



**San Joaquin County Clinics  
Board Meeting Agenda  
Tuesday, October 26, 2021, 5:00 p.m.**

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[Click here to join the meeting](#)

[+1 209-645-4071](#) United States, Stockton (Toll)

Conference ID: 421 643 065#

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1. Introduction & Establish Quorum	Rod Place	<b>5 mins</b>
a. Call to Order & Establish Quorum		
b. SJCC Board of Director's Attendance Record (Jan-Sep 2021)		
c. Introductions		
2. Board Transition Ceremony	Rod Place/Jeff Slater	<b>20 mins</b>
a. Recognition of Alvin Maldonado's Service to SJCC		
b. Presentation of the Alvin Maldonado Certificates of Appreciation		
c. Introduction of New Board Members		
3. Public Comment	General Public	<b>5 mins</b>
4. Governance Committee Report – October 2021	*	<b>10 mins</b>
a. Introduction of New Board Candidates		
b. Vote on New Board Candidates	*	
c. Vote on New Slate of Officers	*	
d. Discuss Committee Compositions and Process		
5. Approval of Minutes SJCC Board Meeting from 9/28/21	*	<b>1 min</b>
6. Credentialing & Privileging Report – October 2021	*	<b>5 mins</b>
7. Finance Committee Report – October 2021	*	<b>20 mins</b>
8. Legislative Update & Grants Approvals – October 2021	*	<b>5 mins</b>
9. CEO Report	Dr. Farhan Fadoo	<b>10 mins</b>
10. Adjournment of Board Meeting	Rod Place	<b>1 min</b>

**\*Action Item**

**Next Meeting Date: November 30, 2021 @ 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 County Clinics (SJCC) at (209) 468-6757 or (209) 468-6372 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 SJCC Ambulatory Care Services at 500 W. Hospital Road, French Camp, CA during normal business hours.**



**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  Monica Fuentes  
FIRST NAME MI LAST NAME

BIRTHDATE October 31 1986  
MONTH DAY YEAR

3413 Belleview Ave Stockton CA 95206  
HOME ADDRESS CITY STATE ZIP

Length of Residence: 13 Years \_\_\_ Months

MAILING ADDRESS (if different from Home) CITY STATE ZIP

monica.fuentes@deltacollege.edu 209-337-8874  
EMAIL CONTACT PHONE NUMBER

San Joaquin Delta College Professor  
CURRENT EMPLOYER JOB TITLE

FORMER EMPLOYER (IF RETIRED) JOB TITLE

INTERESTS AND EXPERIENCES I enjoy educating myself to share the knowledge with my community.  
I have experience in the health care system both as a previous patient and as a professional.  
I am a LPT, with 7 years of experience, used to be a county employee. I have a basic finance and business administration background.

HOW DID YOU LEARN OF THE OPENING? Delta Email

BRIEFLY STATE, WHY YOU ARE INTERESTED IN SERVING ON SJCC'S BOARD OF DIRECTORS: I love to contribute tto my community and make a difference in someone lives.I understand that in order to see or experience change, one must contribute and invest time.

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

- BEHAVORIAL 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) Bilingual-Spanish

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

I have been a Psychiatric Technician professor for 2 years, experience as a Psych Tech for 7 years.

I was once a licensed tax preparer, I hold a Public Notary license, I have a basic background in finance and business management.

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

I am part of Distance Education Committe at San Joaquin Delta College.

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:* I was at one point from 8/11/14-02-21-20.

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.

Monica Fuentes

**APPLICANT SIGNATURE**

09/23/21

**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): 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.

**Monica Fuentes**

Signature

**9/23/21**

Date

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



**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**

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MEMBERSHIP INTEREST:      REGULAR BOARD      FINANCE ONLY      QUALITY ONLY

CATEGORY FOR WHICH YOU ARE APPLYING:  
   PATIENT MEMBER                      NON-PATIENT MEMBER

MR      MS      \_\_\_\_\_ MI \_\_\_\_\_  
   FIRST NAME                      LAST NAME

BIRTHDATE \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
   MONTH                      DAY                      YEAR

\_\_\_\_\_ CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_  
HOME ADDRESS

Length of Residence: \_\_\_\_ Years \_\_\_\_ Months

\_\_\_\_\_ CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_  
MAILING ADDRESS (if different from Home)

\_\_\_\_\_ CONTACT PHONE NUMBER \_\_\_\_\_  
EMAIL

\_\_\_\_\_ JOB TITLE \_\_\_\_\_  
CURRENT EMPLOYER

\_\_\_\_\_ JOB TITLE \_\_\_\_\_  
FORMER EMPLOYER (IF RETIRED)

INTERESTS AND EXPERIENCES \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

HOW DID YOU LEARN OF THE OPENING? \_\_\_\_\_  
\_\_\_\_\_

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

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

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- 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.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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.

