

SICC Clinical Performance Indicator -- Summary Dashboard

Measure	Type	Current YTD	Previous	Comparison Period	Target	Source	Reference
DM A1c Control	Outcome	ABSTRACTING	66.76% ↑	Jan-Sept 2014	83.90%	HP2020	NQF 0059
CVD BP Control	Outcome	ABSTRACTING	60.87% ↓	Jan-Sept 2014	61.20%	HP2020	NQF 0018
Pap Screening	Process	ABSTRACTING	46.13% ↑	Jan-Sept 2014	93.00%	HP2020	NQF 0032
Prenatal Care in 1st Trimester	Process	ABSTRACTING	74.67% ↑	Jan-Sept 2014	77.90%	HP2020	UDS 68
Birth Weight < 2500 gm	Outcome	5.31% ↓	4.95% ↑	Jan-Sept 2014	7.80%	HP2020	UDS 7
Pediatric Immunizations	Process	78.11% ↓	78.48% ↑	Jan-Sept 2014	82.60%	HEDIS CIS - 2012 DHCS MCMC HPL	NQF 0038
Diabetes and Depression Screening	Process	ABSTRACTING	52.12% ↑	Jan-Sept 2014	40.00%	HTW PCMH	NQF 0418
Pediatric Dental Referrals	Process	57.63% ↑	36.65% ↑	Jan-Sept 2014	33.20%	HP2020	NQF 1334
Pediatric BMI Screening and Intervention	Process	64.83% ↓	70.81% ↓	Jan-Sept 2014	54.70%	HP2020	NQF 0024
Adult BMI Screening and Intervention	Process	ABSTRACTING	48.71% ↑	Jan-Sept 2014	53.60%	HP2020	NQF 0421
Tobacco Use Screening	Process	ABSTRACTING	74.27% ↑	Jan-Sept 2014	66.20%	HP2020	NQF 0027
Tobacco Use Intervention	Process	ABSTRACTING	81.73% ↑	Jan-Sept 2014	24.90%	HP2020	NQF 0027
Asthma Pharmacological Therapy	Process	78.22% ↑	73.33% ↓	Jan-Sept 2014	58.85%	HEDIS - 2013 DHCS MCMC Average	NQF 0047
CAD Lipid Therapy	Process	91.11% ↑	90.66% ↓	Jan-Sept 2014	80.00%	LOCAL SJCC	NQF 0074
IVD Aspirin Therapy	Process	76.00% ↑	73.33% ↓	Jan-Sept 2014	80.00%	NCQA HSRP	NQF 0068
Colorectal Cancer Screening	Process	ABSTRACTING	33.16% ↓	Jan-Sept 2014	70.50%	HP2020	NQF 0034

Abbreviations:

A1C: Glycosylated Hemoglobin	HP2020: Healthy People 20/20
BP: Blood Pressure	HEDIS CIS: Healthcare Effectiveness Data Information Set Childhood Immunization Status
DM: Diabetes Mellitus	DHCS: Department of Health Care Services
CVD: Cardiovascular Disease	MCMC: Managed Care Medi-Cal
BMI: Body Mass Index	HPL: High Performance Level
CAD: Coronary Artery Disease	HTW PCMH: HealthTeamWorks Patient-Centered Medical Home
IVD: Ischemic Vascular Disease	NCQA HSRP: National Council on Quality Assurance Heart Stroke Recognition Program
UDS: Uniform Data Set	NQF: National Quality Forum

6a

**Subject: Financial Performance Measures in the Application**

At the last FQ Board meeting, as I recall, there was a question as to what we were doing about the key financial performance measures that were included in the FQ Application. The measures were Total Cost Per Patient and Total Medical Cost per Visit. My answer at that time was that we are already reporting them monthly. Here is the answer that I have in my files related to Question #2 in the application regarding Financial Performance Measures:

