

**San Joaquin Community Clinics
Financial Statement Comments
April 30, 2017**

Summary

April's patient visits of 8,975 exceeded budget by 7.0%. Gross Patient Revenue of \$1.4 million was less than budget by \$45,000 or 3.1%. Total Patient Revenue (Net Revenue & Physician Capitation) of \$1.6 million was less than budget by \$408,000 or 20.6%, primarily due to the unfavorable variance in contractual allowances of \$355,000, which is discussed below. Capitation Revenue of \$485,000 is on target with budget varying from budget by only \$8,400 (1.7%). Total Expenses of \$2.2 million exceeded budget by \$403,000 (15.6%). The resulting Net Loss of \$674,000 exceeded the budgeted income by \$211,000 bringing the year to date Net Loss to \$6.0million, exceeding the budgeted loss by \$5.9 million.

Explanations of major variances are explained below.

Revenue

As mentioned above, visits exceeded budget and Gross Patient Revenue was less than budget. Net Patient Revenue of \$1.6 million was less than budget by \$408,000 due to contractual allowances and other deductions from revenue exceeding budget by \$355,000. This unfavorable variance was due primarily to the timing of the calculation of the budget, which was done in February 2016, prior to receiving the PPS rate notices, and was based on 90% of the cost per visit. The PPS rate was impacted negatively and significantly by the productivity standard not reached by most clinics, which resulted in the reduction of the PPS rate below cost. Capitation revenue is received monthly by SJCC for the risk of providing primary care to the Health Plan of San Joaquin members. In April, SJCC received \$485,000, which is minimally less than budget by 1.7%.

Expenses

Salaries & Benefits in total of \$901,000 was less than budget by \$164,000 (15.4%). Salaries of \$603,000 were better than budget by \$122,000 or 16.8%. Benefits of \$298,000 were also favorable to budget by \$42,000 or 12.4%. This was primarily due to the provider vacancies which exist in the following clinics below.

Vacancies exist in the following Clinics which are currently being filled by Locums: Children's Health Services - 2, Family Practice Clinic California Street - 1, Primary Medicine Clinic - 3, Healthy Beginnings California St. - 2, Healthy Beginning French Camp - 1, and SJCC, Hazelton - 1, for a total of 11 Locum FTE's.

Professional Fees/Registry of \$406,000 exceeded budget by \$396,000 primarily due to provider vacancies in all of the clinics except Family Medicine. The 11 FTE locums used in the month of April accounted for \$274,000 of the \$396,000 negative variance. The remaining variance was due to \$96,000 for late February billing, and \$24,000 related to locum living expenses. The total Locum cost was incurred for the following: Children Health Services

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Financial Statement Comments
April 30, 2017**

\$12,000, Family Practice California Street Clinic \$47,000, Primary Medicine Clinic \$151,000, Healthy Beginnings California Street \$53,000, Healthy Beginnings French Camp \$53,000 and SJC Hazelton \$47,000. The remaining \$23,000 variance was a result of the newly engaged Interim CEO for services rendered in April.

Supplies of \$90,000 exceeded budget by \$2,200 (2.5%). This was primarily due to pharmaceutical expense utilized during the month in the Family Medicine Clinic. FMC had a total of \$35,000 in pharmaceutical costs. There were three large items. The first was the HPV vaccine of \$11,000, the second was the Pneumococcal vaccine of \$4,800, and the third was the Chickenpox vaccine of \$4,600, for a total of \$20,400.

Purchased Services of \$280,000 exceeded budget by \$13,000 (4.7%). CSW Contract Maintenance continues to exceed budget (\$20,000 in April) but is offset by favorable variances in Temporary Staffing (LICSW/Public Health Nurse) in Healthy Beginnings California Street (\$3,000), Hazelton Clinic (\$22,000), and Healthy Beginnings French Camp (\$3,000).

Depreciation of \$12,400 exceeded budget by \$3,400 (27.4%). This is a result of an audit of fixed assets that was performed in March by the accounting department that resulted in a true up of properly calculating depreciation expense. This variance will continue through the fiscal year end.

Other Expense of \$8,400 was less than budget by \$7,200 (86.0%) primarily due to outside training and travel not utilized during the year as budgeted.

Accounts Receivable

April's Gross Accounts Receivables (AR) of \$2.6 million continues to decline due to billing and collection efforts, down from March's AR of \$2.8 million. Average days of revenue in AR is at 54.8, which is down from 60.9 in March and down from 70.8 in February. WRAP accounts receivable is at \$2.1 million.

**San Joaquin Community Clinics
Income Statement
April 30, 2017**

Current Month				Year to Date			
Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
0.0%	0.0%	0%	2.43% Misc	20,000	20,000	0%	4.8%
100%	100%	0%	3.9% Total Exp	306.7	310.2	3.5%	10.5%
Patient Revenue							
1,468,242	1,451,354	(16,888)	1.1% Gross Patient Revenue	11,255,262	11,397,129	(141,867)	1.3%
(121,223)	34,224	(155,447)	(109.2%) Contractual Adjustments	(5,100,000)	340,992	(5,440,992)	(176.0%)
363,000	363,000	0	1.7% Capitation Rev	4,000,000	4,144,000	(144,000)	(3.5%)
1,709,965	1,988,726	(278,761)	20.6% Net Patient Revenue	11,086,662	16,872,121	(5,785,459)	(34.3%)
0	0	0	0.0% Other Revenue	954,000	0	954,000	100.0%
1,709,965	1,988,726	(278,761)	89.5% Total Revenue	12,040,662	16,872,121	(4,831,459)	(28.6%)
Operating Expense							
622,875	720,575	(97,700)	16.0% Salaries	6,574,808	7,250,000	(675,192)	(9.3%)
200,194	200,194	0	12.0% Benefits	4,222,418	4,882,000	(659,582)	(13.5%)
301,060	1,004,959	(703,899)	15.0% Total Salaries & Benefits	10,797,226	12,132,000	(1,334,774)	(11.0%)
465,960	310,222	(155,738)	60.0% Professional Fees/Registery	1,450,110	99,908	(1,350,202)	(135.8%)
89,704	87,505	(2,199)	2.5% Supplies	322,250	264,000	(58,250)	(22.1%)
229,600	266,000	(36,400)	4.0% Purchased Services	2,400,200	1,520,200	(880,000)	(58.0%)
12,431	9,000	(3,431)	0.4% Depreciation	129,617	90,000	(39,617)	(44.0%)
0.0%	15,601	15,601	0.0% Other Expense	10,000	149,315	(139,315)	(93.3%)
1,697,224	1,495,126	(202,098)	16.7% Total Direct Expense	15,058,647	13,712,472	(1,346,175)	(9.8%)
688,298	480,254	(208,044)	17.0% Overhead Allocation	4,899,224	4,603,877	(295,347)	(6.4%)
2,385,522	1,975,380	(410,142)	15.6% Total Expenses	19,957,871	18,316,349	(1,641,522)	(8.9%)
(675,557)	11,346	(686,903)	101.0% Net Income (Loss)	(7,917,209)	(82,228)	(7,834,981)	(95.3%)