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**APPLICANT SIGNATURE** **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)



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

**APPLICATION ADDENDUM**

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Gender (Select one):

Race (Select one):

Ethnicity (Select one):

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

\_\_\_\_\_  
Date

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

**Minutes of September 28, 2021**  
**San Joaquin County Clinics Board of Directors**

**Board Members Present:**

Rod Place (SJCC Board Chair); Esgardo Medina (SJCC Board Member); Alicia Yonemoto (SJCC Board Vice-Chair); Brian Heck (SJCC Board Member); Paul Antigua (SJCC Board Member); Dr. Charson Chang (SJCC Board Member)

**Excused Absent:**

Chris Scoz (SJCC Board Member)

**Unexcused Absent:**

Luz Maria Sandoval (SJCC Board Member); Ismael Cortez (SJCC Board Member); Mary Mills (SJCC Board Member); Mike Baskett (SJCC Board Member)

**Guests:**

Dr. Farhan Fadoo (SJCC CEO); Alice Souligne (SJCC COO); Kris Zuniga (SJCC CFO); Rajat Simhan (SJCC Consultant); Padmaja Magadala (SJCC); Angela Ayala (SJCC Staff); Betty Jo Riendel (SJGH Staff); Jeff Slater (SJCC Consultant); Susan Thorner (SJCC Consultant); David Culberson (SJGH CEO); Michael Allen (SJCC Clerk of the Board); Bernadette Pua (Prospective SJCC Board Member)

AGENDA ITEM	ATTACHMENTS	ACTION
<p><b>1. <u>Call to Order (Rod Place, SJCC Board Chair)</u></b> The meeting was called to order at 5:05 p.m. A quorum was established for today's meeting.</p>		No action required
<p><b>2. <u>Approval of Minutes from 8/31/21 (Rod Place, SJCC Board Chair)</u></b> Meeting Minutes from 8/31/21 were approved.</p>	(Attachment 2)	Alicia motioned to accept the minutes from 8/31/21 and Brian seconded; motion was approved unanimously
<p><b>3. <u>Public Comment</u></b> None</p>		No action required
<p><b>4. <u>Credentialing &amp; Privileging (C&amp;P) Report (Angela Ayala, SJCC Staff)</u></b> Initial appointment is Ofelia Ortiz (seeking Board approval at next session). Reappointments are Dr. Patara Rojanavongse and Andrew Smith PhD. Advancement is Dr. Neeta Shroff. Alicia recused herself from the vote for Andrew Smith.</p>	(Attachment 4)	Brian motioned to accept the September C&P report and Esgardo seconded; motion was approved unanimously
<p><b>5. <u>Presentation of Financials (Kris Zuniga, SJCC CFO)</u></b> Reviewed 24 month rolling billable visit timeline.</p> <p>Reviewed Health Plan of San Joaquin (HPSJ) membership assignments. Membership is trending upward over the calendar year, from 39,144 in January to 41,270 in August.</p> <p>Reviewed SJCC Income Statement. There was a favorable variance of \$651,010. Grant revenue showed an unfavorable variance of \$270,278, but total operating revenue was a favorable variance of \$420,257. Salaries, benefits, and professional fees came in under budget. Professional Fees, Purchased Services, Depreciation, Interest, and Other Expenses all had unfavorable variances, making Net Income \$52,237. When the MOU with San Joaquin General Hospital (SJGH) is finalized, actual expenses will more closely align with the budget</p> <p>SJCC Balance Sheet was reviewed.</p> <p>SJCC Statement of Cash Flows was reviewed. Total cash flows from operating activities was \$8,964,473, with an Ending Cash Balance of \$10,274,204.</p>	(Attachment 5)	Esgardo motioned to accept the CFO Report and Paul seconded; motion was approved unanimously