*2. Financial Performance Measures. Outline within the Financial Performance Measures Form, current baselines and time-framed and realistic goals that are responsive to the strategic planning needs identified in the application. See detailed instructions in Appendix B: Clinical and Financial Performance Measures Instructions.*

Revised Response

Financial baseline data has been compiled using SJCC financial data for the twelve months ending June 30, 2013 and the three months ending September 30, 2013

Total Cost per patient – The total cost per patient is currently \$465.48, which is 12.2% favorably less than budget (\$529.98) primarily due to the increase in patients and a shortage of primary care physicians. Our financial goal is to decrease Total Cost per patient by 5% down to \$442.21 by: filling the physician vacancies, continuing efficiencies in patient scheduling, increasing customer satisfaction, and decreasing the “no show” rate.

Medical cost per medical visit – The medical cost per medical visit is currently \$186.19, which is also 12.2% less than budget (\$211.99), due to the same reasons mentioned above under the Total Cost per patient. Our financial goal here is to decrease the Medical cost per medical visit by 5% down to \$176.88 by doing the same as stated previously for the same reasons.

Change in net assets to expense ratio – This is not applicable for public/private entities.

Working capital to monthly expense ratio – This is not applicable for public/private entities.

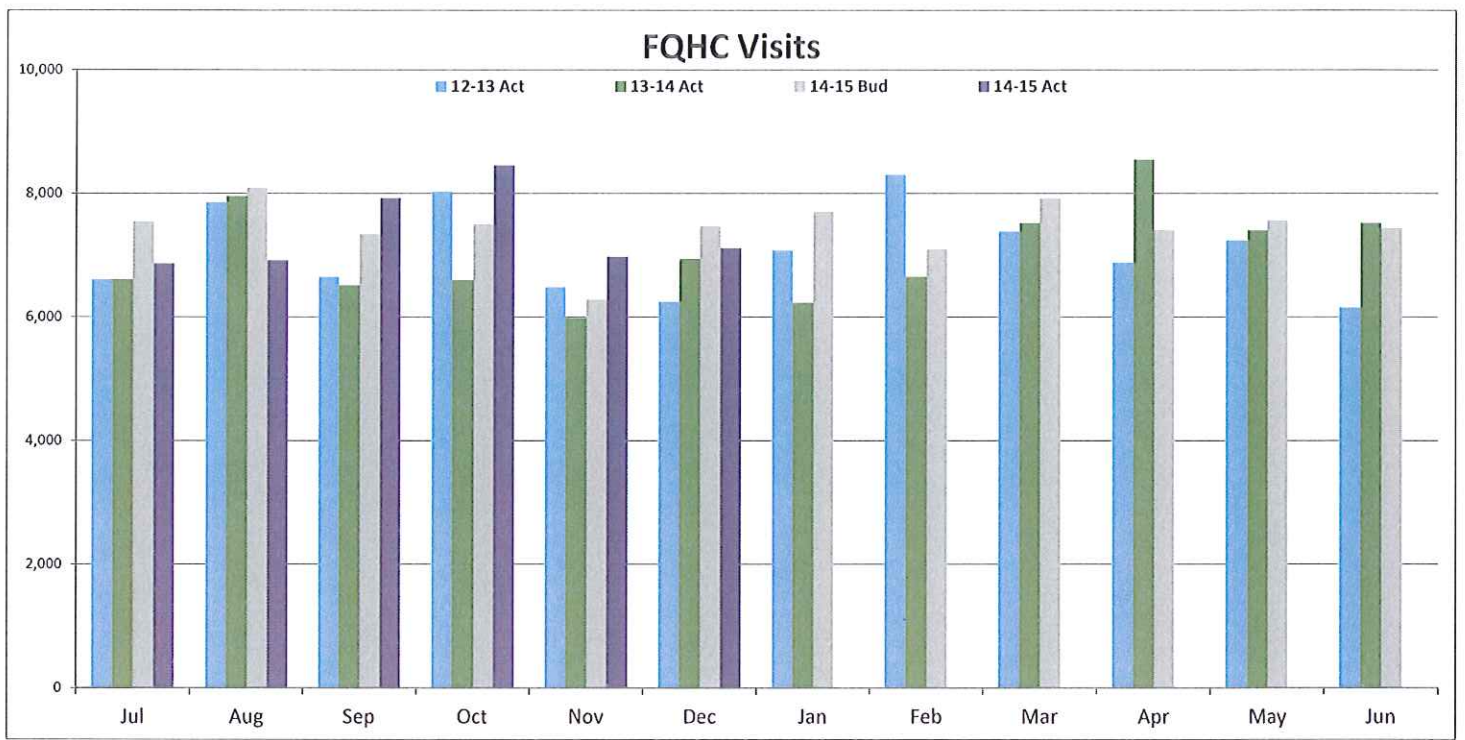
Long-term debt to equity ratio - This is not applicable for public/private entities.

