

San Joaquin County Clinics Board  
Executive Committee  
Meeting Minutes of November 22, 2013

Board Members Present

Al Maldonado, Chairperson  
Ogechi Achunine, Vice Chairperson  
Rod Place, Secretary

SJCC Staff Present

Samantha Phillips-Bland

SJC Liaisons Present

Margaret Szczepaniak, Assistant Director, HCS  
Leilani Chua, Management Analyst, HCS  
Cynthia King, Administrative Secretary, HCS

Call to Order

The meeting was called to order by Chair, Al Maldonado at 12:00 p.m.

Public Comment

None

Approval of SJCC Medical Director

Dr. Ramiro Zuniga has been recommended to take over as Medical Director for SJCC. Dr. Zuniga is currently the Director of the Family Medicine Program, and is a long time provider in the clinics. Dr. Zuniga will allocate .30 FTE for the Medical Director role. This increase in allocation helps to enhance the medical direction for SJCC, especially as it will be complemented by the participation of the two Associate Medical Directors.

Ogechi Achunine made a motion to approve Dr. Ramiro Zuniga as the Medical Director of the San Joaquin County Clinics. Rod Place seconded the motion and the motion was unanimously approved.

Approval of SJCC Associate Medical Director

Ogechi Achunine made a motion to approve Dr. Lloyd Lee as the Associate Medical Director of the San Joaquin County Clinics. Rod Place seconded the motion and the motion was unanimously approved.

Dr. Lee will be joining Dr. Jain as one of the two Associate Medical Directors.

### Approval of SJCC Organizational Chart

Margaret Szczepaniak explained that HRSA felt the administrative structure for the clinics could be enhanced. In order to meet the desires of HRSA, provide additional administrative support to the Executive Director, and enhance operations of the SJCC, revisions to the SJCC organizational chart are proposed. Samantha Phillips-Bland mentioned that the organization chart also clarifies the relationship between San Joaquin County and the SJCC Board as outlined in the Applicant/Co-Applicant agreement.

Rod Place made a motion to approve the SJCC revised organizational chart. Ogechi Achunine seconded the motion and the motion was unanimously approved.

### Approval of Delegated Authority to Executive Director to Sign Agreements on Behalf of SJCC

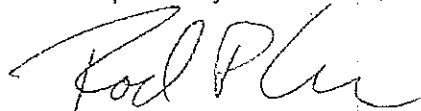
The Bylaws give the Executive Director authority for day to day operations of SJCC, however this request for delegation clarifies and makes explicit the responsibility for signing agreements, MOU's and contracts, as appropriate, to the Executive Director. The Executive Director will report to the Board any agreements signed on behalf of SJCC, the Delegation of Authority also specifies contracts and obligations under the Applicant/Co-Applicant agreement will still be signed by the appropriate county officials.

Ogechi Achunine made a motion to approve Delegation of Authority to the Executive Director to sign agreements on behalf of SJCC. Rod Place seconded the motion and the motion was unanimously approved.

### Adjournment

The meeting was adjourned at 12:15 p.m.

Respectfully Submitted,



Rod Place, Secretary

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## San Joaquin County Clinics

*Primary Medicine ~Family Medicine ~Children's Health ~Healthy Beginnings ~French Camp and Stockton*

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November 21, 2013

### MEMORANDUM

TO: SAN JOAQUIN COUNTY CLINICS BOARD MEMBERS  
FROM: SAMANTHA PHILLIPS-BLAND, EXECUTIVE DIRECTOR  
CC: RON KREUTNER, CHIEF FINANCIAL OFFICER  
SUBJECT: PATIENT VISITS – FISCAL YEAR 2012-2013