<p>Reviewed Accounts Receivable Analysis for August 2021. Ending gross A/R is \$2,714,148. Gross A/R Days have reduced to 28, and net A/R Days are at 33. Yearly average of days to submit billing is 10 days, with total average collection time of 36 days.</p> <p>Reviewed comparison of SJCC August 2021 Financials to Capital Link FQHC benchmarks. Operating margin target is &gt;1-3% and SJCC was at 6%. Bottom line margin target is &gt;3% and SJCC was at 6%. Days cash on hand target is &gt;30-45 days and SJCC was at 94 days. Days in net patient receivables target was &lt;60 days and SJCC was at 33 days. Personnel-related expense target is &lt;70% and SJCC is at 72%.</p>		
<p><b>6. <u>Financial Management Policies (Kris Zuniga, SJCC CFO)</u></b>  Reviewed SJCC Financial Management Policy Manual, including infrastructure policies, receipts and disbursement policies, and revenue cycle policies.</p>	(Attachment 6)	Paul motioned to accept the financial management policy and Alicia seconded; motion was passed unanimously
<p><b>7. <u>Governance Committee Report (Rod Place, SJCC Board Chair)</u></b>  Cynthia King, Bernadette Pua, and Dr. Karen Lee were put forth for Board membership approvals.</p> <p>All proposed candidates were unanimously approved for membership by vote.</p>		<p>Alicia motioned to approve Board membership for Cynthia King and Esgardo seconded; motion was approved unanimously</p> <p>Brian motioned to approve Board membership for Bernadette Pua and Alicia seconded; motion was passed unanimously</p> <p>Esgardo motioned to approve Board membership for Dr. Karen Lee and Brian seconded; motion was approved unanimously</p>
<p><b>8. <u>Board Training – Board Composition (Susan Thorner, SJCC Consultant)</u></b>  Susan conducted a brief training on Board composition and recruitment. There was a focus on enhancing the Board’s understanding of the Bureau of Primary Health Care (BPHC) requirements. Several Board members will be rotating off in October.</p> <p>SJCC Board must have between 9 – 25 members, the majority of which are being served as patients by SJCC. Board membership should reflect the population served by SJCC.</p>	(Attachment 8)	
<p><b>9. <u>Board Digital Access (Dr. Farhan Fadoo, SJCC CEO)</u></b>  To better facilitate Board participation and save resources, efforts will be made to increase digital access for Board members and support staff.</p>		
<p><b>10. <u>Strategic Plan Update (Jeff Slater &amp; Rajat Simhan, SJCC Consultants)</u></b></p> <p>a) Service area map was reviewed and surrounding counties were noted. Pockets within the County are available for further saturation by SJCC. When difficulty is encountered by patients seeking primary care, ED</p>	(Attachment 10a) (Attachment 10c)	Charson motioned to accept the Needs Assessment and Alicia seconded; motion was approved unanimously

<p>usage increases, putting a heavier burden on trauma centers. Telehealth has increased access and removed some barriers to care. Low-wage employment is a significant barrier to health care access. Some risk categories lag considerably behind both the California average and many individual counties, including nutrition/diet, smoking, obesity, etc. Chronic conditions like asthma, heart disease, hypertension, and others exist at higher rates than average. Transportation is still a barrier to access for many, as San Joaquin County does not have a robust public transport system. Reviewed the top 15 underlying causes of mortality from 2014-2018. Dental care is less common among lower-income residents, resulting in poor oral health and often only seeking dental care in emergent situations. There is a great need for more mental health access in the County. Suggestions were put forth by Alicia to utilize the Mobile Clinic to close some of these gaps, which aligns with current efforts by clinic leadership.</p> <p>b) HRSA is experiencing some difficulties with giving access to reporting entities for their LAL Annual Certification. Approval to submit in principle was put forth to the Board.</p> <p>c) Form 5C was reviewed, showing what types of activities SJCC engages in and where.</p>		<p>Charson motioned to approve compilation and submission of HRSA LAL Annual Certification and Alicia seconded; motion was approved unanimously</p> <p>Charson motioned to accept Form 5C and Brian seconded; motion was approved unanimously</p>
<p><b>11. <u>Legislative Updates &amp; Grants (Jeff Slater/Rajat Simhan)</u></b>          California legislature is out of session, so nothing new to report at state level.</p> <p>Dr. Fadoo has been active in advocating for FQHC Look-A-Likes (LALs) to be able to receive federal funds available to full FQHCs.</p>	<p>(Attachment 11)</p>	<p>No action required</p>
<p><b>12. <u>Annual CEO Report (Dr. Farhan Fadoo, SJCC CEO)</u></b>          Status of all clinics was reviewed, including the forthcoming Mobile Clinic and the closure in June 2020 of the Manteca and Hazelton clinics.</p> <p>SJCC encounter total for FY20/21 was 115,560, with another 54,281 encounters for the SJGH Specialty Clinics.</p> <p>Reviewed telehealth percentage of each service lines. Primary care is 51% in person, 45% audio only, and 3% audio/video.</p> <p>Reviewed special programs across the organization and noted termination of RubiconMD eConsult services in favor of another program funded by HPSJ. Scheduling/Referral has been decentralized due to split between SJCC &amp; SJGH.</p> <p>COVID-19 response efforts were noted, including MOUs with various organizations, drive through testing, field testing and mass vaccination events. SJCC has received recognition for these efforts.</p> <p>Rapid pivot to telehealth allowed for minimal financial impact due to COVID-19. Billing/collections practices have been tightened up with focus on standardization. \$8 million secured in grants over FY20/21. Successfully captured ~90% of available QIP incentive funds.</p> <p>Future organizational efforts will include building further administrative capacity, relocating to a new administration</p>	<p>(Attachment 12)</p>	<p>Charson motioned to accept the Annual CEO report and Brian seconded; motion was approved unanimously</p>

