital-based outpatient medical practices with 22 providers and 44 support staff.
- Team member for the Rapid Cycle Improvement projects at AHLM
- Plan and implement Quality Improvement initiatives as it related to HRSA.
- Oversaw personnel, financial, clerical, maintenance, and purchasing functions.
- Reviewed medical records for documentation compliance and billing/coding compliance.
- Assisted in various State, County, and accreditation audits including Joint Commission.
- Participated and contributed to process and implementation of Annual Wellness Visit project to comply with ACO.
- Monitored activities and operations to ensure practices successfully meets objectives.
- Supervise and direct the activities of various levels of assigned personnel utilizing both professional and supervisory discretion and independent judgment.
- Assists/supports staff as needed as a resource/lead person with daily office duties and functions.

- Monitor workflow and create efficient business processes while continually reviewing and recommending best practices.
- Facilitate communication between front and back office staff as situations arise, i.e., scheduling changes, customer concerns, staffing needs and policy changes.
- Facilitate and process projects, audits, surveys, statistics, etc. as directed.
- Maintains office regulations and standards according to JCAHO, DHCS, and the CMS.
- Conduct regular staff meetings and annual performance evaluations.

**Ambulatory Operations Support/ Medical Office Coordinator**

**2015-2017**

*Adventist Health Lodi Memorial*

- Cerner Application Support
- Trained over 200 medical assistants and end users on Cerner EHR in preparation for Go-Live of new software
- Trained and supported Cerner software to 58 physicians from various ambulatory specialties.
- Provided on-site go-live support, upgrade support and ongoing application support and optimization.
- Participated in pilot program for point of care testing interface and implementation.
- Ran analytics on various providers to determine opportunity to optimize provider documentation and time spent in patient record. Evaluated and analyzed provider processes to optimize their workflow, then trained provider to use various streamlined techniques to increase productivity.
- Troubleshoot and support, testing and implementation of Cerner projects and upgrades.
- Act as the central point of communication for assigned issues and coordinated all activities on behalf of the IS organization.
- Presentation, collaborate with multiple teams with the ability to provide exemplary customer service by troubleshooting user issues.
- Place HEAT ticket requests, Follow up on HEAT tickets, etc.
- Subject matter expert in OB/GYN

**Administrative Assistant III/ Medical Assistant II**

**2012-2015**

*UC Davis Medical Center/ Elk Grove PCN/ Obstetrics & Gynecology*

- Super User for EPIC software. Help employees troubleshoot computer-related issues. Provide support as employees are learning to use the system.
- Lead role assisting in EPIC conversion at the Elk Grove facility.
- Appointment scheduling and physician template maintenance.
- Room patients and maintain patient/physician operational flow.
- Assist with in office procedures.
- Prepare all expense reimbursements including travel, entertainment, CME, and mileage logs for all staff.
- Compile data and prepare and/or assists the Office Manager and Nurse manager in the preparation of reports from data collected and records kept
- Researches, compiles, and analyzes data for assigned special projects and reports.
- Prepare, distribute, and maintain complex On-Call calendaring/scheduling for 10 physicians.
- Safety coordinator-injury prevention. Gather data regarding the department injury prevention program and assist in review of the effectiveness of the departmental injury prevention plan.
- Work independently to meet established timelines.
- Maintain confidentiality patient and employee according to HIPAA and UC Davis Policies.
- Communicate with Medical Staff and ensure physicians complete certifications, renewals, & licenses in a timely manner prior to deadline.

**Medical Assistant Instructor/ Externship Coordinator****2010-2012***Brightwood College (Formerly Kaplan College)*

Prepared course work and taught assigned courses. Including Professionalism, customer service excellence, health insurance billing, medical terminology, clinical skills.

**Medical Assistant****2003-2007***Kaiser Permanente Obstetrics and Gynecology*

- Assist attending physicians with all OB/GYN procedures including IUD placement, Colposcopy, Endometrial biopsy, Urogynecology procedures, LEEP procedures, and prenatal visits.
- Document and retrieve information using EPIC
- Answer and route patient messages, schedule appointments, obtain referral and authorizations, ICD-9, CPT coding.

**Medical Assistant****1998-2003***San Joaquin General Hospital- Obstetrics and Gynecology*

- Assist attending physicians with all OB/GYN procedures including IUD placement, Colposcopy, Endometrial biopsy, LEEP procedures, and prenatal visits.
- Answer and route patient messages, schedule appointments, obtain referral and authorizations, ICD-9, CPT coding.

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**EDUCATION**

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**Grand Canyon University****2017-2020***Arizona*

- Bachelor of Science in Health Science in Professional Development and Advanced Patient Care

**Andon College****1998***Stockton, CA*

- Medical Assistant

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**CERTIFICATIONS/CREDENTIALS**

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**CTE California Teaching Credential****2019-2022***Health Science and Medical Technology***AAMA- CMA****Exp. 2024**

**REAPPOINTMENTS**  
**MAY 2022**

The following practitioners have applied for reappointment to the Medical Staff of San Joaquin County Clinics. This summary includes factors that determine membership: licensure, DEA, professional liability insurance, hospital affiliations, etc. Qualitative/quantitative factors include ongoing performance evaluation which includes data from peer review, quality performance, clinical activity, privileges, competence, technical skill, behavior, health status, medical records, blood review, medication usage, litigation history, utilization and continuity of care. Affiliations, physical and mental health status, peer references, and past or pending professional disciplinary action. All the applicants privilege request commensurate with training, experience and current competence unless noted below.

Membership Request	Name	Specialty/ Assigned Div/Dept	Quantitative/Qualitative Factors Request for Privileges and/or Privilege Change	Action Taken/Rec. Exceptions for Cause	Rec. Staff Category/ Reappoint Period	Recommend
Reappointment	Kinnari, Parikh, MD	Internal Medicine	Requirements for Active Staff met	None	Active 07/2022 to 07/2024	Cred: 05/03/2022 MEC: 05/17/2022 Board: 06/07/2022

**ADVANCEMENTS**  
**MAY 2022**

The following practitioners are being advanced to their requested staff status to the Medical Staff of San Joaquin County Clinics. This summary includes factors that determine membership: licensure, DEA, professional liability insurance, affiliations, etc. Qualitative/quantitative factors include ongoing performance evaluation which includes data from peer review, quality performance, clinical activity, privileges, competence, technical skill, behavior, health status, medical records, blood review, medication usage, litigation history, utilization and continuity of care.

Name	Specialty/Assigned Div/Dept	Current Category of Membership	Recommended Category	Reason	Recommend
Aleisha Woods	Nurse Midwife/OBGYN	AHP	6-Month Extension	To complete proctoring Requirements	Cred: 05/03/2022 CIDP: 05/06/2022 MEC: 05/17/2022



# MAY 2022 QUALITY REPORT

By Angela R. Ayala

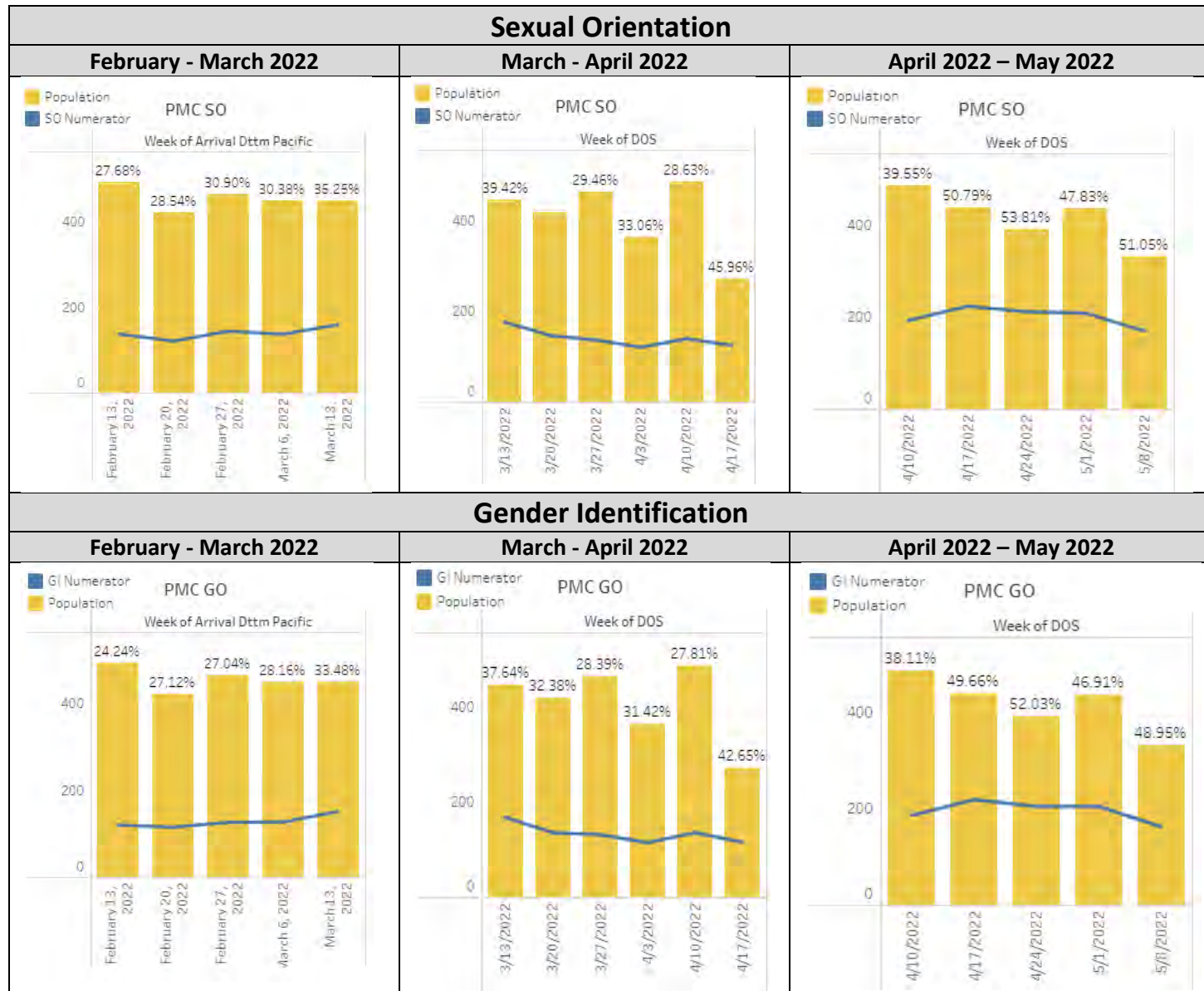
## 1. Departmental Change Updates

- Catherine Legaspi's last day 05/20/2022 – Recruiting to fill position.

