



**San Joaquin County Clinics (SJCC) Finance Committee
Minutes of January 29, 2019 Meeting**

**San Joaquin General Hospital (SJGH)
Conference Room 1A&B
French Camp, CA**

Present

Rod Place, SJCC Chair
Alicia Yonemoto, SJCC Vice Chair
Luz Maria Sandoval, SJCC Treasurer
Art Feagles, SJCC Interim CFO (WIPFLI, LLP)
Chuck Wiesen, SJCC Executive Director
David Culberson, SJGH CEO
Diana Surber, SJCC Interim CFO (WIPFLI, LLP)
Greg Diederich, HCS Director
Isela Kloeppel, SJCC Director Operational Excellence
Marilyn Kelly, Deputy Director Patient Financial Services
Mary Esteban, Patient Financial Services Consultant
Matt Garber, HCS Assistant Director
Vanessa Anderson, HCS Management Analyst
Adel  Gribble, ACS Office Tech Coordinator

The meeting was called to order at 4:04 p.m.

Mr. Art Feagles was introduced as the incoming SJCC Interim CFO who will be working on a full-time basis until a permanent CFO can be hired. Ms. Diana Surber will be transitioning out of this position and working on special projects.

October and November Financials

Copies of the financial statements and monthly comments for October and November 2018 were distributed. Ms. Surber advised Mr. Feagles and Ms. Surber met with Finance to develop a schedule for the January close. At the February meeting the committee will receive December and January statements and the reporting will be current going forward. The Financial Statements will be included going forward to formalize the minutes.

Key points discussed included:

October - There were 10,602, billable visits in October, which was 7.8% more than budget of 9,836.

Gross patient revenue of \$2.8 million was greater than budget by \$884,000 or 44.1%. Net Patient Revenue of \$1.4 million was greater than budget by \$99,000 or 7.5%.

Total Direct Expenses of \$2.0 million were less than budget by \$34,000 (1.7%). The resulting Net Loss of \$1.3 million was less than Budgeted Net Loss by \$134,000. Total cost per billable visit was \$272.18 in October, which was 7.2% favorable to budget of \$293.18.

Accounts Receivables – Cash receivables in October were \$860,911 and gross AR were \$3,798,439. Average days of revenue in AR was down to 77.1, which continues the downward trend.

November – There were 8,788 total billable visits in November, which was 8.0% less than budget of 9,551.

Gross patient revenue of \$2.3 million was 25.3% more than budgeted. Net Patient Revenue of \$1.2 million was 1.8% less than budget. Due to implementation issues impacting the monthly close process and delaying financial reporting, we will exclude detail of revenues by payor and adjustments until system issues are resolved.

Total expenses of 1.7 million were less than budget by \$310,000 (15.6%) for November. Total cost per billable visit was \$272.99 in November which was 7.8% favorable to budget of \$295.93. Due to implementation issues impacting the monthly close process and delaying financial reporting, we will exclude detail of revenues by payor and adjustments until system issues are resolved.

Accounts Receivables - Cash receipts in November were \$1,088,326 and gross AR were \$3,514,104. Average days of revenue in AR decreased from October to 71.3.

Ms. Surber advised these reports will be more meaningful when they are current and timely.

Ms. Surber advised we received the official effective date of November 28, 2018 for the Manteca and Hazelton clinics enrollment as an FQHC. We got notice of the interim PPS rate from the audits branch of the State and it goes to the provider enrollment branch where they set it up as a system. Once that happens the claims can be released, and we can start getting paid back from November. There has been no notification from the State that there will be any retro payment adjustments from the date of the clinics opening to November.

Ms. Surber advised the State has contacted Mr. Carlos Jimenez with WIPFLI to start the rate setting audits for FY15. Hopefully within the next six months we will have final rates for the original five FQHC clinics.

Mr. Art Feagles provided trended financial reports to the committee that he would like to provide in the future. He advised you will see a series of months (hopefully continuously through the end of the year by the time you are done). The goal is to see the trend, the relationship between the previous months to the current. The expenses are relatively stable and should be relatively predictable. Looking at Patient Service revenue overall looks positive in the gross revenue side but there is a line called contractual allowances. This is a key benchmark figure to track that expense.

Mr. Feagles also likes to look at the key ratio trends, looking at what is stable or not. He also has operational goals to improve these trends.

The next report he provided is similar but serves a different purpose; it is not the whole financial statement, it is selective accounts. This report shows the catch up that has occurred during the period reported to get us on stable and solid footing. Overall the expenses are relatively stable.

In one shot he has done the comparison and explained the variances. Mr. Feagles asked the committee if this is helpful and if they would like him to provide these reports going forward. The goal is to catch up or exceed the budget as we move through the fiscal year. Mr. Rod Place

advised due to time constraints during the Financial Committee meeting, this would be helpful moving forward.

Lynn Kelley provided the attachment of the key performance indicators. She focused on prior months October and November 2018 (see below table).

| KEY PERFORMANCE INDICATORS | | |
|---|-------------|-------------|
| | 10/31/18 | 11/30/18 |
| SJCC Business Office (Combined Current/Legacy) | | |
| Cash Collections | \$860,911 | \$1,088,326 |
| Gross AR | \$3,798,439 | \$3,514,103 |
| Gross AR Days (90 day average) | 77.1 | 71.3 |
| Average Daily Revenue (90 day average) | \$49,259 | \$49,260 |
| Wrap AR | \$2,775,629 | \$3,686,289 |
| AR over 90 Days | \$3,071,324 | \$3,291,830 |
| % of AR over 90 Days | 81% | 94% |
| AR over 120 Days | \$2,584,633 | \$2,826,650 |
| % of AR over 120 Days | 68% | 80% |
| AR over 180 Days | \$135,067 | \$1,377,216 |
| % of AR over 180 Days | 4% | 39% |
| AR over 365 Days | \$205,418 | \$221,780 |
| % of AR over 365 Days | 5% | 6% |
| Bad Debt Cash Receipts | \$0 | \$0 |
| Credit Balance Total | \$383,181 | \$292,865 |
| Total Number of claims for month | 23,840 | 17,660 |
| Total Number of clean claims for month | 23,801 | 17,620 |
| Total Number of claim errors for month | 39 | 40 |
| Clean Claims from Trizetto & ClaimRemedi | 100% | 100% |

* Credit Balance inflated due to cash posting errors. Most date back from 3/18 go live.

She advised they are making progress and hope to reach get these aging accounts down by June. They are working with a vendor called Healthcare Resource Group because of lot of the above has to do with legacy accounts. The credit balance is high at \$292,865. Based on last month's meeting, she did a lot of research and discovered a lot are not true credits, they are cash posting errors.

Their primary target is to bring cash in and work this project in segments each day. Ms. Kelley advised true credits are probably closer to \$40,000 - \$45,000.

Ms. Kelley advised the CIF (Claims Inquiry Form) project was completed mid-month of January 2019. They were able to produce 12,963 CIFs. The original amount of 16,000 claims was incorrect. They have rebilled all the CIFs that have a take back notice of about 4,762. They still have approximately 1,600 Medicare claims that need to be billed out but cannot do that portion until the take backs have been taken care of.

The second project was they recently discovered there are approximately 7,900 to 9,000 accounts by payer that they determined have no charges, either because the physician has not signed off on it yet or charges were just not submitted. Ms. Kelley will provide an update once she knows more.

The last project they are working on is a CDM (Charge Description Manager) Rate Increase. They received notification that a 7% increase in charges that were supposed to go into effect in July

2018 but was only put into the system in January 2019. They are unable to determine the volume, but the interim solution is any open claims will be billed with the correct charge. Any claims already paid will not be rebilled. This is only for the FQHC clinics.

Ms. Kelley advised going forward they will work in tandem with Mr. Art Feagles in terms of reporting so the committee can see a trending on the business office side.

Mr. Rod Place asked if there are any concerns on the jump on the AR over 180 days that went from \$135,067 to \$1,377,216. Ms. Kelley stated a lot of that probably has to do with us having to rebill the MediCal claims. This will fluctuate and once it is cleaned up, we will see some stability.

Mr. Feagles stated when you do a rebilling it is picking up the original date of service and automatically dropping it into a variable bucket. It looks horrible but a claim has already been made and being corrected.

Mr. Place stated every time we do this, his one question is either how many in quantity or dollar are creeping towards the 6th, 9th, 12th month mark where we lose a percentage or value. Where do we cut back because it is not worth spending all this time to get 25% of the total value. He asked if we can reach out to Cerner to assist in this report. The battle in her department is knowing when something goes to a 50%, 75% and 0% loss. A business decision can then be made to cut and move on. Mr. Place stated the board would love to see this report. Ms. Kelley will research and report back to the Finance Committee.

Fee Schedule Update – this is a HRSA program requirement. There was a deficiency noted in the Site visit because the charge master fees charged to patients were not developed in accordance to HRSA program requirements. Ms. Surber advised they contacted their WIPFLI revenue cycle team and they went through a process to analyze the utilization data from these clinics to attain from Optum the billing data from the whole area that is aggregated.

Ms. Surber advised it is important to note the adjustment will be an overall increase of approximately 18% but it won't affect the Net Revenue, Sliding Fee Scale, Patient Responsibility portion. What they found was overall, some of the charges, especially the ancillary type (lab and radiology) could be reduced to come into line with the local market rate. This is an analysis that should be done annually.

Being there were no further agenda items to discuss, the meeting adjourned at 5:01 p.m.

Attachments: October 2018 Financial Statement Comments
 November 2018 Financial Statement Comments

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

Summary

The Total visits for the month of October were 10,602, 7.8% more than budget of 9,836. October's Billable visits of 9,886 were more than budgeted visits of 9,295 by 591 or 6.4%.

Gross Patient Revenue of \$2.8 million was greater than budget by \$844,000 or 44.1%. Net Patient Revenue of \$1.4 million was greater than budget by \$99,000 or 7.5%.

The issues noted in the August and September Financial Statement Comments related to accurate and timely charge capture and claim generation continue to impact the financial reports and are included again below:

- Gross Patient Revenue is understated due to several issues, primarily:
 - Encounters that have not been completed by the provider and are missing charges.
 - Charges are unposted in PWPM due to coding backlog.
- Charges and contractual allowances are not flowing correctly from PWPM to the PeopleSoft general ledger accounts.

As reports and data become available from the Cerner system, we continue to identify and address revenue cycle issues related to system setup and clinical operations. Given the issues noted above, Gross Patient Revenue and Contractual Adjustments will be over or understated for the next several months as charging and mapping issues are addressed; in the meantime, current month net revenue has been booked based on the previous methodology using historical net revenues per visit by clinic by payor.

Capitation Revenue of \$464,000 was greater than budget by \$3,000 or 0.6%.

Total Direct Expenses of \$2.0 million were less than budget by \$34,000 (1.7%). The resulting Net Loss of \$1.3 million was less than Budgeted Net Loss by \$134,000. Total cost per billable visit was \$272.18 in October, which was 7.2% favorable to budget of \$293.18.

SJGH went live on the Cerner and PeopleSoft systems on 3/5/18. Implementation issues impacted the monthly close process and delayed financial reporting. December and January reports will be presented at the February meeting. PeopleSoft system generated reports have been delayed due to reconciliation and access issues that require the assistance of County Information Systems Department to resolve.

Explanations of major variances are explained below.

Revenue

As mentioned above, Gross Patient Revenue was greater than budget by \$844,000 or 44.1%; however, due to the issues noted above, we will exclude detail of revenues and adjustments by payor until system issues are resolved.

Net Patient Revenue of \$1.4 million was greater than budget by \$99,000. Net revenue per visit was \$144.3, which was 1.1% better than budget of \$142.82 per visit. As mentioned above, net revenue is estimated based on historical payment rates by payor for each clinic site, applied to the current month visits by payor.

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

Outstanding issues that may negatively impact net revenue but are not yet quantifiable include:

- The outcome of the Hazelton and Manteca Medi-Cal PPS rate setting process and final effective date. SJGH was notified by the state in late December that the effective date for both sites is 11/28/18. The net revenue impact will be analyzed and adjustments made in the January financial statements to account for the FQHC PPS rate effective date.
- The results of the process to refund Medi-Cal payments paid under the incorrect NPI due to incorrect Cerner system setup. The claims are being rebilled under the correct NPI. In normal circumstances, this would not impact net revenue; however, due to the delays in the initial billing of claims and posting of payments, some of the repaid claims may be subject to cutbacks of 25% for untimely filing.
- Ultimate adjudication or write-off of eCW accounts including over 1,100 eCW accounts with credit balances.

Capitation revenue of \$464,000 was greater than budget by \$3,000 (0.6%) as noted above.

Expenses

Salaries & Benefits of \$1.4 million were less than budget by \$69,000 (4.6%). Salaries of \$986,000 were favorable to budget by \$80,000 or 7.5%. This favorable variance is due to favorable variances for Physician salaries of \$96,000 offset by unfavorable variances for Non-Providers of \$2,000 and Mid-level Providers of \$14,000. The Physician salaries positive variance is due to three provider vacancies.

Benefits of \$448,000 were unfavorable to budget by \$11,000 or 2.5%, predominantly due to unfavorable variance in Pension & Retirement (\$65,000). These were offset by favorable variances in Vacation/Holiday/Sick Leave (\$37,000) and Group Health (\$17,000). Benefits as a percentage of salaries is 45.4%, greater than the budget of 40.9%.

Professional Fees/Registry of \$112,000 were greater than budget by \$49,000 (78.2%) primarily due to unfavorable variance for Medical Consultant & Mgmt (\$26,000) and MD Comp-Individual (\$23,000). Medical Consultant & Mgmt unfavorable variance is due to error in how 2018-19 budget was distributed. \$350,000 of the total budget for interim FQHC CEO and CFO positions should have been distributed over 6 months instead of 12. Unfavorable variance in MD Comp-Individual is contract for Dr. Obanor. Chuck Wiesen was hired as the FQHC CEO in October. The FQHC CFO FTE was budgeted but has not been hired. Dr. Obanor is now a full time employee.

Supplies of \$120,000 were greater than budget by \$24,000 (25.0%). Predominantly due to unfavorable variances in Pharmaceuticals (\$26,000), Other Minor Equipment (\$7,000), and Food (\$1,000), offset by favorable variances in Office Supplies (\$3,000), Minor Medical Equipment (\$5,000), Other Medical Supplies (\$3,000).

Purchased Services of \$282,000 were less than budget by \$61,000 (17.7%). Due to favorable variances in Temporary Staffing (\$33,000), Repairs & Maint: Bldg Cty (\$23,000), and Repairs & Maint: Buildings (\$5,000). Temporary Staffing – favorable variances in FQ Admin (\$21,000), Family Medicine (\$14,000), Family Practice-Calif. St. (\$7,000), and Primary Medicine (\$10,000) offset by unfavorable variances in Healthy Beginnings-Ca. Street

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

(\$12,000) and Healthy Beginnings-French Camp (\$8,000). Repairs & Maint: Bldg Cty – favorable variance in FQ Admin (\$23,000). Repairs & Maint: Buildings – favorable variances across all clinics.

Depreciation of \$21,000 was greater than budget by \$9,000 (71.1%), predominantly in SJCC-Manteca (\$8,000) due to the new Lease Agreement for SJCC-Manteca Leasehold Improvements, which was missed in the 2018-19 budgeting process.

Other Expense of \$53,000 was slightly greater than budget by \$14,000 (35.3%). Unfavorable variance for Electricity (\$20,000) and Telephone (\$6,000) is offset by favorable variances Rent/Lease Buildings (\$9,000), Other Exp-Freight (\$1,000), Dues/Subscriptions (\$1,000), and Licenses & Taxes (\$1,000). YTD Rent/Lease Buildings is on budget.

Accounts Receivable

Please refer to the Patient Financial Services Key Performance Indicator report for October gross Accounts Receivable balance and days.

Cash collections (excluding capitation) were \$864,000 in October, which represents a major increase from September collections of \$530,000 and a decrease from August collections of \$2.1 million. Cash collections averaged \$804,000 per month in FY 2018.

San Joaquin Community Clinics
Income Statement
October 31, 2018

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

| | | | | |
|------------------|------------------|----------------|--------------|------------------------------|
| 10,602 | 9,836 | 766 | 7.8% | Total Visits |
| 9,886 | 9,295 | 591 | 6.4% | Billable Visits |
| 135.9 | 138.0 | 2.2 | 1.6% | Total FTEs |
| 2,758,324 | 1,914,413 | 843,911 | 44.1% | Gross Patient Revenue |
| (1,795,007) | (1,047,705) | (747,302) | -71.3% | Contractual Adjustments |
| 463,521 | 460,765 | 2,756 | 0.6% | Capitation Rev |
| 1,426,838 | 1,327,473 | 99,365 | 7.5% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 1,426,838 | 1,327,473 | 99,365 | 7.5% | Total Revenue |

| | | | | |
|--------------------------|--------------------|----------------|-------------|--------------------------------------|
| Operating Expense | | | | |
| 985,867 | 1,066,239 | 80,372 | 7.5% | Salaries |
| 447,603 | 436,546 | (11,057) | -2.5% | Benefits |
| 1,433,470 | 1,502,785 | 69,315 | 4.6% | Total Salaries & Benefits |
| 112,469 | 63,117 | (49,352) | -78.2% | Professional Fees/Registry |
| 119,581 | 95,657 | (23,924) | -25.0% | Supplies |
| 282,251 | 342,973 | 60,722 | 17.7% | Purchased Services |
| 21,037 | 12,297 | (8,740) | -71.1% | Depreciation |
| 52,511 | 38,810 | (13,701) | -35.3% | Other Expense |
| 2,021,318 | 2,055,639 | 34,321 | 1.7% | Total Direct Expense |
| 669,494 | 669,486 | (8) | 0.0% | Overhead Allocation |
| 2,690,813 | 2,725,125 | 34,313 | 1.3% | Total Expenses |
| (1,263,975) | (1,397,652) | 133,677 | 9.6% | Net Income (Loss) |

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

| | | | | |
|------------------|------------------|--------------------|---------------|--|
| 38,117 | 39,349 | (1,232) | -3.1% | |
| 35,853 | 37,461 | (1,608) | -4.3% | |
| 129.6 | 138.0 | 8.4 | 6.1% | |
| 6,507,969 | 7,681,617 | (1,173,648) | -15.3% | |
| (2,966,446) | (4,248,973) | 1,282,527 | -30.2% | |
| 1,910,735 | 1,855,927 | 54,808 | 3.0% | |
| 5,452,258 | 5,288,571 | 163,687 | 3.1% | |
| 0 | 0 | 0 | 100.0% | |
| 5,452,258 | 5,288,571 | 163,687 | 3.1% | |

| | | | | |
|--------------------|--------------------|------------------|---------------|--|
| 3,290,409 | 4,249,669 | 959,260 | 22.6% | |
| 1,705,736 | 1,799,955 | 94,219 | 5.2% | |
| 4,996,145 | 6,049,624 | 1,053,479 | 17.4% | |
| 428,888 | 252,468 | (176,420) | -69.9% | |
| 351,509 | 381,971 | 30,462 | 8.0% | |
| 1,229,531 | 1,371,861 | 142,330 | 10.4% | |
| 85,384 | 50,247 | (35,137) | -69.9% | |
| 181,570 | 154,737 | (26,833) | -17.3% | |
| 7,273,028 | 8,260,908 | 987,880 | 12.0% | |
| 2,323,402 | 2,678,746 | 355,344 | 13.3% | |
| 9,596,429 | 10,939,654 | 1,343,224 | 12.3% | |
| (4,144,171) | (5,651,083) | 1,506,912 | -26.7% | |