Key Ratios

\$ 166.91	\$ 173.94	(\$ 7.03)	98.3% Gross Pt Revenue/Visit	\$ 16.66	\$ 176.58	\$ 159.93	9.6%
\$ 175.35	\$ 162.04	\$ 13.31	21.3% Total Revenue/Visit (net contract)	\$ 165.53	\$ 244.84	\$ 79.31	32.4%
\$ 100.11	\$ 151.06	\$ 50.95	6.6% Direct Costs/Visit	\$ 190.52	\$ 384.48	\$ 193.96	49.9%
\$ 91.15	\$ 98.56	\$ 7.41	4.4% Indirect Costs/Visit	\$ 64.70	\$ 61.53	\$ 3.17	5.2%
\$ 290.25	\$ 232.62	\$ 57.63	2.6% Total Medical Cost/Visit	\$ 255.22	\$ 446.01	\$ 190.79	42.8%
\$ 129.10	\$ 1.40	\$ 127.70	180.0% Net Income (Loss)/Visit	\$ 176.27	\$ 1.16	\$ 175.11	645.0%
\$ 629.64	\$ 502.55	\$ 127.09	2.6% Total Cost/Patient (I)	\$ 641.43	\$ 645.02	\$ 3.59	0.6%
111.6%	146.1%	(34.5%)	(16.1%) Net Pt Rev as % of Gross Rev	98.2%	113.9%	(15.7%)	(13.8%)
60.5%	62.6%	(2.1%)	1.6% Benefits as a % of Salaries	64.6%	49.3%	15.3%	23.5%
12.4%	15.6%	(3.2%)	3.9% Overhead % of Direct Exp	42.8%	44.9%	(2.1%)	(4.7%)
\$ 2,588			Gross Patient A/R (In 000s)				
\$ (230)			Exp Reserves (In 000s)				
\$ 1,878			Net A/R (In 000s)				
\$ 2,098			Whip A/R (In 000s)				
5.1			Gross A/R Days				
\$ 3,361			Cash Receipts (In 000s)				

Payer Mix

12.3%	13.7%	(1.4%)	6.0% Medicare	12.6%	12.8%	(0.2%)	(1.6%)
11.5%	11.4%	0.1%	(0.6%) Medi-Cal	14.8%	14.0%	0.8%	(5.4%)
69.7%	71.9%	(2.2%)	3.0% Mgmt / Unmanaged Care	20.2%	22.6%	(2.4%)	(11.9%)
1.0%	1.2%	(0.2%)	19.1% Insurance	1.1%	1.0%	0.1%	9.0%
2.0%	1.9%	0.1%	95.6% Self-pay / Indigent	2.4%	1.3%	1.1%	28.3%
100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%

**Children's Health Services
Income Statement
April 30, 2017**

Actual	Current Month		% Var		Year to Date			% Var
	Budget	Variance			Actual	Budget	Variance	
1,011	1,547	146	9.4%	Medical	16,990	13,854	1,136	10.3%
15.6	22.4	6.8	30.2%	Total FTEs	23.0	22.4	1.4	6.3%
Patient Revenue								
161,611	123,299	(38,312)	-31.1%	Patients Without Revenue	1,601,213	1,734,479	(133,266)	-8.3%
(149,260)	(64,011)	(85,249)	133.0%	Contract Adjustments	(1,821,421)	(814,584)	(1,006,837)	106.4%
91,428	91,451	(23)	0.0%	Capitation Rev	846,254	920,252	(73,998)	12.8%
105,109	100,617	(4,492)	4.5%	Net Patient Revenue	2,626,046	4,000,654	(1,374,608)	15.7%
0	0	0		Other Revenue	182,148	0	182,148	
105,109	100,617	(4,492)	4.5%	Total Revenue	2,815,709	4,000,654	(1,184,945)	41.2%
Operating Expense								
121,112	151,092	2,980	5.3%	Salaries	1,142,404	1,093,404	(48,999)	-4.3%
68,364	51,111	(17,254)	11.6%	Benefits	250,002	586,805	(336,803)	28.3%
191,676	141,020	(50,656)	4.2%	Total Salaries & Benefits	1,887,807	1,677,209	(210,598)	12.4%
12,625	0	(12,625)		Professional Fees/Registry	45,185	0	(45,185)	
4,596	12,252	8,159	63.1%	Supplies	61,544	124,012	62,468	46.3%
1,278	1,238	(40)	-1.6%	Purchased Services	29,841	12,425	(17,416)	139.2%
813	775	(38)	-1.2%	Depreciation	2,180	2,247	67	0.8%
2,124	2,459	335	15.7%	Other Expense	26,213	24,806	(1,407)	-5.4%
254,055	200,239	(53,816)	16.9%	Total Direct Expense	2,062,908	1,892,199	(170,709)	11.1%
65,684	49,101	(16,583)	14.0%	Allocation of Direct Admin Exp	641,861	512,141	(129,720)	118.2%
20,921	60,589	39,668	16.0%	Overhead Allocation	625,150	592,254	(32,896)	-13.7%
120,626	109,690	(10,936)	17.0%	Total Expenses	3,322,981	2,996,594	(326,387)	12.0%
(64,767)	90,684	(155,451)	-171.4%	Net Income (Loss)	(507,272)	1,140,650	(1,647,922)	194.4%
Key Ratios								
\$ 231.70	\$ 241.10	\$ (9.40)	11.0%	Gross Pt Revenue/Visit	\$ 219.84	\$ 251.41	\$ (31.57)	12.0%
\$ 180.69	\$ 258.56	\$ (77.87)	10.7%	Total Revenue/Visit	\$ 171.29	\$ 226.49	\$ (55.20)	12.6%
\$ 148.25	\$ 129.64	\$ 18.61	6.8%	Direct Costs/Visit	\$ 125.87	\$ 124.15	\$ 1.71	1.2%
\$ 70.70	\$ 80.90	\$ (9.20)	13.8%	Indirect Costs/Visit	\$ 26.88	\$ 34.84	\$ (8.96)	4.1%
\$ 218.94	\$ 200.14	\$ 18.80	9.3%	Total Medical Cost/Visit	\$ 202.76	\$ 198.29	\$ 4.47	2.4%
\$ (38.26)	\$ 58.62	\$ (96.88)	16.1%	Net Income (Loss)/Visit	\$ (10.94)	\$ 77.19	\$ (88.13)	-140.1%
55.8%	59.1%	1.8%	69.9%	Benefits as % of Salaries	66.0%	54.6%	11.4%	24.1%
81.1%	81.1%	0.0%	0.0%	Overhead % of Direct Exp	40.3%	40.1%	0.1%	0.0%
\$	\$	\$		Gross Patient AR (in 000s)				
\$	\$	\$		Total Revenues (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%	0.0%	Medicare	0.0%	0.0%	0.0%	
11.0%	11.1%	0.1%	0.7%	Medical	16.3%	12.6%	1.7%	29.1%
80.1%	80.5%	0.3%	0.1%	Medical/Management Care	81.2%	87.0%	1.8%	-4.8%
0.0%	0.3%	0.3%	71.7%	Insurance	0.4%	0.1%	0.1%	14.5%
0.2%	0.1%	0.1%	163.5%	Self Pay / Indigent	0.1%	0.3%	(0.2)%	71.7%
100.0%	100.0%	0.0%	0.0%		100.0%	100.0%	0.0%	0

