



**San Joaquin County Clinics (SJCC) Finance Committee
Minutes of February 25, 2020 Meeting**

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

Present

Rod Place (SJCC Chair); Esgardo Medina (SJCC Board Member); Luz Maria Sandoval (SJCC Treasurer); Greg Diederich (HCS Director); Dr. Farhan Fadoo (SJCC Executive Director); Carlos Jimenez via conference call (Wipfli Consultant); Chris Roberts (SJGH CFO); Alice Souligne (SJCC COO); Kris Zuniga (Interim SJCC CFO); Lynn Kelly (SJGH Pt. Financial Services Deputy Director) Adelé Gribble (SJCC ACS OTC)

I. Call to Order

The meeting was called to order by Rod Place at 4:03 p.m.

II. Approval of Minutes from January 28, 2020

A quorum was established for today's finance committee. The minutes were reviewed by present board members. Esgardo Medina made a motion to approve the minutes from 01/28/2020. Luz Maria Sandoval seconded the motion and all members present unanimously approved the minutes.

III. Introductions

There were no introductions for today's meeting

IV. Presentation of December Financials (Kris Zuniga)

Kris Zuniga presented the financials shown below:

Summary of Clinics Year to Date

Billable visits through November were favorable to budget by 8,773. Gross patient revenue is favorable to budget by \$3,808,918. However, net patient revenue is unfavorable to budget by <\$698,711> due to higher than anticipated contractual and other allowances.

Capitation revenue is unfavorable to budget. Assigned lives have been reduced by about 3,000 since July 2018. Budget assumed an increase in assigned lives, which explains the FYTD variance of <\$459,149>. Total net revenue is unfavorable to budget by <\$948,858>.

Total Direct Operating Expense is unfavorable to budget by <\$771,420>. This is primarily driven by Salaries Expense which is unfavorable by <\$706,581>. The Manteca Clinic and Primary Medicine Clinic's Physician Salary Expense exceeded budget by <\$432,645> and <\$486,897>, respectively. In addition, Professional Fees Expense is unfavorable to budget by <\$202,270> driven by Locums Physician Expense at Healthy Beginnings Clinic on California Street of <\$229,081>. Purchased Service Expense is favorable to budget by \$308,107 due to a favorable variance in FQ Administration of \$67,791, Children's Health Services of \$39,923, Primary Medicine of \$65,343, and Healthy Beginnings – French Camp of \$65,499. The total FYTD Net Income <Loss> before hospital overhead of <\$2,072,526> is <\$1,981,046> unfavorable to the budgeted net loss of <\$91,480>.

Total FQHC loss was primarily due to the loss generated by the Manteca Clinic of <\$782,043>. Net patient revenue as a percent of gross revenue was 27.02% for this clinic which was driven by high contractual adjustments due to a cleanup effort of older encounters. Family Medicine is generating a profit for FYTD through December of \$283,851 before overhead allocations with net patient revenue as a percentage of gross revenue at 40.16%.

Additional Factors Impacting Clinic Performance Presentation

- Hospital overhead remains at 42.2% pending a detailed review by CFO and FQHC Finance Director to identify a more appropriate overhead allocation for the clinics.
- Supplemental funding derived by the hospital (PRIME, DSH/GPP, QIP) as a result of work done by the FQHC clinics is not included in this reporting at this time.
- Currently, revenue from the clinics is not reflective of the actual visits in any given month. The Hospital Finance department is working with clinic staff to reconcile reports to actual visits checked out from each clinic. This will assist with developing the accrual methodology for revenues.

