

**Sliding Fee Scale for  
San Joaquin General Hospital  
San Joaquin County Clinics**

**2018 Federal Poverty Level Based on Monthly Income by Family Size**

	<b>\$30 Nominal Fee</b>	<b>\$40 Minimum Fee</b>	<b>\$50 Minimum Fee</b>	<b>\$60 Minimum Fee</b>
<b>Family Size</b>	<b>0-100%</b>	<b>101 - 133%</b>	<b>134 - 150%</b>	<b>151 - 200%</b>
1	\$1,011.67	\$1,345.52	\$1,517.51	\$2,023.34
2	\$1,371.67	\$1,824.32	\$2,057.51	\$2,743.34
3	\$1,731.67	\$2,303.12	\$2,597.51	\$3,463.34
4	\$2,091.67	\$2,781.92	\$3,137.51	\$4,183.34
5	\$2,451.67	\$3,260.72	\$3,677.51	\$4,903.34
6	\$2,811.67	\$3,739.52	\$4,217.51	\$5,623.34
7	\$3,171.67	\$4,218.32	\$4,757.51	\$6,343.34
8	\$3,531.67	\$4,697.12	\$5,297.51	\$7,063.34
<b>Each additional person +8</b>	<b>\$360.00</b>	<b>\$478.80</b>	<b>\$540.00</b>	<b>\$720.00</b>

For persons above 200% of poverty, full charges will be assessed unless patients apply and qualify for other charity discounts.

Source: <https://www.federalregister.gov/documents/2018/01/18/2018-00814/annual-update-of-the-hhs-poverty-guidelines>

SICC Clinical Performance Indicators -- Summary Dashboard

Measure	CY 2017	CY 2016	Target	Benchmark Source	Reference
DM A1c Control	58.57% $\downarrow$	68.57% $\downarrow$	49.08%	HEDIS CIS - 2015 DHCS MCMC Average	NQF 0059
CVD BP Control	59.81%	50.79%	63.42%	PRIME DY 12 Target	NQF 0018
Pap Screening	54.29% $\downarrow$	52.86% $\downarrow$	56.00%	UDS National Data 2015	NQF 0032
Prenatal Care in 1st Trimester	60.97%	57.23%	77.90%	HP2020	UDS 6B
Birth Weight < 2500 gm	8.51%	10.49%	7.80%	HP2020	UDS 7
Pediatric Immunizations	44.29% $\downarrow$	60.00% $\uparrow$	73.72%	HEDIS - 2015 DHCS MCMC Average	NQF 0038
Pediatric Dental Referrals (non-UDS)	98.57% $\downarrow$	93.77% $\downarrow$	33.20%	HP2020	NQF 1334
Pediatric BMI Screening and Intervention	72.97%	80.91%	54.70%	HP2020	NQF 0024
Adult BMI Screening and Intervention	61.30%	60.65%	53.60%	HP2020	NQF 0421
Tobacco Use Screening and Intervention	87.40%	90.99%	82.80%	UDS National Data 2015	NQF 0027
Asthma Pharmacological Therapy	93.91%	90.57%	49.08%	HEDIS - 2015 DHCS MCMC Average	NQF 0047
CAD Lipid Therapy	84.85%	86.55%	77.90%	UDS National Data 2015	NQF 0074
IVD Aspirin Therapy	85.88%	86.63%	78.00%	UDS National Data 2015	NQF 0068
Colorectal Cancer Screening	54.29%	42.86% $\downarrow$	59.85%	PRIME DY 12 Target	NQF 0034
HIV Linkage to Care	63.64%	60.00%	74.70%	UDS National Data 2015	UDS 6B
Depression Screening and Follow-up	70.67%	54.80%	78.86%	PRIME DY 12 Target	NQF 0418

Abbreviations

- A1c: Glycosylated Hemoglobin
- BP: Blood Pressure
- DM: Diabetes Mellitus
- CVD: Cardiovascular Disease
- BMI: Body Mass Index
- CAD: Coronary Artery Disease
- IVD: Ischemic Vascular Disease
- UDS: Uniform Data System
- HP2020: Healthy People 20/20
- HEDIS CIS: Healthcare Effectiveness Data Information Set Childhood Immunization Status
- DHCS: Department of Health Care Services
- MCMC: Managed Care Medi-Cal
- TBD: To Be Determined
- PCMH: Patient-Centered Medical Home
- PRIME: Medicaid Waiver 2020 (Public Hospital Redesign & Incentives in Medi-Cal)
- NQF: National Quality Forum

Specifications

DM A1c Control: Patients age 18-75 (1 visit) with DM whose most recent HbA1c level during the measurement year is <8 %

CVD BP Control: Patients age 18-85 (1-2 visits) with HTN whose most recent blood pressure level during the measurement year is systolic < 140 mmHg AND diastolic < 90 mmHg

Pap Screening: Female patients age 23-64 (1 visit) seen during the measurement year that have had a Pap test within the measurement year or two years prior

Prenatal Care in 1st Trimester: Obstetrical patients with initial prenatal exam completed in the first trimester (includes all patients who receive prenatal care during the measurement year)

Birth Weight < 2500 gm: Number of deliveries where child weighed < 2,500 grams (includes all neonates that received prenatal care at SICC regardless of where delivered)

Pediatric Immunizations: Children who have received age appropriate vaccines prior to their 2nd birthday during the measurement year that were referred to the dentist for oral health care

Pediatric Dental Referrals (non-UDS): Number of children that received a well child exam (CHDP) during the measurement year that were referred to the dentist for oral health care

Pediatric BMI Screening and Intervention: Patients age 3-17 (1 visit) with BMI %ile, counseling for nutrition, and counseling for physical activity documented in the measurement year

Adult BMI Screening and Intervention: Patients age 18 and older (1 visit) with BMI documented during the measurement year AND if under age of 65 18.5=<BMI>=25 /over age 65 23=<BMI>=30 counseling for nutrition, physical activity, and have follow-up plan documented

Tobacco Use Screening and Intervention: Patients age 18 and older (1 visit) seen in the measurement year who have been screened for tobacco use AND if screen + have documentation on tobacco cessation

Asthma Pharmacological Therapy: Patients age 5-64 (2 visits) with asthma with 1 visit in the measurement year that have been prescribed long term controller medication during the current year

CAD Lipid Therapy: Patients age 18 and older with CAD (1 visit) and been prescribed a lipid-lowering medication during the measurement year

IVD Aspirin Therapy: Patients age 18 and older with IVD (1 visit) and been prescribed an antithrombotic medication during the measurement year

Colorectal Cancer Screening: Patients age 50-75 (1 visit) seen in the measurement year who had appropriate screening for colorectal cancer (colonoscopy <= 10 yrs, flex sig <= 5 yrs, or annual FOB/FIT testing)

HIV Linkage to Care: Newly-diagnosed HIV patients in the measurement year with documentation of referral and treatment initiation within the first 90 days of diagnosis

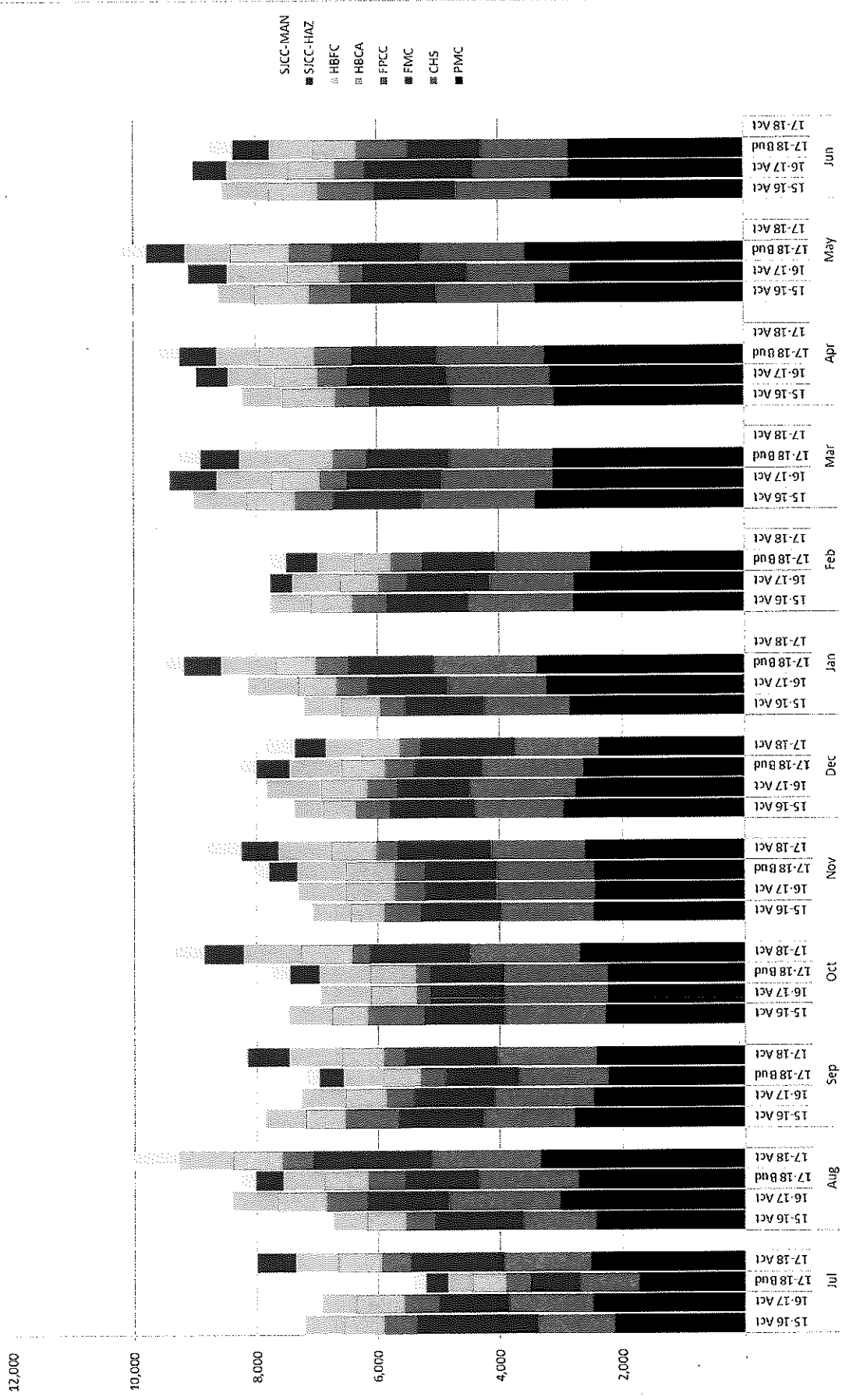
Depression Screening and Follow-up: Patients 12 yrs and older (1 visit) screened for depression with a standardized tool (PHQ-2/9) during the measurement year AND if screen + have follow-up plan documented