**Family Medicine Clinic
Income Statement
April 30, 2017**

Actual	Current Month		% Var.		Actual	Year to Date		% Var.
	Budget	Variance				Budget	Variance	
10,49	1,721	(12%)		7.1% Visits	14,155	15,091	(2,666)	-18.3%
20%	226	22		9.7% Total CTR	18,2	226	4.2	19.3%
Revised Revenue								
221,776	254,010	(12,232)		17.7% Gross Patient Revenue	2,068,025	2,374,898	(1,066,874)	-12.9%
(5,824)	12,114	(17,932)		426.2% Contractual Adjustments	(1,028,281)	150,112	(1,178,393)	667.1%
88,078	104,887	(16,810)		15.2% Contract Revenue	812,422	1,016,804	(204,382)	-19.7%
251,947	175,010	(76,932)		52.9% Net Patient Revenue	1,852,164	1,565,310	(2,866,224)	-42.5%
0	0	0		Other Revenue	1,000,000	0	(1,000,000)	
251,947	175,010	(76,932)		12.3% Total Revenue	2,000,580	1,565,310	(1,550,290)	-44.7%
Operating Expense								
66,100	138,815	72,715		52.2% Salaries	1,250,646	1,012,129	(238,518)	-23.8%
5,119	41,048	20,028		12.9% Benefits	1,12,699	594,509	67,210	70.6%
101,544	199,863	98,319		99.2% Total Salaries & Benefits	1,881,345	2,102,283	421,518	18.6%
0	0	0		Professional Fees/Registry	22,602	0	(22,602)	
45,450	60,860	(15,410)		12.7% Supplies	371,222	189,218	(182,004)	-50.9%
6,151	2,122	926		13.7% Purchased Services	29,124	21,355	(7,769)	-4.4%
4,341	1,102	(1,141)		16.7% Depreciation	55,420	11,020	(22,450)	-68.0%
2,026	2,221	205		22.4% Other Expense	21,080	28,195	6,115	24.3%
159,672	233,073	73,400		15.5% Total Direct Expense	2,410,243	2,029,021	(209,828)	-8.0%
10,051	11,110	(6,892)		20.8% Allocation of Direct Admin Exp	45,161	131,150	(110,211)	-11.0%
71,568	108,431	12,921		31.5% Overhead Allocation	1,083,082	1,125,152	94,031	8.0%
221,291	370,704	99,461		26.8% Total Expenses	1,840,212	4,305,323	293,663	7.1%
(17,256)	4,329	(21,585)		428.2% Net Income (Loss)	(1,201,127)	(1,577,988)	(1,250,138)	-218.5%

Rpt Budget				Rpt Budget								
\$	136,04	\$	136,04	\$	(8,36)	\$	157,20	\$	150,89	\$	6,30	4.6%
\$	151,87	\$	214,18	\$	(57,30)	\$	152,00	\$	221,55	\$	(72,55)	-47.4%
\$	(12,94)	\$	142,47	\$	(151,54)	\$	181,52	\$	166,08	\$	12,45	10.5%
\$	68,48	\$	28,24	\$	(1,22)	\$	100,32	\$	96,16	\$	12,96	11.5%
\$	160,41	\$	210,22	\$	(44,31)	\$	292,61	\$	292,24	\$	40,41	11.6%
\$	(10,59)	\$	2,49	\$	(1,09)	\$	(1,01,96)	\$	(1,56,58)	\$	(101,58)	-292.5%
	53,62		44,45		(9,22)		50,6%		41,13		7.5%	-12.4%
	64,8%		44,8%		0.0%		62,8%		44,8%		0.0%	0.0%
\$	448											
\$	(1,11)											
\$	89											
\$	184											
\$	56.1											
\$	261											

Rpt Budget				Rpt Budget					
15.0%	15.5%	0.5%		11.1% Medicare	16.3%	15.5%	0.9%		5.6%
10.0%	13.0%	1.0%		8.0% Medicaid	9.0%	11.0%	1.0%		12.1%
66.5%	68.0%	1.0%		7.0% Medicaid Managed Care	65.2%	68.0%	1.0%		4.8%
1.5%	1.0%	0.1%		15.2% Insurance	1.5%	1.6%	0.1%		-0.1%
7.5%	1.5%	1.6%		101.5% Self Pay / Indigent	7.8%	4.7%	4.0%		140.6%
100.0%	100.0%	0.0%		0.0%	100.0%	100.0%	0.0%		0.0%

**Family Practice Clinic
Income Statement
April 30, 2017**

Quarter Month				Year to Date			
Actual	Budget	Variance	% Var.	Actual	Budget	Variance	% Var.
484	495	(11)	99.8% VHBs	4,805	4,806	(1)	99.9%
216	193	23	109.3% Total FEEs	279	193	86	144.6%
Patient Revenue				Patient Revenue			
21,520	225,424	(203,904)	99.4% Contracted Revenue	805,645	1,126,814	(321,169)	71.5%
(50,876)	(13,758)	(37,118)	91.7% Contractual Adjustments	(512,136)	(121,281)	(390,855)	138.5%
26,672	40,893	(14,221)	65.3% Capital Allow	434,768	320,124	(114,644)	135.8%
40,118	141,957	(101,839)	72.0% Net Patient Revenue	668,277	1,405,554	(737,277)	47.6%
0	0	0	Office Revenue	58,653	0	58,653	100.0%
40,118	141,957	(101,839)	72.0% Total Revenue	659,722	1,405,554	(745,832)	46.3%
Operating Expense				Operating Expense			
30,210	51,314	(21,104)	40.0% Salaries	172,345	503,015	(330,670)	34.3%
22,028	21,452	576	102.6% Benefits	221,142	202,618	18,524	110.1%
52,238	72,766	(20,528)	72.0% Total Salaries & Benefits	652,276	815,623	(163,347)	80.1%
27,051	0	(27,051)	Professional Fees/Registry	110,005	0	(110,005)	100.0%
1,051	4,843	(3,792)	65.3% Supplies	50,320	42,826	(7,494)	117.5%
11,614	11,339	275	102.4% Purchased Supplies	140,340	140,189	(151)	100.1%
251	283	(32)	11.2% Depreciation	2,523	2,850	(327)	111.2%
518	481	37	106.2% Other Expense	8,267	4,863	(3,404)	167.1%
116,953	92,864	(24,089)	125.9% Total Operating Expense	929,921	1,016,301	(86,380)	107.6%
11,280	12,056	(776)	22.1% Allocation of Direct Admin Exp	136,081	162,210	(26,129)	163.7%
51,257	42,635	(8,622)	25.0% Overhead Allocation	449,612	425,210	(24,402)	105.7%
183,989	147,555	(36,434)	20.6% Total Expenses	1,565,184	1,674,281	(109,097)	105.5%
(143,872)	(9,508)	(134,364)	143.2% Net Income (Loss)	(905,462)	(270,727)	(634,735)	245.1%
Key Ratios				Key Ratios			
\$ 150.4%	\$ 166.47	\$ (16.07)	90.8% Average Revenue/Visit	\$ 165.54	\$ 144.21	\$ (21.33)	115.0%
\$ 82.04	\$ 216.58	\$ (134.54)	38.4% Total Revenue/Visit	\$ 145.89	\$ 220.12	\$ (74.23)	106.7%
\$ 219.12	\$ 184.10	\$ 35.02	78.0% Direct Costs/Visit	\$ 208.25	\$ 110.28	\$ (98.00)	215.9%
\$ 116.99	\$ 36.21	\$ (80.78)	58.9% Indirect Costs/Visit	\$ 120.64	\$ 98.16	\$ (22.48)	122.8%
\$ 126.4%	\$ 220.11	\$ (93.71)	70.7% Total Medical Cost/Visit	\$ 122.19	\$ 208.94	\$ (86.75)	108.7%
\$ (294.11)	\$ (11.74)	\$ (282.37)	2042.3% Revenue/(Inv./Visit)	\$ (101.50)	\$ (10.79)	\$ (90.71)	1049.9%
21.2%	41.86%	20.66%	21.5% Benefits as % of Salaries	22.6%	51.1%	(28.5%)	42.9%
45.9%	45.9%	0.0%	0.0% Overhead % of Direct Exp	45.9%	45.9%	0.0%	100.0%
\$ 5.6			Less Patient AR (in 000s)				
\$ (50)			Less Reserves (in 000s)				
\$ 305			Net AR (in 000s)				
\$ 881			Wrap AR (in 000s)				
61.4			Grant AR Days				
\$ 5%			Cash Receiv (in 000s)				
Payer Mix				Payer Mix			
26.4%	21.0%	5.4%	25.0% Medicare	27.2%	21.0%	6.2%	119.3%
6.2%	6.0%	0.2%	6.1% Medicaid	5.2%	6.0%	0.8%	86.7%
16.3%	24.1%	(7.8%)	10.1% Medicaid Managed Care	66.2%	24.3%	(41.9%)	30.9%
1.4%	0.2%	1.2%	99.0% Insurance	1.0%	0.2%	0.8%	51.2%
2.1%	1.0%	1.1%	140.5% Self Pay / Indigent	1.9%	1.0%	0.9%	89.8%
100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%