<p>space at A.G. Spanos building, and marketing/brand reworking. Needs assessment report will guide decisions on future access points and service lines. Greater focus on clinical quality will help in transition from volume-based reimbursement to a value/outcome-based scheme. New services will include expanded chronic disease management programs and integrated behavioral health.</p> <p>Plans for FY21/22 include potential transition from LAL to full 330 grantee, care disparities reduction, health equity work, and further Board development.</p> <p>Dr. Chang mentioned there are dental service providers already doing community work who may be able to align with our efforts in this regard.</p>		
<p><b>13. <u>Adjournment</u></b>          There being no further topics of discussion, Rod Place adjourned the meeting at 7:33 p.m.</p>		<p>No action required</p>

**INITIAL APPOINTMENTS - ALLIED HEALTHCARE PRACTITIONERS  
OCTOBER 2021**

The following practitioners have applied for membership and privileges at San Joaquin County Clinics. The following summary includes factors that determine membership: licensure, DEA, professional liability insurance, required certifications (if applicable), etc. Factors that determine competency include medical/professional education, internship/residencies/fellowships, board certification (if applicable), current and previous institutional affiliations, physical and mental health status, peer references, and past or pending professional disciplinary action. The applicants meet the requirements for membership unless noted below.

<b>Membership Request</b>	<b>Name</b>	<b>Specialty/Assigned Div/Dept</b>	<b>Competency / Privilege Review</b>	<b>Proctoring Required</b>	<b>Proctor</b>	<b>Rec Status/Term</b>	<b>Recommend</b>	<b>Credentialing Dept</b>
Initial	Kamajot Bajwa, MSN-PMHNP	Psychiatric Mental Health Nurse Practitioner Primary Medicine Clinic	Walden University: 05/2020	Y	Fadoo	Provisional	CRED: 09/15/2021 CC: 10/20/2021 Board: 10/26/2021	CVO

**REAPPOINTMENTS  
OCTOBER 2021**

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.

<b>Membership Request</b>	<b>Name</b>	<b>Specialty/Assigned Div/Dept</b>	<b>Quantitative/Qualitative Factors Request for Privileges and/or Privilege Change</b>	<b>Action Taken/Rec. Exceptions for Cause</b>	<b>Rec. Staff Category/ Reappointment Period</b>	<b>Recommend</b>	<b>Credentialing Dept</b>
Reappointment	Nancy Fields, MD UC Davis Provider	Maternal-Fetal OB-GYN	Requirements for Consulting Staff Met	None	Consulting 12/21 to 12/23	Cred: 10/05/2021 MEC: 10/19/2021 Board: 11/02/2021	SJGH Med Staff

**ADVANCEMENTS - ALLIED HEALTH PROFESSIONAL  
OCTOBER 2021**

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.

<b>Name</b>	<b>Specialty/Assigned Div/Dept</b>	<b>Current Category of Membership</b>	<b>Recommended Category</b>	<b>Reason</b>	<b>Recommend</b>	<b>Credentialing Dept</b>
Linda Geverts, NP	OB/GYN	Provisional	Allied Health Professional	Proctoring Complete	CIDP: 10/01/2021 Cred: 10/05/2021 MEC: 10/19/2021	SJGH Med Staff
Kimberly Greer, CNM	OB/GYN	Provisional	Allied Health Professional	Proctoring Complete	CIDP: 10/01/2021 Cred: 10/05/2021 MEC: 10/19/2021	SJGH Med Staff
Tenzin Pelkyi, CNM	OB/GYN	Provisional	Allied Health Professional	Proctoring Complete	CIDP: 10/01/2021 Cred: 10/05/2021 MEC: 10/19/2021	SJGH Med Staff

RESIGNATIONS  
OCTOBER 2021

Name	Reason for Resignation:	Effective Date of Resignation	Reported by
Melissa Santillana	Resigned	Oct-21	SJGH Med Staff



San Joaquin County Clinics  
Financial Statement Comments  
September 2021

**Summary of Clinics Year to Date**

Billable visits for September are favorable to budget by 197 visits. Net Patient Revenues are \$153,077 greater than budget. YTD financials reflect a PPS reconciliation liability accrual of \$75,000. YTD Medi-Cal payments for \$912,247 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 \$53,860 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 SJCC.

YTD results include \$37,473 in DHCS recoveries for overpaid Code 18 Wrap payments for the period of October 2020 through December 2020.