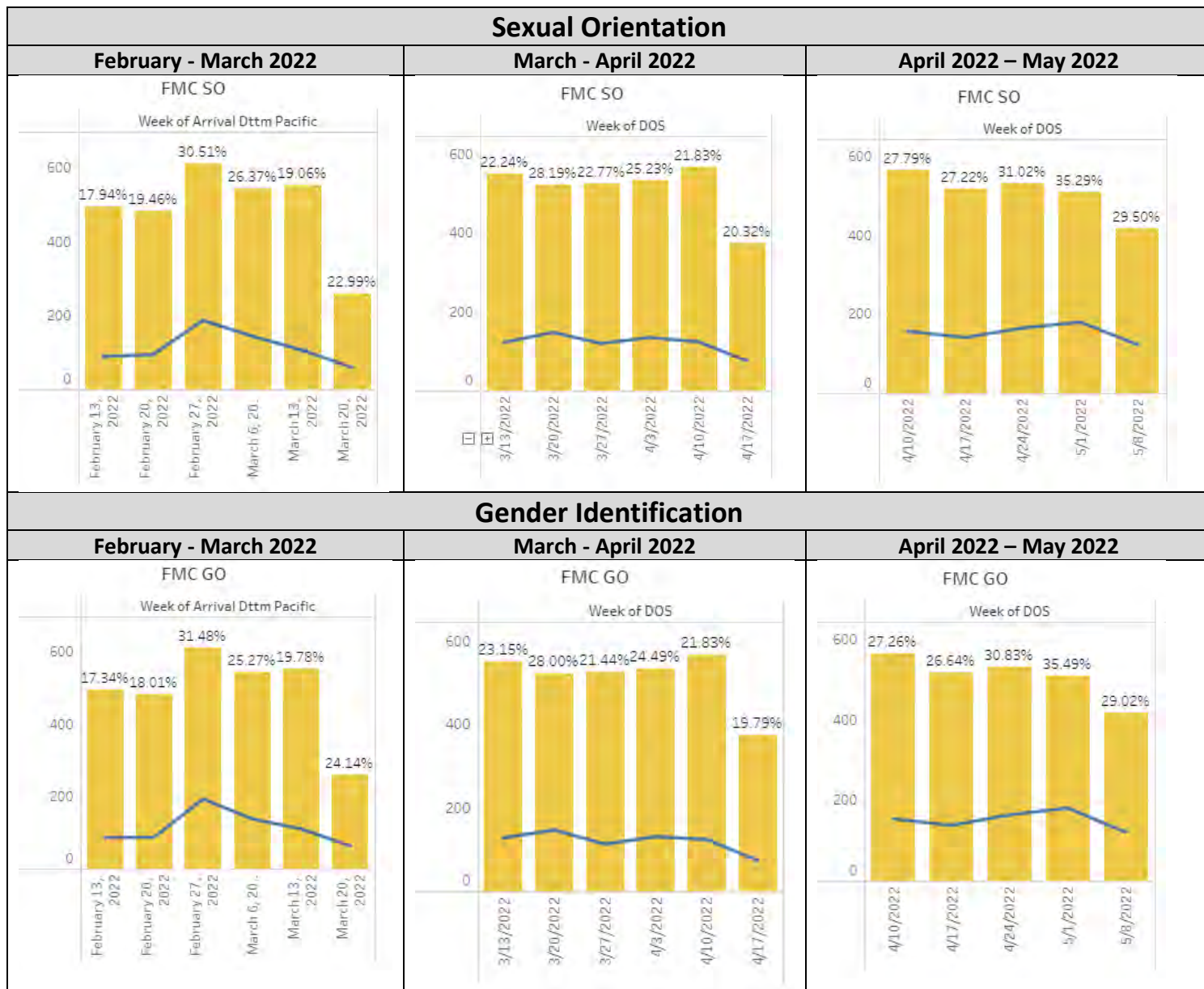
## 2. Work Plan Updates

- Educate
  - Continuing our Quality Basics Informationals
  - Quality Metrics Check Off List
- Support
  - Quality Metrics Check Off List – Focuses on clustering of measures (Adult Health, Chronic Care, Pediatrics, etc.)
  - Feedback – Clinic leads receive performance information on 2-week sprints
- Implement
  - Reporting – Code review session with Business Intelligence team in preparation for upcoming QIP audit.
  - Operations – 2-week sprints with emphasis on annual screenings, reporting and code capture.
  - Gap Closure Clinics – Two sessions May 14<sup>th</sup> and May 21<sup>st</sup>
    - May 14<sup>th</sup>: 101 appointments scheduled (28 no shows and 73 seen including 5 Retinal Screenings)
    - May 21<sup>st</sup>: 92 appointments scheduled to date
- Reporting

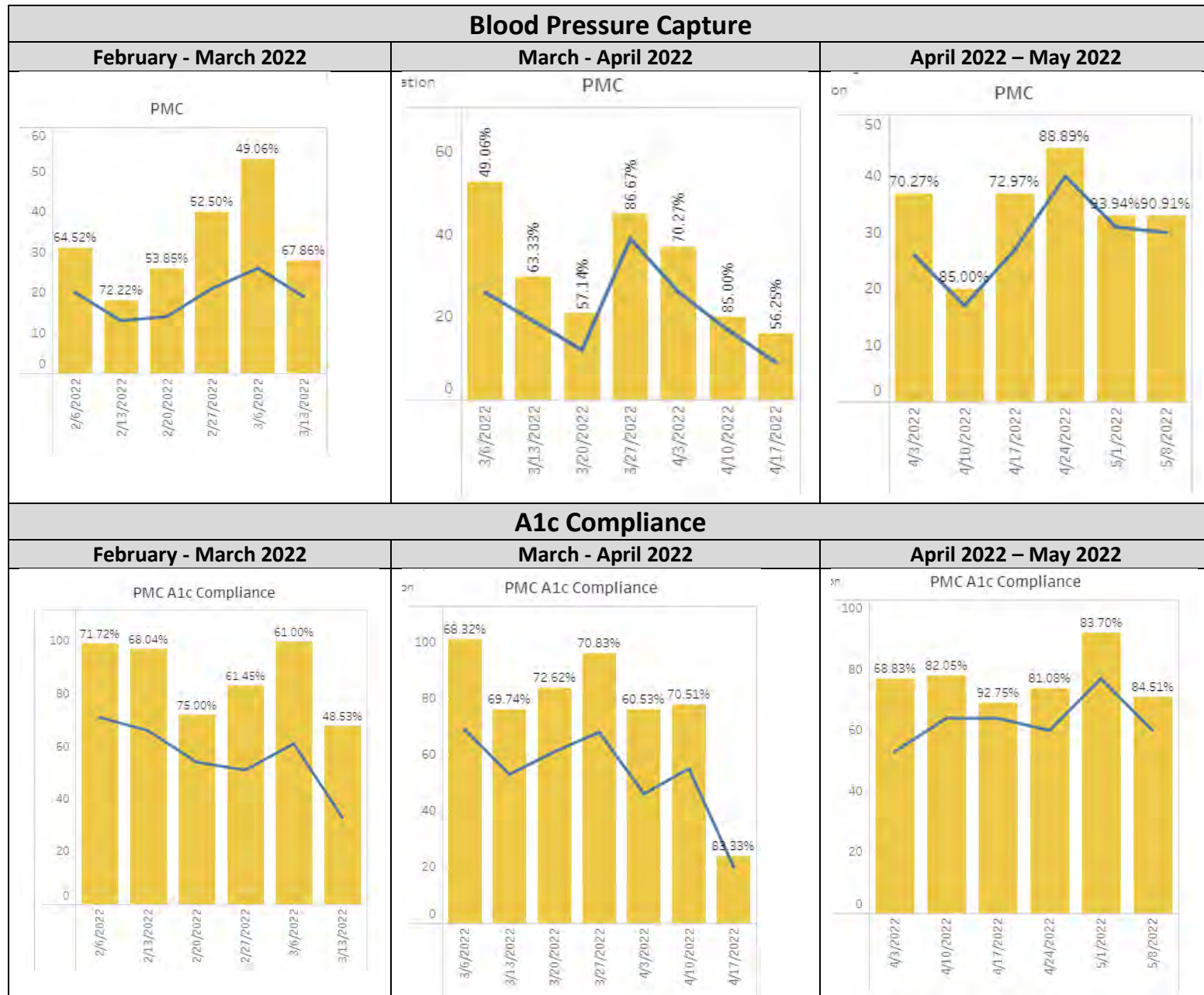
- Sexual Orientation and Gender Identity
  - Primary Medicine Clinic