\* Random Sample (not whole universe)

San Joaquin General Hospital

# FQHC LAL Clinics

FINANCIAL RESULTS  
DECEMBER 2017



**San Joaquin Community Clinics  
Income Statement  
December 31, 2017**

	Current Month		
	Actual	Budget	Variance

	Year to Date		
	Actual	Budget	Variance

7,892 8,393 (501) -6.0% Total Visits  
 7,345 8,393 (1,048) -12.5% Billable Visits  
 115.0 132.1 17.1 12.9% Total FTEs

\$ 201,330	\$ 204,978	\$ (3,648)	-1.8%	Patient Revenue
\$ 194,179	\$ 205,829	(11,650)	-5.7%	Medicare
\$ 1,015,016	\$ 1,086,021	(71,005)	-6.5%	Medi-Cal Fee-for-Service
\$ 23,020	\$ 15,763	7,257	46.0%	Medi-Cal Managed Care
\$ 33,958	\$ 32,332	1,626	5.0%	Insurance
\$ 347	\$ 920	(573)	-62.3%	Self Pay
				Indigent
<b>1,467,850</b>	<b>1,545,843</b>	<b>(77,993)</b>	-5.0%	<b>Gross Patient Revenue</b>
(1,371,091)	(578,852)	(792,239)	-136.9%	Contractual Adjustments
484,313	492,595	(8,282)	-1.7%	Capitation Rev
<b>581,072</b>	<b>1,459,586</b>	<b>(878,514)</b>	-60.2%	<b>Net Patient Revenue</b>
0	0	0		Other Revenue
<b>581,072</b>	<b>1,459,586</b>	<b>(878,514)</b>	-60.2%	<b>Total Revenue</b>

584,029	850,460	266,431	31.3%	<b>Operating Expense</b>
364,851	429,566	64,715	15.1%	Salaries
<b>948,880</b>	<b>1,280,026</b>	<b>331,146</b>	25.9%	<b>Total Salaries &amp; Benefits</b>
138,279	79,034	(59,245)	-75.0%	Professional Fees/Registry
210,352	95,480	(114,872)	-120.3%	Supplies
166,893	302,410	135,517	44.8%	Purchased Services
20,182	11,949	(8,233)	-68.9%	Depreciation
23,200	18,222	(4,978)	-27.3%	Other Expense
<b>1,507,786</b>	<b>1,787,121</b>	<b>279,335</b>	15.6%	<b>Total Direct Expense</b>
530,310	589,570	59,260	10.1%	Overhead Allocation
<b>2,038,096</b>	<b>2,376,691</b>	<b>338,595</b>	14.2%	<b>Total Expenses</b>
<b>(1,457,024)</b>	<b>(917,106)</b>	<b>(539,919)</b>	-58.9%	<b>Net Income (Loss)</b>

\$ 1,190,594	\$ 1,109,651	\$ 80,943	7.3%
1,297,564	\$ 1,121,804	175,760	15.7%
6,426,343	\$ 5,900,157	526,186	8.9%
128,538	\$ 85,804	42,734	49.8%
223,639	\$ 183,055	40,584	22.2%
1,107	\$ 5,055	(3,948)	-78.1%
<b>9,267,786</b>	<b>8,405,527</b>	<b>862,259</b>	10.3%
(6,227,147)	(3,211,797)	(3,015,350)	93.9%
2,861,771	2,671,204	190,567	7.1%
<b>5,902,410</b>	<b>7,864,934</b>	<b>(1,962,524)</b>	-25.0%
0	0	0	100.0%
<b>5,902,410</b>	<b>7,864,934</b>	<b>(1,962,524)</b>	-25.0%

4,027,129	5,362,133	1,335,004	24.9%
1,954,129	2,395,751	441,622	18.4%
<b>5,981,258</b>	<b>7,757,884</b>	<b>1,776,626</b>	22.9%
918,638	474,200	(444,438)	-93.7%
794,204	573,680	(220,524)	-38.4%
1,638,218	1,805,796	167,578	9.3%
104,209	72,265	(31,944)	-44.2%
100,886	108,657	7,771	7.2%
<b>9,537,413</b>	<b>10,792,482</b>	<b>1,255,069</b>	11.6%
3,101,219	3,569,263	468,044	13.1%
<b>12,638,631</b>	<b>14,361,745</b>	<b>1,723,114</b>	12.0%
<b>(6,736,221)</b>	<b>(6,496,811)</b>	<b>(239,410)</b>	3.7%

**San Joaquin Community Clinics**  
**Income Statement**  
**December 31, 2017**

	Current Month		
	Actual	Budget	Variance

	Year to Date		
	Actual	Budget	Variance

	Actual	Budget	Variance	% Var
<b>Key Ratios</b>				
8.5% Gross Pt Revenue/Billable Visit	\$ 199.84	\$ 184.18	\$ 15.66	8.5%
-54.5% Total Revenue/Billable Visit (excl Oth Rev)	\$ 79.11	\$ 173.91	\$ (94.79)	--30.0%
3.6% Direct Costs/Billable Visit	\$ 205.28	\$ 212.93	\$ 7.65	17.6%
-2.8% Indirect Costs/Billable Visit	\$ 72.20	\$ 70.25	\$ (1.95)	19.0%
2.0% Total Medical Cost/Billable Visit	\$ 277.48	\$ 283.18	\$ 5.69	17.9%
81.5% Net Income(Loss)/Billable Visit	\$ (198.37)	\$ (109.27)	\$ (89.10)	3.3%
2.0% Total Cost/Patient (1)	\$ 693.70	\$ 707.94	\$ 14.24	17.9%
-58.1% Net Pt Rev as % of Gross Rev	39.6%	94.4%	-54.8%	-31.9%
-23.7% Benefits as a % of Salaries	62.5%	50.5%	-12.0%	-8.6%
-6.6% Overhead % of Direct Exp	35.2%	33.0%	-2.2%	1.7%
Gross Patient AR (in 000s)	\$ 1,928			
Less Reserves (in 000s)	\$ (563)			
Net AR (in 000s)	\$ 1,366			
Wrap AR (in 000s)	\$ 2,425			
Gross AR Days	36.6			
Cash Receipts (in 000s)	\$ 1,480			
<b>Payer Mix</b>				
3.4% Medicare	13.7%	13.3%	0.5%	-2.7%
-0.6% Medi-Cal	13.2%	13.3%	-0.1%	4.9%
-1.6% Medi-Cal Managed Care	69.1%	70.3%	-1.1%	-1.2%
53.8% Insurance	1.6%	1.0%	0.5%	35.9%
5.6% Self Pay / Indigent	2.3%	2.2%	0.1%	8.4%
	100.0%	100.0%	-0.1%	0.0%

	Actual	Budget	Variance	% Var
\$ 189.68	\$ 184.47	\$ 5.21	2.8%	
\$ 120.80	\$ 172.60	\$ (51.80)	--30.0%	
\$ 195.19	\$ 236.85	\$ 41.66	17.6%	
\$ 63.47	\$ 78.33	\$ 14.86	19.0%	
\$ 258.67	\$ 315.18	\$ 56.52	17.9%	
\$ (137.86)	\$ (142.58)	\$ (4.71)	3.3%	
\$ 646.66	\$ 787.95	\$ 141.29	17.9%	
63.7%	93.6%	-29.9%	-31.9%	
48.5%	44.7%	-3.8%	-8.6%	
32.5%	33.1%	0.6%	1.7%	
12.8%	13.2%	-0.4%	-2.7%	
14.0%	13.3%	0.7%	4.9%	
69.3%	70.2%	-0.9%	-1.2%	
1.4%	1.0%	0.4%	35.9%	
2.4%	2.2%	0.2%	8.4%	
100.0%	100.0%	0.0%	0.0%	