Below is the income statement as of December 31, 2019

San Joaquin County Clinics
Income Statement
As of December 31, 2019

	Jul	Aug	Sep	Oct	Nov	Dec	Year to Date			
							YTD Actual	YTD Budget	Variance	% Var
Total Visits	9,995	11,085	10,018	11,580	9,453	9,396	61,527	52,478	9,049	17.2%
Billable Visits	9,436	10,386	9,516	10,788	8,938	8,923	57,987	49,214	8,773	17.8%
Patient Revenue										
Medicare	236,056	297,379	380,364	292,588	318,258	318,833	1,843,478	904,271	939,207	103.9%
Medi-Cal Fee-for-Service	205,608	219,088	282,602	390,358	226,521	233,111	1,557,288	1,366,206	191,081	14.0%
Medi-Cal Managed Care	933,051	2,219,472	2,303,051	2,250,224	1,792,024	1,771,824	11,269,646	8,701,967	2,567,679	29.5%
Insurance	13,134	22,250	25,360	26,099	25,649	23,734	136,227	180,950	(44,723)	-24.7%
Self Pay	68,636	68,201	96,780	94,384	68,490	79,545	476,036	319,266	156,770	49.1%
Indigent	106	(16)	63	154	193	16	516	1,613	(1,097)	-68.0%
Gross Patient Revenue	1,456,592	2,826,374	3,088,220	3,053,807	2,431,136	2,427,063	15,283,191	11,474,273	3,808,918	33.2%
Contractual Adjustments	(496,718)	(1,494,730)	(2,292,625)	(2,022,995)	(1,696,396)	(1,698,124)	(9,703,588)	(5,346,425)	(4,357,163)	-81.5%
Other Allowances	(120,492)	(38,627)	(1,258)	(612)	901	3,442	(156,647)	(6,181)	(150,466)	-2434.2%
Net Patient Revenue	837,382	1,293,017	794,337	1,030,200	735,641	732,381	5,422,957	6,121,667	(698,711)	-11.4%
Capitation Revenue	446,785	451,203	438,369	455,595	443,730	439,413	2,675,096	3,186,011	(510,915)	-16.0%
Total Net Revenue	1,284,167	1,744,220	1,232,706	1,485,795	1,179,371	1,171,794	8,098,053	9,307,678	(1,209,626)	-13.0%
Operating Expense										
Salaries	909,780	1,042,139	917,997	1,103,634	849,551	855,631	5,678,732	4,981,925	(696,807)	-14.0%
Benefits	455,187	447,909	438,518	436,607	449,805	455,351	2,683,377	2,673,603	(9,774)	-0.4%
Total Salaries & Benefits	1,364,967	1,490,048	1,356,515	1,540,241	1,299,356	1,310,981	8,362,109	7,655,528	(706,581)	-9.2%
Professional Fees/Registry	69,022	185,386	62,720	108,129	66,503	89,211	580,972	378,702	(202,270)	-53.4%