- Family Medicine Clinic



- Comprehensive Diabetes Care-Code Completeness
  - Primary Medicine Clinic



### 3. Ongoing Efforts

- Continue QIP Reporting Validation Effort – Of the 42 reports needing sample review, 25 have been completed, 7 are hospital sourced, 5 in progress and 5 we are waiting on from the BI team.
- PDSA – Titration and CHF Clinics focus is on A1c improvement and Ejection Fraction Improvement
- HPSJ Gap List Reports – Working on Well-Care Visit and Women’s Health outreach
- Reporting Availability – Telehealth only patients

### 4. Overall Performance Updates

- Clinic Operations: 2-Week Sprints

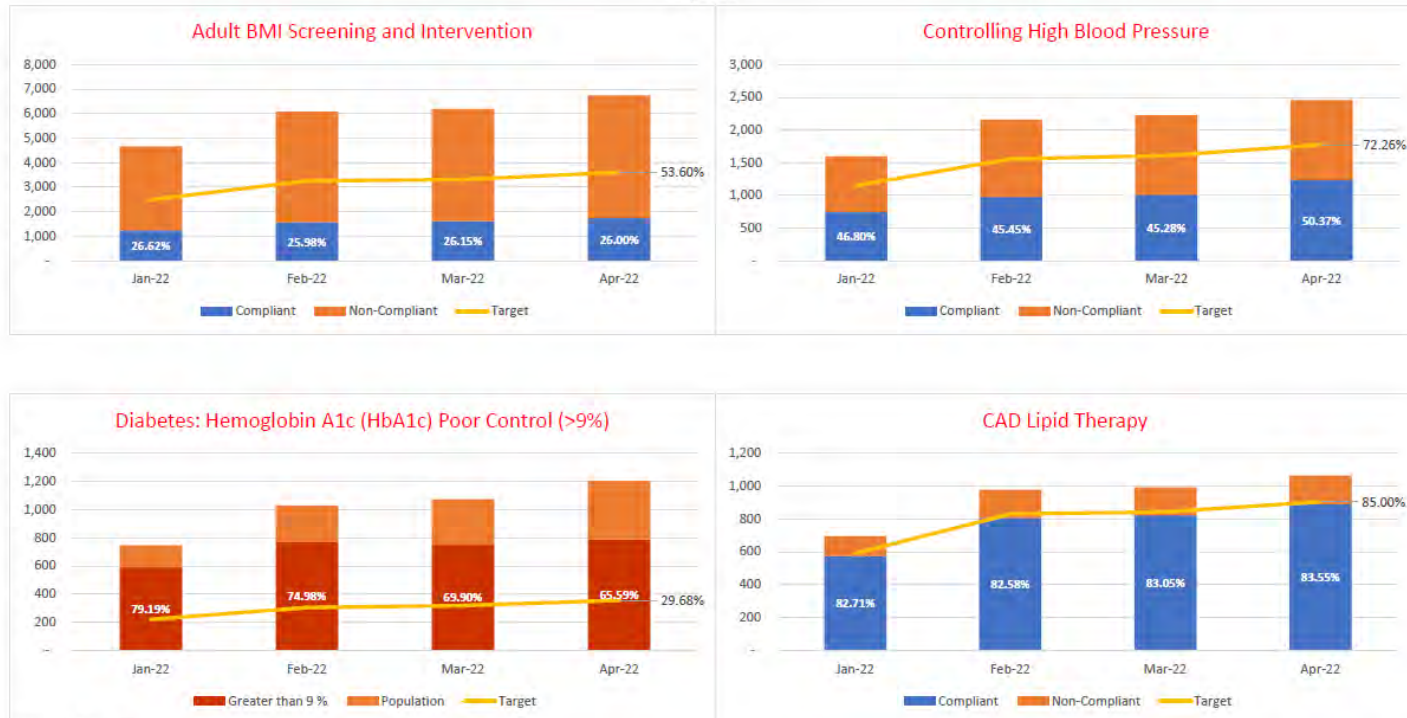


\*\*Patients with at least one in person visit.



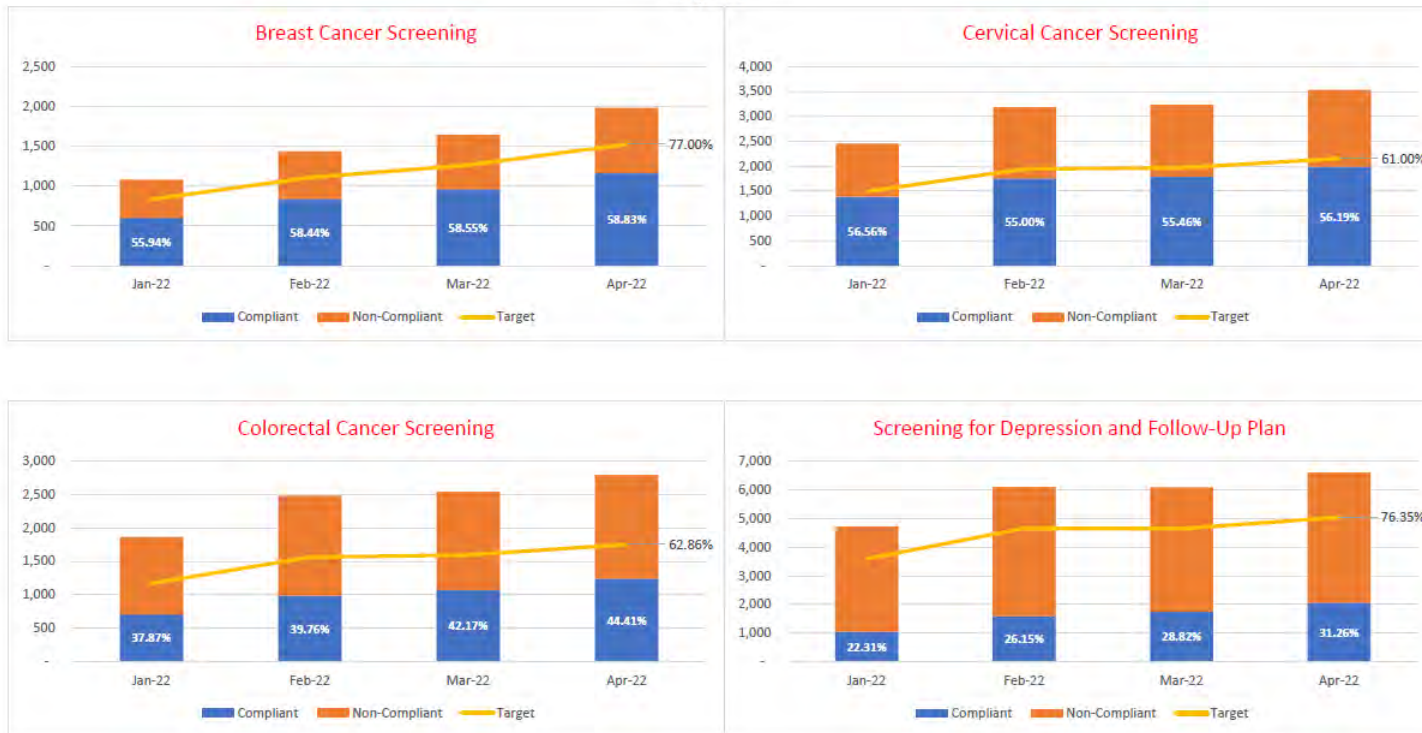
- Monthly Clinical Indicators

San Joaquin Health Centers  
Clinical Quality Indicators  
May 2022



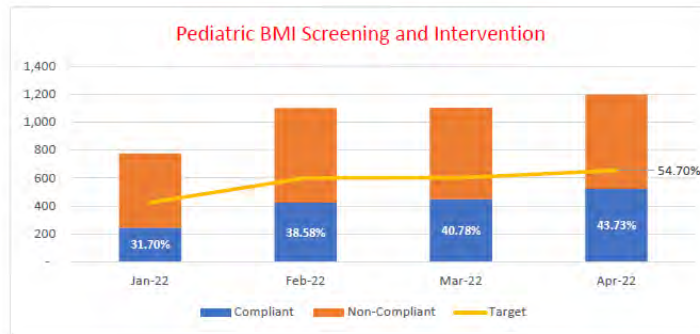
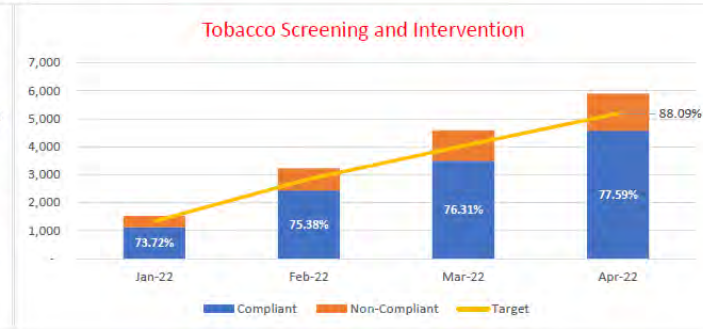
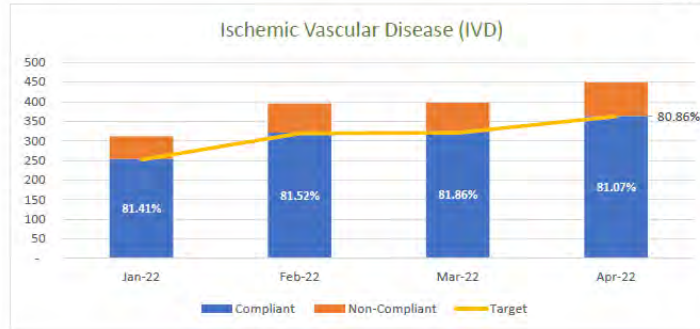
\*\*Lower is better.