**Children's Health Services  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
1,381	1,669	(288)	-17.3%	Total Visits	9,605	9,048	557	6.2%
1,198	1,669	(471)	-28.2%	Billable Visits	8,717	9,048	(331)	-3.7%
17.4	21.0	3.6	17.1%	Total FTEs	18.9	21.0	2.1	9.8%
324,227	405,783	(81,556)	-20.1%	Gross Patient Revenue	2,206,574	2,200,310	6,264	0.3%
(411,751)	(220,039)	(191,712)	-87.1%	Contractual Adjustments	(1,760,953)	(1,193,135)	(567,818)	47.6%
84,749	114,080	(29,331)	-25.7%	Capitation Rev	520,961	618,586	(97,625)	-15.8%
(2,775)	299,824	(302,599)	-100.9%	Net Patient Revenue	966,582	1,625,761	(659,179)	-40.5%
0	0	0		Other Revenue	0	0	0	
(2,775)	299,824	(302,599)	-100.9%	Total Revenue	966,582	1,625,761	(659,179)	-40.5%
87,066	100,547	13,481	13.4%	Operating Expense	721,955	816,997	95,042	11.6%
58,511	66,446	7,935	11.9%	Salaries	358,280	399,996	41,716	10.4%
145,578	166,993	21,415	12.8%	Total Salaries & Benefits	1,080,235	1,216,993	136,758	11.2%
(38,602)	5,000	43,602	872.0%	Professional Fees/Registry	8,245	30,000	21,755	72.5%
17,643	8,613	(9,030)	-104.8%	Supplies	42,422	46,209	3,787	8.2%
(13,621)	6,613	20,234	306.0%	Purchased Services	20,614	39,296	18,682	47.5%
661	760	99	13.0%	Depreciation	3,967	4,560	593	13.0%
4,970	2,632	(2,338)	-88.8%	Other Expense	16,027	15,674	(353)	-2.3%
116,629	190,611	73,982	38.8%	Total Direct Expense	1,171,509	1,352,732	181,223	13.4%
35,788	71,381	35,593	49.9%	Allocation of Direct Admin Exp	337,483	410,405	72,922	17.8%
35,234	57,584	22,350	38.8%	Overhead Allocation	351,088	408,560	57,472	14.1%
187,650	319,576	131,926	41.3%	Total Expenses	1,860,080	2,171,797	311,717	14.4%
(190,425)	(19,752)	(170,673)	-86.1%	Net Income (Loss)	(893,498)	(546,036)	(347,462)	63.6%
\$ 270.64	\$ 243.13	\$ 27.51	11.3%	Gross Pt Revenue/Billable Visit	\$ 253.13	\$ 243.18	\$ 9.95	4.1%
(2.32)	\$ 179.64	\$ (181.96)	-101.3%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 110.88	\$ 179.68	\$ (68.80)	-38.3%
\$ 97.35	\$ 114.21	\$ 16.85	14.8%	Direct Costs/Billable Visit	\$ 134.39	\$ 149.51	\$ 15.11	10.1%
\$ 59.28	\$ 77.27	\$ 17.99	23.3%	Indirect Costs/Billable Visit	\$ 78.99	\$ 90.52	\$ 11.53	12.7%
\$ 156.64	\$ 191.48	\$ 34.84	18.2%	Total Medical Cost/Billable Visit	\$ 213.39	\$ 240.03	\$ 26.65	11.1%
(158.95)	\$ (11.83)	\$ (147.12)	1243.1%	Net Income(Loss)/Billable Visit	\$ (102.50)	\$ (60.35)	\$ (42.15)	69.8%
67.2%	66.1%	-1.1%	-1.7%	Benefits as a % of Salaries	49.6%	49.0%	-0.7%	-1.4%
30.2%	30.2%	0.0%	0.0%	Overhead % of Direct Exp	30.0%	30.2%	0.2%	0.8%
\$ 397				Gross Patient AR (in 000s)				
(83)				Less Reserves (in 000s)				
\$ 314				Net AR (in 000s)				
\$ 551				Wrap AR (in 000s)				
\$ 34.4				Gross AR Days				
\$ 295				Cash Receipts (in 000s)				
0.0%	0.0%	0.0%		Payor Mix				
14.0%	17.2%	-3.2%	-18.6%	Medicare	0.0%	0.0%	0.0%	
85.4%	82.2%	3.2%	3.9%	Medi-Cal	13.7%	17.2%	-3.5%	-20.3%
0.4%	0.5%	-0.1%	-14.1%	Medi-Cal Managed Care	85.5%	82.2%	3.3%	4.0%
0.2%	0.1%	0.1%	89.5%	Insurance	0.5%	0.5%	0.0%	-7.6%
100.0%	100.0%	0.0%	0.0%	Self Pay / Indigent	0.3%	0.1%	0.2%	186.5%
					100.0%	100.0%	0.0%	0.0%

**Family Medicine Clinic  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
1,536	1,104	432	39.1%	Total Visits	9,628	6,657	2,971	44.6%
1,476	1,104	372	33.7%	Billable Visits	9,251	6,657	2,574	38.7%
13.6	19.8	6.2	31.5%	Total FTEs	13.3	19.8	6.5	32.8%
<b>281,825</b>	<b>189,326</b>	<b>92,499</b>	<b>48.9%</b>	<b>Gross Patient Revenue</b>	<b>1,553,456</b>	<b>1,141,836</b>	<b>411,620</b>	<b>36.0%</b>
(194,551)	(101,220)	(93,331)	-92.2%	Contractual Adjustments	(1,151,906)	(610,463)	(541,443)	88.7%
94,261	59,338	34,923	58.9%	Capitation Rev	523,589	357,869	165,720	46.3%
<b>181,535</b>	<b>147,444</b>	<b>34,091</b>	<b>23.1%</b>	<b>Net Patient Revenue</b>	<b>925,139</b>	<b>889,242</b>	<b>35,897</b>	<b>4.0%</b>
0	0	0		Other Revenue	0	0	0	
<b>181,535</b>	<b>147,444</b>	<b>34,091</b>	<b>23.1%</b>	<b>Total Revenue</b>	<b>925,139</b>	<b>889,242</b>	<b>35,897</b>	<b>4.0%</b>
<b>74,594</b>	<b>101,642</b>	<b>27,048</b>	<b>26.6%</b>	<b>Operating Expense</b>	<b>508,235</b>	<b>654,260</b>	<b>146,025</b>	<b>22.3%</b>
38,735	46,047	7,312	15.9%	Salaries	225,260	284,879	59,619	20.9%
<b>113,329</b>	<b>147,689</b>	<b>34,360</b>	<b>23.3%</b>	<b>Total Salaries &amp; Benefits</b>	<b>733,496</b>	<b>939,139</b>	<b>205,643</b>	<b>21.9%</b>
(2,131)	0	2,131		Professional Fees/registry	(2,131)	0	2,131	
70,928	31,746	(39,182)	-123.4%	Supplies	251,479	190,048	(61,431)	-32.3%
(2,858)	5,272	8,125	154.1%	Purchased Services	20,522	31,632	11,110	35.1%
3,922	4,127	205	5.0%	Depreciation	24,152	25,340	1,188	4.7%
1,709	2,863	1,154	40.3%	Other Expense	14,034	17,032	2,998	17.6%
<b>184,904</b>	<b>191,697</b>	<b>6,793</b>	<b>3.5%</b>	<b>Total Direct Expense</b>	<b>1,041,552</b>	<b>1,203,191</b>	<b>161,639</b>	<b>13.4%</b>
31,108	33,304	2,197	6.6%	Allocation of Direct Admin Exp	237,592	214,355	(23,237)	-10.8%
82,707	85,746	3,039	3.5%	Overhead Allocation	464,319	538,187	73,869	13.7%
<b>298,719</b>	<b>310,747</b>	<b>12,029</b>	<b>3.9%</b>	<b>Total Expenses</b>	<b>1,743,463</b>	<b>1,955,733</b>	<b>212,270</b>	<b>10.9%</b>
<b>(117,184)</b>	<b>(163,304)</b>	<b>46,120</b>	<b>28.2%</b>	<b>Net Income (Loss)</b>	<b>(818,323)</b>	<b>(1,066,491)</b>	<b>248,168</b>	<b>-23.3%</b>
<b>Key Ratios</b>								
\$ 190.94	\$ 171.49	\$ 19.45	11.3%	Gross Pt Revenue/Billable Visit	\$ 168.29	\$ 171.52	\$ (3.23)	-1.9%
\$ 122.99	\$ 133.55	\$ (10.56)	-7.9%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 100.22	\$ 133.58	\$ (33.36)	-25.0%
\$ 125.27	\$ 173.64	\$ 48.37	27.9%	Direct Costs/Billable Visit	\$ 112.83	\$ 180.74	\$ 67.91	37.6%
\$ 77.11	\$ 107.84	\$ 30.73	28.5%	Indirect Costs/Billable Visit	\$ 76.04	\$ 113.04	\$ 37.00	32.7%
\$ 202.38	\$ 281.47	\$ 79.09	28.1%	Total Medical Cost/Billable Visit	\$ 188.87	\$ 293.78	\$ 104.91	35.7%
\$ (79.39)	\$ (147.92)	\$ 68.53	-46.3%	Net Income(Loss)/Billable Visit	\$ (88.65)	\$ (160.20)	\$ 71.55	-44.7%
51.9%	45.3%	-6.6%	-14.6%	Benefits as a % of Salaries	44.3%	43.5%	-0.8%	-1.8%
44.7%	44.7%	0.0%	0.0%	Overhead % of Direct Exp	44.6%	44.7%	0.2%	0.3%
\$ 333				Gross Patient AR (in 000s)				
\$ (109)				Less Reserves (in 000s)				
\$ 223				Net AR (in 000s)				
\$ 244				Wrap AR (in 000s)				
\$ 36.2				Gross AR Days				
\$ 277				Cash Receipts (in 000s)				
<b>Payer Mix</b>								
15.4%	16.5%	-1.1%	-6.5%	Medicare	17.3%	16.5%	0.8%	4.8%
11.1%	9.0%	2.1%	23.0%	Medi-Cal	10.2%	9.0%	1.2%	13.0%
66.7%	64.6%	2.1%	3.2%	Medi-Cal Managed Care	65.5%	64.6%	0.9%	1.4%
1.9%	1.5%	0.4%	24.1%	Insurance	1.5%	1.5%	-0.1%	-5.1%
4.8%	8.3%	-3.4%	-41.5%	Self Pay / Indigent	5.5%	8.3%	-2.8%	-33.8%
<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>