Supplies	69,094	128,143	77,216	125,775	68,804	108,849	577,881	512,591	(65,290)	-12.7%
Purchased Services	39,160	56,359	42,011	92,288	41,656	35,859	307,334	615,442	308,107	50.1%
Depreciation	22,696	22,687	22,686	22,427	22,426	22,426	135,348	61,001	(74,347)	-121.9%
Other Expense	33,477	45,971	35,515	29,393	40,215	22,364	206,935	175,894	(31,041)	-17.6%
Total Direct Expense	1,598,416	1,928,594	1,596,664	1,918,252	1,538,962	1,589,691	10,170,579	9,399,158	(771,420)	-8.2%
Net Income (Loss)	(314,249)	(184,374)	(363,958)	(432,457)	(359,591)	(417,897)	(2,072,526)	(91,480)	(1,981,046)	-2165.5%
Overhead Allocation	674,532	813,867	673,792	809,502	649,442	670,850	4,291,984	3,966,445	(325,539)	-8.2%
Net Income (Loss) w/ OH Allocation	(639,717)	(998,241)	(1,037,750)	(1,241,960)	(1,009,033)	(1,088,747)	(6,364,510)	(4,057,925)	(2,306,585)	-56.8%
Key Ratios										
Gross Pt Revenue/Billable Visit	\$ 154.37	\$ 272.13	\$ 324.53	\$ 283.07	\$ 272.00	\$ 272.00	\$ 263.56	\$ 233.15	\$ 30.41	13.0%
Net Revenue/Billable Visit (excl Oth Rev)	\$ 136.09	\$ 167.94	\$ 129.54	\$ 137.73	\$ 131.95	\$ 131.32	\$ 139.05	\$ 189.13	\$ (49.47)	-26.2%
Direct Costs/Billable Visit	\$ 169.40	\$ 185.69	\$ 167.79	\$ 177.81	\$ 172.18	\$ 178.16	\$ 175.39	\$ 190.99	\$ 15.59	8.2%
Indirect Costs/Billable Visit	\$ 71.48	\$ 78.36	\$ 70.81	\$ 75.04	\$ 72.66	\$ 75.18	\$ 74.02	\$ 80.60	\$ 6.58	8.2%
Total Medical Cost/Billable Visit	\$ 240.88	\$ 264.05	\$ 238.59	\$ 252.85	\$ 244.84	\$ 253.34	\$ 249.41	\$ 271.58	\$ 22.17	8.2%
Net Income(Loss)/Billable Visit	\$ (104.79)	\$ (96.11)	\$ (109.05)	\$ (115.12)	\$ (112.89)	\$ (122.02)	\$ (109.76)	\$ (82.45)	\$ 27.30	-33.1%
Total Cost/Patient (1)	\$ 602.20	\$ 660.13	\$ 596.48	\$ 632.13	\$ 612.11	\$ 633.35	\$ 623.53	\$ 678.95	\$ 55.43	8.2%
Net Pt Rev as % of Gross Rev	57.5%	45.7%	25.7%	33.7%	30.3%	30.2%	35.5%	53.4%	17.9%	-33.5%
Total Net Rev as % of Gross Rev	88.2%	61.7%	39.9%	48.7%	48.5%	48.3%	53.0%	81.1%	28.1%	-34.7%
Benefits as a % of Salaries	50.0%	43.0%	47.8%	39.6%	52.9%	53.2%	47.3%	53.7%	6.4%	11.9%
Overhead % of Direct Exp	42.2%	42.2%	42.2%	42.2%	42.2%	42.2%	42.2%	42.2%	0.0%	0.0%