**San Joaquin Health Centers**  
*Clinical Quality Indicators*  
 May 2022





San Joaquin Health Centers  
Clinical Quality Indicators  
May 2022



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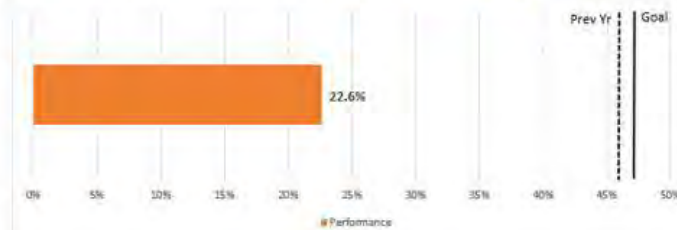
# SAN JOAQUIN HEALTH CENTERS

CFO PRESENTATION

Kris Zuniga  
Chief Financial Officer  
Presentation Date: 5/31/2022

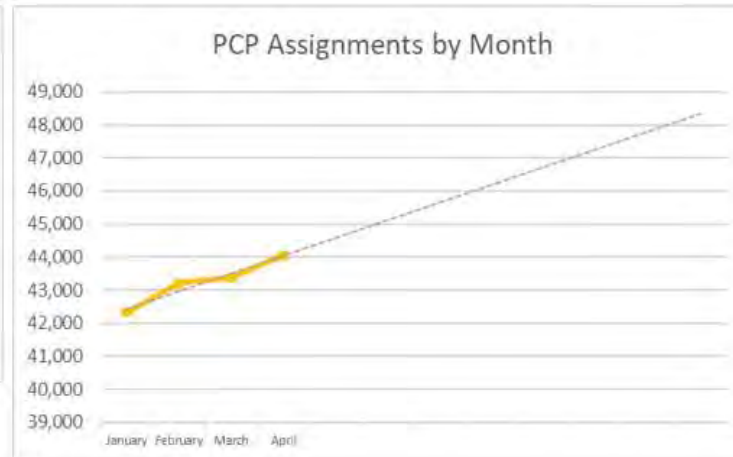
## HEALTH PLAN OF SAN JOAQUIN MEMBERSHIP ASSIGNMENTS CALENDAR YTD AS OF APRIL 2022

San Joaquin Health Centers					
Year	Panel Size	Panel Seen	Goal	% Goal	Performance
2021	40,852	18,141	19,227	47.07%	44.41%
2022	43,496	9,847	18,703	43.00%	22.6%

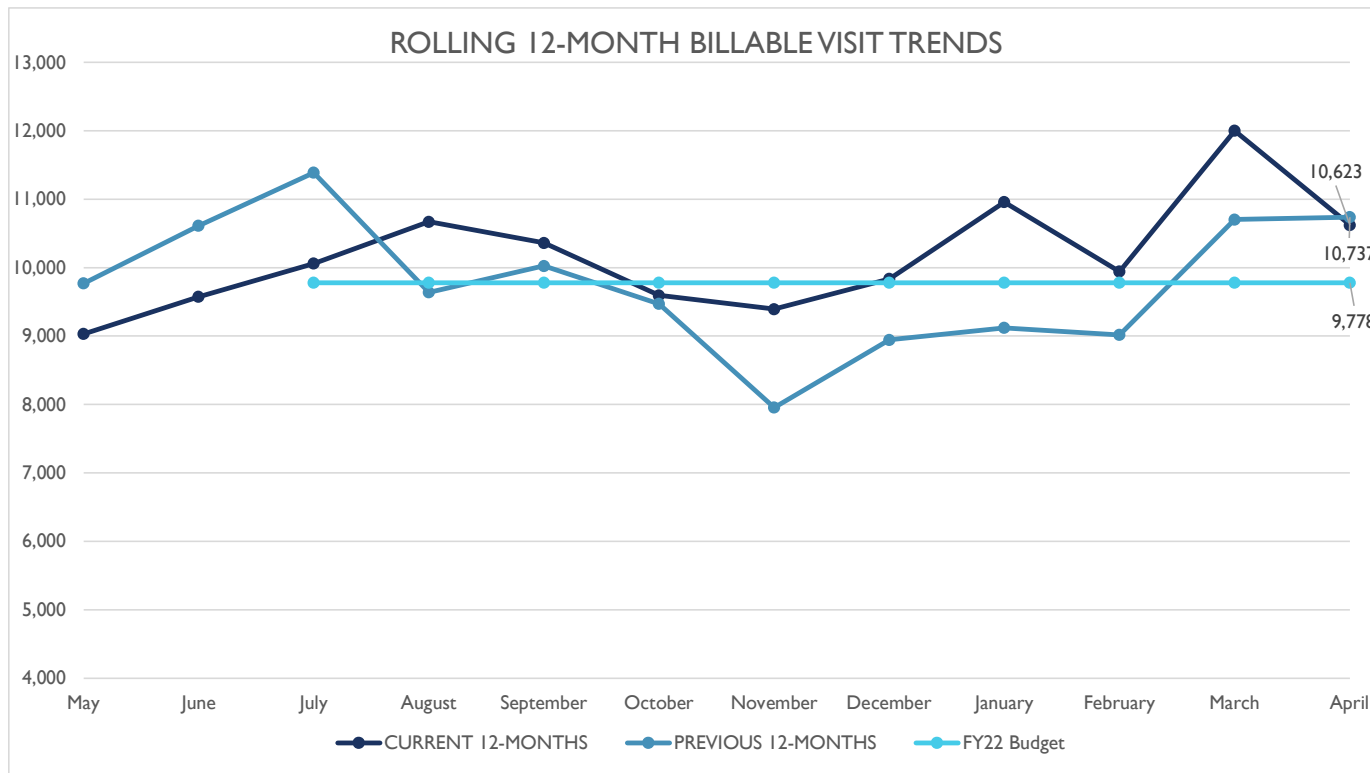


**Average Submission Lag: 6.6 Days**

Panel Metrics for San Joaquin Health Centers	
Average Panel Size	43,496
Current Month Panel Size	44,051
Calendar YTD Panel Seen Count	9,847
Calendar YTD % Panel Seen	22.6%
Goal to Panel Seen Count	18,703
PCP Claim Count	22,163



# APRIL 2022 BILLABLE VISITS – 10,623



Visits By Financial Class	%
Medi-Cal Managed Care	76.32%
Medicare	11.55%
Medi-Cal	8.75%
Self-Pay	2.23%
Commerical	1.15%
Total	100.00%

FY22 Month	Actual	Budget	Variance
Jul-21	10,059	9,778	281
Aug-21	10,670	9,778	892
Sep-21	10,361	9,778	583
Oct-21	9,594	9,778	(184)
Nov-21	9,393	9,778	(385)
Dec-21	9,834	9,778	56
Jan-22	10,959	9,778	1,181
Feb-22	9,944	9,778	166
Mar-22	12,000	9,778	2,222
Apr-22	10,623	9,778	845
Total	103,437	97,780	5,657

# SJ HEALTH INCOME STATEMENT – APRIL 2022

	Current Period Actual	Current Period Budget - Original	Current Period Budget Variance -	Current Year Actual	YTD Budget - Original	YTD Budget Variance - Original
Operating Revenue						
Net Patient Service Revenue	1,632,496	1,275,357	357,139	15,456,468	12,753,571	2,702,897
Supplemental Revenue	997,165	967,837	29,328	9,971,649	9,678,366	293,284
Capitation & Managed Care Incentives	511,004	553,833	(42,829)	4,930,665	5,538,334	(607,668)
Grant Revenue	153,646	270,278	(116,633)	2,091,520	2,702,783	(611,263)
340B Pharmacy Program	267,975	60,000	207,975	1,266,785	600,000	666,785
MOU & Other Income	65,650	63,518	2,132	585,577	635,176	(49,599)
Total Operating Revenue	<u>3,627,936</u>	<u>3,190,823</u>	<u>437,113</u>	<u>34,302,665</u>	<u>31,908,230</u>	<u>2,394,435</u>
Expenditures						
Salaries & Wages	1,375,257	1,282,091	(93,166)	13,718,120	12,820,912	(897,207)
Employee Benefits	811,464	819,409	7,945	7,925,776	8,194,091	268,315
Professional Fees	221,713	212,324	(9,389)	2,226,110	2,123,236	(102,874)
Purchased Services	479,952	578,464	98,513	4,730,169	5,784,644	1,054,475
Supplies	72,674	39,431	(33,243)	696,631	394,306	(302,325)
Depreciation	25,359	20,509	(4,850)	241,245	205,090	(36,156)
Interest	21,829	4,298	(17,531)	212,831	42,977	(169,854)
Other Expenses	302,991	87,461	(215,530)	2,194,414	874,607	(1,319,807)
Total Expenditures	<u>3,311,237</u>	<u>3,043,986</u>	<u>(267,251)</u>	<u>31,945,296</u>	<u>30,439,863</u>	<u>(1,505,433)</u>
Net Income(Loss)	<u>316,699</u>	<u>146,837</u>	<u>169,862</u>	<u>2,357,369</u>	<u>1,468,367</u>	<u>889,002</u>