**Primary Medicine Clinic
Income Statement
April 30, 2017**

Current Month				Year to Date			
Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
5,156	2,741	2,415	156%	27,617	28,522	(905)	122%
116	285	(169)	66%	721	719	2	99%
442,574	406,224	36,350	90%	1,892,806	1,748,102	144,704	105%
(97,963)	(10,760)	(87,203)	232%	(1,890,952)	(275,964)	(1,614,988)	594%
120,528	162,221	(41,693)	74%	1,862,150	1,672,138	190,012	105%
535,588	536,647	(1,059)	99%	1,896,684	5,027,653	(3,130,969)	213%
0	0	0		283,228	0	283,228	
535,588	536,647	(1,059)	99%	1,896,684	5,027,653	(3,130,969)	213%
182,951	190,398	(7,447)	96%	1,942,964	1,997,497	(54,533)	97%
81,109	85,991	(4,882)	94%	922,317	899,544	22,773	103%
268,205	276,099	(7,894)	97%	2,765,071	2,892,205	(127,134)	96%
151,698	5,848	(145,850)	2008%	888,702	58,291	(830,411)	12533%
22,032	21,508	524	103%	94,234	214,362	(120,128)	55%
20,505	20,507	(2)	100%	212,102	207,020	5,082	103%
349	142	207	147%	5,463	5,425	38	101%
726	1,200	(474)	60%	7,034	12,086	(5,052)	41%
858,108	122,574	(735,534)	6%	1,871,659	4,341,232	(2,469,573)	43%
79,944	54,420	(25,524)	145%	66,413	1,32,081	(65,668)	50%
155,349	112,913	(42,436)	138%	1,324,222	1,234,146	90,076	106%
887,981	493,659	(394,322)	78%	5,852,281	5,027,553	(824,728)	116%
(121,793)	48,500	(170,293)	408%	(1,081,823)	50,409	(1,132,232)	1309%

Key Ratios

4	140.22	\$	148.21	\$	(8.99)	5	2	2%	Gross Patient Revenue/Visit	\$	140.80	\$	152.95	\$	(12.15)	7%
5	163.12	\$	296.50	\$	(133.38)	16	9%	Total Revenue/Visit	\$	163.24	\$	207.13	\$	(43.89)	27%	
5	343.02	\$	119.31	\$	223.71	20	9%	Direct Costs/Visit	\$	143.11	\$	116.12	\$	26.99	30%	
5	29.56	\$	60.59	\$	(31.03)	21	9%	Indirect Costs/Visit	\$	27.06	\$	60.59	\$	(33.53)	53%	
5	218.46	\$	180.54	\$	37.92	21	0%	Total Medical Cost/Visit	\$	212.17	\$	204.91	\$	7.26	3%	
5	(55.02)	\$	15.91	\$	(70.93)	44%	0%	Net Income (Loss)/Visit	\$	(60.96)	\$	2.22	\$	(63.18)	284%	
	83.2%		45.2%		37.9%		1	1%	Benefits as a % of Salary		42.3%		42.2%		0.2%	
	24.7%		16.2%		8.5%		0	0%	Overhead % of Direct Exp		34.2%		36.2%		(6.0%)	
	777								Gross Payroll Amt (in \$000)							
	(263)								Less Reserves (in \$000)							
	511								Net Amt (in \$000)							
	719								Wage Amt (in \$000)							
	763								Gross All Days							
	508								Cash Receipts (in \$000)							

Byper (M)

26.0%	26.6%		0.6%	2.0%	26.7%		2%	2%	Medical		4.3%		4.3%		0.0%
4.0%	4.4%		0.7%	4.0%	4.3%		0.7%	10.0%	Medical Managed Care		10.0%		6.2%		7.5%
60.0%	66.2%		10.5%	10.0%	10.5%		0.5%	10.0%	Insurance		1.3%		1.5%		0.2%
1.2%	1.8%		0.6%	40.0%	39.5%		0.5%	40.0%	Sick Pay / Indigent		3.0%		3.8%		1.2%
2.6%	1.8%		0.8%	0.0%	0.0%		0.0%	0.0%			100.0%		100.0%		0.0%