Other - None

These goals were based on the previous year’s information (namely FY 12/13 and three months ended 9/30/13). In my opinion, these goals were replaced by the current year budget (FY 14/15). Therefore, presently our goals should be to meet or beat the budget, which we display every month and which we are presently doing. Our costs are above these prior year goals but well below the current year budget. Cost per visit is \$210.27 (Act) vs. \$247.17 (Bud) thru 11/30/14 and cost per Patient is \$525.68 (Act) vs. \$617.92 (Bud).

Please let me know if there is anything else I may help you or the Board with.

Ron Kreutner  
Chief Financial Officer  
San Joaquin General Hospital, 500 West Hospital Road, French Camp, CA 95231  
Office (209) 468-6600; Fax (209) 468-6136



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

San Joaquin General Hospital-FQHC LAL Clinics

Income Statement

For the Month Ending

November 30, 2014

Children's Health Services (#7080)	Family Medicine (#7092)	Family Practice Calif St (#7093)	Primary Medicine (#7096)	Healthy Beginnings		FQHC Admin (#7071)	Total	MTD Budget		% Var - Fav (Unf)
				California Street (#7182)	French Camp (#7183)			Fav (Unf)	Variance - Fav (Unf)	
Visits	1,401	470	2,872	566	565	0	6,974	6,274	700	11.2%
FTE's	14.6	4.4	15.6	7.5	8.5	0.0	64.5	78.0	13.5	17.3%
Hours/visit	2,269	1,600	0,929	2,265	2,572	0	1,581	2,125	0,544	25.6%
<b>Patient Revenue</b>										
Medicare	0	16,536	124,906	4,402	5,503	0	198,302	145,820	52,482	36.0%
Medi-Cal	93,215	6,114	86,408	71,452	45,092	0	360,473	409,370	(48,897)	-11.9%
Medi-Cal Managed Care	322,667	112,835	586,032	88,553	93,548	0	1,470,116	1,087,117	382,999	35.2%
Insurance	4,218	1,112	8,555	3,725	5,350	0	24,967	21,739	3,228	14.8%
Self Pay	1,687	25,284	35,933	1,016	1,834	0	66,726	63,133	3,593	5.7%
Indigent	0	1,390	13,688	169	1,529	0	16,776	38,531	(21,755)	-56.5%
Gross Revenue	421,787	398,919	855,522	169,317	152,856	0	2,137,360	1,765,710	371,650	21.0%
Deductions from Revenue	(214,629)	(97,273)	(544,288)	(14,014)	4,490	(0)	(943,177)	(745,677)	(197,500)	-26.5%
Net Patient Revenue	207,158	301,646	311,234	155,303	157,346	(0)	1,194,183	1,020,033	174,150	17.1%
<b>Expenses</b>										
Salaries	78,969	134,527	157,205	75,538	79,364	144	561,304	497,720	(63,584)	-12.8%
Registry	0	0	0	0	0	0	0	17,543	17,543	100.0%
Benefits	63,261	59,355	101,178	31,814	44,444	78	323,726	314,852	(8,874)	-2.8%
Total Salaries, Reg, Bene	142,230	193,882	258,383	107,352	123,808	222	885,030	830,115	(54,915)	-6.6%
Professional Fees	0	42	(302)	0	4,650	0	4,390	13,102	8,712	66.5%
Supplies	5,160	6,798	5,022	904	1,431	35,735	55,300	24,887	(30,413)	-122.2%
Purchased Services	45	105	75	0	30	10,096	10,351	178,730	168,379	94.2%
Depreciation	638	7,083	432	610	651	12	9,426	7,002	(2,424)	-34.6%
Other Expense	2,121	1,957	212	3,166	427	0	8,398	19,243	10,845	56.4%
Total Expenses	150,194	209,867	263,822	112,032	130,997	46,065	972,895	1,073,079	100,184	9.3%
Overhead Allocation	47,337	139,250	110,983	60,140	81,558	14,518	493,544	477,648	(15,896)	-3.3%
Total Expenses	197,531	349,117	374,805	172,172	212,555	60,583	1,466,439	1,550,727	84,289	5.4%
Net Income (Loss)	9,627	(47,471)	(63,571)	(16,869)	(55,209)	(60,584)	(272,256)	(530,694)	258,438	48.7%