	<u>PERIOD 0</u>	<u>QTR 1 FY22</u>	<u>QTR 2 FY22</u>	<u>QTR 3 FY22</u>	<u>APRIL 2022</u>
Assets					
Cash & Cash Equivalents	2,266,991	11,439,672	11,884,586	9,953,166	9,277,882
Accounts Receivable	1,786,574	1,652,978	1,270,381	1,703,360	1,803,835
Inventory	11,250	0	11,458	11,458	11,458
Property & Equipment	1,411,298	1,354,724	1,426,517	1,847,485	1,916,896
Other Assets	<u>19,828,212</u>	<u>19,543,137</u>	<u>8,990,719</u>	<u>11,485,583</u>	<u>11,693,593</u>
Total Assets	<u>25,304,325</u>	<u>33,990,511</u>	<u>23,583,659</u>	<u>25,001,051</u>	<u>24,703,664</u>
Liabilities					
Accounts Payable	396,672	923,594	1,136,364	720,713	581,571
Other Liabilities	15,087,742	21,834,230	11,097,659	11,319,557	10,744,811
Deferred Revenue	<u>0</u>	<u>1,000,000</u>	<u>738,376</u>	<u>1,100,000</u>	<u>1,200,000</u>
Total Liabilities	<u>15,484,414</u>	<u>23,757,824</u>	<u>12,972,399</u>	<u>13,140,271</u>	<u>12,526,383</u>
Net Assets					
Beginning Net Assets	9,819,912	9,819,912	9,819,912	9,819,912	9,819,912
Current YTD Net Income	<u>0</u>	<u>412,775</u>	<u>791,349</u>	<u>2,040,869</u>	<u>2,357,369</u>
Total Net Assets	<u>9,819,912</u>	<u>10,232,687</u>	<u>10,611,261</u>	<u>11,860,781</u>	<u>12,177,281</u>
Total Liabilities and Net Assets	<u>25,304,325</u>	<u>33,990,511</u>	<u>23,583,659</u>	<u>25,001,051</u>	<u>24,703,664</u>

## SJ HEALTH BALANCE SHEET APRIL 2022



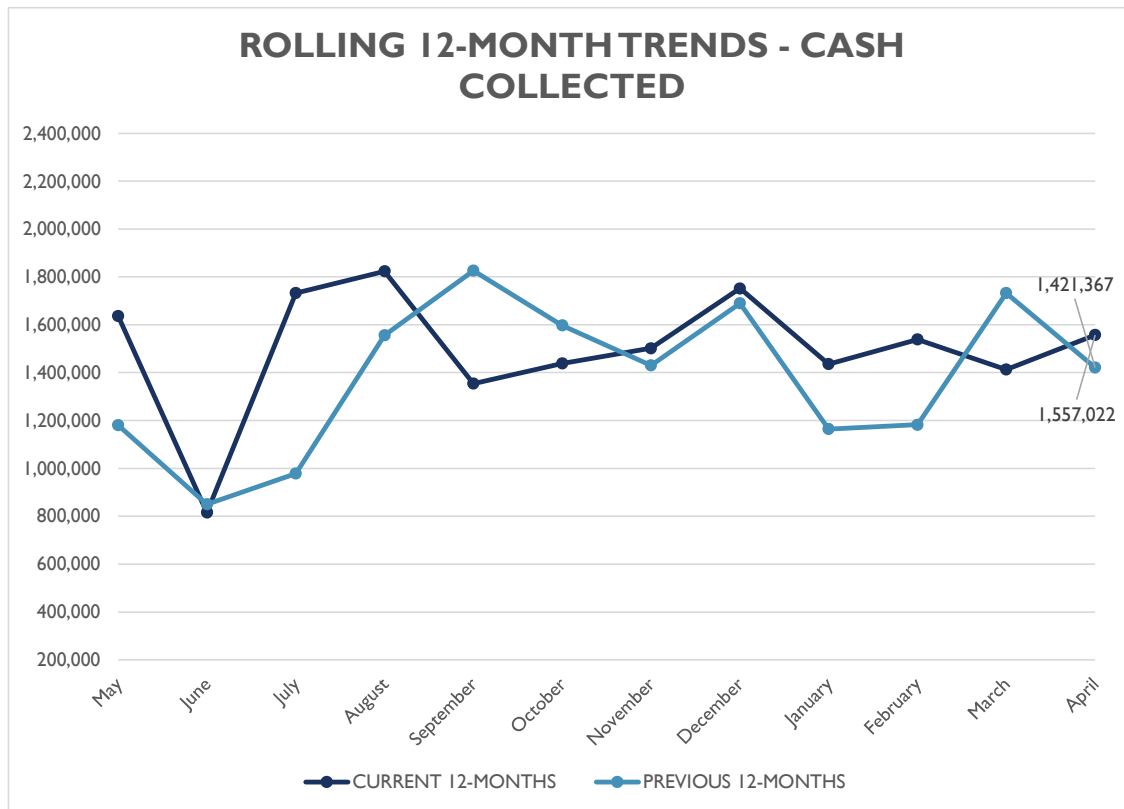
# SJ HEALTH BILLING & COLLECTIONS

## A/R AGING APRIL 2022

SJ Health Centers Accounts Receivable Aging Analysis For the Month of April 2022								
Aging Category	MediCare	MediCal	Commercial	Self Pay	Total Aging This Month	Total Aging Last Month	\$ Increase (Decrease)	% Increase (Decrease)
1-30 Days	191,873	1,867,535	27,574	17,850	2,104,832	1,899,015	205,818	10.84%
31-60 Days	125,276	192,817	24,411	16,973	359,477	346,315	13,162	3.80%
61-90 Days	57,052	103,342	11,964	19,292	191,650	215,096	(23,446)	-10.90%
91-120 Days	69,114	74,929	10,866	12,052	166,961	172,201	(5,240)	-3.04%
121-180 Days	77,596	74,914	27,632	3,479	183,621	110,666	72,955	65.92%
181-240 Days	14,972	21,288	13,667	2,518	52,445	52,954	(509)	-0.96%
241-270 Days	5,413	14,695	4,446	317	24,871	21,906	2,965	13.54%
271-365 Days	5,432	22,797	11,003	1,313	40,544	35,053	5,491	15.67%
366 Days & Over	11,605	20,562	101,813	1,531	135,512	148,947	(13,436)	-9.02%
	17%	73%	7%	2%				
Total FC This Month	558,334	2,392,878	233,378	75,325	3,259,914	3,002,154	257,761	8.59%
Total FC Last Month	615,239	2,070,754	236,018	80,143	3,002,154			
\$ Increase (Decrease)	(56,905)	322,124	(2,640)	(4,818)	257,761			
% Increase (Decrease)	-9.25%	15.56%	-1.12%	-6.01%	8.59%			
Monthly Management Summary								
	Beginning	Charges	Payments	Adjustments	Ending Gross			
April Activity	3,002,154	2,665,954	(1,557,022)	(851,171)	3,259,914			
A/R Days Analysis								
	April	March	February	January	December	November	October	Increase (Decrease)
Gross A/R Days	36	37	31	33	30	33	35	(1)
Net A/R	1,803,835	1,703,360	1,334,255	1,421,291	1,270,381	1,383,482	1,574,805	100,475
Net A/R Days	36	35	25	28	25	29	31	1

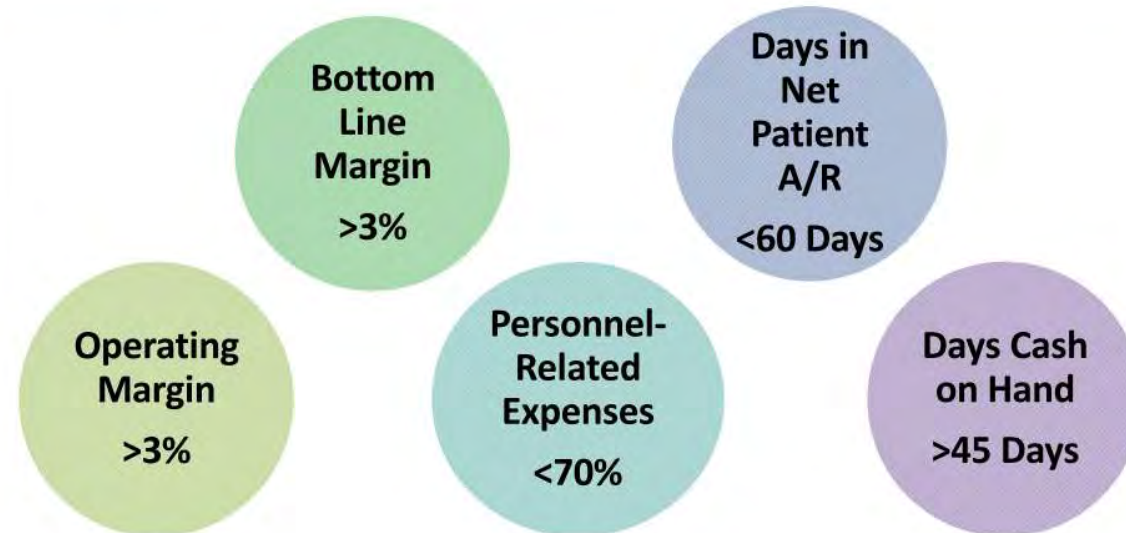


# APRIL 2022 EMMI PAYMENTS POSTED - \$1,557,022



FY22 Collections by Financial Class	%
Medi-Cal Managed Care	72.39%
Medi-Cal	15.42%
Medicare	7.07%
Self-Pay	4.73%
Commercial	0.39%
Total	100.00%

## Key Financial Metrics: Capital Link Industry Guidelines



# CAPITAL LINK FQHC FINANCIAL BENCHMARKS VS SJ HEALTH

DATA SUMMARY	Capital Link Target	SJ HEALTH FYTD FY22
<b>FINANCIAL HEALTH</b>		
<b>1 Operating Margin</b> As a % of Operating Revenue	>3%	4%
<b>2 Bottom Line Margin</b> As a % of Operating Revenue	>3%	7%
<b>3 Days Cash on Hand</b>	>45 Days	89
<b>4 Days in Net Patient Receivables</b>	<60 Days	36
<b>5 Personnel-Related Expense (PRE)</b> As a % of Operating Revenue	<70	73%

## QUESTIONS & ANSWERS





San Joaquin Health Centers  
Financial Statement Comments  
April 2022

**Summary of Clinics Year to Date**

Billable visits for April are favorable to budget by 845 visits. YTD visits have been updated on the December financials due to an updated report received for the additional visits (1,602 visits) that were not captured in the previous months. Additional Patient Revenues have been recorded accordingly. This new methodology has no impact on patient collections. Net Patient Revenues for April are \$357,139 greater than budget. YTD financials reflect a PPS reconciliation liability accrual of \$250,000. YTD Medi-Cal payments for \$3,531,123 have been reflected on the Balance Sheet for FY2015, FY2016, and FY2017 according to the payment plan with DHCS. YTD Income Statement includes interest expense of \$179,533 for PPS liability payments made to DHCS for FY2015, FY2016, and FY2017. YTD financials include \$8.1M payment from SJGH related to the finalization of FY2020 financial statement audit and according to the separation agreement between SJGH and SJ Health. Also, YTD financials include \$4.1 payment from SJGH related to unaudited FY2021 financial statement and according to the separation agreement between SJGH and SJ Health. YTD financials include funds transferred for \$12,486,985 to San Joaquin County as a payment for payroll and benefits paid by San Joaquin County on behalf of SJ Health from July 2021 through March 2022.