Key Ratios

| | | | | |
|-------------|-------------|----------|--------|---|
| \$ 279.01 | \$ 205.96 | \$ 73.05 | 35.5% | Gross Pt Revenue/Billable Visit |
| \$ 144.33 | \$ 142.82 | \$ 1.51 | 1.1% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 204.46 | \$ 221.16 | \$ 16.69 | 7.5% | Direct Costs/Billable Visit |
| \$ 67.72 | \$ 72.03 | \$ 4.31 | 6.0% | Indirect Costs/Billable Visit |
| \$ 272.18 | \$ 293.18 | \$ 21.00 | 7.2% | Total Medical Cost/Billable Visit |
| \$ (127.86) | \$ (150.37) | \$ 22.51 | -15.0% | Net Income(Loss)/Billable Visit |
| \$ 680.46 | \$ 732.95 | \$ 52.49 | 7.2% | Total Cost/Patient (1) |
| 51.7% | 69.3% | -17.6% | -25.4% | Net Pt Rev as % of Gross Rev |
| 45.4% | 40.9% | -4.5% | -10.9% | Benefits as a % of Salaries |
| 33.1% | 32.6% | -0.6% | -1.7% | Overhead % of Direct Exp |
| \$ 6,574 | | | | Gross Patient AR (in 000s) |
| \$ (1,109) | | | | Less Reserves (in 000s) |
| \$ 5,465 | | | | Net AR (in 000s) |
| \$ 2,776 | | | | Wrap AR (in 000s) |
| \$ 59.2 | | | | Gross AR Days |
| \$ 1,328 | | | | Cash Receipts (in 000s) |

| | | | | |
|-------------|-------------|------------|--------|--|
| \$ 181.52 | \$ 205.06 | \$ (23.54) | -11.5% | |
| \$ 152.07 | \$ 141.18 | \$ 10.90 | 7.7% | |
| \$ 202.86 | \$ 220.52 | \$ 17.66 | 8.0% | |
| \$ 64.80 | \$ 71.51 | \$ 6.70 | 9.4% | |
| \$ 267.66 | \$ 292.03 | \$ 24.37 | 8.3% | |
| \$ (115.59) | \$ (150.85) | \$ (35.26) | 23.4% | |
| \$ 669.15 | \$ 730.07 | \$ 60.92 | 8.3% | |
| 83.8% | 68.8% | 14.9% | 21.7% | |
| 51.8% | 42.4% | -9.5% | -22.4% | |
| 31.9% | 32.4% | 0.5% | 1.5% | |

Payer Mix

| | | | | |
|--------|--------|-------|---------|-----------------------|
| 0.1% | 8.0% | -7.9% | -98.3% | Medicare |
| 4.2% | 13.3% | -9.1% | -68.3% | Medi-Cal |
| 69.8% | 74.4% | -4.7% | -6.3% | Medi-Cal Managed Care |
| 25.9% | 1.5% | 24.4% | 1658.4% | Insurance |
| 0.0% | 2.8% | -2.8% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.1% | -0.1% | -0.1% | |

| | | | | |
|--------|--------|--------|---------|--|
| 0.1% | 11.4% | -11.3% | -99.3% | |
| 5.3% | 13.9% | -8.6% | -62.2% | |
| 62.6% | 70.5% | -7.9% | -11.3% | |
| 29.2% | 1.5% | 27.7% | 1880.4% | |
| 2.9% | 2.7% | 0.2% | 7.3% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

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

| | | | | |
|----------------|----------------|----------------|---------|------------------------------|
| 2,024 | 1,782 | 242 | 13.6% | Total Visits |
| 1,747 | 1,643 | 104 | 6.3% | Billable Visits |
| 18.5 | 18.9 | 0.4 | 2.0% | Total FTEs |
| 717,613 | 445,080 | 272,533 | 61.2% | Gross Patient Revenue |
| (508,100) | (248,558) | (259,542) | -104.4% | Contractual Adjustments |
| 91,102 | 95,569 | (4,467) | -4.7% | Capitation Rev |
| 300,615 | 292,091 | 8,524 | 2.9% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 300,615 | 292,091 | 8,524 | 2.9% | Total Revenue |

Operating Expense

| | | | | |
|-----------------|-----------------|-----------------|---------|--------------------------------------|
| 161,312 | 154,128 | (7,184) | -4.7% | Salaries |
| 56,190 | 55,530 | (660) | -1.2% | Benefits |
| 217,501 | 209,658 | (7,843) | -3.7% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 7,245 | 7,902 | 657 | 8.3% | Supplies |
| 6,542 | 6,250 | (292) | -4.7% | Purchased Services |
| 654 | 644 | (10) | -1.5% | Depreciation |
| 13,100 | 5,335 | (7,765) | -145.5% | Other Expense |
| 245,042 | 229,789 | (15,253) | -6.6% | Total Direct Expense |
| 77,363 | 76,448 | (916) | -1.2% | Allocation of Direct Admin Exp |
| 74,027 | 69,419 | (4,608) | -6.6% | Overhead Allocation |
| 396,432 | 375,656 | (20,776) | -5.5% | Total Expenses |
| (95,818) | (83,565) | (12,253) | -14.7% | Net Income (Loss) |

Key Ratios

| | | | | |
|------------|------------|-----------|-------|---|
| \$ 410.77 | \$ 270.89 | \$ 139.87 | 51.6% | Gross Pt Revenue/Billable Visit |
| \$ 172.07 | \$ 177.78 | \$ (5.70) | -3.2% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 140.26 | \$ 139.86 | \$ (0.40) | -0.3% | Direct Costs/Billable Visit |
| \$ 86.66 | \$ 88.78 | \$ 2.12 | 2.4% | Indirect Costs/Billable Visit |
| \$ 226.92 | \$ 228.64 | \$ 1.72 | 0.8% | Total Medical Cost/Billable Visit |
| \$ (54.85) | \$ (50.86) | \$ (3.99) | 7.8% | Net Income(Loss)/Billable Visit |
| 34.8% | 36.0% | 1.2% | 3.3% | Benefits as a % of Salaries |
| 30.2% | 30.2% | 0.0% | 0.0% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|---------------|---------------|-------------|-------------|-----------------------|
| 0.0% | 0.0% | 0.0% | | Medicare |
| 4.6% | 12.3% | -7.7% | -62.8% | Medi-Cal |
| 55.5% | 86.6% | -31.2% | -36.0% | Medi-Cal Managed Care |
| 40.0% | 0.4% | 39.5% | 9070.5% | Insurance |
| 0.0% | 0.6% | -0.6% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|------------------|------------------|----------------|-------|--|
| 7,479 | 6,647 | 832 | 12.5% | |
| 6,708 | 6,303 | 405 | 6.4% | |
| 17.8 | 18.9 | 1.1 | 5.9% | |
| 1,950,170 | 1,707,125 | 243,045 | 14.2% | |
| (1,150,914) | (953,354) | (197,560) | 20.7% | |
| 407,608 | 366,558 | 41,050 | 11.2% | |
| 1,206,864 | 1,120,329 | 86,535 | 7.7% | |
| 0 | 0 | 0 | | |
| 1,206,864 | 1,120,329 | 86,535 | 7.7% | |

| | | | | |
|------------------|------------------|----------------|--------|--|
| 539,790 | 614,771 | 74,981 | 12.2% | |
| 233,900 | 235,189 | 1,289 | 0.5% | |
| 773,690 | 849,960 | 76,270 | 9.0% | |
| 0 | 0 | 0 | | |
| 33,604 | 30,037 | (3,567) | -11.9% | |
| 25,398 | 25,000 | (398) | -1.6% | |
| 2,676 | 2,627 | (49) | -1.9% | |
| 29,681 | 21,332 | (8,349) | -39.1% | |
| 865,049 | 928,956 | 63,907 | 6.9% | |
| 384,280 | 298,373 | (85,908) | -28.8% | |
| 261,331 | 280,638 | 19,306 | 6.9% | |
| 1,510,660 | 1,507,966 | (2,694) | -0.2% | |
| (303,796) | (387,637) | 83,841 | -21.6% | |

| | | | | |
|------------|------------|-----------|--------|--|
| \$ 290.72 | \$ 270.84 | \$ 19.88 | 7.3% | |
| \$ 179.91 | \$ 177.75 | \$ 2.17 | 1.2% | |
| \$ 128.96 | \$ 147.38 | \$ 18.43 | 12.5% | |
| \$ 96.24 | \$ 91.86 | \$ (4.38) | -4.8% | |
| \$ 225.20 | \$ 239.25 | \$ 14.04 | 5.9% | |
| \$ (45.29) | \$ (61.50) | \$ 16.21 | -26.4% | |
| 43.3% | 38.3% | -5.1% | -13.3% | |
| 30.2% | 30.2% | 0.0% | 0.0% | |

| | | | | |
|---------------|---------------|-------------|-------------|--|
| 0.0% | 0.0% | 0.0% | | |
| 5.2% | 13.3% | -8.1% | -60.9% | |
| 52.8% | 85.8% | -33.0% | -38.5% | |
| 40.1% | 0.5% | 39.7% | 8482.7% | |
| 1.9% | 0.4% | 1.5% | 368.1% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

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

| | | | | |
|----------------|----------------|----------------|--------------|------------------------------|
| 1,745 | 1,576 | 169 | 10.7% | Total Visits |
| 1,674 | 1,528 | 146 | 9.6% | Billable Visits |
| 17.9 | 17.4 | (0.5) | -2.8% | Total FTEs |
| 385,858 | 275,141 | 110,717 | 40.2% | Gross Patient Revenue |
| (251,739) | (164,847) | (86,892) | -52.7% | Contractual Adjustments |
| 78,664 | 75,481 | 3,183 | 4.2% | Capitation Rev |
| 212,783 | 185,775 | 27,008 | 14.5% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 212,783 | 185,775 | 27,008 | 14.5% | Total Revenue |

Operating Expense

| | | | | |
|------------------|------------------|-----------------|---------------|--------------------------------------|
| 118,196 | 106,904 | (11,292) | -10.6% | Salaries |
| 47,987 | 39,556 | (8,431) | -21.3% | Benefits |
| 166,182 | 146,460 | (19,722) | -13.5% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/registry |
| 66,542 | 28,343 | (38,199) | -134.8% | Supplies |
| 855 | 15,806 | 14,951 | 94.6% | Purchased Services |
| 3,583 | 3,418 | (165) | -4.8% | Depreciation |
| 3,339 | 2,561 | (778) | -30.4% | Other Expense |
| 240,501 | 196,588 | (43,913) | -22.3% | Total Direct Expense |
| 41,598 | 47,259 | 5,661 | 12.0% | Allocation of Direct Admin Exp |
| 107,504 | 87,934 | (19,570) | -22.3% | Overhead Allocation |
| 389,602 | 331,781 | (57,822) | -17.4% | Total Expenses |
| (176,820) | (146,006) | (30,814) | -21.1% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|------------|------------|--------|---|
| \$ 230.50 | \$ 180.07 | \$ 50.43 | 28.0% | Gross Pt Revenue/Billable Visit |
| \$ 127.11 | \$ 121.58 | \$ 5.53 | 4.5% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 143.67 | \$ 128.66 | \$ (15.01) | -11.7% | Direct Costs/Billable Visit |
| \$ 89.07 | \$ 88.48 | \$ (0.59) | -0.7% | Indirect Costs/Billable Visit |
| \$ 232.74 | \$ 217.13 | \$ (15.60) | -7.2% | Total Medical Cost/Billable Visit |
| \$ (105.63) | \$ (95.55) | \$ (10.07) | 10.5% | Net Income(Loss)/Billable Visit |
| 40.6% | 37.0% | -3.6% | -9.7% | Benefits as a % of Salaries |
| 44.7% | 44.7% | 0.0% | 0.1% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.1% | 11.3% | -11.3% | -99.4% | Medicare |
| 5.0% | 8.6% | -3.6% | -41.9% | Medi-Cal |
| 74.6% | 73.6% | 1.0% | 1.4% | Medi-Cal Managed Care |
| 20.4% | 1.5% | 18.9% | 1225.6% | Insurance |
| 0.0% | 5.0% | -5.0% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|----------------|------------------|------------------|---------------|--|
| 6,601 | 6,378 | 223 | 3.5% | |
| 6,417 | 6,193 | 224 | 3.6% | |
| 17.3 | 17.4 | 0.1 | 0.6% | |
| 895,798 | 1,115,153 | (219,355) | -19.7% | |
| (389,442) | (660,383) | 270,941 | -41.0% | |
| 331,761 | 305,927 | 25,834 | 8.4% | |
| 838,117 | 760,697 | 77,420 | 10.2% | |
| 0 | 0 | 0 | | |
| 838,117 | 760,697 | 77,420 | 10.2% | |

| | | | | |
|------------------|------------------|----------------|---------------|--|
| 367,311 | 425,702 | 58,391 | 13.7% | |
| 195,984 | 167,673 | (28,311) | -16.9% | |
| 563,294 | 593,375 | 30,081 | 5.1% | |
| 170 | 0 | (170) | | |
| 134,515 | 119,737 | (14,778) | -12.3% | |
| 2,895 | 63,224 | 60,329 | 95.4% | |
| 15,507 | 14,680 | (827) | -5.6% | |
| 14,946 | 10,231 | (4,715) | -46.1% | |
| 731,327 | 801,247 | 69,920 | 8.7% | |
| 176,517 | 195,071 | 18,555 | 9.5% | |
| 327,051 | 358,398 | 31,347 | 8.7% | |
| 1,234,894 | 1,354,716 | 119,821 | 8.8% | |
| (396,777) | (594,019) | 197,242 | -33.2% | |

| | | | | |
|------------|------------|------------|--------|--|
| \$ 139.60 | \$ 180.07 | \$ (40.47) | -22.5% | |
| \$ 130.61 | \$ 122.83 | \$ 7.78 | 6.3% | |
| \$ 113.97 | \$ 129.38 | \$ 15.41 | 11.9% | |
| \$ 78.47 | \$ 89.37 | \$ 10.90 | 12.2% | |
| \$ 192.44 | \$ 218.75 | \$ 26.31 | 12.0% | |
| \$ (61.83) | \$ (95.92) | \$ 34.09 | -35.5% | |
| 53.4% | 39.4% | -14.0% | -35.5% | |
| 44.7% | 44.7% | 0.0% | 0.0% | |

| | | | | |
|--------|--------|--------|---------|--|
| 0.1% | 15.6% | -15.5% | -99.1% | |
| 5.9% | 9.7% | -3.8% | -39.2% | |
| 65.9% | 67.8% | -1.9% | -2.8% | |
| 25.3% | 1.5% | 23.8% | 1602.3% | |
| 2.7% | 5.3% | -2.6% | -48.8% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

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

| | | | | |
|--------------------------|------------------|---------------|--------|--------------------------------------|
| 497 | 507 | (10) | -2.0% | Total Visits |
| 456 | 492 | (36) | -7.3% | Billable Visits |
| 8.7 | 12.9 | 4.2 | 32.5% | Total FTEs |
| 110,591 | 106,812 | 3,779 | 3.5% | Gross Patient Revenue |
| (45,739) | (62,662) | 16,923 | 27.0% | Contractual Adjustments |
| 21,229 | 25,374 | (4,145) | -16.3% | Capitation Rev |
| 86,082 | 69,524 | 16,558 | 23.8% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 86,082 | 69,524 | 16,558 | 23.8% | Total Revenue |
| Operating Expense | | | | |
| 49,892 | 69,241 | 19,349 | 27.9% | Salaries |
| 29,815 | 28,573 | (1,242) | -4.3% | Benefits |
| 79,707 | 97,814 | 18,107 | 18.5% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 7,489 | 4,660 | (2,829) | -60.7% | Supplies |
| 0 | 7,392 | 7,392 | 100.0% | Purchased Services |
| 235 | 226 | (9) | -3.8% | Depreciation |
| 3,932 | 3,623 | (309) | -8.5% | Other Expense |
| 91,362 | 113,715 | 22,353 | 19.7% | Total Direct Expense |
| 11,923 | 18,346 | 6,424 | 35.0% | Allocation of Direct Admin Exp |
| 41,935 | 52,195 | 10,260 | 19.7% | Overhead Allocation |
| 145,220 | 184,256 | 39,036 | 21.2% | Total Expenses |
| (59,139) | (114,732) | 55,594 | 48.5% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|-----------|--------|---|
| \$ 242.53 | \$ 217.10 | \$ 25.43 | 11.7% | Gross Pt Revenue/Billable Visit |
| \$ 188.78 | \$ 141.31 | \$ 47.47 | 33.6% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 200.36 | \$ 231.13 | \$ 30.77 | 13.3% | Direct Costs/Billable Visit |
| \$ 118.11 | \$ 143.38 | \$ 25.27 | 17.6% | Indirect Costs/Billable Visit |
| \$ 318.47 | \$ 374.50 | \$ 56.04 | 15.0% | Total Medical Cost/Billable Visit |
| \$ (129.69) | \$ (233.20) | \$ 103.51 | -44.4% | Net Income(Loss)/Billable Visit |
| 59.8% | 41.3% | -18.5% | -44.8% | Benefits as a % of Salaries |
| 45.9% | 45.9% | 0.0% | 0.0% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.0% | 15.6% | -15.6% | -100.0% | Medicare |
| 1.1% | 3.2% | -2.1% | -64.7% | Medi-Cal |
| 82.2% | 76.8% | 5.4% | 7.0% | Medi-Cal Managed Care |
| 16.7% | 0.8% | 15.9% | 1926.9% | Insurance |
| 0.0% | 3.6% | -3.6% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|------------------|------------------|------------------|---------|--|
| 1,662 | 2,579 | (917) | -35.6% | |
| 1,562 | 2,509 | (947) | -37.7% | |
| 10.8 | 12.9 | 2.1 | 16.6% | |
| 223,542 | 544,697 | (321,155) | -59.0% | |
| 6,076 | (319,551) | 325,627 | -101.9% | |
| 82,971 | 129,399 | (46,428) | -35.9% | |
| 312,590 | 354,545 | (41,955) | -11.8% | |
| 0 | 0 | 0 | | |
| 312,590 | 354,545 | (41,955) | -11.8% | |
| 179,910 | 275,329 | 95,419 | 34.7% | |
| 143,472 | 144,615 | 1,143 | 0.8% | |
| 323,382 | 419,944 | 96,562 | 23.0% | |
| 581 | 0 | (581) | | |
| 22,506 | 18,478 | (4,028) | -21.8% | |
| 891 | 29,568 | 28,677 | 97.0% | |
| 938 | 904 | (34) | -3.8% | |
| 15,266 | 14,492 | (774) | -5.3% | |
| 363,564 | 483,386 | 119,822 | 24.8% | |
| 44,049 | 95,577 | 51,528 | 53.9% | |
| 166,876 | 221,874 | 54,998 | 24.8% | |
| 574,488 | 800,838 | 226,349 | 28.3% | |
| (261,898) | (446,293) | 184,394 | -41.3% | |

| | | | | |
|-------------|-------------|------------|--------|--|
| \$ 143.11 | \$ 217.10 | \$ (73.98) | -34.1% | |
| \$ 200.12 | \$ 141.31 | \$ 58.81 | 41.6% | |
| \$ 232.76 | \$ 192.66 | \$ (40.09) | -20.8% | |
| \$ 135.03 | \$ 126.53 | \$ (8.51) | -6.7% | |
| \$ 367.79 | \$ 319.19 | \$ (48.60) | -15.2% | |
| \$ (167.67) | \$ (177.88) | \$ 10.21 | -5.7% | |
| 79.7% | 52.5% | -27.2% | -51.8% | |
| 45.9% | 45.9% | 0.0% | 0.0% | |

| | | | | |
|--------|--------|--------|---------|--|
| -0.1% | 23.6% | -23.7% | -100.3% | |
| 3.5% | 3.5% | 0.0% | -0.1% | |
| 73.1% | 69.0% | 4.1% | 5.9% | |
| 21.3% | 0.6% | 20.7% | 3182.8% | |
| 2.1% | 3.2% | -1.1% | -34.2% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