69

San Joaquin General Hospital-FQHC LAL Clinics  
Income Statement  
For the YTD Ending  
November 30, 2014

Key Ratios	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)		FQHC Admin (#7071)		Total	YTD Budget	YTD Variance	% Var - Fav (Unf)
	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$				
Net Pt Rev as % of Gross Rev	52.0%		60.6%		35.0%		38.6%		76.6%		83.5%		0.0%		51.8%	57.2%	-5.4%	-9.4%
Benefits as a % of Salaries	72.1%		55.2%		70.9%		52.4%		44.1%		55.5%		0.0%		56.7%	51.6%	-5.1%	-9.9%
Overhead % of Direct Expenses	31.5%		64.1%		66.4%		42.1%		53.7%		62.3%		0.0%		49.7%	44.6%	-5.2%	-11.6%
Gross Revenue per Visit	415.48		301.96		316.96		322.94		303.90		289.96		0.00		328.22	281.58	46.64	16.6%
Net Revenue per Visit	216.20		182.93		111.04		124.70		232.90		242.02		0.00		170.02	160.96	9.06	5.6%
Direct Costs/Visit	148.64		140.93		81.64		98.74		168.81		183.91		0.00		131.95	150.96	19.01	12.6%
Indirect Costs/Visit	46.85		90.34		54.17		41.54		90.62		114.50		0.00		65.63	67.27	1.64	2.4%
Total Medical Cost/Visit	195.48		231.27		135.80		140.28		259.43		298.41		0.00		197.58	218.23	20.65	9.5%
Total Cost/Patient (1)	488.70		578.18		339.51		350.70		648.58		746.02		0.00		493.95	545.59	51.63	9.5%
Net Income(Loss)/Visit	20.72		(48.34)		(24.76)		(15.58)		(26.53)		(56.39)		0.00		(27.56)	(57.27)	29.71	51.9%
Gross Accounts Receivable																		
AR Days Outstanding																		
Payor Mix																		
Medicare	0.0%		11.7%		12.0%		14.5%		2.6%		3.7%		0.0%		9.0%	8.7%	0.3%	3.9%
Medi-Cal	22.3%		14.5%		4.3%		10.0%		42.2%		29.2%		0.0%		17.0%	22.9%	-5.9%	-25.0%
Medi-Cal Managed Care	76.3%		66.5%		81.3%		68.6%		52.2%		61.5%		0.0%		68.9%	61.2%	7.7%	12.6%
Insurance	0.9%		0.5%		0.7%		1.0%		2.2%		3.4%		0.0%		1.2%	1.2%	0.0%	-1.8%
Self Pay	0.4%		6.5%		0.6%		4.2%		0.6%		1.2%		0.0%		3.0%	3.7%	-0.7%	-18.6%
Indigent	0.0%		0.4%		1.0%		1.7%		0.1%		0.9%		0.0%		0.9%	2.3%	-1.5%	-62.9%
Total	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