**Family Practice Clinic  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
	345	479	(134)	-28.0%	2,331	2,613	(282)	-10.8%
	325	479	(154)	-32.2%	2,186	2,613	(427)	-16.3%
	8.6	10.0	1.4	14.4%	7.5	10.0	2.5	25.3%
	<b>68,069</b>	<b>86,628</b>	<b>(18,559)</b>	<b>-21.4%</b>	<b>443,528</b>	<b>472,751</b>	<b>(29,223)</b>	<b>-6.2%</b>
	(54,851)	(12,159)	(42,692)	-351.1%	(343,600)	(66,352)	(277,248)	417.8%
	21,172	26,239	(5,067)	-19.3%	127,254	143,193	(15,939)	-11.1%
	<b>34,390</b>	<b>100,708</b>	<b>(66,318)</b>	<b>-65.9%</b>	<b>227,182</b>	<b>549,592</b>	<b>(322,410)</b>	<b>-58.7%</b>
	0	0	0		0	0	0	
	<b>34,390</b>	<b>100,708</b>	<b>(66,318)</b>	<b>-65.9%</b>	<b>227,182</b>	<b>549,592</b>	<b>(322,410)</b>	<b>-58.7%</b>
	45,850	47,068	1,218	2.6%	189,509	265,961	76,452	28.7%
	30,305	21,726	(8,579)	-39.5%	146,803	117,953	(28,850)	-24.5%
	<b>76,155</b>	<b>68,794</b>	<b>(7,361)</b>	<b>-10.7%</b>	<b>336,312</b>	<b>383,914</b>	<b>47,602</b>	<b>12.4%</b>
	1,379	5,000	3,621	72.4%	50,072	30,000	(20,072)	-66.9%
	4,220	4,809	589	12.2%	19,969	28,673	8,704	30.4%
	1,612	6,124	4,512	73.7%	37,693	36,748	(945)	-2.6%
	226	347	121	34.9%	1,357	2,079	722	34.7%
	2,802	714	(2,088)	-292.4%	5,614	4,264	(1,350)	-31.7%
	<b>86,393</b>	<b>85,788</b>	<b>(605)</b>	<b>-0.7%</b>	<b>451,017</b>	<b>485,678</b>	<b>34,661</b>	<b>7.1%</b>
	7,513	15,239	7,725	50.7%	67,835	89,273	21,438	24.0%
	39,654	39,377	(278)	-0.7%	198,687	223,734	25,047	11.2%
	<b>133,561</b>	<b>140,403</b>	<b>6,842</b>	<b>4.9%</b>	<b>717,539</b>	<b>798,685</b>	<b>81,146</b>	<b>10.2%</b>
	<b>(99,171)</b>	<b>(39,695)</b>	<b>(59,476)</b>	<b>-149.8%</b>	<b>(490,357)</b>	<b>(249,092)</b>	<b>(241,264)</b>	<b>96.9%</b>
	\$ 208.44	\$ 180.85	\$ 28.59	15.8%	\$ 202.89	\$ 180.92	\$ 21.97	12.1%
	\$ 105.82	\$ 210.25	\$ (104.43)	-49.7%	\$ 103.93	\$ 210.33	\$ (106.40)	-50.6%
	\$ 265.83	\$ 179.10	\$ (86.73)	-48.4%	\$ 206.32	\$ 185.87	\$ (20.45)	-11.0%
	\$ 145.13	\$ 114.02	\$ (31.11)	-27.3%	\$ 121.92	\$ 119.79	\$ (2.13)	-1.8%
	\$ 410.96	\$ 293.12	\$ (117.84)	-40.2%	\$ 328.24	\$ 305.66	\$ (22.58)	-7.4%
	\$ (305.14)	\$ (82.87)	\$ (222.27)	268.2%	\$ (224.32)	\$ (95.33)	\$ (128.99)	135.3%
	66.1%	46.2%	-19.9%	-43.2%	77.5%	44.3%	-33.1%	-74.7%
	45.9%	45.9%	0.0%	0.0%	44.1%	45.1%	2.0%	4.4%
	\$ 86							
	\$ (27)							
	\$ 59							
	\$ 543							
	\$ 37.9							
	\$ 75							
	26.9%	28.8%	-1.9%	-6.6%	27.2%	28.8%	-1.6%	-5.5%
	3.0%	2.7%	0.3%	11.5%	3.7%	2.7%	1.0%	37.5%
	67.6%	65.9%	1.7%	2.6%	65.6%	65.9%	-0.3%	-0.4%
	0.8%	1.0%	-0.2%	-21.2%	0.6%	1.0%	-0.4%	-40.5%
	1.8%	1.7%	0.1%	3.2%	3.0%	1.7%	1.3%	71.7%
	100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%

**Key Ratios**

\$ 208.44	\$ 180.85	\$ 28.59	15.8%	Gross Pt Revenue/Billable Visit
\$ 105.82	\$ 210.25	\$ (104.43)	-49.7%	Total Revenue/Billable Visit(excl Oth Rev)
\$ 265.83	\$ 179.10	\$ (86.73)	-48.4%	Direct Costs/Billable Visit
\$ 145.13	\$ 114.02	\$ (31.11)	-27.3%	Indirect Costs/Billable Visit
\$ 410.96	\$ 293.12	\$ (117.84)	-40.2%	Total Medical Cost/Billable Visit
\$ (305.14)	\$ (82.87)	\$ (222.27)	268.2%	Net Income(Loss)/Billable Visit
66.1%	46.2%	-19.9%	-43.2%	Benefits as a % of Salaries
45.9%	45.9%	0.0%	0.0%	Overhead % of Direct Exp
\$ 86				Gross Patient AR (in 000s)
\$ (27)				Less Reserves (in 000s)
\$ 59				Net AR (in 000s)
\$ 543				Wrap AR (in 000s)
\$ 37.9				Gross AR Days
\$ 75				Cash Receipts (in 000s)
				<b>Payer Mix</b>
26.9%	28.8%	-1.9%	-6.6%	Medicare
3.0%	2.7%	0.3%	11.5%	Medi-Cal
67.6%	65.9%	1.7%	2.6%	Medi-Cal Managed Care
0.8%	1.0%	-0.2%	-21.2%	Insurance
1.8%	1.7%	0.1%	3.2%	Self Pay / Indigent
100.0%	100.0%	0.0%	0.0%	