YTD Supplemental Revenue includes the recognition of estimated Quality Incentive Program revenue for \$2,903,510. Other Revenue includes combined Grants Revenue for Essential Access Title X and American Rescue Plan (ARP) grants for \$281,022. Other Income includes the YTD Capitation Revenue with an unfavorable variance to budget by \$15,976 due to a slight decline in capitation payment rate per member. Also, Other Income includes the 340B Pharmacy Program revenue for \$409,311 and the program related expenses for \$268,537 are included in Supplies & Other Expenses categories on the financials. September financials reflect First Responder Program revenue for \$8,600. YTD Other Revenue includes revenues accrued for \$175,744 related to Purchased Services provided to SJGH by SJCC per the MOU. Total Net Operating Revenues are favorable to budget by \$490,322.

YTD Salaries and benefits expenses exhibit a favorable variance to budget of \$273,090. Other operating expenses exhibit an unfavorable variance of \$791,147 largely due to Professional Fees and Other Expenses favorable variance of \$1,298,355 mainly offset by unfavorable variance in Purchased Services, Supplies, Interest and Miscellaneous Expenses \$2,089,502. An estimated expense for the Purchased Services is recorded from July through September based on the MOU.

Unaudited, as presented, Net Income of \$412,775 on a year-to-date basis is unfavorable compared to budget by \$27,735.

**Additional Factors Impacting Clinic Performance Presentation**

- Supplemental revenues are estimates based on the Master MOU between SJCC and SJ County.

**Other Material Notes**

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



# SAN JOAQUIN COUNTY CLINICS

CFO PRESENTATION

Kris Zuniga  
Chief Financial Officer  
Presentation Date: 10/26/2021

## ROLLING 12-MONTH BILLABLE VISITS

	October	November	December	January	February	March	April	May	June	July	August	September
CURRENT 12-MONTHS	9,455	7,954	8,944	9,120	9,018	10,703	10,737	9,032	9,574	9,859	10,453	9,975
PREVIOUS 12-MONTHS	10,892	8,780	9,089	11,000	10,146	6,010	9,582	9,768	10,612	11,389	9,638	10,025

## ROLLING 12-MONTH TRENDS - BILLABLE VISITS



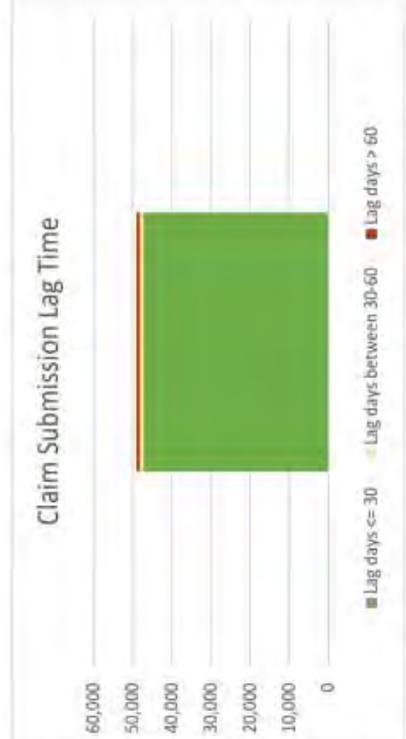
Visits by Financial Class	%
Medi-Cal Managed Care	75.38%
Medicare	10.62%
Medi-Cal	9.24%
Self-Pay	3.08%
Commercial	1.68%
Total	100.00%

# HEALTH PLAN OF SAN JOAQUIN MEMBERSHIP ASSIGNMENTS CALENDAR YTD AS OF SEPTEMBER 2021

Year	Panel Size	Panel Seen	Goal	% Goal	Performance
2020	37,109	17,048	18,753	50.53%	45.94%
2021	40,590	16,034	19,077	47.00%	39.50%



Panel Metrics for San Joaquin County Clinics	
Average Panel Size	40,590
Current Month Panel Size	41,220
Calendar YTD Panel Seen Count	16,034
Calendar YTD % Panel Seen	39.5%
Goal to Panel Seen Count	19,077
PCP Claim Count	49,131