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

| | | | | |
|----------------|----------------|----------------|---------|------------------------------|
| 3,676 | 2,570 | 1,106 | 43.0% | Total Visits |
| 3,540 | 2,483 | 1,057 | 42.6% | Billable Visits |
| 36.4 | 34.8 | (1.7) | -4.8% | Total FTEs |
| 764,622 | 419,453 | 345,169 | 82.3% | Gross Patient Revenue |
| (529,258) | (262,315) | (266,943) | -101.8% | Contractual Adjustments |
| 165,664 | 124,220 | 41,444 | 33.4% | Capitation Rev |
| 401,028 | 281,358 | 119,670 | 42.5% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 401,028 | 281,358 | 119,670 | 42.5% | Total Revenue |

Operating Expense

| | | | | |
|------------------|------------------|----------------|--------|--------------------------------------|
| 287,274 | 321,235 | 33,961 | 10.6% | Salaries |
| 121,685 | 111,817 | (9,868) | -8.8% | Benefits |
| 408,960 | 433,052 | 24,092 | 5.6% | Total Salaries & Benefits |
| 3,400 | 5,417 | 2,017 | 37.2% | Professional Fees/Registry |
| 9,288 | 9,606 | 318 | 3.3% | Supplies |
| 222 | 10,585 | 10,363 | 97.9% | Purchased Services |
| 315 | 302 | (13) | -4.3% | Depreciation |
| 396 | 794 | 398 | 50.1% | Other Expense |
| 422,580 | 459,756 | 37,176 | 8.1% | Total Direct Expense |
| 82,431 | 72,046 | (10,385) | -14.4% | Allocation of Direct Admin Exp |
| 144,100 | 156,961 | 12,861 | 8.2% | Overhead Allocation |
| 649,112 | 688,763 | 39,651 | 5.8% | Total Expenses |
| (248,084) | (407,405) | 159,321 | 39.1% | Net Income (Loss) |

Key Ratios

| | | | | |
|------------|-------------|-----------|--------|---|
| \$ 215.99 | \$ 168.93 | \$ 47.06 | 27.9% | Gross Pt Revenue/Billable Visit |
| \$ 113.28 | \$ 113.31 | \$ (0.03) | 0.0% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 119.37 | \$ 185.16 | \$ 65.79 | 35.5% | Direct Costs/Billable Visit |
| \$ 63.99 | \$ 92.23 | \$ 28.24 | 30.6% | Indirect Costs/Billable Visit |
| \$ 183.36 | \$ 277.39 | \$ 94.03 | 33.9% | Total Medical Cost/Billable Visit |
| \$ (70.08) | \$ (164.08) | \$ 94.00 | -57.3% | Net Income(Loss)/Billable Visit |
| 42.4% | 34.8% | -7.6% | -21.7% | Benefits as a % of Salaries |
| 34.1% | 34.1% | 0.0% | 0.1% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.4% | 18.4% | -17.9% | -97.6% | Medicare |
| 2.9% | 3.5% | -0.6% | -15.9% | Medi-Cal |
| 76.9% | 74.5% | 2.4% | 3.3% | Medi-Cal Managed Care |
| 19.7% | 1.2% | 18.5% | 1549.7% | Insurance |
| 0.0% | 2.4% | -2.4% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|------------------|------------------|------------------|--------|--|
| 12,021 | 10,742 | 1,279 | 11.9% | |
| 11,652 | 10,459 | 1,193 | 11.4% | |
| 31.3 | 34.8 | 3.4 | 9.9% | |
| 1,568,220 | 1,767,012 | (198,792) | -11.3% | |
| (850,434) | (1,105,047) | 254,613 | -23.0% | |
| 607,482 | 523,299 | 84,183 | 16.1% | |
| 1,325,268 | 1,185,264 | 140,004 | 11.8% | |
| 0 | 0 | 0 | | |
| 1,325,268 | 1,185,264 | 140,004 | 11.8% | |

| | | | | |
|------------------|--------------------|----------------|--------|--|
| 957,314 | 1,282,096 | 324,782 | 25.3% | |
| 430,673 | 499,163 | 68,490 | 13.7% | |
| 1,387,987 | 1,781,259 | 393,272 | 22.1% | |
| 33,976 | 21,668 | (12,308) | -56.8% | |
| 40,666 | 40,119 | (547) | -1.4% | |
| 507 | 42,340 | 41,833 | 98.8% | |
| 1,260 | 1,208 | (52) | -4.3% | |
| 2,151 | 3,169 | 1,018 | 32.1% | |
| 1,466,547 | 1,889,763 | 423,216 | 22.4% | |
| 309,017 | 308,322 | (695) | -0.2% | |
| 500,510 | 645,165 | 144,655 | 22.4% | |
| 2,276,074 | 2,843,250 | 567,176 | 19.9% | |
| (950,806) | (1,657,986) | 707,181 | -42.7% | |

| | | | | |
|------------|-------------|------------|--------|--|
| \$ 134.59 | \$ 168.95 | \$ (34.36) | -20.3% | |
| \$ 113.74 | \$ 113.32 | \$ 0.41 | 0.4% | |
| \$ 125.86 | \$ 180.68 | \$ 54.82 | 30.3% | |
| \$ 69.48 | \$ 91.16 | \$ 21.69 | 23.8% | |
| \$ 195.34 | \$ 271.85 | \$ 76.51 | 28.1% | |
| \$ (81.60) | \$ (158.52) | \$ 76.92 | -48.5% | |
| 45.0% | 38.9% | -6.1% | -15.6% | |
| 34.1% | 34.1% | 0.0% | 0.0% | |

| | | | | |
|--------|--------|--------|---------|--|
| 0.4% | 25.8% | -25.4% | -98.5% | |
| 4.0% | 3.7% | 0.3% | 7.9% | |
| 71.4% | 66.9% | 4.5% | 6.8% | |
| 20.8% | 1.3% | 19.5% | 1540.4% | |
| 3.4% | 2.3% | 1.1% | 46.4% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

Healthy Beginnings - California St.
Income Statement
October 31, 2018

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

| | | | | |
|----------------|----------------|----------------|---------|------------------------------|
| 1,108 | 841 | 267 | 31.7% | Total Visits |
| 1,107 | 841 | 266 | 31.6% | Billable Visits |
| 20.6 | 12.6 | (8.0) | -63.6% | Total FTEs |
| 340,308 | 195,782 | 144,526 | 73.8% | Gross Patient Revenue |
| (213,145) | (88,128) | (125,017) | -141.9% | Contractual Adjustments |
| 43,891 | 37,869 | 6,022 | 15.9% | Capitation Rev |
| 171,053 | 145,523 | 25,530 | 17.5% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 171,053 | 145,523 | 25,530 | 17.5% | Total Revenue |

Operating Expense

| | | | | |
|------------------|------------------|-----------------|---------|--------------------------------------|
| 115,653 | 81,757 | (33,896) | -41.5% | Salaries |
| 64,150 | 54,896 | (9,254) | -16.9% | Benefits |
| 179,804 | 136,653 | (43,151) | -31.6% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 13,304 | 8,286 | (5,018) | -60.6% | Supplies |
| 27,817 | 16,543 | (11,274) | -68.2% | Purchased Services |
| 1,305 | 1,280 | (25) | -1.9% | Depreciation |
| 9,383 | 4,092 | (5,291) | -129.3% | Other Expense |
| 231,612 | 166,854 | (64,758) | -38.8% | Total Direct Expense |
| 36,687 | 33,628 | (3,060) | -9.1% | Allocation of Direct Admin Exp |
| 96,814 | 69,662 | (27,152) | -39.0% | Overhead Allocation |
| 365,114 | 270,143 | (94,971) | -35.2% | Total Expenses |
| (194,061) | (124,620) | (69,440) | -55.7% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|------------|--------|---|
| \$ 307.41 | \$ 232.80 | \$ 74.62 | 32.1% | Gross Pt Revenue/Billable Visit |
| \$ 154.52 | \$ 173.04 | \$ (18.52) | -10.7% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 209.23 | \$ 198.40 | \$ (10.83) | -5.5% | Direct Costs/Billable Visit |
| \$ 120.60 | \$ 122.82 | \$ 2.22 | 1.8% | Indirect Costs/Billable Visit |
| \$ 329.82 | \$ 321.22 | \$ (8.61) | -2.7% | Total Medical Cost/Billable Visit |
| \$ (175.30) | \$ (148.18) | \$ (27.12) | 18.3% | Net Income(Loss)/Billable Visit |
| 55.5% | 67.1% | 11.7% | 17.4% | Benefits as a % of Salaries |
| 41.8% | 41.8% | -0.1% | -0.1% | Overhead % of Direct Exp |

Gross Patient AR (in 000s)
Less Reserves (in 000s)
Net AR (in 000s)
Wrap AR (in 000s)
Gross AR Days
Cash Receipts (in 000s)

Payer Mix

| | | | | |
|---------------|---------------|-------------|-------------|-----------------------|
| 0.0% | 2.4% | -2.4% | -100.0% | Medicare |
| 4.9% | 27.9% | -23.0% | -82.3% | Medi-Cal |
| 68.2% | 67.1% | 1.1% | 1.7% | Medi-Cal Managed Care |
| 26.9% | 1.2% | 25.7% | 2234.5% | Insurance |
| 0.0% | 1.5% | -1.5% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|----------------|----------------|---------------|--------|--|
| 3,861 | 3,132 | 729 | 23.3% | |
| 3,858 | 3,132 | 726 | 23.2% | |
| 14.3 | 12.6 | (1.7) | -13.4% | |
| 803,741 | 728,945 | 74,796 | 10.3% | |
| (347,102) | (328,101) | (19,001) | 5.8% | |
| 175,911 | 140,994 | 34,917 | 24.8% | |
| 632,551 | 541,838 | 90,713 | 16.7% | |
| 0 | 0 | 0 | | |
| 632,551 | 541,838 | 90,713 | 16.7% | |

| | | | | |
|------------------|------------------|------------------|--------|--|
| 407,657 | 325,573 | (82,084) | -25.2% | |
| 225,694 | 166,982 | (58,712) | -35.2% | |
| 633,351 | 492,555 | (140,796) | -28.6% | |
| 0 | 0 | 0 | | |
| 54,137 | 33,216 | (20,921) | -63.0% | |
| 84,813 | 66,172 | (18,641) | -28.2% | |
| 5,219 | 5,120 | (99) | -1.9% | |
| 25,022 | 16,367 | (8,655) | -52.9% | |
| 802,543 | 613,430 | (189,113) | -30.8% | |
| 158,377 | 127,830 | (30,547) | -23.9% | |
| 335,256 | 256,107 | (79,149) | -30.9% | |
| 1,296,176 | 997,367 | (298,809) | -30.0% | |
| (663,625) | (455,529) | (208,097) | 45.7% | |

| | | | | |
|-------------|-------------|------------|--------|--|
| \$ 208.33 | \$ 232.74 | \$ (24.41) | -10.5% | |
| \$ 163.96 | \$ 173.00 | \$ (9.04) | -5.2% | |
| \$ 208.02 | \$ 195.86 | \$ (12.16) | -6.2% | |
| \$ 127.95 | \$ 122.59 | \$ (5.37) | -4.4% | |
| \$ 335.97 | \$ 318.44 | \$ (17.53) | -5.5% | |
| \$ (172.01) | \$ (145.44) | \$ (26.57) | 18.3% | |
| 55.4% | 51.3% | -4.1% | -7.9% | |
| 41.8% | 41.8% | 0.0% | -0.1% | |

| | | | | |
|---------------|---------------|-------------|-------------|--|
| 0.0% | 2.5% | -2.5% | -100.0% | |
| 5.4% | 30.5% | -25.1% | -82.3% | |
| 62.1% | 64.9% | -2.8% | -4.3% | |
| 28.2% | 1.0% | 27.2% | 2775.3% | |
| 4.3% | 1.1% | 3.2% | 277.5% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

Healthy Beginnings - French Camp
Income Statement
October 31, 2018

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

| | | | | |
|----------------|----------------|------------------|--------|------------------------------|
| 479 | 909 | (430) | -47.3% | Total Visits |
| 471 | 909 | (438) | -48.2% | Billable Visits |
| 7.7 | 12.5 | 4.8 | 38.6% | Total FTEs |
| 152,697 | 170,691 | (17,994) | -10.5% | Gross Patient Revenue |
| (88,549) | (10,177) | (78,372) | 770.1% | Contractual Adjustments |
| 21,164 | 43,921 | (22,757) | -51.8% | Capitation Rev |
| 85,311 | 204,435 | (119,124) | -58.3% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 85,311 | 204,435 | (119,124) | -58.3% | Total Revenue |

Operating Expense

| | | | | |
|------------------|-----------------|-----------------|--------|--------------------------------------|
| 51,127 | 109,277 | 58,150 | 53.2% | Salaries |
| 37,383 | 43,995 | 6,612 | 15.0% | Benefits |
| 88,509 | 153,272 | 64,763 | 42.3% | Total Salaries & Benefits |
| 0 | 3,533 | 3,533 | 100.0% | Professional Fees/Registry |
| 8,232 | 15,317 | 7,085 | 46.3% | Supplies |
| 24,313 | 16,551 | (7,762) | -46.9% | Purchased Services |
| 2,761 | 2,701 | (60) | -2.2% | Depreciation |
| 1,131 | 870 | (261) | -30.0% | Other Expense |
| 124,945 | 192,244 | 67,299 | 35.0% | Total Direct Expense |
| 16,462 | 29,318 | 12,856 | 43.9% | Allocation of Direct Admin Exp |
| 52,227 | 80,262 | 28,035 | 34.9% | Overhead Allocation |
| 193,634 | 301,824 | 108,190 | 35.8% | Total Expenses |
| (108,323) | (97,389) | (10,934) | -11.2% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|-------------|--------|---|
| \$ 324.20 | \$ 187.78 | \$ 136.42 | 72.6% | Gross Pt Revenue/Billable Visit |
| \$ 181.13 | \$ 224.90 | \$ (43.77) | -19.5% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 265.28 | \$ 211.49 | \$ (53.79) | -25.4% | Direct Costs/Billable Visit |
| \$ 145.84 | \$ 120.55 | \$ (25.29) | -21.0% | Indirect Costs/Billable Visit |
| \$ 411.11 | \$ 332.04 | \$ (79.07) | -23.8% | Total Medical Cost/Billable Visit |
| \$ (229.98) | \$ (107.14) | \$ (122.85) | 114.7% | Net Income(Loss)/Billable Visit |
| 73.1% | 40.3% | -32.9% | -81.6% | Benefits as a % of Salaries |
| 41.8% | 41.8% | -0.1% | -0.1% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.0% | 2.6% | -2.6% | -100.0% | Medicare |
| 4.2% | 20.9% | -16.6% | -79.7% | Medi-Cal |
| 80.6% | 71.9% | 8.7% | 12.1% | Medi-Cal Managed Care |
| 15.2% | 2.2% | 13.0% | 590.9% | Insurance |
| 0.0% | 2.3% | -2.3% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | |
|----------------|----------------|------------------|--------|
| 2,259 | 3,246 | (987) | -30.4% |
| 2,244 | 3,246 | (1,002) | -30.9% |
| 11.5 | 12.5 | 0.9 | 7.3% |
| 471,425 | 609,455 | (138,030) | -22.6% |
| (105,517) | (36,335) | (69,182) | 190.4% |
| 113,781 | 156,820 | (43,039) | -27.4% |
| 479,688 | 729,940 | (250,252) | -34.3% |
| 0 | 0 | 0 | |
| 479,688 | 729,940 | (250,252) | -34.3% |

| | | | |
|------------------|------------------|----------------|--------|
| 215,449 | 435,669 | 220,220 | 50.5% |
| 151,365 | 155,425 | 4,060 | 2.6% |
| 366,814 | 591,094 | 224,280 | 37.9% |
| 12,915 | 14,132 | 1,217 | 8.6% |
| 27,129 | 54,592 | 27,463 | 50.3% |
| 80,175 | 66,190 | (13,985) | -21.1% |
| 11,042 | 10,804 | (238) | -2.2% |
| 5,931 | 3,478 | (2,453) | -70.5% |
| 504,006 | 740,290 | 236,284 | 31.9% |
| 92,894 | 106,536 | 13,642 | 12.8% |
| 210,485 | 309,071 | 98,586 | 31.9% |
| 807,385 | 1,155,897 | 348,512 | 30.2% |
| (327,697) | (425,957) | 98,260 | -23.1% |

| | | | |
|-------------|-------------|------------|--------|
| \$ 210.08 | \$ 187.76 | \$ 22.33 | 11.9% |
| \$ 213.76 | \$ 224.87 | \$ (11.11) | -4.9% |
| \$ 224.60 | \$ 228.06 | \$ 3.46 | 1.5% |
| \$ 135.20 | \$ 128.04 | \$ (7.16) | -5.6% |
| \$ 359.80 | \$ 356.10 | \$ (3.70) | -1.0% |
| \$ (146.03) | \$ (131.23) | \$ (14.81) | 11.3% |
| 70.3% | 35.7% | -34.6% | -96.9% |
| 41.8% | 41.8% | 0.0% | 0.0% |

| | | | |
|--------|--------|--------|---------|
| 0.0% | 3.2% | -3.2% | -100.0% |
| 6.4% | 23.9% | -17.5% | -73.2% |
| 69.4% | 68.9% | 0.4% | 0.6% |
| 20.8% | 2.3% | 18.5% | 816.3% |
| 3.4% | 1.7% | 1.7% | 96.3% |
| 100.0% | 100.0% | 0.0% | 0.0% |