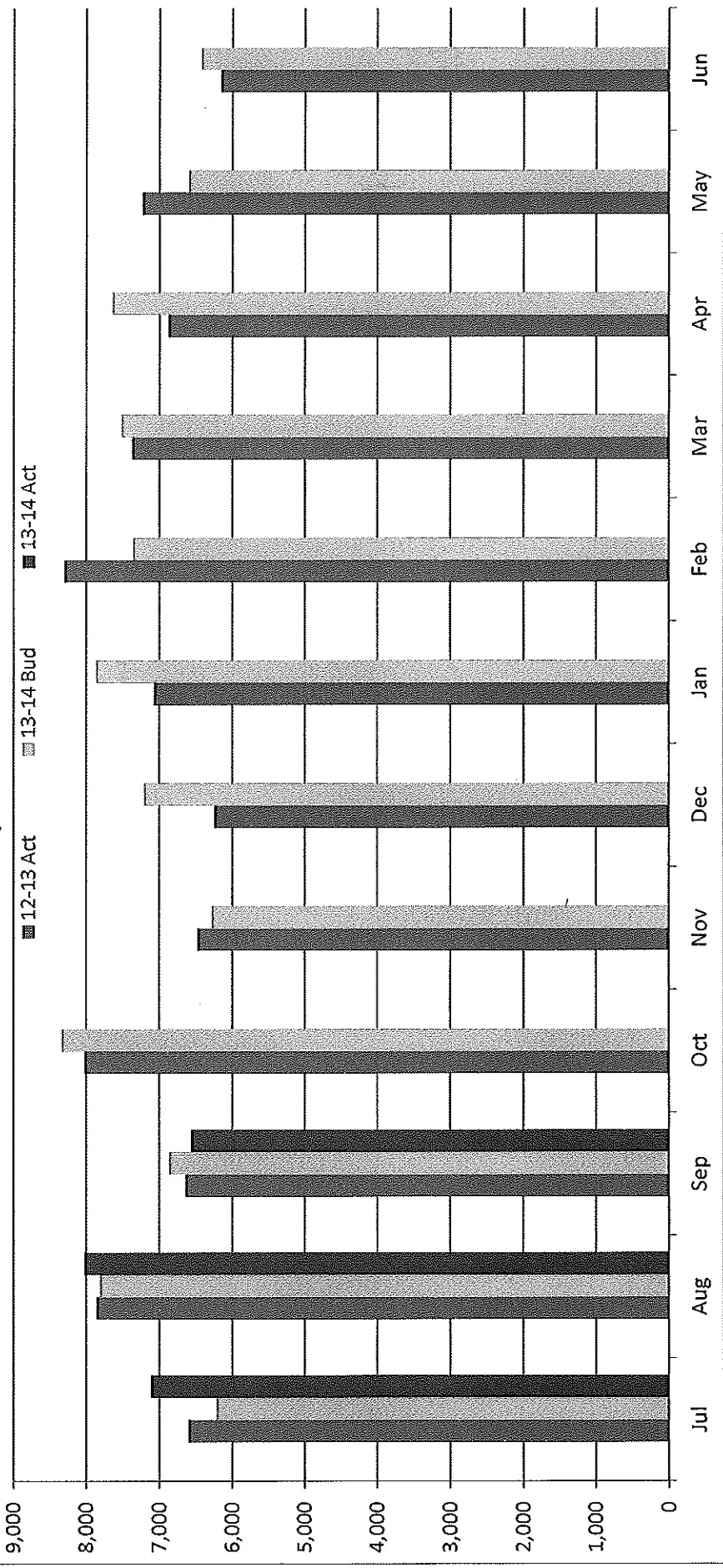
Financial- and operational-related data pertaining to the number of visits provided to our patients has been presented to the San Joaquin County Clinics Board of Trustees throughout the year. Due to the fact that financial data is driven by billing and operational data is driven by the number of registrations, it is important that numbers from both areas be reconciled at yearend.

Ron Kreutner and I have completed the yearend reconciliation and are pleased to report that San Joaquin County Clinics provided 84,905 visits to our patients during Fiscal Year 2012-2013.

Should you have any questions, please feel free to contact me at your convenience.