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Below is the detailed Income Statement for the YTD ending December 31, 2019 showing each clinic:

San Joaquin General Hospital-FQHC LAL Clinics													
Income Statement													
For the YTD Ending													
December 31, 2019													
	Children's	Family	Family Practice	Primary	Health	Health	Hazelton Clinic	Manteca Clinic	FQ Admin	Total	YTD Budget	YTD Variance -	% Var - Fav
	Health Services	Medicine	Ca	Medicine	Beginnings - Ca	French Camp						Fav (Unf)	(Unf)
	(#7080)	(#7092)	(#7093)	(#7096)	(#7182)	(#7183)	(#7184)	(#7185)					
Total Visits	10,115	11,308	2,796	20,516	4,827	2,520	2,816	6,629	-	61,527	52,478	9,049	17.2%
Billable Visits	9,038	10,727	2,651	19,943	4,827	2,498	1,878	6,425	-	57,987	49,214	8,773	17.8%
Productive FTEs (Provider)	3.2	2.3	1.7	10.8	2.0	1.3	1.3	4.5	-	27.1	28.3	1.1	4.1%
Productive FTEs (Non-Provider)	14.8	13.8	6.8	29.3	14.1	6.0	6.7	12.5	9.3	113.3	105.3	(8.0)	-7.6%
Total FTEs	18.0	16.1	8.5	40.1	16.1	7.3	8.0	17.0	9.3	140.4	133.6	(6.9)	-5.1%
Total Hours/Visit	1.40	2.37	0.80	0.93	1.22	1.00	0.70	0.72	-	1.08	0.88	(0.20)	-22.8%
Patient Revenue													
Medicare	0	385,384	132,130	1,110,106	30,055	27,681	30,744	127,378	0	1,843,478	904,271	939,207	103.9%
Medi-Cal	385,076	263,451	21,099	157,785	402,677	114,528	116,855	96,428	0	1,557,288	1,366,206	191,081	14.0%
Medi-Cal Managed Care	2,557,522	1,948,997	461,861	3,141,438	1,152,746	548,289	296,256	1,162,537	0	11,269,646	8,701,967	2,567,679	29.5%
Insurance	11,371	41,315	11,160	39,850	9,108	12,945	3,735	6,744	0	136,227	180,950	(44,723)	-24.7%
Self Pay	23,883	150,825	22,955	137,551	34,408	18,769	24,920	62,726	0	476,036	319,266	156,770	49.1%
Indigent	0	516	0	0	0	0	0	0	0	516	1,613	(1,097)	-68.0%
Gross Revenue	2,977,852	2,790,487	649,206	4,586,729	1,628,383	722,211	472,510	1,455,813	0	15,283,191	11,474,273	3,808,918	33.2%
Contractual Adjustments	(2,221,787)	(1,663,825)	(366,861)	(2,769,444)	(986,582)	(417,989)	(254,195)	(1,022,906)	0	(9,703,588)	(5,346,425)	(4,357,163)	-81.5%
Other Allowances	(1,989)	(6,117)	(1,409)	(8,223)	(1,569)	(1,699)	(96,165)	(39,476)	0	(156,647)	(6,181)	(150,465)	-2434.2%
Net Patient Revenue	754,075	1,120,545	280,936	1,809,062	640,233	302,524	122,151	393,433	0	5,422,957	6,121,667	(698,711)	-11.4%
Physician Capitation- P4PMM	480,141	477,280	124,387	888,936	109,393	111,043	71,672	318,243	0	2,675,096	3,186,011	(510,914)	-16.0%
Total Operating Revenue	1,234,217	1,597,826	405,323	2,697,998	843,626	413,568	193,823	711,674	0	8,098,053	9,307,678	(1,209,626)	-13.0%
Expenses													
Salaries	641,650	596,393	287,083	1,764,126	521,049	273,177	342,564	780,688	472,002	5,678,732	4,981,925	(696,807)	-14.0%
Benefits	314,307	281,500	156,549	687,028	296,346	149,155	231,872	379,803	186,818	2,683,377	2,673,603	(9,774)	-0.4%
Total Salaries & Benefits	955,957	877,893	443,633	2,451,153	817,395	422,332	574,436	1,160,491	658,820	8,362,109	7,655,528	(706,581)	-8.2%
Professional Fees/Registration	17,135	69,405	0	78,640	229,081	5,600	0	0	181,111	580,972	378,702	(202,270)	-34.4%