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

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

| | | | | |
|---------------|----------------|-----------------|--------|----------------------------|
| 368 | 838 | (470) | -56.1% | Total Visits |
| 232 | 586 | (354) | -60.4% | Billable |
| 4.0 | 6.0 | 2.0 | 33.5% | Total FTEs |
| 77,331 | 120,392 | (43,061) | -35.8% | Patient Revenue |
| (49,653) | (83,282) | 33,629 | -40.4% | Contractual Adjustments |
| 7,098 | 19,274 | (12,176) | -63.2% | Physician Capitation |
| 34,776 | 56,384 | (21,608) | -38.3% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 34,776 | 56,384 | (21,608) | -38.3% | Total Revenue |

| | | | | Operating Expense |
|------------------|------------------|---------------|--------------|--------------------------------------|
| 21,285 | 39,503 | 18,218 | 46.1% | Salaries |
| 12,501 | 15,734 | 3,233 | 20.6% | Benefits |
| 33,785 | 55,237 | 21,452 | 38.8% | Total Salaries & Benefits |
| 25,736 | 0 | (25,736) | | Professional Fees/Registry |
| 2,484 | 12,388 | 9,904 | 79.9% | Supplies |
| 122,797 | 123,307 | 510 | 0.4% | Purchased Services |
| 0 | 0 | 0 | | Depreciation |
| 136 | 260 | 124 | 47.7% | Other Expense |
| 184,938 | 191,192 | 6,254 | 3.3% | Total Direct Expense |
| 8,337 | 20,679 | 12,342 | 59.7% | Allocation of Direct Admin Exp |
| 78,784 | 81,429 | 2,645 | 3.2% | Overhead Allocation |
| 272,059 | 293,299 | 21,241 | 7.2% | Total Expenses |
| (237,282) | (236,915) | (367) | -0.2% | Net Income (Loss) |

| | | | | | <u>Key Ratios</u> | | |
|----------------------------|------------|----|----------|----|-------------------|---------|---|
| \$ | 333.32 | \$ | 205.45 | \$ | 127.88 | 62.2% | Gross Pt Revenue/Billable Visit |
| \$ | 149.90 | \$ | 96.22 | \$ | 53.68 | 55.8% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ | 797.15 | \$ | 326.27 | \$ | (470.88) | -144.3% | Direct Costs/Billable Visit |
| \$ | 375.52 | \$ | 174.24 | \$ | (201.27) | -115.5% | Indirect Costs/Billable Visit |
| \$ | 1,172.67 | \$ | 500.51 | \$ | (672.16) | -134.3% | Total Medical Cost/Billable Visit |
| \$ | (1,022.77) | \$ | (404.29) | \$ | (618.48) | 153.0% | Net Income(Loss)/Billable Visit |
| | 58.7% | | 39.8% | | -18.9% | -47.5% | Benefits as a % of Salaries |
| | 42.6% | | 42.6% | | 0.0% | 0.0% | Overhead % of Direct Exp |
| Gross Patient AR (in 000s) | | | | | | | |
| Less Reserves (in 000s) | | | | | | | |
| Net AR (in 000s) | | | | | | | |
| Wrap AR (in 000s) | | | | | | | |
| Gross AR Days | | | | | | | |
| Cash Receipts (in 000s) | | | | | | | |

| Payer Mix | | | | |
|-----------|--------|--------|---------|-----------------------|
| 0.0% | 5.1% | -5.1% | -100.0% | Medicare |
| 4.7% | 33.6% | -28.9% | -86.1% | Medi-Cal |
| 59.3% | 49.0% | 10.3% | 21.1% | Medi-Cal Managed Care |
| 36.0% | 6.1% | 29.9% | 494.0% | Insurance |
| 0.0% | 6.2% | -6.2% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|----------------|----------------|------------------|--------|--|
| 1,570 | 3,449 | (1,879) | -54.5% | |
| 883 | 2,443 | (1,560) | -63.9% | |
| 5.1 | 6.0 | 0.9 | 14.6% | |
| 183,511 | 501,910 | (318,399) | -63.4% | |
| (80,723) | (347,199) | 266,476 | -76.8% | |
| 46,641 | 80,352 | (33,711) | -42.0% | |
| 149,429 | 235,063 | (85,634) | -36.4% | |
| 0 | 0 | 0 | | |
| 149,429 | 235,063 | (85,634) | -36.4% | |

| | | | | |
|------------------|------------------|----------------|--------|--|
| 35,763 | 157,399 | 121,636 | 77.3% | |
| 21,518 | 61,378 | 39,860 | 64.9% | |
| 57,281 | 218,777 | 161,496 | 73.8% | |
| 25,736 | 0 | (25,736) | | |
| 16,151 | 49,172 | 33,021 | 67.2% | |
| 491,333 | 493,211 | 1,878 | 0.4% | |
| 0 | 0 | 0 | | |
| 544 | 1,036 | 492 | 47.5% | |
| 591,045 | 762,196 | 171,151 | 22.5% | |
| 36,161 | 87,881 | 51,720 | 58.9% | |
| 251,744 | 324,619 | 72,875 | 22.4% | |
| 878,950 | 1,174,696 | 295,746 | 25.2% | |
| (729,521) | (939,633) | 210,112 | -22.4% | |

| | | | | |
|-------------|-------------|-------------|---------|--|
| \$ 207.83 | \$ 205.45 | \$ 2.38 | 1.2% | |
| \$ 169.23 | \$ 96.22 | \$ 73.01 | 75.9% | |
| \$ 669.36 | \$ 311.99 | \$ (357.37) | -114.5% | |
| \$ 326.05 | \$ 168.85 | \$ (157.20) | -93.1% | |
| \$ 995.41 | \$ 480.84 | \$ (514.57) | -107.0% | |
| \$ (826.18) | \$ (384.62) | \$ (441.56) | 114.8% | |
| 60.2% | 39.0% | -21.2% | -54.3% | |
| 42.6% | 42.6% | 0.0% | 0.0% | |

| | | | | |
|--------|--------|--------|---------|--|
| -1.3% | 5.1% | -6.4% | -124.9% | |
| 7.7% | 33.6% | -25.9% | -77.0% | |
| 47.5% | 49.0% | -1.5% | -3.0% | |
| 43.1% | 6.1% | 37.1% | 611.4% | |
| 2.9% | 6.2% | -3.3% | -53.7% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

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

| | | | | |
|----------------|----------------|---------------|--------|----------------------------|
| 705 | 813 | (108) | -13.3% | Total Visits |
| 659 | 813 | (154) | -18.9% | Billable Visits |
| 11.7 | 14.0 | 2.3 | 16.3% | Total FTEs |
| 209,305 | 181,062 | 28,243 | 15.6% | Patient Revenue |
| (108,824) | (127,736) | 18,912 | 14.8% | Contractual Adjustments |
| 34,709 | 39,057 | (4,348) | -11.1% | Physician Capitation |
| 135,189 | 92,383 | 42,806 | 46.3% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 135,189 | 92,383 | 42,806 | 46.3% | Total Revenue |

Operating Expense

| | | | | |
|------------------|------------------|----------------|----------|--------------------------------------|
| 108,694 | 112,999 | 4,305 | 3.8% | Salaries |
| 50,927 | 41,429 | (9,498) | -22.9% | Benefits |
| 159,621 | 154,428 | (5,193) | -3.4% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 2,379 | 8,710 | 6,331 | 72.7% | Supplies |
| 60 | 2,441 | 2,381 | 97.5% | Purchased Services |
| 8,790 | 469 | (8,321) | -1774.3% | Depreciation |
| 12,121 | 10,630 | (1,491) | -14.0% | Other Expense |
| 182,971 | 176,678 | (6,293) | -3.6% | Total Direct Expense |
| 22,564 | 31,100 | 8,535 | 27.4% | Allocation of Direct Admin Exp |
| 74,103 | 71,625 | (2,478) | -3.5% | Overhead Allocation |
| 279,639 | 279,403 | (236) | -0.1% | Total Expenses |
| (144,450) | (187,020) | 42,570 | 22.8% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|------------|--------|---|
| \$ 317.61 | \$ 222.71 | \$ 94.90 | 42.6% | Gross Pt Revenue/Billable Visit |
| \$ 205.14 | \$ 113.63 | \$ 91.51 | 80.5% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 277.65 | \$ 217.32 | \$ (60.33) | -27.8% | Direct Costs/Billable Visit |
| \$ 146.69 | \$ 126.35 | \$ (20.34) | -16.1% | Indirect Costs/Billable Visit |
| \$ 424.34 | \$ 343.67 | \$ (80.67) | -23.5% | Total Medical Cost/Billable Visit |
| \$ (219.20) | \$ (230.04) | \$ 10.84 | -4.7% | Net Income(Loss)/Billable Visit |
| 46.9% | 36.7% | -10.2% | -27.8% | Benefits as a % of Salaries |
| 40.5% | 40.5% | 0.0% | 0.1% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|-------|---------|-----------------------|
| 0.0% | 7.2% | -7.2% | -99.3% | Medicare |
| 6.6% | 15.7% | -9.1% | -57.8% | Medi-Cal |
| 75.6% | 70.1% | 5.5% | 7.8% | Medi-Cal Managed Care |
| 17.8% | 1.6% | 16.2% | 1022.7% | Insurance |
| 0.0% | 5.4% | -5.4% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|----------------|----------------|------------------|--------|--|
| 2,664 | 3,176 | (512) | -16.1% | |
| 2,529 | 3,176 | (647) | -20.4% | |
| 12.7 | 14.0 | 1.4 | 9.6% | |
| 411,562 | 707,320 | (295,758) | -41.8% | |
| (48,390) | (499,003) | 450,613 | -90.3% | |
| 144,581 | 152,578 | (7,997) | -5.2% | |
| 507,752 | 360,895 | 146,857 | 40.7% | |
| 0 | 0 | 0 | | |
| 507,752 | 360,895 | 146,857 | 40.7% | |

| | | | | |
|------------------|------------------|----------------|----------|--|
| 352,727 | 450,647 | 97,920 | 21.7% | |
| 198,548 | 158,585 | (39,963) | -25.2% | |
| 551,275 | 609,232 | 57,957 | 9.5% | |
| 0 | 0 | 0 | | |
| 16,744 | 34,840 | 18,096 | 51.9% | |
| 9,829 | 9,764 | (65) | -0.7% | |
| 35,162 | 1,876 | (33,286) | -1774.3% | |
| 53,546 | 42,052 | (11,494) | -27.3% | |
| 666,555 | 697,764 | 31,209 | 4.5% | |
| 81,098 | 124,286 | 43,188 | 34.7% | |
| 270,148 | 282,874 | 12,725 | 4.5% | |
| 1,017,802 | 1,104,924 | 87,122 | 7.9% | |
| (510,049) | (744,029) | 233,979 | -31.4% | |

| | | | | |
|-------------|-------------|------------|--------|--|
| \$ 162.74 | \$ 222.71 | \$ (59.97) | -26.9% | |
| \$ 200.77 | \$ 113.63 | \$ 87.14 | 76.7% | |
| \$ 263.56 | \$ 219.70 | \$ (43.87) | -20.0% | |
| \$ 138.89 | \$ 128.20 | \$ (10.69) | -8.3% | |
| \$ 402.45 | \$ 347.90 | \$ (54.55) | -15.7% | |
| \$ (201.68) | \$ (234.27) | \$ 32.59 | -13.9% | |
| 56.3% | 35.2% | -21.1% | -60.0% | |
| 40.5% | 40.5% | 0.0% | 0.0% | |

| | | | | |
|--------|--------|-------|---------|--|
| 0.0% | 7.3% | -7.2% | -99.7% | |
| 7.2% | 15.7% | -8.5% | -54.2% | |
| 62.0% | 70.4% | -8.4% | -11.9% | |
| 26.8% | 1.6% | 25.2% | 1596.5% | |
| 4.0% | 5.0% | -1.0% | -20.7% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

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

| | | | | |
|----------|----------|----------|--------|------------------------------|
| 10.3 | 9.0 | (1.3) | -14.8% | Total FTEs |
| 0 | 0 | 0 | | Total Patient Revenue |
| 0 | 0 | 0 | | (Deductions) from Revenue |
| 0 | 0 | 0 | | Other Allowances |
| 0 | 0 | 0 | | Net Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 0 | 0 | 0 | | Total Revenue |

| | | | | |
|------------------|------------------|---------------|--------------|--------------------------------------|
| | | | | Operating Expense |
| 72,435 | 71,195 | (1,240) | -1.7% | Salaries |
| 26,966 | 45,016 | 18,050 | 40.1% | Benefits |
| 99,401 | 116,211 | 16,810 | 14.5% | Total Salaries & Benefits |
| 83,333 | 54,167 | (29,166) | -53.8% | Professional Fees/Registry |
| 2,619 | 445 | (2,174) | -488.6% | Supplies |
| 99,645 | 144,098 | 44,453 | 30.8% | Purchased Services |
| 3,395 | 3,257 | (138) | -4.2% | Depreciation |
| 8,973 | 10,645 | 1,672 | 15.7% | Other Expense |
| 297,366 | 328,823 | 31,457 | 9.6% | Total Direct Expense |
| 0 | 0 | 0 | | Overhead Allocation |
| 297,366 | 328,823 | 31,457 | 9.6% | Total Expenses |
| (297,366) | (328,823) | 31,457 | -9.6% | Net Income (Loss) |

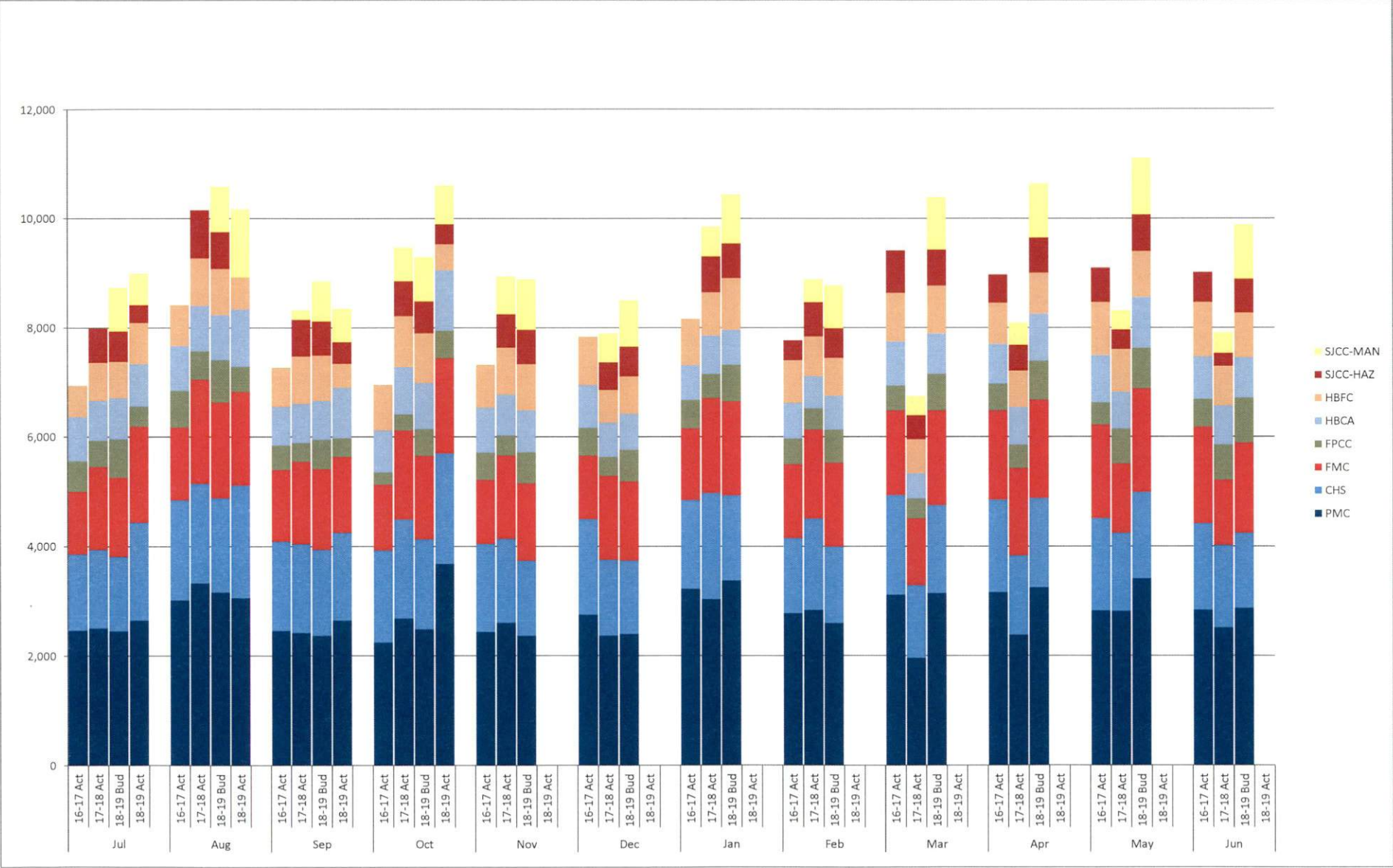
| Year to Date | | | |
|--------------|--------|----------|-------|
| Actual | Budget | Variance | % Var |

| | | | | |
|----------|----------|----------|------|--|
| 8.9 | 9.0 | 0 | 1.7% | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |

| | | | | |
|--------------------|--------------------|----------------|--------------|--|
| 234,488 | 282,483 | 47,995 | 17.0% | |
| 104,584 | 210,945 | 106,361 | 50.4% | |
| 339,072 | 493,428 | 154,356 | 31.3% | |
| 355,511 | 216,668 | (138,843) | -64.1% | |
| 6,056 | 1,780 | (4,276) | -240.2% | |
| 533,692 | 576,392 | 42,700 | 7.4% | |
| 13,579 | 13,028 | (551) | -4.2% | |
| 34,483 | 42,580 | 8,097 | 19.0% | |
| 1,282,393 | 1,343,876 | 61,483 | 4.6% | |
| 0 | 0 | 0 | | |
| 1,282,393 | 1,343,876 | 61,483 | 4.6% | |
| (1,282,393) | (1,343,876) | 61,483 | -4.6% | |

FQHC Visits

October 2018



Revenue Cycle KPI
SJCC only
October 2018 end of month

| KEY PERFORMANCE INDICATORS | | | | | | | | | | | |
|--|--------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Target | 01/31/18 | 02/28/18 | 03/31/18 | 04/30/18 | 05/31/18 | 06/30/18 | 07/31/18 | 08/31/18 | 09/30/18 | 10/31/18 |
| SJCC Business Office | | | | | | | | | | | |
| Cash Collections | Actual | \$1,083,023 | \$1,136,283 | \$730,625 | \$445,029 | \$148,592 | \$250,779 | \$277,120 | \$2,080,202 | \$530,939 | \$860,911 |
| Gross AR | | \$1,859,966 | \$1,753,017 | \$1,700,850 | \$2,249,095 | \$2,893,967 | \$3,422,699 | \$5,891,694 | \$3,916,175 | \$4,247,220 | \$3,798,439 |
| Gross AR Days (90 day average) | 66.5 | 35.4 | 35.6 | 23.8 | 45.7 | 58.8 | 69.5 | 119.6 | 79.5 | 86.2 | 77.1 |
| Average Daily Revenue (90 day average) | | \$52,471 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 |
| Wrap AR | | \$2,621,101 | \$1,418,129 | \$1,220,610 | \$1,115,502 | \$1,800,994 | \$2,167,848 | \$758,383 | \$1,339,651 | \$1,940,311 | \$2,775,629 |
| AR over 90 Days | | \$505,801 | \$434,589 | \$563,490 | \$550,715 | \$573,721 | \$1,028,749 | \$1,954,592 | \$2,638,338 | \$2,732,961 | \$3,071,324 |
| % of AR over 90 Days | | 27% | 25% | 33% | 24% | 20% | 30% | 33% | 67% | 64% | 81% |
| AR over 120 Days | | \$419,463 | \$368,306 | \$489,476 | \$416,026 | \$479,398 | \$414,907 | \$391,103 | \$395,283 | \$389,760 | \$2,584,633 |
| % of AR over 120 Days | | 23% | 21% | 29% | 18% | 17% | 12% | 7% | 10% | 9% | 68% |
| AR over 180 Days | | \$321,657 | \$266,048 | \$284,661 | \$230,326 | \$239,070 | \$154,074 | \$159,602 | \$191,132 | \$157,361 | \$135,067 |
| % of AR over 180 Days | | 17% | 15% | 17% | 10% | 8% | 5% | 3% | 5% | 4% | 4% |
| AR over 365 Days | | \$86,162 | \$72,126 | \$51,659 | \$81,827 | \$80,231 | \$111,941 | \$152,457 | \$178,077 | \$213,425 | \$205,418 |
| % of AR over 365 Days | | 5% | 4% | 3% | 4% | 3% | 3% | 3% | 5% | 5% | 5% |
| New Bad Debt Assignments | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Bad Debt Amount as a % of Gross Revenue | | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Bad Debt Cash Receipts | | \$1,076 | \$2,166,535 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Credit Balance Total | | \$24,848 | \$22,158 | \$9,847 | \$9,107 | \$15,307 | \$130,064 | \$188,759 | \$219,060 | \$221,288 | \$383,181 |
| Credit Balances over 60 days | | \$24,974 | \$21,939 | \$9,736 | \$9,031 | \$14,339 | \$128,456 | \$188,163 | \$206,528 | \$195,792 | \$342,502 |
| Credit Balances over 180 days | | \$17,431 | \$15,978 | \$4,798 | \$4,877 | \$8,606 | \$88,374 | \$168,867 | \$201,109 | \$194,761 | \$331,164 |
| Unlocked Visits Report for All Doctors at all Locations as of e.o.m., eff. 10/1/2015 | | 917 | 1295 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Total Number of claims for month | | 15,456 | 14,673 | 9,118 | 6,990 | 8,812 | 21,210 | 11,842 | 12,439 | 12,646 | 23,840 |
| Total Number of clean claims for month | | 14,981 | 13,924 | 7,849 | 6,878 | 8,322 | 21,171 | 11,842 | 12,436 | 12,608 | 23,801 |
| Total Number of claim errors for month | | 475 | 749 | 1,269 | 112 | 490 | 39 | 0 | 3 | 38 | 39 |
| Clean Claims from Trizetto & ClaimRemedi | >85% | 97% | 95% | 86% | 98% | 94% | 100% | 100% | 100% | 100% | 100% |

**San Joaquin Community Clinics
Financial Statement Comments
November 30, 2018**

Summary

The Total visits for the month of November were 8,788, 8.0% less than budget of 9,551. November's Billable visits of 8,193 were less than budgeted visits of 8,892 by 699 or 7.9%.