SPB:vmm

# FQHC Visits



Note:  
7093 Family Practice Clinic California St began operations in March 2013

San Joaquin General Hospital  
 Summary of Proposed FQHC Cost Centers  
 Financial Results for the YTD Ending  
 September 30, 2013

	Original <u>YTD Budget</u>	<u>Revision</u>	With OH <u>YTD Budget</u>
Visits	20,896		20,896
FTE's	58.5		58.5
Hours/visit	0.463		0.463

Patient Revenue

Gross Revenue	6,456,174		6,456,174
Deductions from Revenue	(5,916,990)		(5,916,990)
<b>Net Patient Revenue</b>	<b>539,184</b>		<b>539,184</b>
AB 915 Allocation	195,952		195,952
DSRIP Allocation	2,439,456		2,439,456
<b>Net Operating Revenue</b>	<b>3,174,592</b>		<b>3,174,592</b>

Expenses

Salaries excl Registry	559,277		559,277
Registry	57,734		57,734
Benefits	410,318		410,318
<b>Total Salaries, Reg, Bene</b>	<b>1,027,329</b>		<b>1,027,329</b>
Physician Compensation	1,761,748		1,761,748
Supplies	65,438		65,438
Purchased Services	12,594		12,594
Depreciation	15,452		15,452
Other Direct Expense	44,922		44,922
<b>Total Direct Expenses</b>	<b>2,927,483</b>		<b>2,927,483</b>
Overhead Allocation (Indirect)	0	1,502,339	1,502,339
<b>Total Direct and Indirect</b>	<b>2,927,483</b>		<b>4,429,822</b>
<b>Operating Margin (Loss)</b>	<b>247,109</b>		<b>(1,255,230)</b>

San Joaquin General Hospital-FQHC LAL Clinics  
 Income Statement for the Month Ending  
 September 30, 2013

	Children's Health Services (#7080)		Family Medicine (#7092)		Family Practice Calif St (#7093)		Primary Medicine (#7096)		Healthy Beginnings California Street (#7182)		Healthy Beginnings French Camp (#7183)		Total	MTD Budget		Variance - Fav (Unf)		% Var - Fav (Unf)
Visits	1,215	1,551	486	1,618	886	756							6,512	6,872	(360)	-5.2%		
FTE's	14.0	13.1	4.0	11.4	7.7	8.5							58.7	57.9	(0.8)	-1.4%		
Hours/visit	1.970	1.444	1.407	1.205	1.486	1.922							1.541	1.440	(0.101)	-7.0%		
<b>Patient Revenue</b>																		
Gross Revenue	356,164	465,897	124,203	451,536	164,336	191,980							1,754,116	2,125,663	(371,547)	-17.5%		
Deductions from Revenue	(308,146)	(412,109)	(117,162)	(416,016)	(137,524)	(166,919)							(1,557,878)	(1,946,808)	388,930	20.0%		
Net Patient Revenue	48,018	53,788	7,041	35,520	26,812	25,061							196,238	178,855	17,383	9.7%		
AB 915 Allocation	11,765	6,457	179	3,087	29,979	15,010							66,478	66,478	0	0.0%		
DSRIP Allocation	165,106	215,975	57,576	209,317	76,181	88,996							813,151	813,151	0	0.0%		
Net Operating Revenue	224,889	276,220	64,796	247,924	132,972	129,066							1,075,867	1,058,484	17,383	1.6%		
<b>Expenses</b>																		
Salaries	46,179	39,068	12,205	38,244	34,540	36,286							206,522	186,095	(20,427)	-11.0%		
Registry	0	1,244	0	757	0	0							2,001	17,005	15,004	88.2%		
Benefits	44,800	24,488	7,070	28,455	17,152	17,893							139,858	135,779	(4,079)	-3.0%		
Total Salaries, Reg, Bene	90,979	64,800	19,275	67,456	51,692	54,179							348,381	338,879	(9,502)	-2.8%		
Physician Compensation	51,102	124,645	0	122,183	84,779	79,854							462,563	580,440	117,877	20.3%		
Supplies	3,624	6,901	897	2,747	1,224	1,071							16,464	20,985	4,521	21.5%		
Purchased Services	0	75	0	60	0	0							135	5,088	4,953	97.3%		
Depreciation	383	2,732	235	496	668	539							5,053	5,174	121	2.3%		
Other Direct Expense	1,850	7,961	(3,369)	344	3,085	700							10,571	12,556	1,985	15.8%		
Total Direct Expenses	147,938	207,114	17,038	193,286	141,448	136,343							843,167	963,122	119,955	12.5%		
Overhead Allocation (Indirect)	46,626	137,423	11,305	81,310	75,931	84,887							437,483	491,999	54,516	11.1%		
Total Expenses	194,564	344,537	28,343	274,596	217,379	221,230							1,280,650	1,455,121	174,471	12.0%		
Net Income (Loss)	30,325	(68,318)	36,453	(26,673)	(84,408)	(92,163)							(204,783)	(396,637)	191,854	48.4%		