Healthy Beginnings - California, Inc.
Income Statement
April 30, 2017

Current Month				Year to Date			
Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
234	138	96	140%	2,532	9,212	1,391	20.9%
124	154	26	17.1%	126	154	22	17.1%
Patient Revenue							
128,071	101,079	26,992	26.7%	1,556,961	1,094,639	462,322	34.8%
(42,078)	19,650	(61,728)	(313.1%)	(52,112)	172,809	(69,697)	(40.3%)
95,993	120,729	(24,736)	(20.5%)	1,092,548	1,267,448	(174,900)	(13.8%)
119,752	158,438	(38,686)	(24.4%)	1,569,152	1,547,561	21,591	1.4%
0	0	0	0%	0	0	0	0%
119,752	158,438	(38,686)	(24.4%)	1,705,116	1,547,561	157,555	10.2%
Operating Expense							
72,597	74,277	(1,680)	(2.3%)	688,312	210,523	477,789	227.4%
11,977	29,989	(18,012)	(60.1%)	89,125	(29,642)	(118,767)	(402.2%)
103,620	104,241	(621)	(0.6%)	1,072,897	1,040,216	32,681	3.1%
12,596	0	12,596	100%	145,519	0	145,519	100%
319,500	2,415	(2,105)	(87.2%)	41,228	22,226	19,002	85.5%
2,146	9,369	(7,223)	(77.1%)	96,222	52,995	117,927	222.7%
536	549	(13)	(2.4%)	5,314	5,991	(677)	(11.3%)
1,423	1,443	(20)	(1.4%)	11,698	14,218	(2,520)	(17.8%)
171,637	139,546	32,091	23.0%	1,413,022	1,152,466	260,556	22.6%
2,154	15,128	(12,974)	(85.8%)	289,911	152,242	137,669	90.4%
67,312	46,942	20,370	43.6%	122,057	615,418	(493,361)	(80.3%)
262,184	129,565	132,619	102.3%	2,238,045	1,767,186	470,859	26.7%
(142,432)	(25,126)	(117,306)	(86.8%)	(452,229)	(189,585)	(262,644)	(135.9%)
Key Ratios							
\$ 128.21	\$ 161.32	\$ 33.11	10.1%	\$ 201.22	\$ 169.22	\$ 32.00	19.0%
\$ 114.42	\$ 241.94	\$ 127.52	11.1%	\$ 251.22	\$ 293.54	\$ 42.32	14.4%
\$ 234.15	\$ 187.24	\$ 46.91	25.1%	\$ 212.59	\$ 286.01	\$ 73.42	25.7%
\$ 123.54	\$ 74.19	\$ 49.35	39.8%	\$ 106.20	\$ 92.51	\$ 13.69	14.8%
\$ 45,749	\$ 281.41	\$ 45,468	16.2%	\$ 204.29	\$ 283.55	\$ 79.26	27.9%
\$ (210.42)	\$ (49.40)	\$ (161.02)	(32.6%)	\$ (60.04)	\$ (24.03)	\$ (36.01)	(150.1%)
42.8%	40.4%	2.4%	6.0%	55.6%	42.2%	13.4%	31.7%
19.1%	19.1%	0.0%	0.0%	19.1%	29.2%	(10.1%)	(34.6%)
\$ 218							
\$ (5)							
\$ 187							
\$ 52							
\$ 66.7							
\$ 136							
Payer Mix							
2.6%	2.4%	0.2%	7.2%	1.3%	2.2%	1.0%	44.2%
32.9%	44.9%	(12.0%)	(25.4%)	32.5%	41.2%	8.7%	21.1%
62.9%	47.6%	15.3%	12.3%	64.9%	54.6%	10.3%	22.9%
1.4%	6.2%	(4.8%)	(78.2%)	0.2%	6.3%	(6.1%)	(96.2%)
0.8%	0.9%	(0.2%)	(22.2%)	1.1%	0.1%	1.0%	10.0%
100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%

**Healthy Beginnings - French Camp
Income Statement
April 30, 2017**

Current Month				Year to Date			
Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
251	600	349	58.17%	1,804	6,249	4,445	71.26%
1114	128	986	771.95%	347	128	219	171.10%
Patient Revenue				Patient Revenue			
176,898	82,225	94,673	115.14%	1,799,509	938,926	860,583	91.66%
65,421	66,490	(1,069)	-1.61%	240,226	649,420	(409,194)	-63.01%
60,520	17,808	42,712	239.91%	5,96,475	149,859	446,616	298.14%
200,898	191,523	9,375	4.90%	2,025,279	1,999,205	26,074	1.31%
0	0	0	0.00%	0	0	0	0.00%
200,898	191,523	9,375	4.90%	2,025,279	1,999,205	26,074	1.31%
Operating Expense				Operating Expense			
62,987	93,218	(30,231)	-32.44%	617,630	577,217	40,413	7.00%
12,622	42,326	(29,704)	-70.18%	414,294	340,212	74,082	21.78%
95,659	140,444	(44,785)	-31.90%	1,034,424	1,262,914	(228,490)	-18.09%
52,000	4,363	47,637	1092.07%	198,950	41,677	157,273	377.44%
9,197	8,277	(920)	-11.12%	128,280	89,223	39,057	43.78%
2,926	2,926	0	0.00%	96,228	59,243	36,985	62.28%
2,808	912	1,896	207.90%	215,070	59,190	155,880	263.35%
656	1,092	(436)	-39.84%	2,753	11,070	(8,317)	-75.17%
163,607	160,415	3,192	1.99%	1,408,013	1,461,054	(53,041)	-3.63%
22,568	11,250	11,318	100.51%	224,668	112,212	112,456	100.22%
18,283	66,751	(48,468)	-72.76%	121,047	109,206	11,841	10.83%
284,950	238,936	46,014	19.26%	2,441,233	2,293,060	148,173	6.46%
(53,554)	(62,143)	8,589	-13.82%	(166,004)	(223,800)	57,796	-25.82%

Key Ratios

\$ 166,301	\$ 130,268	\$ 36,033	27.65%	\$ 165,899	\$ 107,005	\$ 58,894	54.94%
\$ 267,511	\$ 299,228	(\$ 31,717)	-10.60%	\$ 276,166	\$ 436,222	(\$ 160,056)	-36.69%
\$ 217,881	\$ 250,015	(\$ 32,134)	-12.85%	\$ 199,944	\$ 241,880	(\$ 41,936)	-17.34%
\$ 170,966	\$ 172,621	(\$ 1,655)	-0.96%	\$ 102,952	\$ 118,225	(\$ 15,273)	-12.92%
\$ 118,262	\$ 121,266	(\$ 3,004)	-2.48%	\$ 292,980	\$ 362,513	(\$ 69,533)	-19.18%
\$ (71,111)	\$ (71,941)	830	-1.15%	\$ (21,241)	\$ (15,011)	(\$ 6,230)	-41.50%
\$ 51,055	\$ 50,608	447	0.88%	\$ 62,575	\$ 43,055	\$ 19,520	45.34%
\$ 41.2%	\$ 41.2%	0.0%	0.00%	\$ 41.2%	\$ 41.2%	\$ 0.0%	0.00%
\$ 222							
\$ 154							
\$ 271							
\$ 56							
\$ 19.1							
\$ 140							

Payer Mix

1.0%	1.3%	0.3%	19.0%	4.0%	4.0%	0.0%	16.2%
26.0%	21.2%	4.8%	26.4%	25.0%	19.5%	5.5%	29.4%
98.0%	67.5%	30.5%	31.1%	69.0%	61.0%	8.0%	1.3%
2.0%	1.0%	1.0%	66.2%	2.3%	2.2%	0.1%	98.9%
0.4%	1.1%	(0.7)%	66.2%	0.3%	1.0%	(0.7)%	64.1%
100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%