Gross Patient Revenue of \$2.3 million was greater than budget by \$462,000 or 25.3%. Net Patient Revenue of \$1.2 million was less than budget by \$22,000 or 1.8%.

The issues noted in the previous months' Financial Statement Comments related to accurate and timely charge capture and claim generation continue to impact the financial reports and are included again below:

- We are nearing completion of the system set up review for various resource provider types and will report the results when they become available.
- Gross Patient Revenue is understated due to several issues, primarily:
 - Encounters that have not been completed by the provider and are missing charges.
 - Charges are unposted in PWPM due to coding backlog.
- Charges and contractual allowances are not flowing correctly from PWPM to the PeopleSoft general ledger accounts.

As reports and data become available from the Cerner system, we continue to identify and address revenue cycle issues related to system setup and clinical operations. Given the issues noted above, Gross Patient Revenue and Contractual Adjustments will be over or understated for the next several months as charging and mapping issues are addressed; in the meantime, current month net revenue has been booked based on the previous methodology using historical net revenues per visit by clinic by payor.

Capitation Revenue of \$461,000 was greater than budget by \$23,000 or 5.2%.

Total Expenses of \$1.7 million were less than budget by \$310,000 (15.6%). The resulting Net Loss of \$1.0 million was less than Budgeted Net Loss by \$373,000. Total cost per billable visit was \$272.99 in November, which was 7.8% favorable to budget of \$295.93.

SJGH went live on the Cerner and PeopleSoft systems on 3/5/18. Implementation issues impacted the monthly close process and delayed financial reporting. December and January reports will be presented at the February meeting. PeopleSoft system generated reports have been delayed due to reconciliation and access issues that require the assistance of County Information Systems Department to resolve.

Explanations of major variances are explained below.

Revenue

As mentioned above, Gross Patient Revenue was greater than budget by \$462,000 or 25.3%; however, due to the issues noted above, we will exclude detail of revenues by payor and adjustments until system issues are resolved.

**San Joaquin Community Clinics
Financial Statement Comments
November 30, 2018**

Net Patient Revenue of \$1.2 million was less than budget by \$22,000. Net revenue per visit was \$150.59, which was 6.6% better than budget of \$141.22 per visit. As mentioned above, net revenue is estimated based on historical payment rates by payor for each clinic site, applied to the current month visits by payor.

Outstanding issues that may negatively impact net revenue but are net yet quantifiable include:

- The outcome of the Hazelton and Manteca Medi-Cal PPS rate setting process and final effective date. SJGH was notified by the state in late December that the effective date for both sites is 11/28/18. The net revenue impact will be analyzed and adjustments made in the January financial statements to account for the FQHC PPS rate effective date.
- The results of the process to refund Medi-Cal payments paid under the incorrect NPI due to incorrect Cerner system setup. The claims are being rebilled under the correct NPI. In normal circumstances, this would not impact net revenue; however, due to the delays in the initial billing of claims and posting of payments, some of the repaid claims may be subject to cutbacks of 25% for untimely filing.
- Ultimate adjudication or write-off of eCW accounts including over 1,100 eCW accounts with credit balances.

Capitation revenue of \$461,000 was greater than budget by \$23,000 (5.2%) as noted above.

Expenses

Salaries & Benefits of \$1.2 million were less than budget by \$270,000 (18.8%). Salaries of \$710,000 were favorable to budget by \$341,000 or 32.4%. This favorable variance is due to favorable variances for Physician salaries of \$277,000 and Non-Providers of \$64,000. The Physician salaries positive variance is due to ten provider vacancies.

Benefits of \$459,000 were unfavorable to budget by \$71,000 or 18.2%, predominantly due to unfavorable variances in Pension & Retirement (\$33,000), Cafeteria (\$2,000), and Vac Hol & Sick Leave (\$67,000). These were offset by favorable variances in FICA (\$9,000) and Group Health (\$23,000). Benefits as a percentage of salaries is 64.6%, greater than the budget of 36.9%.

Professional Fees/Registry of \$4,000 were less than budget by \$59,000 (93.3%) primarily due to favorable variances for Medical Consultant & Mgmt (\$54,000) and MD Comp-Individual (\$5,000). Medical Consultant & Mgmt favorable variance is due to year-to-date accrual correction. Favorable variance in MD Comp-Individual is predominantly due to no expense in Healthy Beginnings – French Camp (\$4,000).

Supplies of \$139,000 were greater than budget by \$49,000 (53.5%). Predominantly due to unfavorable variances in Pharmaceuticals (\$53,000) and Surgical Supplies (\$4,000), offset by favorable variances in Other Medical Supplies (\$2,000), Office Supplies (\$1,000), and Minor Medical Equipment (\$5,000). The Pharmaceutical supplies were primarily for seasonal supplies of pneumonia vaccines.

**San Joaquin Community Clinics
Financial Statement Comments
November 30, 2018**

Purchased Services of \$306,000 were less than budget by \$37,000 (10.9%). Due to favorable variances in Temporary Staffing (\$32,000) and Repairs & Maint: Buildings (\$5,000). Temporary Staffing – favorable variances in Family Medicine (\$15,000), Family Practice-Calif. St. (\$7,000), and Primary Medicine (\$10,000). Repairs & Maint: Buildings – favorable variances across all clinics.

Depreciation of \$21,000 was greater than budget by \$9,000 (71.1%), predominantly in SJCC-Manteca (\$8,000) due to the new Lease Agreement for SJCC-Manteca Leasehold Improvements, which was missed in the 2018-19 budgeting process.

Other Expense of \$38,000 was slightly less than budget by \$1,000 (3.1%). Favorable variances for Telephone (\$4,000) and Dues/Subscriptions (\$1,000) were offset by unfavorable variances for Non-Medical Equipment Rent (\$2,000) and Travel (\$2,000).

Accounts Receivable

Please refer to the Patient Financial Services Key Performance Indicator report for November gross Accounts Receivable balance and days.

Cash collections (excluding capitation) were \$1.1 million in November, which represents an increase from October collections of \$900,000 and an increase from September collections of \$500,000. Cash collections averaged \$804,000 per month in FY 2018.

San Joaquin Community Clinics
Income Statement
November 30, 2018

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

| | | | | |
|-------------|-------------|-----------|--------|-------------------------|
| 8,788 | 9,551 | (763) | -8.0% | Total Visits |
| 8,193 | 8,892 | (699) | -7.9% | Billable Visits |
| 118.1 | 138.0 | 19.9 | 14.4% | Total FTEs |
| 2,284,666 | 1,822,736 | 461,930 | 25.3% | Gross Patient Revenue |
| (1,511,552) | (1,004,968) | (506,584) | -50.4% | Contractual Adjustments |
| 460,636 | 437,987 | 22,649 | 5.2% | Capitation Rev |
| 1,233,750 | 1,255,755 | (22,005) | -1.8% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 1,233,750 | 1,255,755 | (22,005) | -1.8% | Total Revenue |

Operating Expense

| | | | | |
|-------------|-------------|----------|--------|----------------------------|
| 709,962 | 1,050,952 | 340,990 | 32.4% | Salaries |
| 458,773 | 388,199 | (70,574) | -18.2% | Benefits |
| 1,168,735 | 1,439,151 | 270,416 | 18.8% | Total Salaries & Benefits |
| 4,250 | 63,117 | 58,867 | 93.3% | Professional Fees/Registry |
| 139,347 | 90,777 | (48,570) | -53.5% | Supplies |
| 305,687 | 342,942 | 37,255 | 10.9% | Purchased Services |
| 21,037 | 12,297 | (8,740) | -71.1% | Depreciation |
| 37,557 | 38,775 | 1,218 | 3.1% | Other Expense |
| 1,676,614 | 1,987,059 | 310,445 | 15.6% | Total Direct Expense |
| 559,977 | 644,307 | 84,330 | 13.1% | Overhead Allocation |
| 2,236,591 | 2,631,366 | 394,776 | 15.0% | Total Expenses |
| (1,002,841) | (1,375,611) | 372,770 | 27.1% | Net Income (Loss) |

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

| | | | |
|-------------|-------------|---------|--------|
| 46,905 | 48,900 | (1,995) | -4.1% |
| 44,046 | 37,461 | 6,585 | 17.6% |
| 121.5 | 138.0 | 16.5 | 12.0% |
| 9,233,958 | 9,146,354 | 87,604 | 1.0% |
| (4,477,998) | (5,253,941) | 775,943 | -14.8% |
| 2,371,371 | 2,293,914 | 77,457 | 3.4% |
| 7,127,331 | 6,186,327 | 941,004 | 15.2% |
| 0 | 0 | 0 | 100.0% |
| 7,127,331 | 6,186,327 | 941,004 | 15.2% |

| | | | |
|-------------|-------------|-----------|--------|
| 4,000,371 | 5,300,621 | 1,300,250 | 24.5% |
| 2,164,510 | 2,188,154 | 23,644 | 1.1% |
| 6,164,881 | 7,488,775 | 1,323,894 | 17.7% |
| 433,138 | 315,585 | (117,553) | -37.2% |
| 491,044 | 472,748 | (18,296) | -3.9% |
| 1,535,219 | 1,714,803 | 179,584 | 10.5% |
| 106,421 | 62,544 | (43,877) | -70.2% |
| 219,767 | 193,512 | (26,255) | -13.6% |
| 8,950,470 | 10,247,967 | 1,297,497 | 12.7% |
| 2,883,379 | 3,323,053 | 439,674 | 13.2% |
| 11,833,849 | 13,571,020 | 1,737,171 | 12.8% |
| (4,706,518) | (7,384,693) | 2,678,175 | -36.3% |

Key Ratios

| | | | | |
|-------------|-------------|----------|--------|---|
| \$ 278.86 | \$ 204.99 | \$ 73.87 | 36.0% | Gross Pt Revenue/Billable Visit |
| \$ 150.59 | \$ 141.22 | \$ 9.36 | 6.6% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 204.64 | \$ 223.47 | \$ 18.83 | 8.4% | Direct Costs/Billable Visit |
| \$ 68.35 | \$ 72.46 | \$ 4.11 | 5.7% | Indirect Costs/Billable Visit |
| \$ 272.99 | \$ 295.93 | \$ 22.94 | 7.8% | Total Medical Cost/Billable Visit |
| \$ (122.40) | \$ (154.70) | \$ 32.30 | -20.9% | Net Income(Loss)/Billable Visit |
| \$ 682.47 | \$ 739.81 | \$ 57.34 | 7.8% | Total Cost/Patient (1) |
| 54.0% | 68.9% | -14.9% | -21.6% | Net Pt Rev as % of Gross Rev |
| 64.6% | 36.9% | -27.7% | -74.9% | Benefits as a % of Salaries |
| 33.4% | 32.4% | -1.0% | -3.0% | Overhead % of Direct Exp |
| \$ 3,514 | | | | Gross Patient AR (in 000s) |
| \$ (1,109) | | | | Less Reserves (in 000s) |
| \$ 2,405 | | | | Net AR (in 000s) |
| \$ 3,686 | | | | Wrap AR (in 000s) |
| 49.6 | | | | Gross AR Days |
| \$ 1,551 | | | | Cash Receipts (in 000s) |

| | | | |
|-------------|-------------|------------|--------|
| \$ 209.64 | \$ 244.16 | \$ (34.51) | -14.1% |
| \$ 161.82 | \$ 165.14 | \$ (3.32) | -2.0% |
| \$ 203.21 | \$ 273.56 | \$ 70.36 | 25.7% |
| \$ 65.46 | \$ 88.71 | \$ 23.24 | 26.2% |
| \$ 268.67 | \$ 362.27 | \$ 93.60 | 25.8% |
| \$ (106.85) | \$ (197.13) | \$ (90.28) | 45.8% |
| \$ 671.68 | \$ 905.68 | \$ 234.00 | 25.8% |
| 77.2% | 67.6% | 9.5% | 14.1% |
| 54.1% | 41.3% | -12.8% | -31.1% |
| 32.2% | 32.4% | 0.2% | 0.7% |

Payer Mix

| | | | | |
|--------|--------|-------|---------|-----------------------|
| 0.2% | 8.3% | -8.1% | -97.4% | Medicare |
| 5.9% | 13.4% | -7.4% | -55.6% | Medi-Cal |
| 66.0% | 73.9% | -7.9% | -10.7% | Medi-Cal Managed Care |
| 27.9% | 1.5% | 26.3% | 1718.1% | Insurance |
| 0.0% | 2.9% | -2.9% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.1% | -0.1% | -0.1% | |

| | | | |
|--------|--------|-------|---------|
| 0.1% | 8.7% | -8.6% | -98.8% |
| 5.1% | 13.5% | -8.4% | -62.1% |
| 64.7% | 73.3% | -8.5% | -11.7% |
| 28.0% | 1.5% | 26.4% | 1709.2% |
| 2.1% | 2.9% | -0.8% | -28.8% |
| 100.0% | 100.0% | 0.0% | 0.0% |

**Children's Health Services
Income Statement
November 30, 2018**

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

| | | | | |
|--------------------------|------------------|----------------|--------|--------------------------------------|
| 1,781 | 1,555 | 226 | 14.5% | Total Visits |
| 1,593 | 1,370 | 223 | 16.3% | Billable Visits |
| 18.2 | 18.9 | 0.7 | 3.8% | Total FTEs |
| 454,070 | 370,934 | 83,136 | 22.4% | Gross Patient Revenue |
| (267,854) | (207,151) | (60,703) | -29.3% | Contractual Adjustments |
| 90,535 | 79,648 | 10,887 | 13.7% | Capitation Rev |
| 276,751 | 243,431 | 33,320 | 13.7% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 276,751 | 243,431 | 33,320 | 13.7% | Total Revenue |
| Operating Expense | | | | |
| 100,226 | 152,387 | 52,161 | 34.2% | Salaries |
| 66,907 | 53,105 | (13,802) | -26.0% | Benefits |
| 167,133 | 205,492 | 38,359 | 18.7% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 8,899 | 6,727 | (2,172) | -32.3% | Supplies |
| 6,150 | 6,250 | 100 | 1.6% | Purchased Services |
| 654 | 644 | (10) | -1.5% | Depreciation |
| 3,789 | 5,327 | 1,538 | 28.9% | Other Expense |
| 186,625 | 224,440 | 37,815 | 16.8% | Total Direct Expense |
| 48,370 | 66,117 | 17,747 | 26.8% | Allocation of Direct Admin Exp |
| 56,379 | 67,803 | 11,424 | 16.8% | Overhead Allocation |
| 291,375 | 358,360 | 66,986 | 18.7% | Total Expenses |
| (14,624) | (114,929) | 100,305 | 87.3% | Net Income (Loss) |

Key Ratios

| | | | | |
|-----------|------------|-----------|--------|---|
| \$ 285.04 | \$ 270.75 | \$ 14.29 | 5.3% | Gross Pt Revenue/Billable Visit |
| \$ 173.73 | \$ 177.69 | \$ (3.96) | -2.2% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 117.15 | \$ 163.82 | \$ 46.67 | 28.5% | Direct Costs/Billable Visit |
| \$ 65.76 | \$ 97.75 | \$ 32.00 | 32.7% | Indirect Costs/Billable Visit |
| \$ 182.91 | \$ 261.58 | \$ 78.67 | 30.1% | Total Medical Cost/Billable Visit |
| \$ (9.18) | \$ (83.89) | \$ 74.71 | -89.1% | Net Income(Loss)/Billable Visit |
| 66.8% | 34.8% | -31.9% | -91.6% | Benefits as a % of Salaries |
| 30.2% | 30.2% | 0.0% | 0.0% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.0% | 0.0% | 0.0% | | Medicare |
| 7.4% | 12.3% | -4.9% | -40.0% | Medi-Cal |
| 54.1% | 86.6% | -32.5% | -37.5% | Medi-Cal Managed Care |
| 38.5% | 0.4% | 38.1% | 8731.6% | Insurance |
| 0.0% | 0.6% | -0.6% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|------------------|------------------|----------------|--------|--|
| 9,260 | 8,202 | 1,058 | 12.9% | |
| 8,301 | 6,303 | 1,998 | 31.7% | |
| 18.6 | 18.9 | 0.3 | 1.4% | |
| 2,484,439 | 2,078,058 | 406,381 | 19.6% | |
| (1,418,768) | (1,160,505) | (258,263) | 22.3% | |
| 498,143 | 446,206 | 51,937 | 11.6% | |
| 1,563,814 | 1,363,759 | 200,055 | 14.7% | |
| 0 | 0 | 0 | | |
| 1,563,814 | 1,363,759 | 200,055 | 14.7% | |
| 640,016 | 767,158 | 127,142 | 16.6% | |
| 300,807 | 288,294 | (12,513) | -4.3% | |
| 940,823 | 1,055,452 | 114,629 | 10.9% | |
| 0 | 0 | 0 | | |
| 42,503 | 36,764 | (5,739) | -15.6% | |
| 31,548 | 31,250 | (298) | -1.0% | |
| 3,330 | 3,271 | (59) | -1.8% | |
| 33,470 | 26,659 | (6,811) | -25.5% | |
| 1,051,674 | 1,153,396 | 101,722 | 8.8% | |
| 410,687 | 364,489 | (46,197) | -12.7% | |
| 317,711 | 348,441 | 30,730 | 8.8% | |
| 1,780,071 | 1,866,326 | 86,255 | 4.6% | |
| (216,257) | (502,567) | 286,310 | -57.0% | |

| | | | | |
|------------|------------|------------|--------|--|
| \$ 299.29 | \$ 329.69 | \$ (30.40) | -9.2% | |
| \$ 188.39 | \$ 216.37 | \$ (27.98) | -12.9% | |
| \$ 126.69 | \$ 182.99 | \$ 56.30 | 30.8% | |
| \$ 87.75 | \$ 113.11 | \$ 25.36 | 22.4% | |
| \$ 214.44 | \$ 296.10 | \$ 81.66 | 27.6% | |
| \$ (26.05) | \$ (79.73) | \$ 53.68 | -67.3% | |
| 47.0% | 37.6% | -9.4% | -25.1% | |
| 30.2% | 30.2% | 0.0% | 0.0% | |

| | | | | |
|--------|--------|--------|---------|--|
| 0.0% | 0.0% | 0.0% | | |
| 5.4% | 12.3% | -7.0% | -56.5% | |
| 54.0% | 86.6% | -32.6% | -37.6% | |
| 39.1% | 0.4% | 38.7% | 8877.7% | |
| 1.5% | 0.6% | 0.8% | 127.6% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