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San Joaquin General Hospital-FQHC LAL Clinics  
 Income Statement for the Month Ending  
 September 30, 2013

	<u>Children's Health Services</u> (#7080)	<u>Family Medicine</u> (#7092)	<u>Family Practice Calif</u> SI (#7093)	<u>Primary Medicine</u> (#7096)	<u>Healthy Beginnings California Street</u> (#7182)	<u>Healthy Beginnings French Camp</u> (#7183)	<u>Total</u>	<u>MTD</u>		<u>% Var - Fav (Unf)</u>
								<u>Budget</u>	<u>Variance - Fav (Unf)</u>	
Net Pt Rev as % of Gross Rev	13.5%	11.5%	5.7%	7.9%	16.3%	13.1%	11.2%	8.4%	2.8%	33.0%
Net Oper Rev as % of G Rev	63.1%	59.3%	52.2%	54.9%	80.9%	67.2%	61.3%	49.8%	11.5%	23.2%
Benefits as a % of Salaries	97.0%	62.7%	57.9%	74.4%	49.7%	49.3%	67.7%	73.0%	5.2%	7.2%
Overhead % of Direct Expenses	31.5%	66.4%	66.4%	42.1%	53.7%	62.3%	51.9%	51.1%	-0.8%	-1.6%
Gross Revenue per Visit	293.14	300.38	255.56	279.07	185.48	253.94	269.37	309.32	(39.96)	-12.9%
Net Revenue per Visit	39.52	34.68	14.49	21.95	30.26	33.15	30.13	26.03	4.11	15.8%
<u>Payer Mix</u>										
Medicare	0.0%	15.8%	8.9%	15.7%	2.3%	3.4%	9.5%	8.3%		
Medi-Cal Fee-for-Service	22.2%	12.3%	5.5%	6.4%	56.0%	28.9%	18.2%	17.9%		
Medi-Cal Managed Care	75.9%	33.0%	20.8%	18.4%	38.9%	39.1%	38.3%	36.7%		
Insurance	1.6%	1.2%	-0.1%	0.7%	1.5%	3.5%	1.3%	1.2%		
Self Pay	0.3%	8.3%	1.9%	8.0%	2.1%	1.9%	4.9%	2.9%		
Indigent	0.0%	29.4%	63.0%	50.7%	-0.7%	23.2%	27.8%	33.0%		
<u>Total</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>		

San Joaquin General Hospital-FQHC LAL Clinics  
 Income Statement for the YTD Ending  
 September 30, 2013