**Average Submission Lag: 7.2 Days**

# SJCC INCOME STATEMENT – SEPTEMBER 2021

	Current Period		Current Period		Current Period		YTD Budget -		YTD Budget	
	Actual	Budget - Original	Budget - Original	Budget Variance - Original	Current Year Actual	Original	Variance - Original	Original	Variance - Original	
Operating Revenue										
Net Patient Service Revenue	1,428,434	1,275,357	153,077		4,846,109	3,826,071	1,020,038			
Supplemental Revenue	967,837	967,837	(0)		2,903,510	2,903,510	(0)			
Grant Revenue	281,022	270,278	10,744		281,022	810,835	(529,813)			
Miscellaneous Income	52,080	63,518	(11,438)		176,115	190,553	(14,438)			
Other Income	651,393	613,833	37,560		1,856,035	1,841,500	14,535			
Total Operating Revenue	<u>3,380,765</u>	<u>3,190,823</u>	<u>189,943</u>		<u>10,062,791</u>	<u>9,572,469</u>	<u>490,322</u>			
Expenditures										
Salaries & Wages	1,266,435	1,282,091	15,656		3,934,139	3,846,274	(87,865)			
Employee Benefits	631,823	819,409	187,586		2,097,272	2,458,227	360,955			
Professional Fees	189,025	618,081	429,056		560,842	1,854,243	1,293,401			
Purchased Services	532,578	172,707	(359,871)		1,317,407	518,121	(799,286)			
Supplies	158,340	39,431	(118,910)		347,777	118,292	(229,485)			
Depreciation	18,858	20,509	1,651		56,574	61,527	4,953			
Interest	32,887	4,298	(28,590)		76,458	12,893	(63,565)			
Other Expenses	504,553	87,461	(417,093)		1,259,547	262,382	(997,165)			
Total Expenditures	<u>3,334,500</u>	<u>3,043,986</u>	<u>(290,514)</u>		<u>9,650,016</u>	<u>9,131,959</u>	<u>(518,057)</u>			
Net Income(Loss)	<u>46,266</u>	<u>146,837</u>	<u>(100,571)</u>		<u>412,775</u>	<u>440,510</u>	<u>(27,735)</u>			

# SJCC BALANCE SHEET SEPTEMBER 2021

	PERIOD 0	JULY 2021	AUGUST 2021	SEPTEMBER 2021
<b>Assets</b>				
Cash & Cash Equivalents	2,266,991	2,274,759	10,274,204	11,439,672
Accounts Receivable	1,786,574	1,567,532	1,544,418	1,652,978
Inventory	11,250	(36,414)	(60,467)	0
Property & Equipment	1,411,298	1,391,984	1,373,582	1,354,724
Other Assets	19,828,212	23,025,945	17,992,367	19,543,137
Total Assets	<u>25,304,325</u>	<u>28,223,807</u>	<u>31,124,104</u>	<u>33,990,511</u>
<b>Liabilities</b>				
Accounts Payable	396,672	610,273	721,439	923,594
Other Liabilities	15,087,742	17,626,124	19,616,244	21,834,230
Deferred Revenue	15,484,414	18,236,396	600,000	1,000,000
Total Liabilities	<u>15,484,414</u>	<u>18,236,396</u>	<u>20,937,683</u>	<u>23,757,824</u>
<b>Net Assets</b>				
Beginning Net Assets	9,819,912	9,819,912	9,819,912	9,819,912
Current YTD Net Income	0	167,499	366,510	412,775
Total Net Assets	<u>9,819,912</u>	<u>9,987,411</u>	<u>10,186,421</u>	<u>10,232,687</u>
Total Liabilities and Net Assets	<u>25,304,325</u>	<u>28,223,807</u>	<u>31,124,104</u>	<u>33,990,511</u>

# SJCC STATEMENT OF CASH FLOWS SEPTEMBER 2021

	JULY 2021	AUGUST 2021	SEPTEMBER 2021	CURRENT YEAR
Net Income	167,499	199,011	46,266	412,775
Cash Flows from Operating Activities				
Operating Activities				
Depreciation Expense	19,313	18,402	18,858	56,574
Dec/(Inc) in Accounts Receivable	219,042	23,114	(108,559)	133,596
Dec/(Inc) in Grants Receivable	0	0	(33,502)	(33,502)
Dec/(Inc) in Other Receivables	(3,197,733)	5,033,578	(1,517,268)	318,578
Dec/(Inc) in Inventories	47,664	24,053	(60,467)	11,250
Inc/(Dec) in Accounts Payable	213,601	111,166	202,155	526,922
Inc/(Dec) in Payroll Liabilities	1,994,504	1,386,851	1,308,522	4,689,878
Inc/(Dec) in Other Liabilities	545,838	1,222,679	1,346,718	3,115,235
Total Operating Activities	(157,771)	7,819,844	1,156,457	8,818,530
Cash Flows from Financing Activities				
Inc/(Dec) in Debt	(1,960)	(19,410)	(37,254)	(58,624)
Total Financing Activities	(1,960)	(19,410)	(37,254)	(58,624)
Net Inc/(Dec) in Cash	7,768	7,999,445	1,165,468	9,172,681
Beginning Cash Balance	2,266,991	2,274,759	10,274,204	2,266,991
Ending Cash Balance	2,274,759	10,274,204	11,439,672	11,439,672