**Primary Medicine Clinic  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
2,368	2,616	(248)	-9.5%	Total Visits	15,897	13,962	1,935	13.9%
2,284	2,616	(332)	-12.7%	Billable Visits	15,176	13,962	1,214	8.7%
34.2	31.3	(2.9)	-9.2%	Total FTEs	31.9	31.3	(0.6)	-1.9%
<b>363,040</b>	<b>397,153</b>	<b>(34,113)</b>	<b>-8.6%</b>	<b>Gross Patient Revenue</b>	<b>2,396,202</b>	<b>2,119,528</b>	<b>276,674</b>	<b>13.1%</b>
(247,952)	(188,795)	(59,157)	-31.3%	Contractual Adjustments	(1,622,406)	(1,007,563)	(614,843)	61.0%
145,318	140,949	4,370	3.1%	Capitation Rev	861,584	752,217	109,367	14.5%
<b>260,406</b>	<b>349,307</b>	<b>(88,901)</b>	<b>-25.5%</b>	<b>Net Patient Revenue</b>	<b>1,635,380</b>	<b>1,864,182</b>	<b>(228,802)</b>	<b>-12.3%</b>
0	0	0		Other Revenue	0	0	0	
<b>260,406</b>	<b>349,307</b>	<b>(88,901)</b>	<b>-25.5%</b>	<b>Total Revenue</b>	<b>1,635,380</b>	<b>1,864,182</b>	<b>(228,802)</b>	<b>-12.3%</b>
				<b>Operating Expense</b>				
160,321	269,776	109,456	40.6%	Salaries	1,203,572	1,678,315	474,743	28.3%
95,877	104,535	8,658	8.3%	Benefits	504,927	541,736	36,809	6.8%
<b>256,198</b>	<b>374,311</b>	<b>118,113</b>	<b>31.6%</b>	<b>Total Salaries &amp; Benefits</b>	<b>1,708,500</b>	<b>2,220,051</b>	<b>511,551</b>	<b>23.0%</b>
45,971	10,000	(35,971)	-359.7%	Professional Fees/Registry	243,427	60,000	(183,427)	-305.7%
13,792	9,941	(3,851)	-38.7%	Supplies	76,645	59,644	(17,001)	-28.5%
21,711	4,125	(17,586)	-426.3%	Purchased Services	78,515	24,754	(53,761)	-217.2%
302	302	0	0.1%	Depreciation	1,811	1,811	(0)	0.0%
44	1,484	1,440	97.0%	Other Expense	6,545	8,850	2,305	26.0%
<b>338,018</b>	<b>400,163</b>	<b>62,145</b>	<b>15.5%</b>	<b>Total Direct Expense</b>	<b>2,115,444</b>	<b>2,375,110</b>	<b>259,666</b>	<b>10.9%</b>
40,072	69,863	29,791	42.6%	Allocation of Direct Admin Exp	366,485	397,275	30,790	7.8%
115,399	136,616	21,216	15.5%	Overhead Allocation	710,355	830,863	100,508	12.4%
<b>493,489</b>	<b>606,642</b>	<b>113,153</b>	<b>18.7%</b>	<b>Total Expenses</b>	<b>3,192,284</b>	<b>3,583,248</b>	<b>390,964</b>	<b>10.9%</b>
<b>(233,083)</b>	<b>(257,335)</b>	<b>24,252</b>	<b>9.4%</b>	<b>Net Income (Loss)</b>	<b>(1,556,904)</b>	<b>(1,719,065)</b>	<b>162,162</b>	<b>-9.4%</b>
				<b>Key Ratios</b>				
\$ 158.95	\$ 151.82	\$ 7.13	4.7%	Gross Pt Revenue/Billable Visit	\$ 157.89	\$ 151.81	\$ 6.09	4.0%
\$ 114.01	\$ 133.53	\$ (19.51)	-14.6%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 107.76	\$ 133.52	\$ (25.76)	-19.3%
\$ 147.99	\$ 152.97	\$ 4.97	3.3%	Direct Costs/Billable Visit	\$ 139.39	\$ 170.11	\$ 30.72	18.1%
\$ 68.07	\$ 78.93	\$ 10.86	13.8%	Indirect Costs/Billable Visit	\$ 70.96	\$ 86.53	\$ 15.57	18.0%
\$ 216.06	\$ 231.90	\$ 15.83	6.8%	Total Medical Cost/Billable Visit	\$ 210.35	\$ 256.64	\$ 46.29	18.0%
\$ (102.05)	\$ (98.37)	\$ (3.68)	3.7%	Net Income(Loss)/Billable Visit	\$ (102.59)	\$ (123.12)	\$ 20.53	-16.7%
\$ 59.8%	\$ 38.7%	\$ 21.1%	-54.3%	Benefits as a % of Salaries	42.0%	32.3%	9.7%	-30.0%
\$ 34.1%	\$ 34.1%	\$ 0.0%	0.0%	Overhead % of Direct Exp	33.6%	34.1%	0.6%	1.6%
\$ 436				Gross Patient AR (in 000s)				
\$ (151)				Less Reserves (in 000s)				
\$ 285				Net AR (in 000s)				
\$ 642				Wrap AR (in 000s)				
\$ 32.9				Gross AR Days				
\$ 449				Cash Receipts (in 000s)				
				<b>Payer Mix</b>				
\$ 30.7%	\$ 26.6%	\$ 4.2%	15.6%	Medicare	29.0%	26.6%	2.5%	9.2%
\$ 4.4%	\$ 4.4%	\$ 0.0%	0.0%	Medi-Cal	3.8%	4.4%	-0.7%	-14.7%
\$ 60.7%	\$ 64.8%	\$ -4.1%	-6.4%	Medi-Cal Managed Care	63.6%	64.8%	-1.2%	-1.8%
\$ 1.5%	\$ 1.2%	\$ 0.4%	29.6%	Insurance	1.3%	1.2%	0.1%	9.2%
\$ 2.7%	\$ 3.0%	\$ -0.4%	-11.8%	Self Pay / Indigent	2.2%	3.0%	-0.8%	-25.4%
\$ 100.0%	\$ 100.0%	\$ 0.0%	0.0%		100.0%	100.0%	0.0%	0.0%