Supplies	40,205	128,662	25,733	170,523	52,361	42,996	28,198	60,252	28,951	577,881	512,591	(65,290)	-12.7%
Purchased Services	17,575	14,794	11,606	690	45,921	32,021	1,140	1,375	182,211	307,334	615,442	308,107	50.1%
Depreciation	3,878	13,585	972	891	6,830	14,431	0	74,393	20,368	135,348	61,001	(74,347)	-121.9%
Other Expense	31,634	13,519	21,062	12,581	25,333	4,786	478	94,890	2,653	206,935	175,894	(31,041)	-17.6%
Total Expenses	1,066,383	1,117,858	503,005	2,714,479	1,176,921	522,166	604,252	1,391,401	1,074,114	10,170,579	9,399,158	(771,420)	-8.2%
Allocation of Direct Admin Exp	209,286	196,117	45,627	322,359	114,444	50,758	33,208	102,316	(1,074,114)	0	0	0	0.0%
Total Expenses excl Hosp OH	1,275,668	1,313,975	548,632	3,036,837	1,291,365	572,924	637,460	1,493,716	-	10,170,579	9,399,158	(771,420)	-8.2%
Profit/(Loss) before Hosp OH	(41,452)	283,851	(143,309)	(338,839)	(447,740)	(159,356)	(443,638)	(782,043)	-	(2,072,526)	(91,480)	(1,981,046)	-216.5%
Overhead Allocation	538,352	554,498	231,523	1,281,545	544,956	241,774	269,008	630,548	0	4,291,984	3,966,445	(325,539)	-8.2%
Total Expenses	1,814,000	1,868,473	780,154	4,318,384	1,836,322	814,698	906,469	2,124,065	0	14,462,564	13,365,603	(1,096,961)	-8.2%
Net Income (Loss)	(579,784)	(270,647)	(374,831)	(1,620,386)	(992,696)	(401,130)	(712,646)	(1,412,393)	(0)	(6,364,510)	(4,057,925)	(2,306,585)	-56.8%
Key Ratios													
Net Pt Rev as % of Gross Rev	25.3%	40.2%	43.3%	39.4%	39.3%	41.9%	25.9%	27.0%	0.0%	35.5%	53.4%	-17.9%	-33.5%
Total Net Rev as % of Gross Rev	41.4%	57.3%	62.4%	58.8%	51.8%	57.3%	41.0%	48.9%	0.0%	53.0%	81.1%	-28.1%	-34.7%
Benefits as a % of Salaries	49.0%	47.2%	54.5%	38.9%	56.9%	54.6%	67.7%	48.6%	39.6%	47.3%	53.7%	6.4%	11.9%
Overhead % of Direct Expenses	50.5%	49.6%	46.0%	47.2%	46.3%	46.3%	44.5%	45.3%	42.2%	42.2%	42.2%	0.0%	0.0%
Gross Revenue per Billable Visit	329.48	260.14	244.89	229.99	337.35	289.12	251.60	226.59	0.00	263.56	233.15	30.41	13.0%
Net Revenue per Billable Visit	136.56	148.95	152.89	135.29	174.77	165.56	103.21	110.77	0.00	139.65	189.13	(49.47)	-26.2%
Direct Costs/Billable Visit	117.99	104.21	189.74	136.11	243.82	209.03	321.75	216.56	0.00	190.99	190.99	15.59	8.2%
Indirect Costs/Billable Visit	59.56	51.69	87.33	64.26	112.90	96.79	143.24	98.11	0.00	74.02	80.60	6.58	8.2%
Total Medical Cost/Billable Visit	200.71	174.18	294.29	216.54	380.43	326.14	482.68	330.59	0.00	249.41	271.58	22.17	8.2%
Total Cost/Patient (1)	501.77	435.46	735.72	541.34	951.07	815.35	1,206.69	826.48	0.00	623.53	678.95	55.43	8.2%
Net Income/(Loss)/Billable Visit	(64.15)	(25.23)	(141.39)	(81.25)	(205.65)	(160.58)	(379.47)	(219.83)	0.00	(109.76)	(82.45)	(27.30)	-33.1%
Payer Mix													
Medicare	0.0%	13.8%	20.4%	24.2%	1.8%	3.8%	6.5%	8.7%	0.0%	12.1%	7.9%	4.2%	53.1%
Medi-Cal	12.9%	9.4%	3.2%	3.4%	24.7%	15.9%	24.7%	6.0%	0.0%	10.2%	11.9%	-1.7%	-14.4%
Medi-Cal Managed Care	85.9%	69.8%	71.1%	68.5%	70.8%	75.9%	62.7%	79.9%	0.0%	73.7%	75.8%	-2.1%	-2.8%
Insurance	0.4%	1.5%	1.7%	0.9%	0.6%	1.8%	0.8%	0.5%	0.0%	0.9%	1.6%	-0.7%	-43.5%
Self Pay / Indigent	0.8%	5.4%	3.5%	3.0%	2.1%	2.6%	5.3%	4.3%	0.0%	3.1%	2.8%	0.3%	11.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%