# SJCC BILLING & COLLECTIONS

## A/R AGING

### SEPTEMBER 2021

#### SJCC Accounts Receivable Aging Analysis For the Month of September 2021

Aging Category	MediCare	MediCal	Commercial	Self Pay	Total Aging		% Increase (Decrease)	
					This Month	Last Month		
1-30 Days	183,594	1,849,756	40,822	24,990	2,099,162	1,774,573	324,589	18.29%
31-60 Days	82,985	173,439	29,530	20,462	306,416	208,237	98,179	47.15%
61-90 Days	54,446	52,389	15,595	14,359	136,789	200,305	(63,516)	-31.71%
91-120 Days	37,967	54,911	14,399	3,020	110,296	152,733	(42,437)	-27.78%
121-180 Days	35,639	91,054	28,709	3,655	159,056	220,458	(61,402)	-27.85%
181-240 Days	24,845	47,394	20,125	2,495	94,860	80,744	14,116	17.48%
241-270 Days	9,047	5,784	9,592	394	24,817	25,321	(504)	-1.99%
271-365 Days	(15,150)	10,820	8,137	763	4,571	8,795	(4,224)	-48.03%
366 Days & Over	(15,884)	21,040	41,900	(2,173)	44,883	42,981	1,902	4.43%
<b>Total FC This Month</b>	13%	77%	7%	2%		2,714,148	266,703	9.83%
<b>Total FC Last Month</b>	397,489	2,306,587	208,810	67,965	2,980,851	2,714,148		
<b>\$ Increase (Decrease)</b>	463,490	1,960,560	200,470	89,628	2,714,148			
<b>% Increase (Decrease)</b>	(66,001)	346,027	8,340	(21,663)	266,703			
	-14.24%	17.65%	4.16%	-24.17%	9.83%			

#### Monthly Management Summary

September Activity	Beginning	Charges	Payments	Adjustments	Ending Gross
	2,714,148	2,821,031	(1,353,687)	(1,200,641)	2,980,851

#### A/R Days Analysis

	September	August	July	June	May	April	March	Increase (Decrease)
Gross A/R Days	32	28	36	34	27	30	32	4
Net A/R	1,652,978	1,574,249	1,992,113	1,766,997	1,262,842	1,396,758	1,396,885	78,729
Net A/R Days	31	33	44	42	24	29	31	(2)

# SJCC BILLING & COLLECTIONS

## COLLECTION TIME SEPTEMBER 2021

### AVERAGE COLLECTION TIME ON PAID ACCOUNTS BY DATE OF SERVICE

Row Labels	Average of Service to Claim	Average of Claim to Payment	Average of Collection Time
2020-10	8.52	40.79	49.31
2020-11	8.46	27.64	36.10
2020-12	10.95	22.95	33.91
2021-01	19.64	27.85	47.49
2021-02	18.77	23.93	42.70
2021-03	15.58	25.80	41.38
2021-04	9.12	23.65	32.76
2021-05	8.91	24.50	33.41
2021-06	7.39	23.16	30.55
2021-07	5.66	20.86	26.52
2021-08	4.01	17.38	21.39
2021-09	5.07	15.21	20.28
<b>Grand Total</b>	<b>10.17</b>	<b>24.48</b>	<b>34.65</b>

## ROLLING 12-MONTH EMMI CASH COLLECTED

	October	November	December	January	February	March	April	May	June	July	August	September
CURRENT 12-MONTHS	1,596,943	1,429,989	1,690,049	1,163,930	1,182,200	1,732,058	1,421,367	1,635,817	815,474	1,732,142	1,822,825	1,353,687
PREVIOUS 12-MONTHS	0	0	0	8,127	987,392	1,664,820	488,964	1,180,425	849,688	977,846	1,556,202	1,826,205

## ROLLING 12-MONTH TRENDS - CASH COLLECTED



FY22 Collections By Financial Class		%
Medi-Cal Managed Care		69.23%
Medi-Cal		21.82%
Medicare		8.17%
Self-Pay		0.54%
Commercial		0.25%
<b>Total</b>		<b>100%</b>

## Key Financial Metrics: Capital Link Industry Guidelines



**Bottom  
Line  
Margin  
>3%**

**Operating  
Margin  
>3%**

**Days in  
Net  
Patient  
A/R  
<60 Days**

**Personnel-  
Related  
Expenses  
<70%**

**Days Cash  
on Hand  
>45 Days**

# CAPITAL LINK FQHC FINANCIAL BENCHMARKS VS SJCC

DATA SUMMARY		Capital Link Target	2019 National Median	2019 CA Median	SJCC September 2021	SJCC FYTD FY22
<b>FINANCIAL HEALTH</b>						
<b>1</b>	<b>Operating Margin</b> As a % of Operating Revenue	>1-3%	2.0%	2.5%	1%	4%
<b>2</b>	<b>Bottom Line Margin</b> As a % of Operating Revenue	>3%	3.4%	3.5%	1%	4%
<b>3</b>	<b>Days Cash on Hand</b>	>30-45 Days	67	77	104	99
<b>4</b>	<b>Days in Net Patient Receivables</b>	<60 Days	38	38	31	31
<b>5</b>	<b>Personnel-Related Expense (PRE)</b> As a % of Operating Revenue	<70	72.7%	74.9%	77%	79%

# QUESTIONS & ANSWERS





**San Joaquin County Clinics  
Board of Directors Meeting  
October 26, 2021**

**LEGISLATIVE AND GRANTS UPDATE**

**Legislative Update**

**State of California**

State legislature adjourned September 10, 2021 and returns January 3, 2022.