**Healthy Beginnings - California St.  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
625	746	(121)	-16.2%	Total Visits	4,515	4,278	237	5.5%
605	746	(141)	-18.9%	Billable Visits	4,514	4,278	236	5.5%
13.0	14.0	1.0	7.0%	Total FTEs	12.8	14.0	1.2	8.8%
<b>129,896</b>	<b>155,347</b>	<b>(25,451)</b>	<b>-16.4%</b>	<b>Gross Patient Revenue</b>	<b>982,101</b>	<b>891,162</b>	<b>90,939</b>	<b>10.2%</b>
(122,471)	(66,660)	(55,811)	-83.7%	Contractual Adjustments	(458,327)	(382,396)	(75,931)	19.9%
38,355	43,879	(5,525)	-12.6%	Capitation Rev	244,986	251,717	(6,732)	-2.7%
45,780	132,566	(86,786)	-65.5%	Net Patient Revenue	768,760	760,483	8,277	1.1%
0	0	0		Other Revenue	0	0	0	
<b>45,780</b>	<b>132,566</b>	<b>(86,786)</b>	<b>-65.5%</b>	<b>Total Revenue</b>	<b>768,760</b>	<b>760,483</b>	<b>8,277</b>	<b>1.1%</b>
<b>Operating Expense</b>								
65,640	103,810	38,170	36.8%	Salaries	479,476	593,612	114,136	19.2%
46,037	31,620	(14,417)	-45.6%	Benefits	240,860	206,918	(33,942)	-16.4%
<b>111,677</b>	<b>135,430</b>	<b>23,753</b>	<b>17.5%</b>	<b>Total Salaries &amp; Benefits</b>	<b>720,336</b>	<b>800,530</b>	<b>80,194</b>	<b>10.0%</b>
0	5,000	5,000	100.0%	Professional Fees/Registry	0	30,000	30,000	100.0%
5,286	7,911	2,625	33.2%	Supplies	41,595	48,914	7,319	15.0%
19,753	16,283	(3,470)	-21.3%	Purchased Services	80,044	97,504	17,460	17.9%
360	455	95	20.9%	Depreciation	2,161	2,730	569	20.9%
3,439	1,446	(1,993)	-57.8%	Other Expense	10,397	8,603	(1,794)	-20.9%
<b>140,515</b>	<b>166,525</b>	<b>26,010</b>	<b>15.6%</b>	<b>Total Direct Expense</b>	<b>854,533</b>	<b>988,281</b>	<b>133,748</b>	<b>13.5%</b>
14,338	27,327	12,989	47.5%	Allocation of Direct Admin Exp	150,207	167,883	17,677	10.5%
58,665	69,524	10,859	15.6%	Overhead Allocation	355,354	412,607	57,253	13.9%
<b>213,518</b>	<b>263,376</b>	<b>49,859</b>	<b>18.9%</b>	<b>Total Expenses</b>	<b>1,360,094</b>	<b>1,568,772</b>	<b>208,677</b>	<b>13.3%</b>
<b>(167,737)</b>	<b>(130,810)</b>	<b>(36,927)</b>	<b>-28.2%</b>	<b>Net Income (Loss)</b>	<b>(591,334)</b>	<b>(808,288)</b>	<b>216,954</b>	<b>-26.8%</b>
<b>Key Ratios</b>								
\$ 214.70	\$ 208.24	\$ 6.46	3.1%	Gross Pt Revenue/Billable Visit	\$ 217.57	\$ 208.31	\$ 9.26	4.4%
\$ 75.67	\$ 177.70	\$ (102.03)	-57.4%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 170.31	\$ 177.77	\$ (7.46)	-4.2%
\$ 232.26	\$ 223.22	\$ (9.08)	-4.0%	Direct Costs/Billable Visit	\$ 189.31	\$ 231.01	\$ 41.71	18.1%
\$ 120.67	\$ 129.83	\$ 9.16	7.1%	Indirect Costs/Billable Visit	\$ 112.00	\$ 135.69	\$ 23.69	17.5%
\$ 352.92	\$ 353.05	\$ 0.13	0.0%	Total Medical Cost/Billable Visit	\$ 301.31	\$ 366.71	\$ 65.40	17.8%
\$ (277.25)	\$ (175.35)	\$ (101.90)	58.1%	Net Income(Loss)/Billable Visit	\$ (131.00)	\$ (188.94)	\$ 57.94	-30.7%
70.1%	30.5%	-39.7%	-130.3%	Benefits as % of Salaries	50.2%	34.9%	-15.4%	-44.1%
41.8%	41.8%	0.0%	0.0%	Overhead % of Direct Exp	41.6%	41.8%	0.2%	0.4%
\$ 155				Gross Patient AR (in 000s)				
\$ (51)				Less Reserves (in 000s)				
\$ 104				Net AR (in 000s)				
\$ 80				Wrap AR (in 000s)				
\$ 28.5				Gross AR Days				
\$ 144				Cash Receipts (in 000s)				
<b>Payer Mix</b>								
3.4%	0.9%	2.5%	279.6%	Medicare	2.5%	0.9%	1.6%	177.4%
32.7%	33.1%	-0.3%	-1.0%	Medi-Cal	31.5%	33.1%	-1.6%	-4.9%
62.8%	65.0%	-2.2%	-3.4%	Medi-Cal Managed Care	64.1%	65.0%	-0.8%	-1.3%
0.4%	0.7%	-0.2%	-35.5%	Insurance	0.9%	0.7%	0.3%	39.1%
0.6%	0.4%	0.2%	58.3%	Self Pay / Indigent	1.0%	0.4%	0.6%	147.2%
<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**Healthy Beginnings - French Camp  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
604	850	(246)	-28.9%	Total Visits	4,831	4,203	628	14.9%
605	850	(245)	-28.8%	Billable Visits	4,832	4,203	629	15.0%
12.5	13.8	1.3	9.5%	Total FTEs	12.1	13.8	1.6	11.8%
<b>96,216</b>	<b>143,322</b>	<b>(47,106)</b>	<b>-32.9%</b>	<b>Gross Patient Revenue</b>	<b>847,756</b>	<b>708,934</b>	<b>138,822</b>	<b>19.6%</b>
(54,657)	1,928	(56,585)	-2934.9%	Contractual Adjustments	(272,832)	9,539	(282,421)	-2960.7%
37,066	51,436	(14,420)	-28.0%	Capitation Rev	261,195	254,674	6,521	2.6%
<b>78,625</b>	<b>196,736</b>	<b>(118,111)</b>	<b>-60.0%</b>	<b>Net Patient Revenue</b>	<b>836,069</b>	<b>973,148</b>	<b>(137,079)</b>	<b>-14.1%</b>
0	0	0		Other Revenue	0	0	0	
<b>78,625</b>	<b>196,736</b>	<b>(118,111)</b>	<b>-60.0%</b>	<b>Total Revenue</b>	<b>836,069</b>	<b>973,148</b>	<b>(137,079)</b>	<b>-14.1%</b>
<b>Operating Expense</b>								
53,549	99,027	45,478	45.9%	Salaries	408,924	587,139	178,215	30.4%
37,673	52,898	15,225	28.8%	Benefits	222,821	282,973	60,152	21.3%
<b>91,222</b>	<b>151,925</b>	<b>60,703</b>	<b>40.0%</b>	<b>Total Salaries &amp; Benefits</b>	<b>631,745</b>	<b>870,112</b>	<b>238,367</b>	<b>27.4%</b>
17,869	8,534	(9,335)	-109.4%	Professional Fees/Registry	77,531	51,200	(26,331)	-51.4%
11,837	12,424	587	4.7%	Supplies	70,392	80,748	10,356	12.8%
(5,238)	16,297	21,535	132.1%	Purchased Services	58,454	97,534	39,080	40.1%
2,701	2,701	0	0.0%	Depreciation	16,205	16,203	(2)	0.0%
567	1,123	556	49.5%	Other Expense	4,333	6,680	2,347	35.1%
<b>118,958</b>	<b>193,004</b>	<b>74,046</b>	<b>38.4%</b>	<b>Total Direct Expense</b>	<b>858,661</b>	<b>1,122,477</b>	<b>263,816</b>	<b>23.5%</b>
10,620	25,212	14,592	57.9%	Allocation of Direct Admin Exp	129,659	131,792	2,132	1.6%
49,665	80,579	30,914	38.4%	Overhead Allocation	352,498	468,634	116,136	24.8%
<b>179,243</b>	<b>298,795</b>	<b>119,552</b>	<b>40.0%</b>	<b>Total Expenses</b>	<b>1,340,818</b>	<b>1,722,903</b>	<b>382,085</b>	<b>22.2%</b>
<b>(100,619)</b>	<b>(102,059)</b>	<b>1,440</b>	<b>1.4%</b>	<b>Net Income (Loss)</b>	<b>(504,749)</b>	<b>(749,755)</b>	<b>245,006</b>	<b>-32.7%</b>
<b>Key Ratios</b>								
\$ 159.03	\$ 168.61	\$ (9.58)	-5.7%	Gross Pt Revenue/Billable Visit	\$ 175.45	\$ 168.67	\$ 6.77	4.0%
\$ 129.96	\$ 231.45	\$ (101.50)	-43.9%	Total Revenue/Billable Visit(excl Oth Rev)	\$ 173.03	\$ 231.54	\$ (58.51)	-25.3%
\$ 196.63	\$ 227.06	\$ 30.44	13.4%	Direct Costs/Billable Visit	\$ 177.70	\$ 267.07	\$ 89.36	33.5%
\$ 99.65	\$ 124.46	\$ 24.81	19.9%	Indirect Costs/Billable Visit	\$ 99.78	\$ 142.86	\$ 43.07	30.2%
\$ 296.27	\$ 351.52	\$ 55.25	15.7%	Total Medical Cost/Billable Visit	\$ 277.49	\$ 409.92	\$ 132.43	32.3%
\$ (166.31)	\$ (120.07)	\$ (46.24)	38.5%	Net Income(Loss)/Billable Visit	\$ (104.46)	\$ (178.39)	\$ 73.93	-41.4%
70.4%	53.4%	-16.9%	-31.7%	Benefits as a % of Salaries	54.5%	48.2%	-6.3%	-13.1%
41.8%	41.8%	0.0%	0.0%	Overhead % of Direct Exp	41.1%	41.8%	0.7%	1.7%
\$ 151				Gross Patient AR (in 000s)				
\$ (49)				Less Reserves (in 000s)				
\$ 102				Net AR (in 000s)				
\$ 73				Wrap AR (in 000s)				
\$ 95.0				Gross AR Days				
\$ 164				Cash Receipts (in 000s)				
<b>Payer Mix</b>								
7.7%	3.4%	4.3%	125.2%	Medicare	3.3%	3.4%	-0.1%	-2.6%
22.6%	26.0%	-3.3%	-12.8%	Medi-Cal	24.9%	26.0%	-1.0%	-3.9%
66.3%	68.9%	-2.6%	-3.8%	Medi-Cal Managed Care	67.9%	68.9%	-1.0%	-1.5%
1.4%	1.4%	0.0%	1.4%	Insurance	2.3%	1.4%	0.9%	66.8%
2.0%	0.4%	1.6%	451.4%	Self Pay / Indigent	1.5%	0.4%	1.2%	327.2%
<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**SJCC Hazelton Clinic  
Income Statement  
December 31, 2017**