	Children's Health Services (#7080)		Family Practice (#7092)		Family Practice (#7093)		Primary Medicine (#7096)		Healthy Beginnings California Street (#7182)		Healthy Beginnings French Camp (#7183)		Total	YTD Budget	YTD Variance	% Var - Fav (Unf)
Visits	3,934	5,100	1,670	5,626	2,478	2,776							21,584	20,896	688	3.3%
FTE's	14.5	13.1	3.4	10.5	8.0	9.1							58.6	58.5	(0.1)	-0.2%
Hours/visit	0.609	0.424	0.336	0.308	0.534	0.542							0.449	0.463	0.014	3.0%
<b>Patient Revenue</b>																
Gross Revenue	1,151,088	1,469,900	434,268	1,507,405	527,623	641,473							5,731,757	6,456,174	(724,417)	-11.2%
Deductions from Revenue	(991,860)	(1,327,202)	(398,889)	(1,403,096)	(436,993)	(548,159)							(5,106,199)	(5,916,990)	810,791	13.7%
Net Patient Revenue	159,228	142,698	35,379	104,309	90,630	93,314							625,558	539,184	86,374	16.0%
AB 915 Allocation	33,941	16,409	589	8,817	84,016	66,963							210,735	195,952	14,783	7.5%
DSRIP Allocation	489,907	625,594	184,826	641,556	224,558	273,013							2,439,456	2,439,456	0	0.0%
Net Operating Revenue	683,076	784,701	220,793	754,682	399,204	433,290							3,275,749	3,174,592	101,157	3.2%
<b>Expenses</b>																
Salaries	157,076	109,703	34,896	107,107	99,386	110,175							618,343	559,277	(59,066)	-10.6%
Registry	(215)	17,513	0	7,169	1,650	0							26,117	57,734	31,617	54.8%
Benefits	129,097	61,666	20,522	72,906	54,141	61,842							400,174	410,318	10,144	2.5%
Total Salaries, Reg, Bene	285,958	188,882	55,418	187,182	155,177	172,017							1,044,634	1,027,329	(17,305)	-1.7%
Physician Compensation	174,513	480,330	0	404,016	195,691	218,526							1,473,076	1,761,748	288,672	16.4%
Supplies	12,808	14,724	3,563	11,249	11,158	12,038							65,540	65,438	(102)	-0.2%
Purchased Services	1,093	315	0	1,213	976	736							4,333	12,594	8,261	65.6%
Depreciation	1,017	7,074	704	1,391	2,003	1,604							13,793	15,452	1,659	10.7%
Other Direct Expense	5,115	20,665	1,678	645	9,466	4,498							42,067	44,922	2,855	6.4%
Total Direct Expenses	480,504	711,990	61,363	605,696	374,471	409,419							2,643,443	2,927,483	284,040	9.7%
Overhead Allocation (Indirect)	151,442	472,416	40,715	254,800	201,022	254,903							1,375,299	1,502,359	127,041	8.5%
Total Expenses	631,946	1,184,406	102,078	860,496	575,493	664,322							4,018,742	4,429,822	411,081	9.3%
Net Income (Loss)	51,130	(399,705)	118,715	(105,814)	(176,288)	(231,032)							(742,992)	(1,255,230)	512,238	40.8%



San Joaquin General Hospital-FQHC LAL Clinics  
 Income Statement for the YTD Ending  
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	Children's		Family		Healthy		Healthy		Total	YTD Budget	YTD Variance	% Var - Fav.(Unf)
	Health Services (#7080)	Family Medicine (#7092)	Family Practice Calif St (#7093)	Primary Medicine (#7096)	Beginnings California Street (#7182)	Beginnings French Camp (#7183)	YTD %	YTD %				
Net Pt Rev as % of Gross Rev	13.8%	9.7%	8.1%	6.9%	17.2%	14.5%	10.9%	8.4%	2.6%	30.7%		
Net Oper Rev as % of G Rev	59.3%	53.4%	50.8%	50.1%	75.7%	67.5%	57.2%	49.2%	8.0%	16.2%		
Benefits as a % of Salaries	82.2%	56.2%	58.8%	68.1%	54.5%	56.1%	64.7%	73.4%	8.6%	11.8%		
Overhead % of Direct Expenses	31.5%	66.4%	66.4%	42.1%	53.7%	62.3%	52.0%	51.3%	-0.7%	-1.4%		
Gross Revenue per Visit	292.60	288.22	260.04	267.94	212.92	231.08	265.56	308.97	(43.41)	-14.1%		
Net Revenue per Visit	40.47	27.98	21.19	18.54	36.57	33.61	28.98	25.80	3.18	12.3%		
<u>Payor Mix</u>												
Medicare	0.0%	14.9%	9.7%	15.0%	2.7%	3.6%	9.2%	8.6%				
Medi-Cal Fee-for-Service	20.4%	10.6%	4.5%	6.9%	54.1%	40.1%	18.4%	16.8%				
Medi-Cal Managed Care	77.8%	31.1%	21.8%	18.7%	38.2%	32.7%	37.4%	36.9%				
Insurance	1.6%	0.8%	0.7%	0.6%	2.2%	3.1%	1.3%	1.2%				
Self Pay	0.2%	8.6%	3.8%	8.5%	1.1%	1.7%	5.1%	3.0%				
Indigent	0.0%	33.9%	59.5%	50.3%	1.7%	18.6%	28.7%	33.4%				
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			