**Federal**

**H.R. 5376 – 117<sup>th</sup> Congress: Build Back Better Act**

Introduced September 27, 2021, H.R. 5376 is a 2,465-page, \$3.5 trillion bill (over ten years) that “provides funding, establishes programs, and otherwise modifies provisions relating to a broad array of areas, including education, labor, childcare, health care, taxes, immigration, and the environment.”

While its more publicly discussed components include funding for such items as universal preschool, two years of free junior college, twelve weeks of paid family leave, tax cuts for electric vehicles and other climate incentives, and expanded Medicare and Medicaid, of special note for SJCC, H.R. 5376 sets aside **\$10 billion for community health center capital projects including for Look-Alikes** and \$6.3 billion for primary care workforce programs.

Current Status: The bill is opposed by Republicans. Democrats are trying to enact it through a budgetary process called reconciliation, solely with Democratic support. But this will require a "yes" vote from every Senate Democrat, and two of them, Kyrsten Sinema (Arizona) and Joe Manchin (West Virginia), say they won't support it unless the price comes down substantially. President Biden has been meeting with Democrats to reduce the cost of the bill to \$2 trillion or less with a target of passage by the Senate by the end of October.

## Grants for Board Approval

### 1. ACTION REQUESTED: RETROACTIVE BOARD APPROVAL TO APPLY FOR THE FOLLOWING GRANT

**US Department of Agriculture (USDA)**- Emergency Rural Health Grant – SJCC Request - \$631,800 (3 years).

Through this grant program, the USDA seeks to award up to \$500 million in grants over three years across the country to help broaden access to COVID-19 testing and vaccines, rural health care services, and food assistance through food banks and food distribution facilities.

Funding is to be distributed to eligible applicants through two tracks:

- Track One: Recovery Grants provide immediate relief to address economic conditions arising from the COVID-19 emergency
- Track Two: Impact Grants advance ideas and solutions to solve regional rural health care problems to support the long-term sustainability of rural health

Applications were due by October 12, 2021.

After significant internal deliberation as well as discussions with USDA and a telehealth vendor, SJCC made decision to pursue Track One Funding in early October. **On October 12, SJCC submitted its application for \$631,800 over three years to USDA to:**

- 1) enhance access to COVID-19 testing/vaccines in French Camp and other rural areas of San Joaquin County and
- 2) improve access to health care through enhanced telehealth services including remote patient monitoring for patients with heart disease and/or diabetes.

Funds were budgeted for the following:

- 1) purchase of a cargo van to transport staff, supplies, equipment, and patients for testing and vaccine activities in rural parts of the County
- 2) license for SJCC's preferred telehealth platform that supports both audio and video modalities
- 3) contract with vendor to launch a chronic disease management program using 24/7 remote patient monitoring for 200 patients, personalized coaching, and emergency outreach as needed. Connected glucometers, scales and blood pressure monitors will provide real-time feedback, personalized calls to action when patients are most receptive, and connect patients to emergency support if appropriate.

USDA anticipates announcing funding decisions beginning in early November.

# CEO Report – Previous 30 Days

- **COVID19 updates**
  - Dynamic balance between vaccination and testing; biased slightly towards vax
  - 3<sup>rd</sup> doses/boosters in flight; ages 5-12 on the horizon; taking community referrals for monoclonal Abs
  - Telehealth continues to comprise roughly 1/3 of overall SJCC visits
- **SJCC/SJGH separation**
  - MOU consensus achieved; routed for signatures
  - Administrative office TI underway, target move-in January; furnishings/IT procurement in progress
  - Recruiting additional finance staff; registration manager approved by CSC; IT resource hired; developing HR function
  - Port City rebrand sessions held – new name/logo to be unveiled soon
- **HRSA compliance**
  - Governance committee very active – board recruitment activity is strong and producing great results
  - Final version of strategic plan to be published in November
- **Quality Update – focus on QIP PY4, UDS, HEDIS/MCAS, PPS APM**
  - Heavy collaboration with HPSJ to improve HEDIS performance for assigned lives
  - PPS APM methodology planned to replace FFS in 2023, will plan for CFO presentation to Board once central themes baked
  - IBH program lead position – search continues; Psych NP began 10/11
  - Chronic disease management programming – clinical pharmacist engaged with Teladoc/Livongo RPM, obesity clinic planned launch January