**Family Medicine Clinic
Income Statement
November 30, 2018**

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

| | | | | |
|--------------------------|------------------|-----------------|---------|--------------------------------------|
| 1,471 | 1,480 | (9) | -0.6% | Total Visits |
| 1,399 | 1,413 | (14) | -1.0% | Billable Visits |
| 13.8 | 17.4 | 3.6 | 20.9% | Total FTEs |
| 415,221 | 254,436 | 160,785 | 63.2% | Gross Patient Revenue |
| (307,275) | (149,188) | (158,087) | -106.0% | Contractual Adjustments |
| 78,175 | 69,801 | 8,374 | 12.0% | Capitation Rev |
| 186,121 | 175,049 | 11,072 | 6.3% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 186,121 | 175,049 | 11,072 | 6.3% | Total Revenue |
| Operating Expense | | | | |
| 93,372 | 104,990 | 11,618 | 11.1% | Salaries |
| 57,966 | 32,861 | (25,105) | -76.4% | Benefits |
| 151,337 | 137,851 | (13,486) | -9.8% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/registry |
| 77,018 | 27,557 | (49,461) | -179.5% | Supplies |
| 680 | 15,806 | 15,126 | 95.7% | Purchased Services |
| 3,583 | 3,418 | (165) | -4.8% | Depreciation |
| 5,296 | 2,548 | (2,748) | -107.9% | Other Expense |
| 237,915 | 187,180 | (50,735) | -27.1% | Total Direct Expense |
| 44,231 | 45,352 | 1,120 | 2.5% | Allocation of Direct Admin Exp |
| 106,348 | 83,726 | (22,622) | -27.0% | Overhead Allocation |
| 388,494 | 316,257 | (72,236) | -22.8% | Total Expenses |
| (202,373) | (141,208) | (61,164) | -43.3% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|------------|------------|--------|---|
| \$ 296.80 | \$ 180.07 | \$ 116.73 | 64.8% | Gross Pt Revenue/Billable Visit |
| \$ 133.04 | \$ 123.88 | \$ 9.15 | 7.4% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 170.06 | \$ 132.47 | \$ (37.59) | -28.4% | Direct Costs/Billable Visit |
| \$ 107.63 | \$ 91.35 | \$ (16.28) | -17.8% | Indirect Costs/Billable Visit |
| \$ 277.69 | \$ 223.82 | \$ (53.87) | -24.1% | Total Medical Cost/Billable Visit |
| \$ (144.66) | \$ (99.94) | \$ (44.72) | 44.7% | Net Income(Loss)/Billable Visit |
| 62.1% | 31.3% | -30.8% | -98.3% | Benefits as a % of Salaries |
| 44.7% | 44.7% | 0.0% | 0.1% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.4% | 11.3% | -11.0% | -96.8% | Medicare |
| 5.9% | 8.6% | -2.7% | -31.5% | Medi-Cal |
| 68.6% | 73.6% | -5.0% | -6.7% | Medi-Cal Managed Care |
| 25.2% | 1.5% | 23.6% | 1535.0% | Insurance |
| 0.0% | 5.0% | -5.0% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | |
|------------------|------------------|----------------|--------|
| 8,072 | 7,858 | 214 | 2.7% |
| 7,816 | 6,193 | 1,623 | 26.2% |
| 13.8 | 19.8 | 6.0 | 30.3% |
| 1,393,835 | 1,369,587 | 24,248 | 1.8% |
| (696,716) | (809,571) | 112,855 | -13.9% |
| 409,936 | 375,728 | 34,208 | 9.1% |
| 1,107,055 | 935,744 | 171,311 | 18.3% |
| 0 | 0 | 0 | |
| 1,107,055 | 935,744 | 171,311 | 18.3% |
| 460,682 | 530,692 | 70,010 | 13.2% |
| 253,949 | 200,534 | (53,415) | -26.6% |
| 714,631 | 731,226 | 16,595 | 2.3% |
| 170 | 0 | (170) | |
| 211,533 | 147,294 | (64,239) | -43.6% |
| 3,575 | 79,030 | 75,455 | 95.5% |
| 19,090 | 18,098 | (992) | -5.5% |
| 20,242 | 12,779 | (7,463) | -58.4% |
| 969,242 | 988,427 | 19,185 | 1.9% |
| 230,406 | 240,423 | 10,017 | 4.2% |
| 433,398 | 442,123 | 8,725 | 2.0% |
| 1,633,046 | 1,670,973 | 37,927 | 2.3% |
| (525,991) | (735,229) | 209,238 | -28.5% |

| | | | |
|------------|-------------|------------|--------|
| \$ 178.33 | \$ 221.15 | \$ (42.82) | -19.4% |
| \$ 141.64 | \$ 151.10 | \$ (9.46) | -6.3% |
| \$ 124.01 | \$ 159.60 | \$ 35.60 | 22.3% |
| \$ 84.93 | \$ 110.21 | \$ 25.28 | 22.9% |
| \$ 208.94 | \$ 269.82 | \$ 60.88 | 22.6% |
| \$ (67.30) | \$ (118.72) | \$ 51.42 | -43.3% |
| 55.1% | 37.8% | -17.3% | -45.9% |
| 44.7% | 44.7% | 0.0% | 0.0% |

| | | | |
|--------|--------|--------|---------|
| 0.2% | 11.3% | -11.1% | -98.2% |
| 5.5% | 8.6% | -3.1% | -35.7% |
| 68.3% | 73.6% | -5.2% | -7.1% |
| 24.2% | 1.5% | 22.7% | 1473.5% |
| 1.7% | 5.0% | -3.2% | -64.9% |
| 100.0% | 100.0% | 0.0% | 0.0% |

**Family Practice Clinic
Income Statement
November 30, 2018**

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

| | | | | |
|--------------------------|------------------|-----------------|--------|--------------------------------------|
| 349 | 597 | (248) | -41.5% | Total Visits |
| 315 | 573 | (258) | -45.0% | Billable Visits |
| 7.4 | 12.9 | 5.6 | 43.0% | Total FTEs |
| 104,383 | 124,396 | (20,013) | -16.1% | Gross Patient Revenue |
| (68,019) | (72,978) | 4,959 | 6.8% | Contractual Adjustments |
| 21,097 | 29,552 | (8,455) | -28.6% | Capitation Rev |
| 57,460 | 80,970 | (23,510) | -29.0% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 57,460 | 80,970 | (23,510) | -29.0% | Total Revenue |
| Operating Expense | | | | |
| 34,292 | 67,606 | 33,314 | 49.3% | Salaries |
| 27,906 | 37,367 | 9,461 | 25.3% | Benefits |
| 62,199 | 104,973 | 42,775 | 40.7% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 4,394 | 4,466 | 72 | 1.6% | Supplies |
| 0 | 7,392 | 7,392 | 100.0% | Purchased Services |
| 235 | 226 | (9) | -3.8% | Depreciation |
| 3,614 | 3,623 | 9 | 0.2% | Other Expense |
| 70,441 | 120,680 | 50,239 | 41.6% | Total Direct Expense |
| 11,119 | 22,173 | 11,054 | 49.9% | Allocation of Direct Admin Exp |
| 32,332 | 55,392 | 23,060 | 41.6% | Overhead Allocation |
| 113,892 | 198,245 | 84,353 | 42.5% | Total Expenses |
| (56,432) | (117,275) | 60,843 | 51.9% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|------------|--------|---|
| \$ 331.37 | \$ 217.10 | \$ 114.28 | 52.6% | Gross Pt Revenue/Billable Visit |
| \$ 182.41 | \$ 141.31 | \$ 41.10 | 29.1% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 223.62 | \$ 210.61 | \$ (13.01) | -6.2% | Direct Costs/Billable Visit |
| \$ 137.94 | \$ 135.37 | \$ (2.58) | -1.9% | Indirect Costs/Billable Visit |
| \$ 361.56 | \$ 345.98 | \$ (15.59) | -4.5% | Total Medical Cost/Billable Visit |
| \$ (179.15) | \$ (204.67) | \$ 25.52 | -12.5% | Net Income(Loss)/Billable Visit |
| 81.4% | 55.3% | -26.1% | -47.2% | Benefits as a % of Salaries |
| 45.9% | 45.9% | 0.0% | 0.0% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.0% | 15.6% | -15.6% | -100.0% | Medicare |
| 4.1% | 3.2% | 0.9% | 29.0% | Medi-Cal |
| 71.2% | 76.8% | -5.6% | -7.3% | Medi-Cal Managed Care |
| 24.6% | 0.8% | 23.8% | 2892.4% | Insurance |
| 0.0% | 3.6% | -3.6% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | |
|------------------|------------------|------------------|--------|
| 2,011 | 3,176 | (1,165) | -36.7% |
| 1,877 | 2,509 | (632) | -25.2% |
| 7.5 | 10.0 | 2.5 | 25.1% |
| 334,952 | 669,093 | (334,141) | -49.9% |
| (61,943) | (392,529) | 330,586 | -84.2% |
| 104,068 | 158,951 | (54,883) | -34.5% |
| 377,077 | 435,515 | (58,438) | -13.4% |
| 0 | 0 | 0 | |
| 377,077 | 435,515 | (58,438) | -13.4% |
| 214,202 | 342,935 | 128,733 | 37.5% |
| 171,378 | 181,982 | 10,604 | 5.8% |
| 385,581 | 524,917 | 139,336 | 26.5% |
| 581 | 0 | (581) | |
| 26,899 | 22,944 | (3,955) | -17.2% |
| 891 | 36,960 | 36,069 | 97.6% |
| 1,173 | 1,130 | (43) | -3.8% |
| 18,880 | 18,115 | (765) | -4.2% |
| 434,004 | 604,066 | 170,062 | 28.2% |
| 55,369 | 117,750 | 62,382 | 53.0% |
| 199,208 | 277,266 | 78,058 | 28.2% |
| 688,581 | 999,083 | 310,502 | 31.1% |
| (311,504) | (563,568) | 252,063 | -44.7% |

| | | | |
|-------------|-------------|------------|--------|
| \$ 178.45 | \$ 266.68 | \$ (88.23) | -33.1% |
| \$ 200.89 | \$ 173.58 | \$ 27.31 | 15.7% |
| \$ 231.22 | \$ 240.76 | \$ 9.54 | 4.0% |
| \$ 135.63 | \$ 157.44 | \$ 21.81 | 13.9% |
| \$ 366.85 | \$ 398.20 | \$ 31.35 | 7.9% |
| \$ (165.96) | \$ (224.62) | \$ 58.66 | -26.1% |
| 80.0% | 53.1% | -26.9% | -50.8% |
| 45.9% | 45.9% | 0.0% | 0.0% |

| | | | |
|--------|--------|--------|---------|
| 0.0% | 15.6% | -15.6% | -100.3% |
| 3.6% | 3.2% | 0.4% | 13.8% |
| 73.1% | 76.8% | -3.7% | -4.8% |
| 21.9% | 0.8% | 21.1% | 2556.7% |
| 1.4% | 3.6% | -2.2% | -60.9% |
| 100.0% | 100.0% | 0.0% | 0.0% |

**Primary Medicine Clinic
Income Statement
November 30, 2018**

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

| | | | | |
|----------------|----------------|----------------|--------------|------------------------------|
| 2,920 | 2,561 | 359 | 14.0% | Total Visits |
| 2,792 | 2,366 | 426 | 18.0% | Billable Visits |
| 33.8 | 34.8 | 1.0 | 2.8% | Total FTEs |
| 723,575 | 399,643 | 323,932 | 81.1% | Gross Patient Revenue |
| (567,296) | (249,927) | (317,369) | -127.0% | Contractual Adjustments |
| 164,633 | 118,354 | 46,279 | 39.1% | Capitation Rev |
| 320,912 | 268,070 | 52,842 | 19.7% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 320,912 | 268,070 | 52,842 | 19.7% | Total Revenue |

Operating Expense

| | | | | |
|------------------|------------------|----------------|--------------|--------------------------------------|
| 203,866 | 318,391 | 114,525 | 36.0% | Salaries |
| 113,240 | 100,790 | (12,450) | -12.4% | Benefits |
| 317,106 | 419,181 | 102,075 | 24.4% | Total Salaries & Benefits |
| 4,250 | 5,417 | 1,167 | 21.5% | Professional Fees/Registry |
| 21,992 | 9,258 | (12,734) | -137.5% | Supplies |
| 75 | 10,585 | 10,510 | 99.3% | Purchased Services |
| 315 | 302 | (13) | -4.3% | Depreciation |
| 841 | 787 | (54) | -6.9% | Other Expense |
| 344,579 | 445,530 | 100,951 | 22.7% | Total Direct Expense |
| 77,079 | 71,234 | (5,845) | -8.2% | Allocation of Direct Admin Exp |
| 117,501 | 152,104 | 34,602 | 22.7% | Overhead Allocation |
| 539,159 | 668,868 | 129,709 | 19.4% | Total Expenses |
| (218,247) | (400,798) | 182,551 | 45.5% | Net Income (Loss) |

Key Ratios

| | | | | |
|------------|-------------|----------|--------|---|
| \$ 259.16 | \$ 168.91 | \$ 90.25 | 53.4% | Gross Pt Revenue/Billable Visit |
| \$ 114.94 | \$ 113.30 | \$ 1.64 | 1.4% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 123.42 | \$ 188.31 | \$ 64.89 | 34.5% | Direct Costs/Billable Visit |
| \$ 69.69 | \$ 94.39 | \$ 24.70 | 26.2% | Indirect Costs/Billable Visit |
| \$ 193.11 | \$ 282.70 | \$ 89.59 | 31.7% | Total Medical Cost/Billable Visit |
| \$ (78.17) | \$ (169.40) | \$ 91.23 | -53.9% | Net Income(Loss)/Billable Visit |
| 55.5% | 31.7% | -23.9% | -75.5% | Benefits as a % of Salaries |
| 34.1% | 34.1% | 0.0% | 0.1% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.5% | 18.4% | -17.9% | -97.4% | Medicare |
| 4.0% | 3.5% | 0.5% | 15.1% | Medi-Cal |
| 71.9% | 74.5% | -2.6% | -3.5% | Medi-Cal Managed Care |
| 23.6% | 1.2% | 22.4% | 1880.7% | Insurance |
| 0.0% | 2.4% | -2.4% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|--------------------|--------------------|------------------|---------------|--|
| 14,941 | 13,303 | 1,638 | 12.3% | |
| 14,444 | 10,459 | 3,985 | 38.1% | |
| 34.0 | 31.3 | (2.7) | -8.8% | |
| 2,446,121 | 1,808,657 | 637,464 | 35.2% | |
| (1,417,731) | (1,354,974) | (62,757) | 4.6% | |
| 772,115 | 641,653 | 130,462 | 20.3% | |
| 1,800,506 | 1,095,336 | 705,170 | 64.4% | |
| 0 | 0 | 0 | | |
| 1,800,506 | 1,095,336 | 705,170 | 64.4% | |
| 1,161,180 | 1,600,487 | 439,307 | 27.4% | |
| 543,913 | 599,953 | 56,040 | 9.3% | |
| 1,705,093 | 2,200,440 | 495,347 | 22.5% | |
| 38,226 | 27,085 | (11,141) | -41.1% | |
| 62,659 | 49,377 | (13,282) | -26.9% | |
| 582 | 52,925 | 52,343 | 98.9% | |
| 1,575 | 1,510 | (65) | -4.3% | |
| 2,992 | 3,956 | 964 | 24.4% | |
| 1,811,126 | 2,335,293 | 524,167 | 22.4% | |
| 404,353 | 379,556 | (24,796) | -6.5% | |
| 618,012 | 797,269 | 179,258 | 22.5% | |
| 2,833,490 | 3,512,118 | 678,628 | 19.3% | |
| (1,032,984) | (2,416,782) | 1,383,798 | -57.3% | |

| | | | | |
|------------|-------------|-----------|--------|--|
| \$ 169.35 | \$ 172.93 | \$ (3.58) | -2.1% | |
| \$ 124.65 | \$ 104.73 | \$ 19.93 | 19.0% | |
| \$ 125.39 | \$ 223.28 | \$ 97.89 | 43.8% | |
| \$ 70.78 | \$ 112.52 | \$ 41.74 | 37.1% | |
| \$ 196.17 | \$ 335.80 | \$ 139.63 | 41.6% | |
| \$ (71.52) | \$ (231.07) | \$ 159.56 | -69.1% | |
| 46.8% | 37.5% | -9.4% | -25.0% | |
| 34.1% | 34.1% | 0.0% | 0.0% | |

| | | | | |
|--------|--------|--------|---------|--|
| 0.4% | 22.0% | -21.6% | -98.2% | |
| 3.7% | 4.2% | -0.5% | -11.1% | |
| 72.7% | 69.5% | 3.3% | 4.7% | |
| 21.0% | 1.4% | 19.5% | 1368.3% | |
| 2.2% | 2.9% | -0.7% | -25.4% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