YTD Supplemental Revenue includes the recognition of estimated Quality Incentive Program revenue for \$9,971,649. Combined Grants Revenue includes revenues for Essential Access Title X, SOR2, Whole Person Care, Behavioral Health Integration, Health Net, American Rescue Plan (ARP) and other grants for \$2,081,520. Capitation and Managed Care Incentives include the YTD Capitation Revenue with an unfavorable variance to budget by \$607,668 mainly due to non-recognition of HEDIS revenue during the year. Also, Other Income includes the 340B Pharmacy Program revenue for \$1,266,785 and the program related expenses for \$834,761 are included in Supplies & Other Expenses categories on the financials. YTD financials reflect First Responder Program revenue for \$10,000. YTD Other Revenue includes revenues accrued for \$563,259 related to Purchased Services provided to SJGH by SJCC per the MOU and Interest Income of \$22,318. Total Net Operating Revenues are favorable to budget by \$2,394,435.

YTD Salaries and benefits expenses exhibit an unfavorable variance to budget of \$628,892. YTD financials include a favorable adjustment of \$533,333 to true up the estimated accrued expenses related to Residents' Salaries and Benefits and Other Expenses from July through February. Other operating expenses exhibit an unfavorable variance of \$876,541 largely due to Purchased Services with favorable variance of \$1,054,475 mainly offset by unfavorable variance in Professional Fees, Supplies, Interest and Miscellaneous Expenses \$1,931,016. An estimated expense for the Purchased Services is recorded from July through April based on the MOU.

Unaudited, as presented, Net Income of \$2,357,369 on a year-to-date basis is favorable compared to budget by \$889,002.

**Additional Factors Impacting Clinic Performance Presentation**

- Supplemental revenues are estimates based on the Master MOU between SJ Health and SJ County. Revenue recognition for QIP Receivable is pending independent auditor's evaluation.

**Other Material Notes**

- SJGH has submitted to its independent auditor history-to-date financial adjustments which effectively have resulted in SJ Health being a breakeven operation as of 6/30/2020.

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# SAN JOAQUIN HEALTH CENTERS

FISCAL YEAR 2022-2023 BUDGET

Kris Zuniga  
Chief Financial Officer  
May 2022

# AGENDA

- Budget Assumptions & Methodology
- Revenue Components & Drivers
- SJ Health Cost Centers
- SJ Health FY23 Budgeted FTE's & Visits
- Fiscal Year 2023 Budget
- Fiscal Year 2023 Budget Comparisons
- Fiscal Year 2023 Capital Budget



# BUDGET ASSUMPTIONS & METHODOLOGY

## Assumptions

1. SJ Health FY22 revenue performance serves as the basis for projected net patient service revenues
2. Additional provider FTE's increase clinic access and billable visits
3. Business functions not contained within SJ Health will be purchased from SJ County and SJ General Hospital
4. New positions were added in clinical operations and support departments
5. SJ Health QIP revenues are 36% of total QIP revenues earned

## Methodology

1. Six-month financials at December 2021 were used to project FY23 expenditures and revenues
2. Patient revenues were calculated by SJ Health clinic for assumed provider and support staffing levels

# REVENUE COMPONENTS & DRIVERS

REVENUE COMPONENT	DRIVER	FY23 BUDGET DRIVER ASSUMPTION	FY23 BUDGET REVENUE AMOUNT
Patient Revenues	Patient Visits	149,152 visits	\$24.4MM
QIP Revenues	SJCC Provider Quality Metrics	36% of total QIP earned	\$12.6MM
Capitation & Incentive Revenues	Patient Enrollment	42,000 members	\$6.1MM
Grant/MOU Revenues	Grant/MOU Awards & Award Amounts	3 primary contracts	\$3.8MM
Other Revenues	Various	Various	\$2.3MM
Total Revenues			\$49.2MM

## SJ HEALTH COST CENTERS

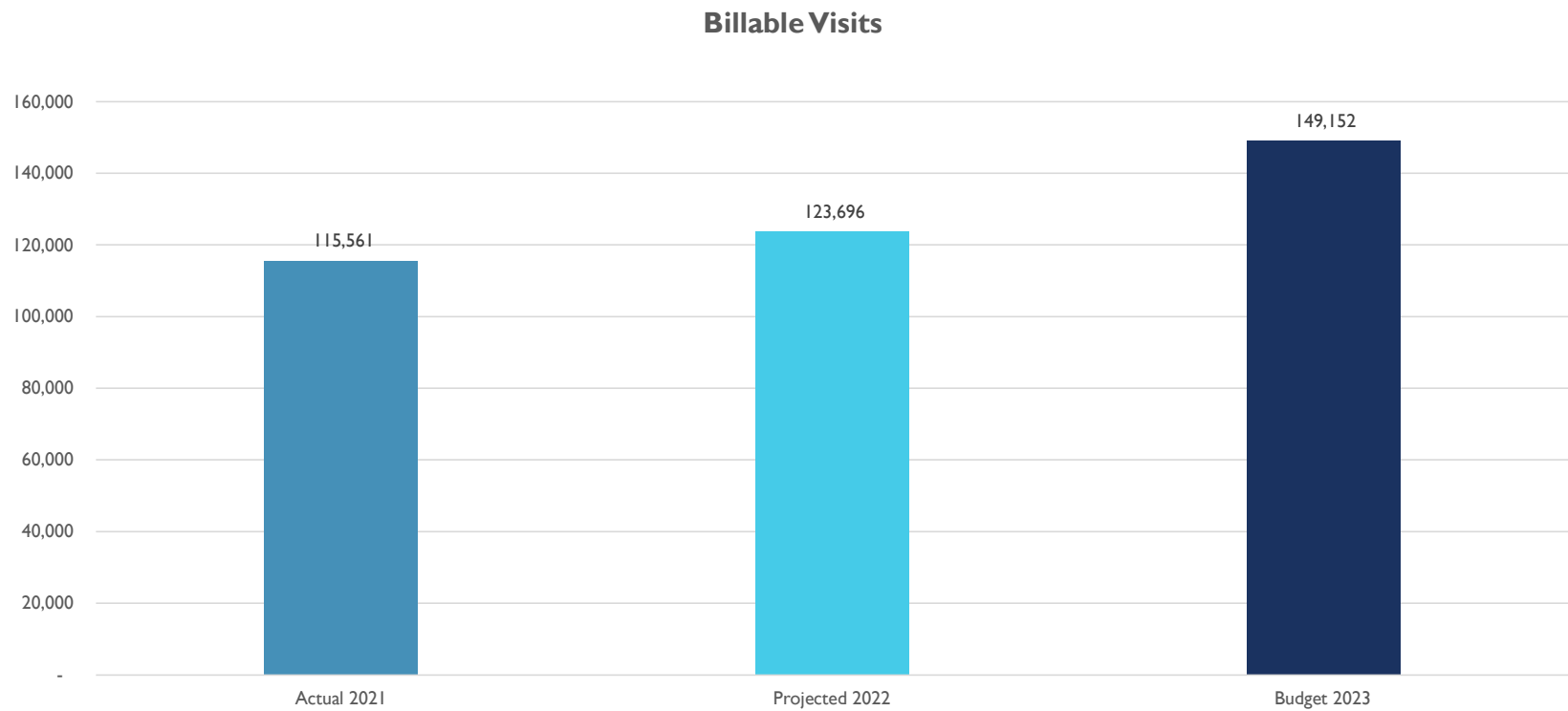
COST CENTER TYPE	NUMBER OF COST CENTERS	FY23 BUDGETED EXPENSES
Clinics	8	\$24.5MM
Grants/MOU's	3	\$3.8MM
Support Departments	34	\$18.8MM
Total Cost Centers	45	\$47.1MM

## SJ HEALTH FY23 FTE GROWTH

	Beginning FTE Count	Reduction in Full-Time Equivalent Temporary Positions	Additional FY23 Budget Positions ***	Total FY23 FTE's
Fiscal Year 2023	177.40	(4.9)	31	203.50

\*\*\*The 31 new FTE's include 7 new providers, 8 new MA's, 1 transferred employee, and 15 additional administrative staff to support Revenue Cycle, IT, and Patient Registration departments.