**Hazleton Clinic
Income Statement
April 30, 2017**

Current Month				Year to Date				
Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	
521	636	122	53.0%	Visits	1,657	1,329	498	27.0%
28	0	(28)		Total FTEs	0	0	(0)	
Patient Revenue				Patient Revenue				
53,867	44,086	(9,781)	53.0%	Outpatient Revenue	21,548	416,070	(412,122)	-61.2%
53,514	42,356	(11,158)	26.2%	Contractual Adjustments	(91,799)	198,641	(2,042)	3.3%
28,799	20,337	8,462	18.2%	Physician Compensation	81,667	70,571	1,096	1.4%
145,715	178,880	(44,174)	24.1%	Net Patient Revenue	145,615	718,184	(171,048)	-22.0%
0	0	0		Other Revenue	0	0	0	
145,715	178,880	(44,174)	24.1%	Total Revenue	145,615	718,184	(171,048)	-22.0%
Operating Expense				Operating Expense				
0	0	0		Salaries	0	0	0	
0	0	0		Benefits	0	0	0	
0	0	0		Total Salaries & Benefits	0	0	0	
46,790	0	46,790		Professional Fees/Registry	10,290	0	(10,290)	
8,196	10,812	2,616	24.0%	Supplies	26,957	13,347	(13,610)	-82.2%
87,813	117,651	29,838	23.2%	Non-based Services	411,321	466,166	26,211	5.7%
0	0	0		Depreciation	0	0	0	
96	7,923	7,827	96.7%	Other Expense	295	11,700	(11,405)	-98.0%
142,874	128,592	(14,282)	10.0%	Total Direct Expense	560,121	515,198	(44,923)	-8.7%
0	14,425	14,425	12.0%	Allocation of Direct Activity Exp	13,489	67,813	54,324	80.1%
61,519	15,476	(46,043)	10.2%	Overhead Allocation	291,345	221,992	(129,243)	-58.3%
218,141	198,698	(19,444)	-7.8%	Total Expenses	815,145	804,931	(10,212)	-1.3%
178,426	(19,809)	(58,617)	-21.0%	Net Income (Loss)	(470,110)	(166,810)	(303,300)	-441.4%

Key Ratios								
\$ 102,961	\$ 314,908	\$ (211,947)	69.1%	Direct Pt Revenue/Visit	\$ 42.92	\$ 140.04	\$ (128,122)	-82.0%
\$ 250,000	\$ 1,216,653	\$ (966,653)	49.8%	Total Revenue/Visit	\$ 206.92	\$ 540.20	\$ (333,282)	-61.2%
\$ 274,128	\$ 471,918	\$ (197,790)	26.6%	Direct Costs/Visit	\$ 336.13	\$ 387.62	\$ (51,500)	-11.3%
\$ 116,227	\$ 201,330	\$ (85,103)	-12.5%	Internal Costs/Visit	\$ 172.86	\$ 212.99	\$ (40,131)	-29.0%
\$ 909,455	\$ 573,866	\$ (335,411)	21.0%	Total Medical Cost/Visit	\$ 480.99	\$ 605.61	\$ (116,621)	-19.3%
\$ (149,915)	\$ (1,727,213)	\$ (1,577,298)	167.1%	Net Income (Loss)/Visit	\$ (282.07)	\$ (66.43)	\$ (215,668)	-313.3%

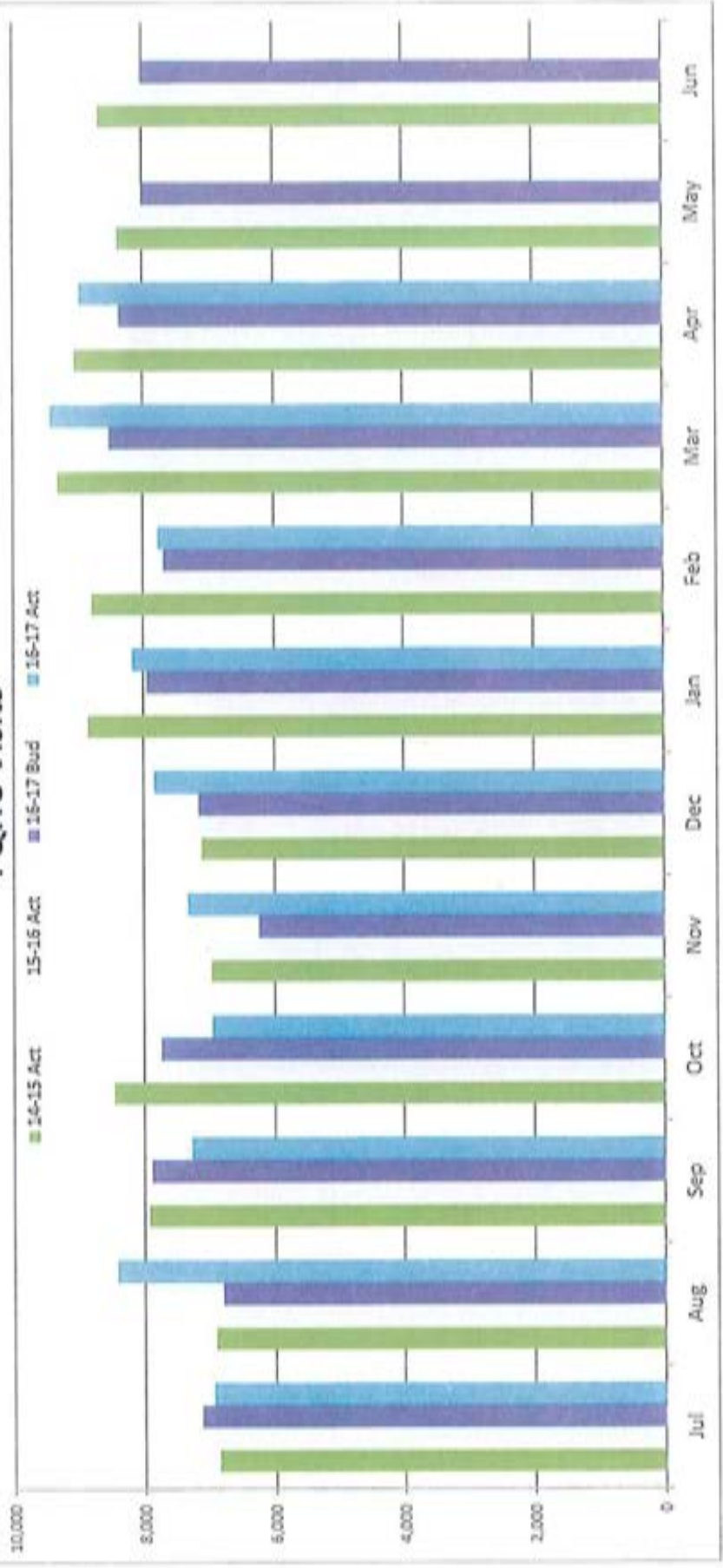
44.1%	44.1%	0.0%	0.0%	Benefits as % of Salaries	44.1%	44.1%	0.0%	0.0%
\$ 68				Overhead % of Direct Exp				
\$ (17)				Days Patient AR (in 000s)				
\$ 54				Days Reserves (in 000s)				
\$ 24				Net AR (in 000s)				
84.5				Wages AR (in 000s)				
\$ 12				Gross AR Days				
				Cash Receipts (in 000s)				