San Joaquin General Hospital - FQHC LAL Clinics

Income Statement

For the YTD Ending

November 30, 2014

	Children's Health Services (#7080)			Family Practice (#7093)		Primary Medicine (#7096)		Healthy Beginnings California Street (#7182)		Healthy Beginnings French Camp (#7183)		FQHC Admin (#7071)	Total	YTD Budget	Variance	YTD	% Var - Fav (Unf)
	Family Medicine (#7092)	Calif St (#7093)	Primary Medicine (#7096)	Healthy Beginnings California Street (#7182)	Healthy Beginnings French Camp (#7183)	Family Practice (#7093)	Primary Medicine (#7096)	Healthy Beginnings California Street (#7182)	Healthy Beginnings French Camp (#7183)								
Visits	5,904	7,494	3,108	3,151	3,475	0	37,134	36,745	389	1.1%							
FTE's	14.9	12.6	4.8	8.2	8.3	0.0	64.2	78.0	13.8	17.7%							
Hours/visit	0.417	0.278	0.255	0.430	0.395	0	0.286	0.351	0.065	18.6%							
<b>Patient Revenue</b>																	
Medicare	789	264,114	118,104	25,030	37,290	0	1,100,526	898,871	201,655	22.4%							
Medi-Cal	548,118	327,230	42,851	403,729	294,680	0	2,068,368	2,365,408	(297,040)	-12.6%							
Medi-Cal Managed Care	1,872,151	1,505,683	801,167	499,966	619,368	0	8,401,659	6,334,272	2,067,387	32.6%							
Insurance	22,603	11,681	7,368	21,308	34,637	0	144,270	124,701	19,569	15.7%							
Self Pay	9,322	146,168	5,918	189,087	12,277	0	368,955	384,592	(15,637)	-4.1%							
Indigent	0	7,977	9,712	1,364	9,375	0	104,256	238,718	(134,462)	-56.3%							
Gross Revenue	2,452,983	2,262,853	985,120	4,521,871	1,007,627	0	12,188,034	10,346,562	1,841,472	17.8%							
Deductions from Revenue	(1,176,552)	(891,959)	(640,005)	(2,775,830)	(166,598)	(0)	(5,874,642)	(4,432,088)	(1,442,554)	-32.5%							
Net Patient Revenue	1,276,431	1,370,894	345,115	1,746,041	841,029	(0)	6,313,392	5,914,474	398,918	6.7%							
<b>Expenses</b>																	
Salaries	474,865	628,670	142,574	835,737	376,480	144	2,800,985	2,897,129	96,144	3.3%							
Registry	0	0	0	0	681	0	1,362	101,918	100,556	98.7%							
Benefits	342,380	347,270	101,117	438,247	209,027	78	1,589,119	1,495,592	(93,527)	-6.3%							
Total Salaries, Reg, Bene	817,245	975,940	243,691	1,273,984	586,188	222	4,391,466	4,494,639	103,173	2.3%							
Professional Fees	13,742	7,117	0	52,738	33,190	0	106,787	71,904	(34,883)	-48.5%							
Supplies	25,793	38,437	7,114	43,930	11,973	99,280	242,932	140,873	(102,059)	-72.4%							
Purchased Services	5,350	4,803	0	330	1,739	59,365	73,176	709,037	635,861	89.7%							
Depreciation	3,254	18,007	0	2,161	3,254	35	29,829	33,604	3,775	11.2%							
Other Expense	12,158	11,832	2,923	9,433	16,616	0	55,699	96,989	41,290	42.6%							
Total Expenses	877,542	1,056,136	253,728	1,382,576	531,924	158,902	4,899,889	5,547,046	647,157	11.7%							
Overhead Allocation	276,578	677,011	168,352	581,614	285,545	50,082	2,437,071	2,471,961	34,890	1.4%							
Total Expenses	1,154,120	1,733,147	422,080	1,964,190	817,469	208,984	7,336,960	8,019,009	682,049	8.5%							
Net Income (Loss)	122,311	(362,253)	(76,965)	(218,148)	(83,587)	(208,984)	(1,023,569)	(2,104,534)	1,080,965	51.4%							