	Current Month				Year to Date			
	Actual	Budget	Variance		% Var	Actual	Budget	Variance
502	529	(27)	(5.1%)	Total Visits	3,948	2,676	1,272	47.5%
332	529	(197)	(37.2%)	Billable	2,297	2,676	(379)	-14.2%
2.1	5.0	2.9	57.2%	Total FTEs	3.4	5.0	1.6	32.6%
<b>77,170</b>	<b>94,684</b>	<b>(17,514)</b>	<b>-18.5%</b>	<b>Patient Revenue</b>	<b>441,041</b>	<b>479,084</b>	<b>(38,043)</b>	<b>-7.9%</b>
(210,818)	17,057	(227,875)	-1336.0%	Contractual Adjustments	(316,745)	86,305	(403,050)	-467.0%
30,807	32,335	(1,528)	-4.7%	Physician Capitation	213,464	163,608	49,857	30.5%
<b>(102,842)</b>	<b>144,076</b>	<b>(246,918)</b>	<b>-171.4%</b>	<b>Net Patient Revenue</b>	<b>337,760</b>	<b>728,997</b>	<b>(391,237)</b>	<b>-53.7%</b>
0	0	0		Other Revenue	0	0	0	
<b>(102,842)</b>	<b>144,076</b>	<b>(246,918)</b>	<b>-171.4%</b>	<b>Total Revenue</b>	<b>337,760</b>	<b>728,997</b>	<b>(391,237)</b>	<b>-53.7%</b>
<b>Operating Expense</b>								
4,410	21,554	17,144	79.5%	Salaries	28,599	128,822	100,223	77.8%
1,820	16,507	14,687	89.0%	Benefits	11,383	96,018	84,635	88.1%
<b>6,231</b>	<b>38,061</b>	<b>31,830</b>	<b>83.6%</b>	<b>Total Salaries &amp; Benefits</b>	<b>39,982</b>	<b>224,840</b>	<b>184,858</b>	<b>82.2%</b>
16,575	0	(16,575)		Professional Fees/Registry	130,659	0	(130,659)	
1,357	12,301	10,944	89.0%	Supplies	15,852	73,038	57,186	78.3%
117,264	123,225	5,961	4.8%	Purchased Services	700,839	731,510	30,672	4.2%
0	0	0		Depreciation	0	0	0	
30	3,568	3,538	99.2%	Other Expense	891	21,206	20,315	95.8%
<b>141,457</b>	<b>177,155</b>	<b>35,698</b>	<b>20.2%</b>	<b>Total Direct Expense</b>	<b>888,262</b>	<b>1,050,594</b>	<b>162,332</b>	<b>15.5%</b>
8,518	16,656	8,138	48.9%	Allocation of Direct Admin Exp	67,455	90,255	22,801	25.3%
60,247	75,450	15,204	20.2%	Overhead Allocation	369,336	447,448	78,112	17.5%
<b>210,222</b>	<b>269,261</b>	<b>59,040</b>	<b>21.9%</b>	<b>Total Expenses</b>	<b>1,325,053</b>	<b>1,588,297</b>	<b>263,244</b>	<b>16.6%</b>
<b>(313,064)</b>	<b>(125,186)</b>	<b>(187,878)</b>	<b>-150.1%</b>	<b>Net Income (Loss)</b>	<b>(987,293)</b>	<b>(859,300)</b>	<b>(127,993)</b>	<b>14.9%</b>
<b>Key Ratios</b>								
\$ 232.44	\$ 178.99	\$ 53.45	29.9%	Gross Pt Revenue/Billable Visit	\$ 192.01	\$ 179.03	\$ 12.98	7.2%
\$ (309.77)	\$ 272.35	\$ (582.12)	-213.7%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 147.04	\$ 272.42	\$ (125.38)	-46.0%
\$ 426.08	\$ 334.89	\$ (91.19)	-27.2%	Direct Costs/Billable Visit	\$ 386.71	\$ 392.60	\$ 5.89	1.5%
\$ 207.12	\$ 174.11	\$ (33.01)	-19.0%	Indirect Costs/Billable Visit	\$ 190.16	\$ 200.94	\$ 10.78	5.4%
\$ 633.20	\$ 509.00	\$ (124.20)	-24.4%	Total Medical Cost/Billable Visit	\$ 576.86	\$ 593.53	\$ 16.67	2.8%
\$ (942.96)	\$ (236.65)	\$ (706.32)	298.5%	Net Income(Loss)/Billable Visit	\$ (429.82)	\$ (321.11)	\$ (108.70)	33.9%
41.3%	76.6%	35.3%	46.1%	Benefits as a % of Salaries	39.8%	74.5%	34.7%	46.6%
42.6%	42.6%	0.0%	0.0%	Overhead % of Direct Exp	41.6%	42.6%	1.0%	2.4%
\$ 239				Gross Patient AR (in 000s)				
\$ (60)				Less Reserves (in 000s)				
\$ 179				Net AR (in 000s)				
\$ 106				Wrap AR (in 000s)				
\$ 90.1				Gross AR Days				
\$ 37				Cash Receipts (in 000s)				
<b>Payer Mix</b>								
7.9%	28.8%	-20.8%	-72.5%	Medicare	5.1%	28.8%	-23.6%	-82.2%
21.0%	2.7%	18.3%	683.4%	Medi-Cal	33.6%	2.7%	30.9%	1155.1%
56.4%	65.9%	-9.5%	-14.4%	Medi-Cal Managed Care	49.0%	65.9%	-16.9%	-25.6%
8.0%	1.0%	7.1%	735.9%	Insurance	6.1%	1.0%	5.1%	530.0%
6.7%	1.7%	4.9%	283.6%	Self Pay / Indigent	6.2%	1.7%	4.5%	256.1%
<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

	Current Month				Year to Date			
	Actual	Budget	Variance		% Var	Actual	Budget	Variance
502	529	(27)	(5.1%)	Total Visits	3,948	2,676	1,272	47.5%
332	529	(197)	(37.2%)	Billable	2,297	2,676	(379)	-14.2%
2.1	5.0	2.9	57.2%	Total FTEs	3.4	5.0	1.6	32.6%
<b>77,170</b>	<b>94,684</b>	<b>(17,514)</b>	<b>-18.5%</b>	<b>Patient Revenue</b>	<b>441,041</b>	<b>479,084</b>	<b>(38,043)</b>	<b>-7.9%</b>
(210,818)	17,057	(227,875)	-1336.0%	Contractual Adjustments	(316,745)	86,305	(403,050)	-467.0%
30,807	32,335	(1,528)	-4.7%	Physician Capitation	213,464	163,608	49,857	30.5%
<b>(102,842)</b>	<b>144,076</b>	<b>(246,918)</b>	<b>-171.4%</b>	<b>Net Patient Revenue</b>	<b>337,760</b>	<b>728,997</b>	<b>(391,237)</b>	<b>-53.7%</b>
0	0	0		Other Revenue	0	0	0	
<b>(102,842)</b>	<b>144,076</b>	<b>(246,918)</b>	<b>-171.4%</b>	<b>Total Revenue</b>	<b>337,760</b>	<b>728,997</b>	<b>(391,237)</b>	<b>-53.7%</b>
<b>Operating Expense</b>								
4,410	21,554	17,144	79.5%	Salaries	28,599	128,822	100,223	77.8%
1,820	16,507	14,687	89.0%	Benefits	11,383	96,018	84,635	88.1%
<b>6,231</b>	<b>38,061</b>	<b>31,830</b>	<b>83.6%</b>	<b>Total Salaries &amp; Benefits</b>	<b>39,982</b>	<b>224,840</b>	<b>184,858</b>	<b>82.2%</b>
16,575	0	(16,575)		Professional Fees/Registry	130,659	0	(130,659)	
1,357	12,301	10,944	89.0%	Supplies	15,852	73,038	57,186	78.3%
117,264	123,225	5,961	4.8%	Purchased Services	700,839	731,510	30,672	4.2%
0	0	0		Depreciation	0	0	0	
30	3,568	3,538	99.2%	Other Expense	891	21,206	20,315	95.8%
<b>141,457</b>	<b>177,155</b>	<b>35,698</b>	<b>20.2%</b>	<b>Total Direct Expense</b>	<b>888,262</b>	<b>1,050,594</b>	<b>162,332</b>	<b>15.5%</b>
8,518	16,656	8,138	48.9%	Allocation of Direct Admin Exp	67,455	90,255	22,801	25.3%
60,247	75,450	15,204	20.2%	Overhead Allocation	369,336	447,448	78,112	17.5%
<b>210,222</b>	<b>269,261</b>	<b>59,040</b>	<b>21.9%</b>	<b>Total Expenses</b>	<b>1,325,053</b>	<b>1,588,297</b>	<b>263,244</b>	<b>16.6%</b>
<b>(313,064)</b>	<b>(125,186)</b>	<b>(187,878)</b>	<b>-150.1%</b>	<b>Net Income (Loss)</b>	<b>(987,293)</b>	<b>(859,300)</b>	<b>(127,993)</b>	<b>14.9%</b>
<b>Key Ratios</b>								
\$ 232.44	\$ 178.99	\$ 53.45	29.9%	Gross Pt Revenue/Billable Visit	\$ 192.01	\$ 179.03	\$ 12.98	7.2%
\$ (309.77)	\$ 272.35	\$ (582.12)	-213.7%	Total Revenue/Billable Visit (excl Oth Rev)	\$ 147.04	\$ 272.42	\$ (125.38)	-46.0%
\$ 426.08	\$ 334.89	\$ (91.19)	-27.2%	Direct Costs/Billable Visit	\$ 386.71	\$ 392.60	\$ 5.89	1.5%
\$ 207.12	\$ 174.11	\$ (33.01)	-19.0%	Indirect Costs/Billable Visit	\$ 190.16	\$ 200.94	\$ 10.78	5.4%
\$ 633.20	\$ 509.00	\$ (124.20)	-24.4%	Total Medical Cost/Billable Visit	\$ 576.86	\$ 593.53	\$ 16.67	2.8%
\$ (942.96)	\$ (236.65)	\$ (706.32)	298.5%	Net Income(Loss)/Billable Visit	\$ (429.82)	\$ (321.11)	\$ (108.70)	33.9%
41.3%	76.6%	35.3%	46.1%	Benefits as a % of Salaries	39.8%	74.5%	34.7%	46.6%
42.6%	42.6%	0.0%	0.0%	Overhead % of Direct Exp	41.6%	42.6%	1.0%	2.4%
\$ 239				Gross Patient AR (in 000s)				
\$ (60)				Less Reserves (in 000s)				
\$ 179				Net AR (in 000s)				
\$ 106				Wrap AR (in 000s)				
\$ 90.1				Gross AR Days				
\$ 37				Cash Receipts (in 000s)				
<b>Payer Mix</b>								
7.9%	28.8%	-20.8%	-72.5%	Medicare	5.1%	28.8%	-23.6%	-82.2%
21.0%	2.7%	18.3%	683.4%	Medi-Cal	33.6%	2.7%	30.9%	1155.1%
56.4%	65.9%	-9.5%	-14.4%	Medi-Cal Managed Care	49.0%	65.9%	-16.9%	-25.6%
8.0%	1.0%	7.1%	735.9%	Insurance	6.1%	1.0%	5.1%	530.0%
6.7%	1.7%	4.9%	283.6%	Self Pay / Indigent	6.2%	1.7%	4.5%	256.1%
<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>