Payer Mix								
5.1%	31.0%	15.2%	24.8%	Medicare	5.8%	27.2%	16.0%	-26.1%
67.9%	3.0%	42.8%	161.1%	Medicaid	66.9%	4.2%	17.7%	1124.8%
12.1%	74.4%	42.0%	26.2%	Medical Managed Care	14.5%	22.8%	48.1%	124.2%
6.9%	0.2%	6.2%	111.1%	Insurance	5.9%	0.2%	5.1%	-714.1%
0.1%	1.0%	8.0%	847.0%	Self Pay / Indigent	14.0%	1.1%	12.0%	111.12%
100.0%	100.0%	0.0%	0.0%		100.0%	100.0%	0.0%	0

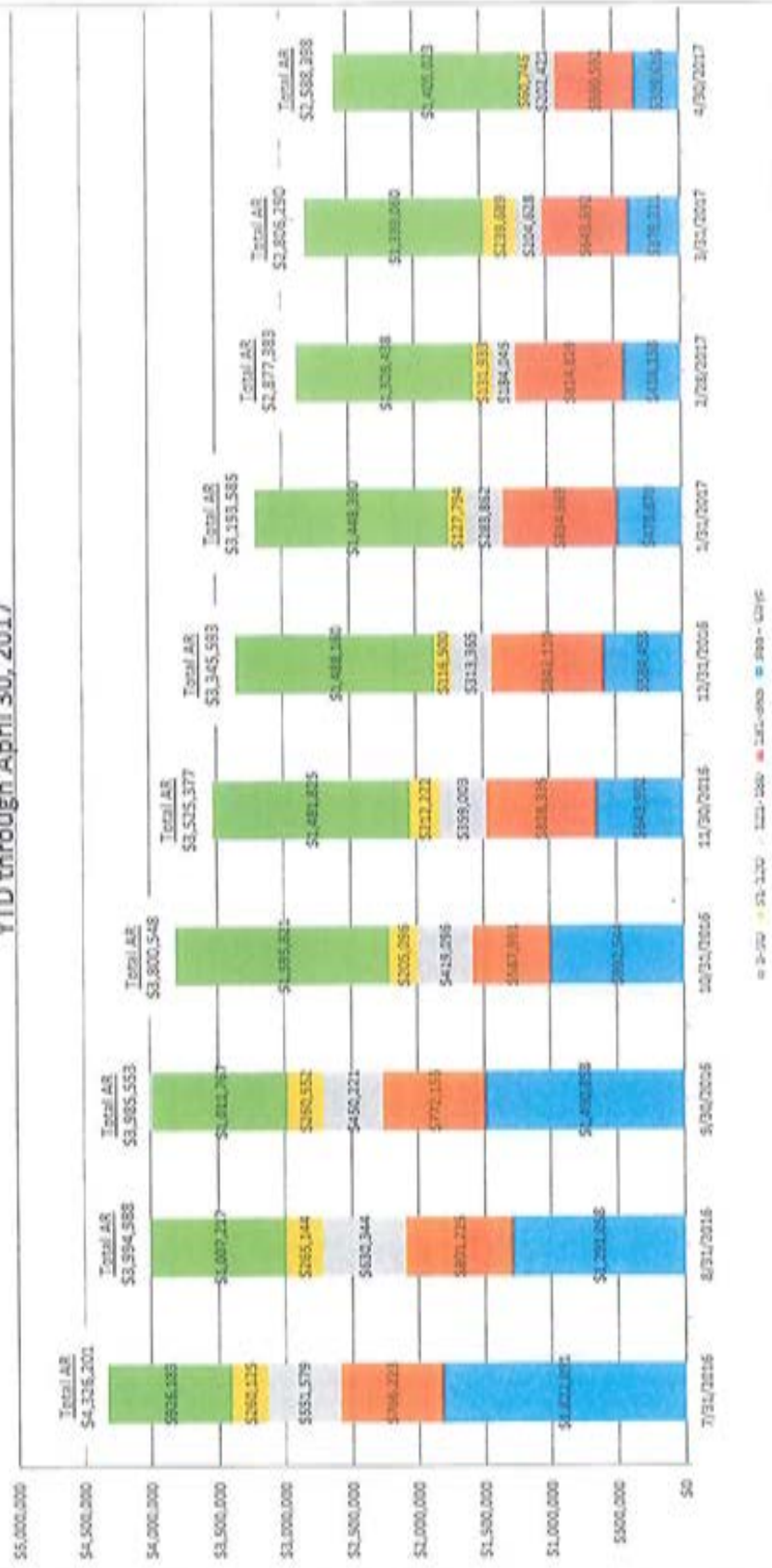
**FQ Administration
Income Statement
April 30, 2017**

Current Month				Year to Date			
Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
0	0	0	25.7%	0	0	0	15.4%
Total LTIS							
Revenue							
0	0	0	100%	0	0	0	100%
Office Revenue				Office Revenue			
0	0	0	100%	0	0	0	100%
Total Revenue				Total Revenue			
Operating Expense							
40,011	40,017	(1,034)	10.2%	554,229	462,119	(92,151)	19.7%
Salaries				Salaries			
70,112	42,405	27,663	16.6%	287,811	434,408	186,647	44.0%
Benefits				Benefits			
86,969	88,592	1,629	1.8%	807,080	901,567	94,487	10.5%
Total Salaries & Benefits				Total Salaries & Benefits			
22,221	0	(22,221)		80,000	0	(80,000)	
Professional Fees/Registry				Professional Fees/Registry			
(1,861)	0	1,861		79,160	0	(79,160)	
Supplies				Supplies			
132,121	16,217	115,904	42.3%	1,276,707	967,420	(309,667)	19.0%
Purchased Services				Purchased Services			
1,252	1,252	0	0.0%	27,023	12,500	(14,523)	17.0%
Depreciation				Depreciation			
508	1,148	7,501	82.0%	5,097	11,377	21,589	83.8%
Other Expense				Other Expense			
254,372	191,279	(62,643)	32.2%	2,278,881	1,967,934	(345,947)	12.9%
Total Direct Expense				Total Direct Expense			
0	0	0		0	0	0	
Overhead Allocation				Overhead Allocation			
254,372	191,279	(62,643)	12.2%	2,278,881	1,967,934	(345,947)	12.9%
Total Expenses				Total Expenses			
(254,372)	(191,229)	(62,643)	12.2%	(2,278,881)	(1,932,934)	(345,947)	12.9%
Net Income (Loss)				Net Income (Loss)			

FQHC Visits



San Joaquin County Clinics Gross Accounts Receivable Aging YTD through April 30, 2017



■ 0-90
 ■ 91-120
 ■ 121-180
 ■ 181-360
 ■ 361-540
 ■ 541-720
 ■ 721-900
 ■ 901-1080
 ■ 1081-1260
 ■ 1261-1440
 ■ 1441-1800

STANDARD
S. 200
ADDITIONAL

PERFORMANCE REPORT

Year 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012

Background: The following information is provided for the purpose of the Bureau of the National Institute of Standards and Technology (NIST) to assist in the understanding of the performance of the program. The information is provided for the purpose of the program and is not intended to be used for any other purpose. The information is provided for the purpose of the program and is not intended to be used for any other purpose. The information is provided for the purpose of the program and is not intended to be used for any other purpose.