San Joaquin General Hospital-FQHC LAL Clinics  
Income Statement  
For the Month Ending  
November 30, 2014

	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)		FQHC Admin (#7071)		Total	MTD Budget		Variance - Fav (Unf)		% Var - Fav (Unf)
Net Pt Rev as % of Gross Rev	49.1%		75.6%		44.3%		36.4%		91.7%		102.9%		0.0%		55.9%	57.8%	-1.9%			-3.3%
Benefits as a % of Salaries	80.1%		44.1%		66.4%		64.4%		42.1%		56.0%		0.0%		57.7%	63.3%	5.6%			8.8%
Overhead % of Direct Expenses	31.5%		66.4%		66.4%		42.1%		53.7%		62.3%		0.0%		50.7%	44.5%	-6.2%			-14.0%
Gross Revenue per Visit	383.44		284.74		295.66		297.88		299.15		270.54		0.00		306.48	281.43	25.04			8.9%
Net Revenue per Visit	188.33		215.31		130.84		108.37		274.39		278.49		0.00		171.23	162.58	8.65			5.3%
Direct Costs/Visit	136.54		149.80		127.49		91.86		197.94		231.85		0.00		139.50	171.04	31.53			18.4%
Indirect Costs/Visit	43.03		99.39		84.59		38.64		106.26		144.35		0.00		70.77	76.13	5.36			7.0%
Total Medical Cost/Visit	179.57		249.19		212.07		130.50		304.19		376.20		0.00		210.27	247.17	36.89			14.9%
Total Cost/Patient (1)	448.93		622.98		530.18		326.26		760.48		940.51		0.00		525.68	617.92	92.24			14.9%
Net Income(Loss)/Visit	8.75		(33.88)		(81.23)		(22.13)		(29.80)		(97.72)		0.00		(39.04)	(84.59)	45.55			53.8%
Gross Accounts Receivable															12,188,034					
AR Days Outstanding															145.4					
<b>Payor Mix</b>																				
Medicare	0.0%		11.8%		11.9%		14.6%		2.6%		3.6%		0.0%		9.3%	8.3%	1.0%			12.3%
Medi-Cal	22.1%		14.6%		4.4%		10.1%		42.2%		29.5%		0.0%		16.9%	23.2%	-6.3%			-27.3%
Medi-Cal Managed Care	76.5%		66.8%		81.2%		68.5%		52.3%		61.2%		0.0%		68.8%	61.6%	7.2%			11.7%
Insurance	1.0%		0.5%		0.8%		1.0%		2.2%		3.5%		0.0%		1.2%	1.2%	-0.1%			-5.1%
Self Pay	0.4%		6.3%		0.7%		4.2%		0.6%		1.2%		0.0%		3.1%	3.6%	-0.5%			-12.7%
Indigent	0.0%		0.0%		1.0%		1.6%		0.1%		1.0%		0.0%		0.8%	2.2%	-1.4%			-64.0%
<b>Total</b>	<b>100.0%</b>		<b>100.0%</b>		<b>100.0%</b>		<b>100.0%</b>		<b>100.0%</b>		<b>100.0%</b>		<b>0.0%</b>		<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>			<b>0.0%</b>

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