**SJCC Manteca Clinic  
Income Statement  
December 31, 2017**

	Current Month			Year to Date				
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var
531	400	131	32.8%	Total Visits	2,018	2,130	(112)	-5.3%
500	400	100	25.0%	Billable Visits	1,908	2,130	(222)	-10.4%
9.1	11.0	1.9	17.5%	Total FTEs	5.9	11.0	5.2	46.8%
<b>127,407</b>	<b>73,600</b>	<b>53,807</b>	<b>73.1%</b>	<b>Patient Revenue</b>	<b>397,128</b>	<b>391,920</b>	<b>5,208</b>	<b>1.3%</b>
(74,040)	(8,964)	(65,076)	-72.6%	Contractual Adjustments	(300,325)	(47,732)	(252,593)	529.2%
32,586	24,289	8,297	34.2%	Physician Capitation	108,737	129,338	(20,601)	-15.9%
85,953	88,925	(2,971)	-3.3%	Net Patient Revenue	205,540	473,526	(267,986)	-56.6%
0	0	0		Other Revenue	0	0	0	
<b>85,953</b>	<b>88,925</b>	<b>(2,971)</b>	<b>-3.3%</b>	<b>Total Revenue</b>	<b>205,540</b>	<b>473,526</b>	<b>(267,986)</b>	<b>-56.6%</b>
				<b>Operating Expense</b>				
35,343	57,750	22,407	38.8%	Salaries	148,079	344,560	196,481	57.0%
31,804	41,645	9,841	23.6%	Benefits	92,180	229,532	137,353	59.8%
<b>67,147</b>	<b>99,395</b>	<b>32,248</b>	<b>32.4%</b>	<b>Total Salaries &amp; Benefits</b>	<b>240,258</b>	<b>574,092</b>	<b>333,834</b>	<b>58.1%</b>
44,608	0	(44,608)	-1049.8%	Supplies	78,383	0	(78,383)	-492.9%
85,289	7,418	(77,871)	-91.2%	Purchased Services	263,874	44,504	(219,370)	-698.7%
3,456	1,668	(1,788)	-53.1%	Depreciation	79,871	10,000	(69,871)	-69.8%
8,754	0	(8,754)	-100.0%	Other Expense	35,015	0	(35,015)	-100.0%
9,639	1,767	(7,872)	-81.4%	Total Direct Expense	41,577	10,598	(30,979)	-292.3%
<b>218,892</b>	<b>110,248</b>	<b>(108,644)</b>	<b>-98.5%</b>	<b>Total Direct Expense</b>	<b>738,979</b>	<b>639,194</b>	<b>(99,785)</b>	<b>-15.6%</b>
14,063	12,947	(1,116)	-8.6%	Allocation of Direct Admin Exp	60,738	73,987	13,248	17.9%
88,739	44,695	(44,044)	-49.6%	Overhead Allocation	299,582	259,129	(40,453)	-15.6%
<b>321,694</b>	<b>167,890</b>	<b>(153,804)</b>	<b>-91.6%</b>	<b>Total Expenses</b>	<b>1,099,300</b>	<b>972,310</b>	<b>(126,990)</b>	<b>-13.1%</b>
<b>(235,740)</b>	<b>(78,965)</b>	<b>(156,776)</b>	<b>-198.5%</b>	<b>Net Income (Loss)</b>	<b>(893,760)</b>	<b>(498,784)</b>	<b>(394,976)</b>	<b>79.2%</b>
<b>Key Ratios</b>								
\$ 254.81	\$ 184.00	\$ 70.81	38.5%	Gross Pt Revenue/Billable Visit	\$ 208.14	\$ 184.00	\$ 24.14	13.1%
\$ 171.91	\$ 222.31	\$ (50.41)	-22.7%	Total Revenue/Billable Visit (excl oth Rev)	\$ 107.73	\$ 222.31	\$ (114.59)	-51.5%
\$ 497.78	\$ 275.62	\$ (162.16)	-58.8%	Direct Costs/Billable Visit	\$ 387.31	\$ 300.09	\$ (87.21)	-29.1%
\$ 205.60	\$ 144.10	\$ (61.50)	-42.7%	Indirect Costs/Billable Visit	\$ 188.85	\$ 156.39	\$ (32.45)	-20.8%
\$ 643.39	\$ 419.72	\$ (223.66)	-53.3%	Total Medical Cost/Billable Visit	\$ 576.15	\$ 456.48	\$ (119.67)	-26.2%
\$ (471.48)	\$ (197.41)	\$ (274.07)	138.8%	Net Income(Loss)/Billable Visit	\$ (468.43)	\$ (234.17)	\$ (234.26)	100.0%
90.0%	72.1%	-17.9%	-24.8%	Benefits as a % of Salaries	62.3%	66.6%	4.4%	6.6%
40.5%	40.5%	0.0%	0.0%	Overhead % of Direct Exp	40.5%	40.5%	0.0%	0.0%
\$ 132				Gross Patient AR (in 000s)				
\$ (32)				Less Reserves (in 000s)				
\$ 99				Net AR (in 000s)				
\$ 185				Wrap AR (in 000s)				
\$ 49.7				Gross AR Days				
\$ 38				Cash Receipts (in 000s)				
<b>Payer Mix</b>								
7.8%	13.1%	-5.3%	-40.5%	Medicare	7.4%	13.1%	-5.7%	-43.4%
15.0%	10.9%	4.1%	37.2%	Medi-Cal	15.5%	10.9%	4.6%	41.9%
74.7%	73.0%	1.7%	2.3%	Medi-Cal Managed Care	71.5%	73.0%	-1.5%	-2.0%
1.5%	1.7%	-0.2%	-10.3%	Insurance	1.6%	1.7%	-0.1%	-8.2%
1.0%	1.3%	-0.3%	-20.4%	Self Pay / Indigent	4.0%	1.3%	2.7%	213.6%
100.0%	100.0%	0.0%	0.0%		100.0%	100.0%	0.0%	0.0%

**FQ Administration  
Income Statement  
December 31, 2017**

	Current Month			Year to Date			
	Actual	Budget	Variance	% Var	Actual	Budget	Variance

4.6	6.2	1.6	26.5%	Total FTEs	4.7	6.2	2	24.8%
<b>0</b>	<b>0</b>	<b>0</b>		<b>Total Patient Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	
0	0	0		(Deductions) from Revenue	0	0	0	
0	0	0		Other Allowances	0	0	0	
0	0	0		<b>Net Revenue</b>	0	0	0	
0	0	0		Other Revenue	0	0	0	
0	0	0		<b>Total Revenue</b>	0	0	0	

57,256	49,286	(7,970)	-16.2%	<b>Operating Expense</b>	338,781	292,467	(46,314)	-15.8%
24,088	48,142	24,054	50.0%	Salaries	151,614	235,746	84,132	35.7%
<b>81,344</b>	<b>97,428</b>	<b>16,084</b>	<b>16.5%</b>	<b>Total Salaries &amp; Benefits</b>	<b>490,395</b>	<b>528,213</b>	<b>37,818</b>	<b>7.2%</b>
52,610	45,500	(7,110)	-15.6%	Professional Fees/Registry	332,412	273,000	(59,412)	-21.8%
0	317	317	100.0%	Supplies	11,975	1,902	(10,073)	-529.6%
24,810	122,803	97,993	79.8%	Purchased Services	561,665	736,818	175,153	23.8%
3,257	3,257	0	0.0%	Depreciation	19,542	19,542	0	0.0%
0	2,625	2,625	100.0%	Other Expense	1,466	15,750	14,284	90.7%
<b>162,021</b>	<b>271,930</b>	<b>109,909</b>	<b>40.4%</b>	<b>Total Direct Expense</b>	<b>1,417,454</b>	<b>1,575,225</b>	<b>157,771</b>	<b>10.0%</b>
0	0	0		Overhead Allocation	0	0	0	
<b>162,021</b>	<b>271,930</b>	<b>109,909</b>	<b>40.4%</b>	<b>Total Expenses</b>	<b>1,417,454</b>	<b>1,575,225</b>	<b>157,771</b>	<b>10.0%</b>
<b>(162,021)</b>	<b>(271,930)</b>	<b>109,909</b>	<b>-40.4%</b>	<b>Net Income (Loss)</b>	<b>(1,417,454)</b>	<b>(1,575,225)</b>	<b>157,771</b>	<b>-10.0%</b>