SJCC

Summary of Unlocked and Unclaimed Accounts

As of 4/30/17

Office	Total	Apr	Mar	Feb	Jan
Children's Health Services	96	96			
Family Medicine Clinic	127	115	10	1	1
Family Practice Clinic	68	68			
Primary Medicine Clinic	69	69			
Healthy Beginnings - CA	63	58	5		
Healthy Beginnings - FC	70	68	2		
Hazleton	98	91	7	4	
Office Totals by Month	791	767	19	4	1

FCI Clinic Audit by Lynne Buckner

Search Dates: 4/1/2017 - 4/30/2017

Audit Results

CLINIC	PHYSICIAN	ACCT. NUMBER	DOB	
PRIMARY MEDICINE CLINIC	RAMIRO ZUNIGUO	400235	4/4/2017	✓
PRIMARY MEDICINE CLINIC	WALTER SINGH	400500	4/17/2017	09212111600109214
PRIMARY MEDICINE CLINIC	BERNIE LOYDICE, PA	400473	4/17/2017	✓
PRIMARY MEDICINE CLINIC	HARSH CHANDER	400407	4/14/2017	✓
PRIMARY MEDICINE CLINIC	SOUJANYA SUBAVARAPU	400544	4/6/2017	09212111600109214
FAMILY MEDICINE CLINIC	RIHANI WUNNAYA	402609	4/7/2017	09212111600109214
FAMILY MEDICINE CLINIC	ANNA TATE	480140	4/6/2017	✓
FAMILY MEDICINE CLINIC	ERIC CHAPA	405977	4/6/2017	✓
FAMILY MEDICINE CLINIC	CLYAS PARRA	400906	4/4/2017	✓
FAMILY MEDICINE CLINIC	KINMARI PARKIE	404919	4/5/2017	✓
CHILDRENS HEALTH SERVICES	MAMTA PAUL	402616	4/12/2017	✓
CHILDRENS HEALTH SERVICES	CYBI FREGLIA, NP	403370	4/17/2017	09212111600109214
CHILDRENS HEALTH SERVICES	PATRICIA APOLINARIO	406602	4/3/2017	✓
CHILDRENS HEALTH SERVICES	PATARA RODRIGUES	481290	4/17/2017	✓
CHILDRENS HEALTH SERVICES	ADRISE LOOMBA	500508	4/7/2017	✓
HEALTHY BEGINNINGS CALIF ST	MAMADANA MCNAMEN	402083	4/12/2017	5005025
HEALTHY BEGINNINGS CALIF ST	JASON BASS	401946	4/11/2017	09212111600109214
HEALTHY BEGINNINGS CALIF ST	ESTELLE BUTTERFIE	400204	4/7/2017	✓
HEALTHY BEGINNINGS CALIF ST	ANHEL	400703	4/10/2017	✓
HEALTHY BEGINNINGS CALIF ST	JAMON BASS	400207	4/7/2017	✓
HEALTHY BEGINNINGS FRENCH	BENNYE RODRIGES	500079	4/26/2017	✓
HEALTHY BEGINNINGS FRENCH	SREELATHA POTTAIA	400173	4/7/2017	✓
HEALTHY BEGINNINGS FRENCH	TONIA HARRIS STANLI	400640	4/12/2017	✓
HEALTHY BEGINNINGS FRENCH	ILLIENNE RICHAI	402704	4/12/2017	✓
HEALTHY BEGINNINGS FRENCH	SCOTT WHEE, PA	405003	4/19/2017	✓
FAMILY PRACTICE CALIF ST	FARHAN FAROOQ	405867	4/19/2017	09212111600109214
FAMILY PRACTICE CALIF ST	FARHAN FAROOQ	480313	4/5/2017	✓
FAMILY PRACTICE CALIF ST	INTANU WUNNAYA	405944	4/20/2017	✓
FAMILY PRACTICE CALIF ST	SCOTT WHEE, PA	487574	4/4/2017	✓
FAMILY PRACTICE CALIF ST	FARHAN FAROOQ	482456	4/4/2017	✓

Total Sample

30

San Joaquin General Hospital-FQHC LAL Clinics
DRAFT Budget, Fiscal Year 2017-2018

		2017 - 2018 Budget										
		Children's Health Services (H7080)	Family Medicine (H7092)	Family Practice Calf SK (H7093)	Primary Medicine (H7095)	Healthy Beginnings California Street (H7182)	Healthy Beginnings French Camp (H7183)	Haasilton Clinic (H7184)	Manteca (H7085)	FQ Admin	Total	
Projected 2017												
Net Pt Rev as % of Gr Rev	\$	73.5%	77.5%	116.3%	88.0%	85.3%	137.5%	152.2%	120.8%	0.0%	54.0%	
Benefits as a % of Services	\$	51.7%	45.0%	54.5%	35.8%	37.4%	48.9%	0.0%	100.0%	74.4%	46.9%	
Overhead % of Direct Exp	\$	30.2%	44.7%	46.5%	34.2%	39.3%	41.7%	42.6%	42.5%	0.0%	33.8%	
Gross Revenue per Visit	\$	243.19	171.52	180.82	151.81	208.33	168.71	179.00	164.00	\$	\$ 383.25	
Net Revenue per Visit	\$	179.69	133.58	210.21	133.52	177.78	231.59	272.37	222.31	\$	\$ 172.17	
Direct Costs/Visit	\$	176.34	151.95	151.22	176.72	251.44	272.32	360.42	283.22	\$	\$ 211.02	
Indirect Costs/Visit	\$	42.97	75.10	77.71	53.07	87.37	103.80	142.82	104.36	\$	\$ 71.30	
Total Medical Cost/Visit	\$	219.31	227.05	228.93	229.79	338.81	376.12	503.24	387.58	\$	\$ 282.33	
Total Cost/Patient (1)	\$	548.29	667.63	672.33	574.48	847.03	940.31	1,258.09	968.96	\$	\$ 795.82	
Net Income/Loss/Visit	\$	(39.63)	(133.47)	(58.72)	(96.27)	(161.03)	(144.53)	(230.85)	(165.27)	\$	\$ (110.15)	
Payer Mix												
Medicare		0.0%	16.5%	28.8%	26.6%	0.9%	3.4%	28.8%	13.1%	0.0%	13.8%	
Medi-Cal		17.2%	9.0%	2.7%	4.4%	33.1%	26.0%	2.7%	10.9%	0.0%	12.5%	
Medi-Cal Managed Care		82.2%	64.6%	65.6%	64.8%	65.8%	68.9%	65.9%	73.0%	0.0%	70.0%	
Insurance		0.5%	1.5%	1.0%	1.2%	0.7%	1.4%	1.0%	1.7%	0.0%	1.0%	
Self Pay		2.3%	8.1%	1.7%	2.9%	0.4%	0.4%	1.7%	1.2%	0.0%	2.2%	
Indigent		0.0%	0.1%	0.1%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%	

(1) Average Visits per Patient is 2.5 per the ACS Director