**Healthy Beginnings - California St.
Income Statement
November 30, 2018**

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

| | | | | |
|--------------------------|------------------|-----------------|--------|--------------------------------------|
| 916 | 768 | 148 | 19.3% | Total Visits |
| 916 | 767 | 149 | 19.4% | Billable Visits |
| 15.8 | 12.6 | (3.2) | -25.5% | Total FTEs |
| 251,640 | 178,498 | 73,142 | 41.0% | Gross Patient Revenue |
| (149,364) | (80,347) | (69,017) | -85.9% | Contractual Adjustments |
| 43,617 | 34,525 | 9,092 | 26.3% | Capitation Rev |
| 145,894 | 132,676 | 13,218 | 10.0% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 145,894 | 132,676 | 13,218 | 10.0% | Total Revenue |
| Operating Expense | | | | |
| 95,479 | 80,302 | (15,177) | -18.9% | Salaries |
| 52,826 | 43,348 | (9,478) | -21.9% | Benefits |
| 148,306 | 123,650 | (24,656) | -19.9% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 6,163 | 7,694 | 1,531 | 19.9% | Supplies |
| 16,126 | 16,543 | 417 | 2.5% | Purchased Services |
| 1,305 | 1,280 | (25) | -1.9% | Depreciation |
| 3,975 | 4,091 | 116 | 2.8% | Other Expense |
| 175,875 | 153,258 | (22,617) | -14.8% | Total Direct Expense |
| 26,806 | 31,816 | 5,010 | 15.7% | Allocation of Direct Admin Exp |
| 73,516 | 63,985 | (9,530) | -14.9% | Overhead Allocation |
| 276,197 | 249,059 | (27,137) | -10.9% | Total Expenses |
| (130,303) | (116,383) | (13,920) | -12.0% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|------------|-------|---|
| \$ 274.72 | \$ 232.72 | \$ 41.99 | 18.0% | Gross Pt Revenue/Billable Visit |
| \$ 159.27 | \$ 172.98 | \$ (13.71) | -7.9% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 192.00 | \$ 199.81 | \$ 7.81 | 3.9% | Direct Costs/Billable Visit |
| \$ 109.52 | \$ 124.90 | \$ 15.38 | 12.3% | Indirect Costs/Billable Visit |
| \$ 301.52 | \$ 324.72 | \$ 23.19 | 7.1% | Total Medical Cost/Billable Visit |
| \$ (142.25) | \$ (151.74) | \$ 9.49 | -6.3% | Net Income(Loss)/Billable Visit |
| 55.3% | 54.0% | -1.3% | -2.5% | Benefits as a % of Salaries |
| 41.8% | 41.8% | -0.1% | -0.1% | Overhead % of Direct Exp |

Gross Patient AR (in 000s)
Less Reserves (in 000s)
Net AR (in 000s)
Wrap AR (in 000s)
Gross AR Days
Cash Receipts (in 000s)

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.0% | 2.4% | -2.4% | -100.0% | Medicare |
| 7.2% | 27.9% | -20.7% | -74.0% | Medi-Cal |
| 61.0% | 67.1% | -6.0% | -9.0% | Medi-Cal Managed Care |
| 31.7% | 1.2% | 30.6% | 2655.6% | Insurance |
| 0.0% | 1.5% | -1.5% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | | |
|------------------|------------------|------------------|--------|--|
| 4,777 | 3,900 | 877 | 22.5% | |
| 4,774 | 3,132 | 1,642 | 52.4% | |
| 17.2 | 12.6 | (4.6) | -36.8% | |
| 1,090,819 | 907,444 | 183,375 | 20.2% | |
| (496,466) | (408,448) | (88,018) | 21.5% | |
| 219,529 | 175,519 | 44,010 | 25.1% | |
| 813,882 | 674,515 | 139,367 | 20.7% | |
| 0 | 0 | 0 | | |
| 813,882 | 674,515 | 139,367 | 20.7% | |
| 503,137 | 405,875 | (97,262) | -24.0% | |
| 278,520 | 210,330 | (68,190) | -32.4% | |
| 781,657 | 616,205 | (165,452) | -26.9% | |
| 0 | 0 | 0 | | |
| 60,489 | 40,910 | (19,579) | -47.9% | |
| 100,939 | 82,715 | (18,224) | -22.0% | |
| 6,524 | 6,400 | (124) | -1.9% | |
| 28,997 | 20,458 | (8,539) | -41.7% | |
| 978,607 | 766,688 | (211,919) | -27.6% | |
| 180,316 | 159,646 | (20,670) | -12.9% | |
| 408,772 | 320,092 | (88,680) | -27.7% | |
| 1,567,695 | 1,246,426 | (321,269) | -25.8% | |
| (753,813) | (571,911) | (181,902) | 31.8% | |

| | | | | |
|-------------|-------------|------------|--------|--|
| \$ 228.49 | \$ 289.73 | \$ (61.24) | -21.1% | |
| \$ 170.48 | \$ 215.36 | \$ (44.88) | -20.8% | |
| \$ 204.99 | \$ 244.79 | \$ 39.81 | 16.3% | |
| \$ 123.40 | \$ 153.17 | \$ 29.78 | 19.4% | |
| \$ 328.38 | \$ 397.96 | \$ 69.58 | 17.5% | |
| \$ (157.90) | \$ (182.60) | \$ 24.70 | -13.5% | |
| 55.4% | 51.8% | -3.5% | -6.8% | |
| 41.8% | 41.8% | 0.0% | 0.0% | |

| | | | | |
|--------|--------|--------|---------|--|
| 0.0% | 2.4% | -2.4% | -100.0% | |
| 5.6% | 27.9% | -22.3% | -80.0% | |
| 63.1% | 67.1% | -4.0% | -5.9% | |
| 28.2% | 1.2% | 27.0% | 2345.5% | |
| 3.2% | 1.5% | 1.7% | 109.9% | |
| 100.0% | 100.0% | 0.0% | 0.0% | |

Healthy Beginnings - French Camp
Income Statement
November 30, 2018

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

| | | | | |
|--------------------------|-----------------|------------------|--------|--------------------------------------|
| 294 | 841 | (547) | -65.0% | Total Visits |
| 291 | 841 | (550) | -65.4% | Billable Visits |
| 6.5 | 12.5 | 5.9 | 47.6% | Total FTEs |
| 96,327 | 157,832 | (61,505) | -39.0% | Gross Patient Revenue |
| (57,512) | (9,410) | (48,102) | 511.2% | Contractual Adjustments |
| 21,032 | 40,612 | (19,580) | -48.2% | Capitation Rev |
| 59,847 | 189,034 | (129,187) | -68.3% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 59,847 | 189,034 | (129,187) | -68.3% | Total Revenue |
| Operating Expense | | | | |
| 37,798 | 107,838 | 70,040 | 64.9% | Salaries |
| 36,160 | 32,889 | (3,271) | -9.9% | Benefits |
| 73,958 | 140,727 | 66,769 | 47.4% | Total Salaries & Benefits |
| 0 | 3,533 | 3,533 | 100.0% | Professional Fees/Registry |
| 4,624 | 13,912 | 9,288 | 66.8% | Supplies |
| 16,126 | 16,537 | 411 | 2.5% | Purchased Services |
| 2,761 | 2,701 | (60) | -2.2% | Depreciation |
| 697 | 868 | 171 | 19.7% | Other Expense |
| 98,165 | 178,278 | 80,113 | 44.9% | Total Direct Expense |
| 10,261 | 28,133 | 17,871 | 63.5% | Allocation of Direct Admin Exp |
| 41,033 | 74,431 | 33,398 | 44.9% | Overhead Allocation |
| 149,459 | 280,842 | 131,383 | 46.8% | Total Expenses |
| (89,612) | (91,808) | 2,196 | 2.4% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|-------------|---------|---|
| \$ 331.02 | \$ 187.67 | \$ 143.35 | 76.4% | Gross Pt Revenue/Billable Visit |
| \$ 205.66 | \$ 224.77 | \$ (19.11) | -8.5% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 337.34 | \$ 211.98 | \$ (125.35) | -59.1% | Direct Costs/Billable Visit |
| \$ 176.27 | \$ 121.95 | \$ (54.31) | -44.5% | Indirect Costs/Billable Visit |
| \$ 513.60 | \$ 333.94 | \$ (179.67) | -53.8% | Total Medical Cost/Billable Visit |
| \$ (307.95) | \$ (109.16) | \$ (198.78) | 182.1% | Net Income(Loss)/Billable Visit |
| 95.7% | 30.5% | -65.2% | -213.7% | Benefits as a % of Salaries |
| 41.8% | 41.8% | 0.0% | -0.1% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.0% | 2.6% | -2.6% | -100.0% | Medicare |
| 5.0% | 20.9% | -15.9% | -76.1% | Medi-Cal |
| 69.5% | 71.9% | -2.4% | -3.4% | Medi-Cal Managed Care |
| 25.5% | 2.2% | 23.3% | 1063.9% | Insurance |
| 0.0% | 2.3% | -2.3% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | |
|------------------|------------------|------------------|--------|
| 2,553 | 4,087 | (1,534) | -37.5% |
| 2,535 | 4,087 | (1,552) | -38.0% |
| 6.8 | 12.5 | 5.7 | 45.4% |
| 599,891 | 767,287 | (167,396) | -21.8% |
| (163,029) | (45,745) | (117,284) | 256.4% |
| 134,813 | 197,432 | (62,619) | -31.7% |
| 571,675 | 918,974 | (347,299) | -37.8% |
| 0 | 0 | 0 | |
| 571,675 | 918,974 | (347,299) | -37.8% |
| 253,247 | 543,507 | 290,260 | 53.4% |
| 187,525 | 188,314 | 789 | 0.4% |
| 440,772 | 731,821 | 291,049 | 39.8% |
| 12,915 | 17,665 | 4,750 | 26.9% |
| 31,753 | 68,504 | 36,751 | 53.6% |
| 96,301 | 82,727 | (13,574) | -16.4% |
| 13,803 | 13,505 | (298) | -2.2% |
| 6,628 | 4,346 | (2,282) | -52.5% |
| 602,171 | 918,568 | 316,397 | 34.4% |
| 99,164 | 134,669 | 35,505 | 26.4% |
| 251,518 | 383,502 | 131,984 | 34.4% |
| 952,853 | 1,436,739 | 483,886 | 33.7% |
| (381,178) | (517,765) | 136,587 | -26.4% |

| | | | |
|-------------|-------------|------------|---------|
| \$ 236.64 | \$ 187.74 | \$ 48.90 | 26.0% |
| \$ 225.51 | \$ 224.85 | \$ 0.66 | 0.3% |
| \$ 237.54 | \$ 224.75 | \$ (12.79) | -5.7% |
| \$ 138.34 | \$ 126.79 | \$ (11.55) | -9.1% |
| \$ 375.88 | \$ 351.54 | \$ (24.34) | -6.9% |
| \$ (150.37) | \$ (126.69) | \$ (23.68) | 18.7% |
| 74.0% | 34.6% | -39.4% | -113.7% |
| 41.8% | 41.8% | 0.0% | 0.0% |

| | | | |
|--------|--------|--------|---------|
| 0.0% | 2.6% | -2.6% | -100.0% |
| 5.8% | 20.9% | -15.1% | -72.1% |
| 70.8% | 71.9% | -1.1% | -1.6% |
| 20.7% | 2.2% | 18.5% | 842.3% |
| 2.7% | 2.3% | 0.3% | 14.9% |
| 100.0% | 100.0% | 0.0% | 0.0% |

**SJCC Hazelton Clinic
Income Statement
November 30, 2018**

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

| | | | | |
|---------------|----------------|-----------------|--------|----------------------------|
| 414 | 781 | (367) | -47.0% | Total Visits |
| 294 | 630 | (336) | -53.3% | Billable |
| 3.8 | 6.0 | 2.2 | 36.5% | Total FTEs |
| 65,472 | 129,433 | (63,961) | -49.4% | Patient Revenue |
| (9,048) | (89,535) | 80,487 | -89.9% | Contractual Adjustments |
| 7,054 | 20,721 | (13,667) | -66.0% | Physician Capitation |
| 63,479 | 60,619 | 2,860 | 4.7% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 63,479 | 60,619 | 2,860 | 4.7% | Total Revenue |

Operating Expense

| | | | | |
|------------------|------------------|---------------|--------|--------------------------------------|
| 23,020 | 38,890 | 15,870 | 40.8% | Salaries |
| 15,735 | 12,897 | (2,838) | -22.0% | Benefits |
| 38,755 | 51,787 | 13,032 | 25.2% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 994 | 12,008 | 11,014 | 91.7% | Supplies |
| 122,652 | 123,290 | 638 | 0.5% | Purchased Services |
| 0 | 0 | 0 | | Depreciation |
| 136 | 256 | 120 | 46.9% | Other Expense |
| 162,537 | 187,341 | 24,804 | 13.2% | Total Direct Expense |
| 6,974 | 23,071 | 16,096 | 69.8% | Allocation of Direct Admin Exp |
| 69,241 | 79,789 | 10,548 | 13.2% | Overhead Allocation |
| 238,752 | 290,200 | 51,448 | 17.7% | Total Expenses |
| (175,273) | (229,581) | 54,308 | 23.7% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|-------------|---------|---|
| \$ 222.69 | \$ 205.45 | \$ 17.25 | 8.4% | Gross Pt Revenue/Billable Visit |
| \$ 215.91 | \$ 96.22 | \$ 119.69 | 124.4% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 552.85 | \$ 297.37 | \$ (255.48) | -85.9% | Direct Costs/Billable Visit |
| \$ 259.23 | \$ 163.27 | \$ (95.97) | -58.8% | Indirect Costs/Billable Visit |
| \$ 812.08 | \$ 460.64 | \$ (351.45) | -76.3% | Total Medical Cost/Billable Visit |
| \$ (596.17) | \$ (364.41) | \$ (231.75) | 63.6% | Net Income(Loss)/Billable Visit |
| 68.4% | 33.2% | -35.2% | -106.1% | Benefits as a % of Salaries |
| 42.6% | 42.6% | 0.0% | 0.0% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|--------|---------|-----------------------|
| 0.1% | 5.1% | -5.0% | -98.6% | Medicare |
| 8.6% | 33.6% | -25.1% | -74.5% | Medi-Cal |
| 56.6% | 49.0% | 7.6% | 15.5% | Medi-Cal Managed Care |
| 34.8% | 6.1% | 28.7% | 474.1% | Insurance |
| 0.0% | 6.2% | -6.2% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | |
|----------------|----------------|------------------|--------|
| 1,984 | 4,230 | (2,246) | -53.1% |
| 1,177 | 2,443 | (1,266) | -51.8% |
| 3.2 | 6.0 | 2.8 | 46.0% |
| 254,009 | 631,343 | (377,334) | -59.8% |
| (89,771) | (436,734) | 346,963 | -79.4% |
| 53,695 | 101,073 | (47,378) | -46.9% |
| 217,933 | 295,682 | (77,749) | -26.3% |
| 0 | 0 | 0 | |
| 217,933 | 295,682 | (77,749) | -26.3% |

| | | | |
|------------------|--------------------|----------------|--------|
| 58,783 | 196,289 | 137,506 | 70.1% |
| 37,253 | 74,275 | 37,022 | 49.8% |
| 96,036 | 270,564 | 174,528 | 64.5% |
| 25,736 | 0 | (25,736) | |
| 17,145 | 61,180 | 44,035 | 72.0% |
| 613,985 | 616,501 | 2,516 | 0.4% |
| 0 | 0 | 0 | |
| 680 | 1,292 | 612 | 47.4% |
| 753,581 | 949,537 | 195,956 | 20.6% |
| 41,989 | 110,952 | 68,963 | 62.2% |
| 320,985 | 404,408 | 83,423 | 20.6% |
| 1,116,555 | 1,464,896 | 348,341 | 23.8% |
| (898,622) | (1,169,214) | 270,592 | -23.1% |

| | | | |
|-------------|-------------|-------------|--------|
| \$ 215.81 | \$ 258.43 | \$ (42.62) | -16.5% |
| \$ 185.16 | \$ 121.03 | \$ 64.13 | 53.0% |
| \$ 640.26 | \$ 388.68 | \$ (251.58) | -64.7% |
| \$ 308.39 | \$ 210.95 | \$ (97.44) | -46.2% |
| \$ 948.64 | \$ 599.63 | \$ (349.01) | -58.2% |
| \$ (763.49) | \$ (478.60) | \$ (284.89) | 59.5% |
| 63.4% | 37.8% | -25.5% | -67.5% |
| 42.6% | 42.6% | 0.0% | 0.0% |

| | | | |
|--------|--------|--------|---------|
| -0.9% | 5.1% | -6.0% | -117.6% |
| 7.8% | 33.6% | -25.8% | -76.8% |
| 50.7% | 49.0% | 1.7% | 3.5% |
| 40.3% | 6.1% | 34.2% | 565.0% |
| 2.1% | 6.2% | -4.1% | -66.5% |
| 100.0% | 100.0% | 0.0% | 0.0% |

**SJCC Manteca Clinic
Income Statement
November 30, 2018**

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

| | | | | |
|--------------------------|------------------|-----------------|----------|--------------------------------------|
| 643 | 968 | (325) | -33.6% | Total Visits |
| 593 | 932 | (339) | -36.4% | Billable Visits |
| 10.2 | 14.0 | 3.9 | 27.5% | Total FTEs |
| 173,978 | 207,564 | (33,586) | -16.2% | Patient Revenue |
| (85,184) | (146,432) | 61,248 | 41.8% | Contractual Adjustments |
| 34,493 | 44,774 | (10,281) | -23.0% | Physician Capitation |
| 123,287 | 105,906 | 17,381 | 16.4% | Net Patient Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 123,287 | 105,906 | 17,381 | 16.4% | Total Revenue |
| Operating Expense | | | | |
| 71,664 | 111,650 | 39,986 | 35.8% | Salaries |
| 50,815 | 31,560 | (19,255) | -61.0% | Benefits |
| 122,479 | 143,210 | 20,731 | 14.5% | Total Salaries & Benefits |
| 0 | 0 | 0 | | Professional Fees/Registry |
| 14,903 | 8,710 | (6,193) | -71.1% | Supplies |
| 55 | 2,441 | 2,386 | 97.7% | Purchased Services |
| 8,790 | 469 | (8,321) | -1774.3% | Depreciation |
| 10,876 | 10,630 | (246) | -2.3% | Other Expense |
| 157,104 | 165,460 | 8,356 | 5.1% | Total Direct Expense |
| 18,533 | 36,997 | 18,464 | 49.9% | Allocation of Direct Admin Exp |
| 63,627 | 67,077 | 3,450 | 5.1% | Overhead Allocation |
| 239,264 | 269,535 | 30,271 | 11.2% | Total Expenses |
| (115,977) | (163,629) | 47,652 | 29.1% | Net Income (Loss) |

Key Ratios

| | | | | |
|-------------|-------------|-------------|---------|---|
| \$ 293.39 | \$ 222.71 | \$ 70.68 | 31.7% | Gross Pt Revenue/Billable Visit |
| \$ 207.90 | \$ 113.63 | \$ 94.27 | 83.0% | Total Revenue/Billable Visit (excl Oth Rev) |
| \$ 264.93 | \$ 177.53 | \$ (87.40) | -49.2% | Direct Costs/Billable Visit |
| \$ 138.55 | \$ 111.67 | \$ (26.88) | -24.1% | Indirect Costs/Billable Visit |
| \$ 403.48 | \$ 289.20 | \$ (114.28) | -39.5% | Total Medical Cost/Billable Visit |
| \$ (195.58) | \$ (175.57) | \$ (20.01) | 11.4% | Net Income(Loss)/Billable Visit |
| 70.9% | 28.3% | -42.6% | -150.8% | Benefits as a % of Salaries |
| 40.5% | 40.5% | 0.0% | 0.1% | Overhead % of Direct Exp |
| | | | | Gross Patient AR (in 000s) |
| | | | | Less Reserves (in 000s) |
| | | | | Net AR (in 000s) |
| | | | | Wrap AR (in 000s) |
| | | | | Gross AR Days |
| | | | | Cash Receipts (in 000s) |

Payer Mix

| | | | | |
|--------|--------|-------|---------|-----------------------|
| 0.0% | 7.4% | -7.4% | -100.0% | Medicare |
| 8.9% | 15.5% | -6.6% | -42.3% | Medi-Cal |
| 71.8% | 71.5% | 0.3% | 0.4% | Medi-Cal Managed Care |
| 19.2% | 1.6% | 17.7% | 1128.0% | Insurance |
| 0.0% | 4.0% | -4.0% | -100.0% | Self Pay / Indigent |
| 100.0% | 100.0% | 0.0% | 0.0% | |