# TRENDED BILLABLE VISIT COMPARISONS



SAN JOAQUIN HEALTH CENTERS				
FISCAL YEAR 2022-2023 BUDGET	CLINICS	GRANTS	FQ SUPPORT DEPTS	TOTAL
Patient Revenues	24,353,992			24,353,992
QIP Revenues	12,662,107			12,662,107
Capitation & Incentive Revenues	6,135,734			6,135,734
Grant Revenues		3,806,500		3,806,500
340B & Other Revenues	1,497,495		767,450	2,264,945
<b>Total Revenues</b>	<b>44,649,327</b>	<b>3,806,500</b>	<b>767,450</b>	<b>49,223,278</b>
Salaries	13,434,899	1,522,600	4,851,362	19,808,860
Benefits	8,148,412	990,147	3,743,143	12,881,702
<b>Total Salaries &amp; Benefits</b>	<b>21,583,311</b>	<b>2,512,747</b>	<b>8,594,504</b>	<b>32,690,562</b>
Professional Fees	193,872	452,814	1,902,883	2,549,569
Purchased Services	844,489	323,438	5,515,444	6,683,371
Supplies	453,224	258,751	310,096	1,022,071
Depreciation	183,741	64,688	179,572	428,001
Other Expenses	1,256,484	194,063	2,275,954	3,726,501
<b>Total Non-Labor Expenses</b>	<b>2,931,811</b>	<b>1,293,753</b>	<b>10,183,949</b>	<b>14,409,513</b>
<b>Total Operating Expenses</b>	<b>24,515,122</b>	<b>3,806,500</b>	<b>18,778,453</b>	<b>47,100,075</b>
<b>NET INCOME</b>	<b>20,134,205</b>	<b>-</b>	<b>(18,011,003)</b>	<b>2,123,203</b>

## FISCAL YEAR 2023 BUDGET



# FY23 BUDGET COMPARISONS

SAN JOAQUIN HEALTH CENTERS BUDGET 2022-2023 COMPARISONS						
	FY23 Budget	Projected FY22	Difference Increase/(Decrease)	FY23 Budget	Unaudited FY21***	Difference Increase/(Decrease)
Patient Revenues	24,353,992	18,160,815	6,193,176	24,353,992	15,031,923	9,322,068
QIP Revenues	12,662,107	11,965,979	696,128	12,662,107	13,035,017	(372,910)
Capitation & Incentive Revenues	6,135,734	5,785,734	350,000	6,135,734	5,509,468	626,266
Grant Revenues	3,806,500	1,834,790	1,971,710	3,806,500	1,654,204	2,152,296
340B & Other Revenues	2,264,945	2,182,335	82,610	2,264,945	1,921,338	343,607
<b>Total Revenues</b>	<b>49,223,278</b>	<b>39,929,654</b>	<b>9,293,624</b>	<b>49,223,278</b>	<b>37,151,950</b>	<b>12,071,328</b>
Salaries	19,808,860	16,678,865	(3,129,995)	19,808,860	13,665,423	(6,143,438)
Benefits	12,881,702	8,890,560	(3,991,142)	12,881,702	9,328,506	(3,553,196)
<b>Total Salaries &amp; Benefits</b>	<b>32,690,562</b>	<b>25,569,425</b>	<b>(7,121,137)</b>	<b>32,690,562</b>	<b>22,993,928</b>	<b>(9,696,634)</b>
Professional Fees	2,549,569	2,422,091	(127,478)	2,549,569	2,845,847	296,278
Purchased Services	6,683,371	5,616,108	(1,067,263)	6,683,371	2,512,363	(4,171,009)
Supplies	1,022,071	919,585	(102,485)	1,022,071	1,550,003	527,932
Depreciation	428,001	349,020	(78,981)	428,001	560,923	132,922
Other Expenses	3,726,501	3,364,653	(361,848)	3,726,501	3,914,878	188,377
<b>Total Non-Labor Expenses</b>	<b>14,409,513</b>	<b>12,671,457</b>	<b>(1,738,055)</b>	<b>14,409,513</b>	<b>11,384,012</b>	<b>(3,025,501)</b>
<b>Total Operating Expenses</b>	<b>47,100,075</b>	<b>38,240,882</b>	<b>(8,859,193)</b>	<b>47,100,075</b>	<b>34,377,940</b>	<b>(12,722,134)</b>
<b>NET INCOME</b>	<b>2,123,203</b>	<b>1,688,772</b>	<b>434,431</b>	<b>2,123,203</b>	<b>2,774,010</b>	<b>(650,807)</b>

Bottom Line Margin 4.31% 4.23% 4.31% 7.47%

\*\*\* For comparison, \$5MM in retroactive PPS Reconciliation liability reductions and additional retroactive revenues have been excluded from Unaudited FY21 results.

## CASH ANALYSIS

Estimated Beginning Balance	8,119,652	2,774,010	5,345,642	8,119,652	-	8,119,652
Cashflow (Net Income + Depreciation)	2,551,204	2,005,109	546,094	2,551,204	2,774,010	(222,806)
Cash due from SJGH for FY15 - FY20		8,158,450	(8,158,450)	-		-
Cash due from SJGH for FY21	8,070,004		8,070,004	8,070,004		8,070,004
DHCS Payment Plan for FY15-FY17		(4,817,917)	4,817,917			-
DHCS Payment Plan for FY18-FY19	(5,550,218)		(5,550,218)	(5,550,218)		(5,550,218)
<b>NET CHANGE IN CASH</b>	<b>5,070,990</b>	<b>5,345,642</b>	<b>(274,652)</b>	<b>5,070,990</b>	<b>2,774,010</b>	<b>2,296,980</b>
Projected Ending Balance	13,190,642	8,119,652	5,070,990	13,190,642	2,774,010	10,416,632
Cash Required from SJ County	-	-	-	-	-	-

**SAN JOAQUIN HEALTH CENTERS  
FISCAL YEAR 2022-2023 CAPITAL BUDGET**

**FY23 Sources of Capital**

**FY23 Available Funds**

Projected FY23 Ending Cash Balance	13,190,642
USDA Emergency Rural Health Care Grant	178,052
HRSA American Rescue Plan Grant	774,097
Minimum Cash Reserve for Operations (60 Days Cash on Hand)	(6,273,076)
Estimated Funds Available for Capital Investment	7,869,715

<b>FY23 Capital Expenditures</b>	<b>Project</b>	<b>FY23 Capital Outlay</b>	<b>Grant % Coverage</b>	<b>Capital Addressed by Grant Awards</b>	<b>FY23 Net Cash Demand</b>
1 Cargo Van + Modifications	Outreach	71,531	55%	39,342	32,189
2 Doximity License	Telemedicine	35,000	55%	19,250	15,750
3 Livongo Heart Product	Chronic Disease Management	160,200	55%	88,110	72,090
4 Livongo DM Product	Chronic Disease Management	57,000	55%	31,350	25,650
5 Capsa Pharmacy Robot	Internal Pharmacy	193,075	0%	-	193,075
6 Cerner Pharmacy Interface	Internal Pharmacy	32,000	0%	-	32,000
7 Manteca Clinic Equipment	Manteca Clinic Reopen	250,000	0%	-	250,000
8 Manteca Clinic IT Purchases	Manteca Clinic Reopen	61,000	0%	-	61,000
9 Nuance DAX	AI Scribe System	299,100	100%	299,100	-
10 Notable	Population Health Management	340,917	100%	340,917	-
11 NeuroFlow	Behavioral Health Management	134,080	100%	134,080	-
		1,633,903		952,149	681,754

<b>Projected FY23 Adjusted Ending Cash Balance (Cash Available less Net Cash Demand)</b>	<b>12,508,888</b>
<b>USDA Emergency Rural Health Care Grant</b>	<b>-</b>
<b>HRSA American Rescue Plan Grant</b>	<b>-</b>
<b>Minimum Cash Reserve for Operations (60 Days Cash on Hand)</b>	<b>(6,273,076)</b>
<b>Estimated Funds Remaining for Capital Investment</b>	<b>6,235,812</b>

# FY23 CAPITAL BUDGET

# QUESTIONS & ANSWERS





# SJCC Transformation Strategy

Farhan Fadoo, MD  
June 25, 2019

# SJCC Transformation Strategy

## Key Components:

- Focus on core mission
- Focus on fiscal health
- Develop robust administrative capacity that fills current gaps
- Implement a series of operational changes, optimizing service delivery to keep pace with access demands, minimize waste, and drive revenue
- Expand scope of services with HRSA and optimize PPS rates
- Focus on patient engagement and patient experience
- Use technology to drive performance improvement and clinical quality
- Rebrand SJCC as leading health system in the local safety net
- Develop multi-year strategic plan (true north) and execute aggressively





# SJCC Reboot

- Focus on core mission
  - Provide wide berth of access for primary care services across multiple entry points in the community
  - Consider elimination of low-yield but high-resource-intensive service lines (e.g. niche grant-funded projects)
  - Diminish population health management portfolio and redeploy resources into clinics starved for support staffing





# SJCC Reboot

- Focus on fiscal health
  - Evaluate billing/collections outsource option (niche vendors with deep PPS/FQHC experience)
  - Cultivate healthy working relationships and routine communication workflows between SJCC Finance Director, SJGH CFO, and Office of the SJC CAO
  - Evaluate FTE budget and current assignments to ensure optimal staffing
  - Evaluate legacy contracts, implement sound procurement practices, and eliminate waste
  - Align physician compensation/incentives with SJCC's broader fiscal KPIs
  - Shutter underperforming sites with limited potential for growth



# SJCC Reboot

- Build administrative capacity
  - COO: standardize operations management across all SJCC sites
  - Compliance: Create single point of accountability for HRSA compliance, EHB management, UDS/annual recertification
  - Quality: HEDIS/UDS/waiver and supplemental funding initiatives
  - Marketing/Outreach/BizDev/Community Engagement
  - Strategic planning
  - Corporate/capital projects
  - Sharpen nursing leadership focus
  - Finance director: oversee billing/collections, coding compliance, payer credentialing, procurement/contracting



# SJCC Reboot

- Operational improvements
  - Manage productivity actively (real-time, prospectively)
  - Modern, data-driven scheduling approaches
  - Reduce patient no-shows using patient engagement technologies
  - Optimize support staffing ratios, actively working with medical staff leaders to drive consistent provider availability without major swings
  - Complete the transition to centralized scheduling/referrals/refills
  - Manage referral leakage through various strategies