(1) Average Visits per Patient is 2.5; per a study conducted by the ACS Director

Manteca and Hazelton clinics make up a good majority of those losses offset by the Family Medicine Clinic.

Rod Place asked what are tied in to hospital costs on these reports. He wanted to know if what is reflected strictly the clinic information. Kris stated we have a purchasing and requisitioning system whereby the clinics order and go through a hierarchy. The approver will approve the charges/expenses to the individual cost center and this is reflected here.

Kris stated there has not been anything fundamentally that has changed that would indicate any switch in the trend. Dr. Fadoo stated the Board Meeting will have more information on the plan to correct this fundamental issue.

V. Accounts Receivables Status / KPI (Kris Zuniga)

Kris Zuniga presented PFS Accounts Receivable Aging Analysis for SJCC for the month of December 2019. He advised the Aging Buckets are represented on the horizontal and the vertical are the financial classes.

We have a total aging of 7.5 million. A good portion of this is in the DNFB (Discharged Not Final Billed) field as of this schedule. Our A/R days is an indicator of how good we are at collecting on our patient accounts. It is preferable to see this at less than sixty days.

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PFS Accounts Receivable Aging Analysis For SJCC For the Month of December 2019								
Aging Category	MediCare	MediCal	Commercial	Self Pay	Total Aging This Month	Total Aging Last Month	\$ Increase (Decrease)	% Increase (Decrease)
DNFB	194,930	1,209,363	13,354	47,708	1,465,355	979,663	485,692	49.58%
1-30 Days	184,079	476,028	59,632	(39,266)	680,473	516,343	164,129	31.79%
31-60 Days	163,043	572,787	45,914	7,675	789,420	1,016,914	(227,495)	-22.37%
61-90 Days	182,568	641,161	53,844	17,465	895,039	674,028	221,011	32.79%
91-120 Days	149,217	457,207	45,303	17,051	668,779	566,237	102,542	18.11%
121-180 Days	245,980	475,722	56,464	26,412	804,578	732,174	72,404	9.89%
181-240 Days	207,455	342,948	49,478	30,050	629,931	665,481	(35,550)	-5.34%
241-270 Days	108,482	107,137	16,468	16,670	248,757	325,619	(76,861)	-23.60%
271-365 Days	451,640	272,486	39,353	47,093	810,572	1,101,662	(291,090)	-26.42%
366 Days & Over	211,890	199,195	32,052	31,198	474,336	529,982	(55,646)	-10.50%
Total FC This Month	2,099,285	4,754,036	411,863	202,056	7,467,240	7,108,104	359,136	5.05%
Total FC Last Month	1,909,298	4,535,994	449,902	212,910	7,108,104			
\$ Increase (Decrease)	189,987	218,041	(38,039)	(10,854)	359,136			
% Increase (Decrease)	9.95%	4.81%	-8.45%	-5.10%	5.05%			
Monthly Management Summary								
	Beginning A/R Balance	DNFB	Gross Services Billed	Disallowances/ Discounts	Payments	Adjustments	Ending A/R Balance	
December Activity	7,108,104	485,692	2,008,468	(1,061,796)	(520,931)	(552,297)	7,467,240	
PFS Key Performance Indicators for SJCC								
	December	November	October	September	August	Increase (Decrease)		
Gross A/R Days	121	114	123	139	153	7		
Net A/R	3,006,647	2,967,642	2,990,493	2,960,862	3,078,429	39,005		
Net A/R Days	120	106	114	119	125	14		

Rod asked how far along are we with the EMMI billing. Kris advised they have provided us with a very robust suite of reports. They are very transparent in the work that they are doing and very accommodating. We did not collect everything we wanted to collect in January (approximately \$8,000). We are working out the kinks together and expect greater improvement in February. The board will see the January results next month. Lynn Kelly advised we will see legacy and EMMI results going forward. Her department is concentrating on billing all legacy accounts. Once all the legacy billing is done for the clinics, they will transition staff to other departments. They want to try and collect everything that we can before we give up and write off accounts. We will not drag this out unnecessarily.

Rod asked if EMMI has provided a report to us yet for January of how many have gone through and how accurate they are. Lynn advised the number of visits they have collected for the month was 9,381. Out of that total only twelve charts were delayed due to doctor documentation. Total claims they have sent out already, including the wraps are 14,929. The wraps are separate claims. Kris explained we can have a visit that has more than one claim. Rod would like to see something that can assist us in having a good gut check before we go further into this. Chris Roberts stated they are making sure we are not duplicating charges in the system. An email came out from EMMI today. He is having staff validate that through the reports to make sure with these wraps we are not seeing a duplication of charges.

VI. Wipfli Update on Rate Settings (Carlos Jimenez)

Carlos Jimenez advised he had mentioned in December we would probably pursue the escalation policy with regard to the audit. We had a time extension through the end of February. He stated they were not pleased with the progress being made. There is an individual who oversees all FQCH audit and investigation activity for the state, Alison Clinton who is located in Sacramento. Carlos advised they had a meeting with Alison and all the audit folks assigned to SJCC on February 5th. He felt it was very profitable in the sense it got us off the lack of movement.

They scheduled another site visit. Carlos and Kris Zuniga met with the audit supervisor and two of the audit team on site on February 12th and discussed at length what outstanding issues were, questions we had, what they believed they asked for and not received etc. Kris and Carlos felt they

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made really good progress in that meeting. It also gave them the opportunity to go over. He advised they provided them with a significant amount of additional information that day.

Kris had some follow up questions on an analysis they had done. The supervisor was going out on vacation. She is returning this Thursday and has committed to reach out to Kris to address some of the other questions he has raised. Carlos is confident we will get some resolution. Now that the FQHC chief is involved in all the correspondence, he does not believe there will be a lag or issues falling between the cracks. We have an extension through the end of April in which to come to an agreement. He does expect revised audit adjustments as a result of this additional work they are putting in. He will be corresponding with Dr. Fadoo and Chris Roberts to keep them updated on the progress. He advised the summary provided in December still stands. There is one issue that will very likely have to go to appeal, how they treat the physician compensation.

VII. Adjournment (Rod Place)

Rod Place adjourned the meeting at 4:33 p.m.

Attachments: Minutes of January 28, 2020
Financial Statement Comments and Statements YTD through December 2019
PFS Accounts Receivable Aging Analysis for SJCC for the month of December 2019