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

| | | | |
|------------------|------------------|------------------|----------|
| 3,307 | 4,144 | (837) | -20.2% |
| 3,122 | 4,144 | (1,022) | -24.7% |
| 10.6 | 14.0 | 3.4 | 24.3% |
| 629,893 | 914,885 | (284,992) | -31.2% |
| (133,574) | (645,435) | 511,861 | -79.3% |
| 179,074 | 197,352 | (18,278) | -9.3% |
| 675,392 | 466,802 | 208,590 | 44.7% |
| 0 | 0 | 0 | |
| 675,392 | 466,802 | 208,590 | 44.7% |
| 424,391 | 562,297 | 137,906 | 24.5% |
| 249,363 | 190,145 | (59,218) | -31.1% |
| 673,754 | 752,442 | 78,688 | 10.5% |
| 0 | 0 | 0 | |
| 31,647 | 43,550 | 11,903 | 27.3% |
| 9,884 | 12,205 | 2,321 | 19.0% |
| 43,952 | 2,345 | (41,607) | -1774.3% |
| 64,422 | 52,682 | (11,740) | -22.3% |
| 823,659 | 863,224 | 39,565 | 4.6% |
| 104,124 | 161,283 | 57,160 | 35.4% |
| 333,775 | 349,951 | 16,176 | 4.6% |
| 1,261,558 | 1,374,458 | 112,900 | 8.2% |
| (586,166) | (907,656) | 321,490 | -35.4% |

| | | | |
|-------------|-------------|------------|--------|
| \$ 201.76 | \$ 220.77 | \$ (19.01) | -8.6% |
| \$ 216.33 | \$ 112.65 | \$ 103.69 | 92.0% |
| \$ 263.82 | \$ 208.31 | \$ (55.52) | -26.7% |
| \$ 140.26 | \$ 123.37 | \$ (16.89) | -13.7% |
| \$ 404.09 | \$ 331.67 | \$ (72.41) | -21.8% |
| \$ (187.75) | \$ (219.03) | \$ 31.28 | -14.3% |
| 58.8% | 33.8% | -24.9% | -73.8% |
| 40.5% | 40.5% | 0.0% | 0.0% |

| | | | |
|--------|--------|-------|---------|
| 0.0% | 7.4% | -7.4% | -99.8% |
| 7.2% | 15.5% | -8.3% | -53.9% |
| 66.1% | 71.5% | -5.5% | -7.6% |
| 24.1% | 1.6% | 22.6% | 1442.3% |
| 2.6% | 4.0% | -1.4% | -34.7% |
| 100.0% | 100.0% | 0.0% | 0.0% |

**FQ Administration
Income Statement
November 30, 2018**

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

| | | | | |
|----------|----------|----------|------|------------------------------|
| 8.7 | 9.0 | 0.3 | 2.9% | Total FTEs |
| 0 | 0 | 0 | | Total Patient Revenue |
| 0 | 0 | 0 | | (Deductions) from Revenue |
| 0 | 0 | 0 | | Other Allowances |
| 0 | 0 | 0 | | Net Revenue |
| 0 | 0 | 0 | | Other Revenue |
| 0 | 0 | 0 | | Total Revenue |

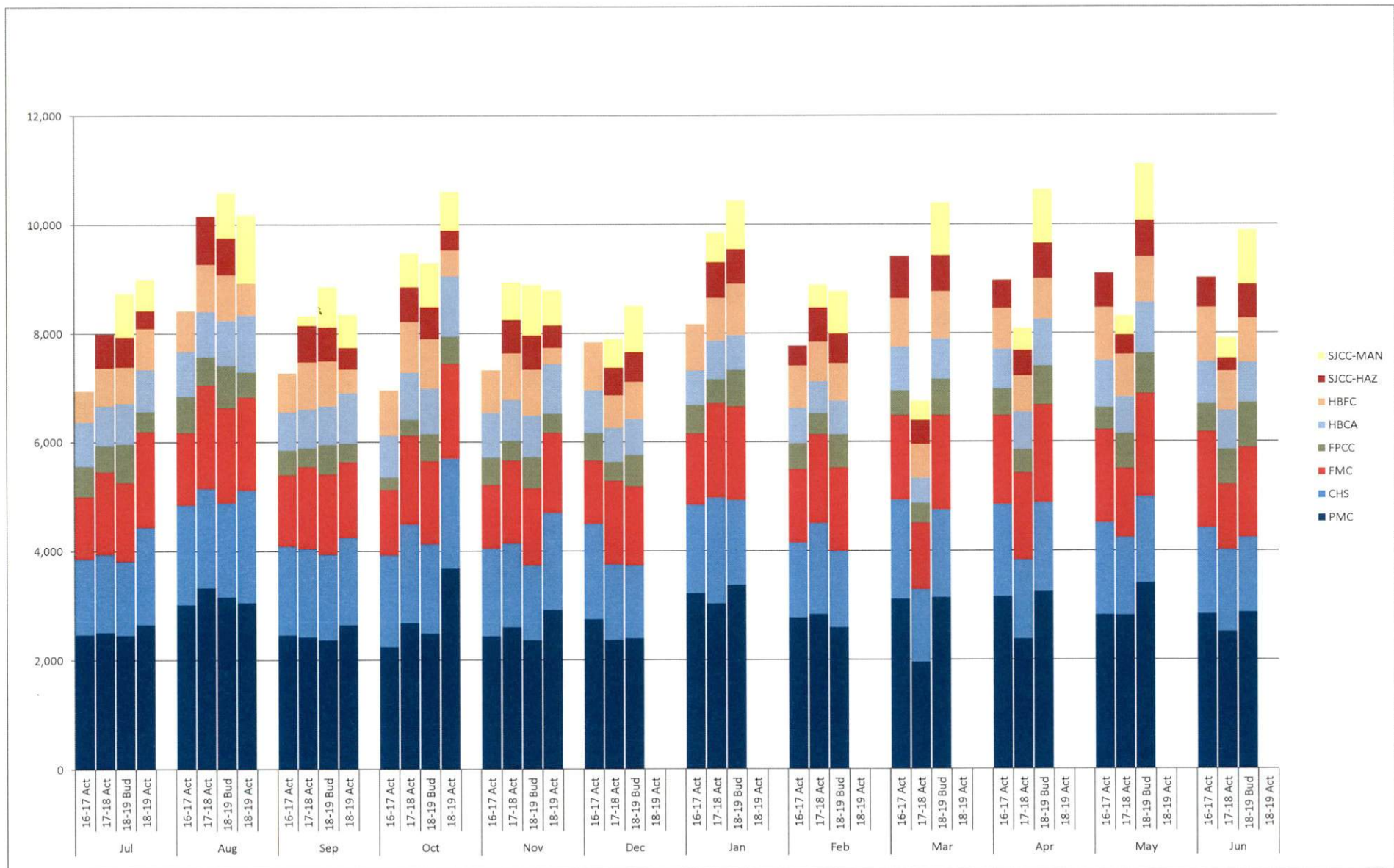
| | | | | |
|------------------|------------------|---------------|---------------|--------------------------------------|
| | | | | Operating Expense |
| 50,244 | 68,898 | 18,654 | 27.1% | Salaries |
| 37,218 | 43,382 | 6,164 | 14.2% | Benefits |
| 87,462 | 112,280 | 24,818 | 22.1% | Total Salaries & Benefits |
| 0 | 54,167 | 54,167 | 100.0% | Professional Fees/Registry |
| 361 | 445 | 84 | 19.0% | Supplies |
| 143,823 | 144,098 | 275 | 0.2% | Purchased Services |
| 3,395 | 3,257 | (138) | -4.2% | Depreciation |
| 8,333 | 10,645 | 2,312 | 21.7% | Other Expense |
| 243,374 | 324,892 | 81,518 | 25.1% | Total Direct Expense |
| 0 | 0 | 0 | | Overhead Allocation |
| 243,374 | 324,892 | 81,518 | 25.1% | Total Expenses |
| (243,374) | (324,892) | 81,518 | -25.1% | Net Income (Loss) |

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

| | | | | |
|--------------------|--------------------|----------------|--------------|--|
| 9.6 | 9.0 | (1) | -7.1% | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 0 | 0 | 0 | | |
| 284,732 | 351,381 | 66,649 | 19.0% | |
| 141,802 | 254,327 | 112,525 | 44.2% | |
| 426,534 | 605,708 | 179,174 | 29.6% | |
| 355,511 | 270,835 | (84,676) | -31.3% | |
| 6,416 | 2,225 | (4,191) | -188.4% | |
| 677,515 | 720,490 | 42,975 | 6.0% | |
| 16,974 | 16,285 | (689) | -4.2% | |
| 43,456 | 53,225 | 9,769 | 18.4% | |
| 1,526,406 | 1,668,768 | 142,362 | 8.5% | |
| 0 | 0 | 0 | | |
| 1,526,406 | 1,668,768 | 142,362 | 8.5% | |
| (1,526,406) | (1,668,768) | 142,362 | -8.5% | |

FQHC Visits

November 2018



FQHC Visits

November 2018

| Clinic | | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total Year |
|-----------|-----------|-------|--------|-------|--------|-------|-------|--------|-------|--------|--------|--------|-------|------------|
| 16-17 Act | CHS | 1,383 | 1,827 | 1,631 | 1,686 | 1,605 | 1,752 | 1,618 | 1,380 | 1,815 | 1,693 | 1,691 | 1,584 | 19,665 |
| | FMC | 1,143 | 1,333 | 1,308 | 1,199 | 1,170 | 1,160 | 1,312 | 1,348 | 1,552 | 1,630 | 1,707 | 1,763 | 16,625 |
| | FPCC | 562 | 669 | 451 | 228 | 503 | 503 | 523 | 471 | 456 | 489 | 405 | 508 | 5,768 |
| | PMC | 2,470 | 3,015 | 2,458 | 2,241 | 2,438 | 2,747 | 3,224 | 2,771 | 3,112 | 3,156 | 2,822 | 2,834 | 33,288 |
| | HBCA | 813 | 821 | 702 | 766 | 823 | 783 | 632 | 651 | 813 | 733 | 865 | 778 | 9,180 |
| | HBFC | 572 | 753 | 721 | 836 | 785 | 893 | 853 | 782 | 888 | 751 | 977 | 997 | 9,808 |
| | SJCC-Haz | - | - | - | - | - | - | - | 364 | 780 | 523 | 631 | 553 | 2,851 |
| | Total | 6,943 | 8,418 | 7,271 | 6,956 | 7,324 | 7,838 | 8,162 | 7,767 | 9,416 | 8,975 | 9,098 | 9,017 | 97,185 |
| 17-18 Act | CHS | 1,432 | 1,818 | 1,622 | 1,814 | 1,538 | 1,381 | 1,940 | 1,676 | 1,329 | 1,454 | 1,425 | 1,502 | 18,931 |
| | FMC | 1,516 | 1,910 | 1,513 | 1,627 | 1,526 | 1,536 | 1,738 | 1,624 | 1,220 | 1,580 | 1,271 | 1,197 | 18,258 |
| | FPCC | 479 | 518 | 337 | 292 | 360 | 345 | 438 | 388 | 362 | 425 | 638 | 642 | 5,224 |
| | PMC | 2,506 | 3,325 | 2,418 | 2,680 | 2,600 | 2,368 | 3,032 | 2,832 | 1,957 | 2,362 | 2,812 | 2,510 | 31,402 |
| | HBCA | 731 | 828 | 716 | 866 | 749 | 625 | 708 | 586 | 468 | 693 | 677 | 716 | 8,363 |
| | HBFC | 695 | 874 | 866 | 933 | 859 | 604 | 791 | 730 | 617 | 652 | 778 | 727 | 9,126 |
| | SJCC-Haz | 630 | 885 | 674 | 643 | 614 | 502 | 661 | 631 | 438 | 476 | 362 | 235 | 6,751 |
| | SJCC-Man | - | - | 179 | 612 | 696 | 531 | 540 | 420 | 352 | 401 | 348 | 378 | 4,457 |
| | Total | 7,989 | 10,158 | 8,325 | 9,467 | 8,942 | 7,892 | 9,848 | 8,887 | 6,743 | 8,043 | 8,311 | 7,907 | 102,512 |
| 18-19 Bud | CHS | 1,362 | 1,726 | 1,572 | 1,643 | 1,370 | 1,337 | 1,557 | 1,404 | 1,608 | 1,634 | 1,577 | 1,368 | 18,156 |
| | FMC | 1,441 | 1,750 | 1,474 | 1,528 | 1,413 | 1,445 | 1,721 | 1,529 | 1,732 | 1,797 | 1,896 | 1,647 | 19,373 |
| | FPCC | 707 | 773 | 537 | 492 | 573 | 580 | 667 | 602 | 668 | 712 | 745 | 824 | 7,880 |
| | PMC | 2,452 | 3,157 | 2,367 | 2,483 | 2,366 | 2,400 | 3,374 | 2,591 | 3,139 | 3,245 | 3,408 | 2,871 | 33,852 |
| | HBCA | 752 | 826 | 713 | 841 | 767 | 665 | 645 | 627 | 745 | 866 | 935 | 744 | 9,125 |
| | HBFC | 664 | 844 | 829 | 909 | 841 | 676 | 943 | 688 | 876 | 749 | 839 | 811 | 9,668 |
| | SJCC-Haz | 558 | 677 | 622 | 586 | 630 | 547 | 638 | 547 | 657 | 649 | 668 | 627 | 7,406 |
| | SJCC-Man | 794 | 831 | 738 | 813 | 932 | 850 | 890 | 784 | 965 | 982 | 1,036 | 995 | 10,610 |
| | Total | 8,730 | 10,585 | 8,851 | 9,295 | 8,891 | 8,499 | 10,435 | 8,772 | 10,390 | 10,634 | 11,103 | 9,887 | 116,070 |
| | 18-19 Act | CHS | 1,792 | 2,060 | 1,603 | 2,024 | 1,781 | | | | | | | |
| FMC | | 1,755 | 1,710 | 1,391 | 1,745 | 1,471 | | | | | | | | 8,072 |
| FPCC | | 366 | 458 | 341 | 497 | 349 | | | | | | | | 2,011 |
| PMC | | 2,647 | 3,055 | 2,643 | 3,676 | 2,920 | | | | | | | | 14,941 |
| HBCA | | 775 | 1,052 | 926 | 1,108 | 916 | | | | | | | | 4,777 |
| HBFC | | 753 | 593 | 434 | 479 | 294 | | | | | | | | 2,553 |
| SJCC-Haz | | 333 | 471 | 398 | 368 | 414 | | | | | | | | 1,984 |
| SJCC-Man | | 572 | 773 | 614 | 705 | 643 | | | | | | | | 3,307 |
| Total | | 8,993 | 10,172 | 8,350 | 10,602 | 8,788 | - | - | - | - | - | - | - | - |

Revenue Cycle KPI
SJCC Combined Summary only
November 2018 End of Month

| KEY PERFORMANCE INDICATORS | | | | | | | | | | | | |
|--|--------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Target | 01/31/18 | 02/28/18 | 03/31/18 | 04/30/18 | 05/31/18 | 06/30/18 | 07/31/18 | 08/31/18 | 09/30/18 | 10/31/18 | 11/30/18 |
| SJCC Business Office | | | | | | | | | | | | |
| Cash Collections | Actual | \$1,083,023 | \$1,136,283 | \$730,625 | \$445,029 | \$148,592 | \$250,779 | \$277,120 | \$2,080,202 | \$530,939 | \$860,911 | \$1,088,326 |
| Gross AR | | \$1,859,966 | \$1,753,017 | \$1,700,850 | \$2,249,095 | \$2,893,967 | \$3,422,699 | \$5,891,694 | \$3,916,175 | \$4,247,220 | \$3,798,439 | \$3,514,103 |
| Gross AR Days (90 day average) | 66.5 | 35.4 | 35.6 | 23.8 | 45.7 | 58.8 | 69.5 | 119.6 | 79.5 | 86.2 | 77.1 | 71.3 |
| Average Daily Revenue (90 day average) | | \$52,471 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,259 | \$49,260 |
| Wrap AR | | \$2,621,101 | \$1,418,129 | \$1,220,610 | \$1,115,502 | \$1,800,994 | \$2,167,848 | \$758,383 | \$1,339,651 | \$1,940,311 | \$2,775,629 | \$3,686,289 |
| AR over 90 Days | | \$505,801 | \$434,589 | \$563,490 | \$550,715 | \$573,721 | \$1,028,749 | \$1,954,592 | \$2,638,338 | \$2,732,961 | \$3,071,324 | \$3,291,830 |
| % of AR over 90 Days | | 27% | 25% | 33% | 24% | 20% | 30% | 33% | 67% | 64% | 81% | 94% |
| AR over 120 Days | | \$419,463 | \$368,306 | \$489,476 | \$416,026 | \$479,398 | \$414,907 | \$391,103 | \$395,283 | \$389,760 | \$2,584,633 | \$2,826,650 |
| % of AR over 120 Days | | 23% | 21% | 29% | 18% | 17% | 12% | 7% | 10% | 9% | 68% | 80% |
| AR over 180 Days | | \$321,657 | \$266,048 | \$284,661 | \$230,326 | \$239,070 | \$154,074 | \$159,602 | \$191,132 | \$157,361 | \$135,067 | \$1,377,216 |
| % of AR over 180 Days | | 17% | 15% | 17% | 10% | 8% | 5% | 3% | 5% | 4% | 4% | 39% |
| AR over 365 Days | | \$86,162 | \$72,126 | \$51,659 | \$81,827 | \$80,231 | \$111,941 | \$152,457 | \$178,077 | \$213,425 | \$205,418 | \$221,780 |
| % of AR over 365 Days | | 5% | 4% | 3% | 4% | 3% | 3% | 3% | 5% | 5% | 5% | 6% |
| New Bad Debt Assignments | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Bad Debt Amount as a % of Gross Revenue | | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Bad Debt Cash Receipts | | \$1,076 | \$2,166,535 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Credit Balance Total | | \$24,848 | \$22,158 | \$9,847 | \$9,107 | \$15,307 | \$130,064 | \$188,759 | \$219,060 | \$221,288 | \$383,181 | \$292,865 |
| Credit Balances over 60 days | | \$24,974 | \$21,939 | \$9,736 | \$9,031 | \$14,339 | \$128,456 | \$188,163 | \$206,528 | \$195,792 | \$342,502 | \$227,624 |
| Credit Balances over 180 days | | \$17,431 | \$15,978 | \$4,798 | \$4,877 | \$8,606 | \$88,374 | \$168,867 | \$201,109 | \$194,761 | \$331,164 | \$227,624 |
| Unlocked Visits Report for All Doctors at all Locations as of e.o.m., eff. 10/1/2015 | | 917 | 1295 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Total Number of claims for month | | 15,456 | 14,673 | 9,118 | 6,990 | 8,812 | 21,210 | 11,842 | 12,439 | 12,646 | 23,840 | 17,660 |
| Total Number of clean claims for month | | 14,981 | 13,924 | 7,849 | 6,878 | 8,322 | 21,171 | 11,842 | 12,436 | 12,608 | 23,801 | 17,620 |
| Total Number of claim errors for month | | 475 | 749 | 1,269 | 112 | 490 | 39 | 0 | 3 | 38 | 39 | 40 |
| Clean Claims from Trizetto & ClaimRemedi | >85% | 97% | 95% | 86% | 98% | 94% | 100% | 100% | 100% | 100% | 100% | 100% |