# SJCC Reboot

- Expand scope of services and optimize PPS rates
  - Explore changes to hospital-based ambulatory specialty business lines, possibly embedding those specialties that have high-volume primary care connections in SJCC sites
  - Breakdown legacy silos with all pediatrics at CHS and all OBs in HBF/HBC. Pursue a modern PCMH model with FM, IM, Peds, and OB/GYN co-mingled at each SJCC site; consider consolidation of geographically co-located clinics
  - Source directly employed psychiatry/behavioralist staffing to accelerate IBH program
  - Study feasibility of dental, chiropractic, acupuncture, PT, wellness center





## Cardiology (Requires HRSA scope change request; represents rate setting trigger opportunity)

**Business Case:** Add cardiology as a line of service into SJCC primary care to address chronic access issues.

**Current State:**

- Cardiology referrals outnumber those of any other specialty (1,174) over the past 12 months
- Average wait times are well over 60 days, approaching 90 days in some cases
- Opportunity: SJGH recently contracted a new cardiologist to work exclusively in the outpatient setting; start date is September 2019

**Desired Future State:**

- Embed cardiologist into primary care to reduce access issues and allow for rapid response to PCP referrals
- Ability for SJCC to insource referrals from community providers, thereby creating a new revenue stream



## Podiatry (Requires HRSA scope change request; represents rate setting trigger opportunity)

**Business Case:** Add podiatry as a line of service into SJCC primary care to address access concerns

**Current State:**

- Podiatry referrals are sent to Orthopedics Clinic which is extremely backlogged.
- There were a total of 996 podiatry referrals over the past 12 months
- Diabetic patients have prolonged wait times (3-4 months) to secure an appointment with a podiatrist.
- SJCC recently contracted a podiatrist with start date of July 2019.

**Desired Future State:**

- Embed podiatrist into primary care to reduce access issues and allow for rapid response to PCP referrals



## Pediatric Endocrinology (Requires HRSA scope change request; represents rate setting trigger opportunity)

**Business Case:** Add pediatric endocrinology as a line of service and leverage first mover advantage for Medi-Cal patients in San Joaquin County

**Current State:**

- No pediatric endocrinologist available throughout San Joaquin County
- Children and adolescents with diabetes currently being referred out-of-county
- Total of 287 pediatric endocrinology referrals over the past 12 months
- Opportunity: SJGH recently signed an agreement with a pediatric endocrinologist with start date TBD

**Desired Future State:**

- Embed pediatric endocrinologist into Children's Health Services to address access issues and eliminate out-of-county referrals
- Ability for SJCC to insource referrals from community (new revenue stream)





## Pediatric Neurology (Requires HRSA scope change request; represents rate setting trigger opportunity)

**Business Case:** Pediatric neurology is a specialty very much in demand for many of SJCC's pediatric patients with chronic seizure disorders and other neurological issues.

**Current State:**

- Total of 240 referrals in the past 12 months
- Opportunity: SJGH has an agreement with a pediatric neurologist who has been providing services for SJGH ACS for many years.

**Future State:**

- Embed pediatric neurologist into Children's Health Services to colocate within existing pediatric setting, improving patient experience, and serving as triggering event for potential PPS rate resetting
- Ability for SJCC to insource referrals from community, thereby creating a new revenue stream



## GYN Oncology (Requires HRSA scope change request; represents rate setting trigger opportunity)

**Business Case:** GYN Oncology is a much needed specialty to service cancer patients.

**Current State:**

- Cancer patients have an average wait of 4-6 months to be seen by an oncologist.
- Out-of-county referrals are common
- Resource constraints led to low visits (11) in the past 12 months from SJCC
- Opportunity: SJGH has an agreement with UC Davis for GYN oncology services; recent correspondence with the UCD Chief of GYN oncology indicates they have an interest in increasing their time at our clinics

**Desired Future State:**

- Provide additional access for SJCC patients with GYN cancers
- Eliminate out-of-county referrals
- Ability for SJCC to insource referrals from community



# SJCC Manteca – Extended Hours for “Immediate Care” Service

**Business Case:** Leverage extended hours at Manteca site as a feeder mechanism to drive additional primary care business

- Aggressive marketing efforts needed to raise awareness in South San Joaquin County
- Provide access to roughly 1500 assigned/not seen patients from Health Plan of San Joaquin alone
- Allows for potential fee for service carve-out arrangements with other health plan partners
- Physicians already contracted to work these hours
- Board Action Item: Approval of SJCC Manteca extended hours needs to be reagendaized (action was deferred from May 28<sup>th</sup> agenda)



# SJCC Reboot

- Patient Engagement and Patient Experience
  - Leverage new technologies and toolsets to drive patient engagement around assigned/not seen population
  - Leverage health plan-funded patient incentives to promote closure of care gaps (drives HEDIS dollar capture)
  - Consolidate outreach under one umbrella (today: distributed model)
  - Consistently perform under NCQA PCMH framework to maintain recognition
  - Evaluate on-site phlebotomy (courier to SJGH Lab) and basic imaging services at SJCC sites for “one-stop” integrated healthcare
  - Evaluate feasibility of automated medication dispensing (future state)





# SJCC Reboot

- Leverage technology for performance improvement and clinical quality
  - Expand BI capacity (existing team is maturing steadily; few skillset gaps still need to be filled; search in progress for 1-2 remaining resources)
  - Optimize use of Cerner EMR; we enjoy a mature informatics team that is poised to maximize the value realized from the Cerner investment
  - Implement population health suite of tools: Cerner HealthIntent (go-live is staged beginning fall 2019 through summer 2020)
  - Drive innovation by expanding use of the SJGH Innovation Lab for carrying out proof of concept ventures that later scale if successful (e.g. Innovaccer, CipherHealth, medical scribes, etc.)
  - Capitalize on emerging opportunities in telehealth



# SJCC Reboot

- Rebrand SJCC
  - Movement nationally away from “hospital and clinics” to health *systems*
  - SJCC generates business for SJGH and vice versa
  - Challenge: SJCC needs to cultivate “systemness” with SJGH while operating as a **self-sufficient** arm of the health service delivery network in San Joaquin County
  - Further strategic partnerships with HPSJ and other key players in the local safety net
  - Marketing, outreach, and business development functions need to be enhanced and/or built from scratch
  - Digital/web presence to be optimized



# Strategic Plan

Within the next 90 days, a draft strategic plan will be presented to the SJCC Board for feedback and approval comprising the following content areas:

- Mission and Role in Community
- Financial Strength and Sustainability
- Operations and Administrative Capacity
- Physical Footprint (Growth/Expansion)
- Marketing and Business Development
- Technological Capacity
- Governance (role and evolution of the vital SJCC Board)
- Plans for pursuing 330 Grantee status

Why do this? 1) This is a HRSA deliverable. 2) This is sound management.





Lots of exciting work ahead...



# CEO Report – Previous 30 Days

- COVID19 Updates

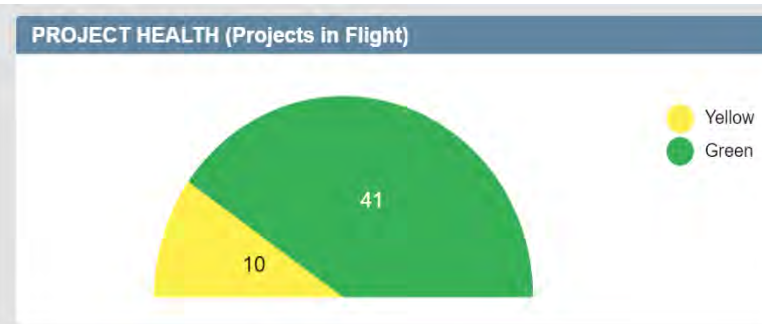
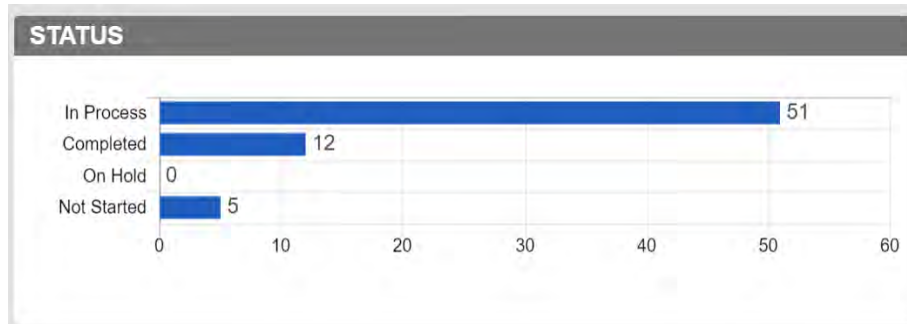
- Uptick in cases over past 30 days – vigilance about surveillance, employee health, masking, remote work
- Home testing understates official numbers
- 4<sup>th</sup> doses of vaccines authorized for 50+

- Governance/Finance/Operations

- Budget approval on 6/7 BOS agenda
- \$1.8MM request for appropriations to Congressman McNerney – Lodi expansion
- Large hiring effort expected beginning July 2022 to implement FY23 budget
- Manteca reopening slated for October 2022
- SJ Health brand launch events June 20, 21, 22
- Mobile Clinic HPSJ FSR – June 3
- Telehealth encounters remain at ~30%; implementing new software to ease video-enabled visits that allow elegant MA to provider handoffs

- Strategic plan implementation

- Three-year plan
- Total effort: 68 projects with 14 project owners



Projects By Strategic Plan Pillar	
Healthier Community	17
Build Identity	18
Sustainability	33
Projects By Functional Domain	
Administrative	16
Finance	13
HR	7
Marketing	6
Operations	16
Population Health/Community Engagement	5
QI	5

