



*San Joaquin County Clinics (SJCC)*

**Minutes of February 25, 2020  
Board of Directors Meeting**

**San Joaquin General Hospital  
Conference Room 1**

**ATTENDEES:** Rod Place (Chairman); Ismael Cortez (Secretary); Luz Maria Sandoval (Treasurer); Mike Baskett (Board Member); Brian Heck (Board Member); Esgardo Medina (Board Member); Melanie Toutai (Board Member); David Culberson (SJGH CEO); Greg Diederich (HCS Director); Dr. Farhan Fadoo (SJCC Executive Director); Betty Jo Riendel (SJCC Nursing Dept Manager); Alice Soulligne (SJCC COO); Kristopher Zuniga (SJCC Interim CFO); Adelé Gribble (ACS OTC)

**EXCUSED:** Alicia Yonemoto (Vice-Chair); Alvin Maldonado (Board Member); Mary Mills (Board Member);

AGENDA ITEM	ATTACHMENTS	ACTION
<p><b>1. <u>Introduction &amp; Establish Quorum (Rod Place, Board Chair)</u></b></p> <p>a. Call to Order &amp; Establish Quorum Rod Place called the meeting to order at 5:04 p.m.</p> <p>b. SJCC Board of Director's Attendance Record (Jan 2020) Board Members were accounted for by roll call and a quorum was established for today's meeting.</p> <p>c. Introductions There were no introductions for today's meeting</p>	<p>SJCC Board of Directors Attendance Record Jan 2020</p>	
<p><b>2. <u>Approval of Minutes of January 28, 2020 meeting (Rod Place, Board Chair)</u></b></p> <p>Esgardo Medina made a motion to approve the minutes from January 28, 2020. Mike Baskett seconded the motion and the board unanimously approved the minutes.</p>	<p>BOD Meeting Minutes – 01/28/20</p>	<p>Esgardo Medina motioned to approve minutes, Mike Baskett seconded &amp; the board unanimously approved</p>
<p><b>3. <u>Public Comment (General Public)</u></b></p> <p>There was no public comment.</p>	<p>No Attachments</p>	<p>No Action Required</p>
<p><b>4. <u>Credentialing Report (Betty Jo Riendel)</u></b></p> <p>Betty Jo Riendel advised there is one initial appointment: Regina Burgos SNP (Sr. Nurse Practitioner). Regina is an established Nurse Practitioner, but she was recently promoted to a Senior Nurse Practitioner which is why this is listed as</p>	<p>Attachment 4 (Credentialing Report)</p>	<p>Motion to approve the credentialing report – Melanie Toutai,</p>

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<p>an initial appointment. We have four providers for reappointment: Farhan Fadoo, MD; Tonja Harris-Stansil, MD; Vivian Cefalo, CNM and Christine Mitchell, CNM. Christine Mitchell was a reappointment with temporary privileges requested. We have two advancements: Sukalpa Chowdhury, MD and Elena Lopez, MD. There are no resignations or retirements for this month. Melanie Toutai made a motion to approve the credentials and privileges as provided, Esgardo Medina seconded the motion and the board unanimously approved the motion.</p>		seconded by Esgardo Medina and unanimously approved by the board.																																																																																																																																																																																																																																																																																								
<p><b>5. <u>California Form 700/Conflict of Interest Forms (Adelé Gribble)</u></b></p> <p>Adelé Gribble advised during last month's meeting there was question about whether the board members needed to fill out the Form 700. After reviewing everyone's files, it was determined all board members and CEO need to fill out and return the forms to Adelé. She will file with the Registrar of Voter's office to advise the forms are kept here on location. All attending board members filled out and submitted to Adelé during today's meeting.</p>	Attachments 5 (California Form 700 and Conflict of Interest Forms)	Adelé Gribble will notify Registrar of Voters office of Form 700s kept in SJCC Office.																																																																																																																																																																																																																																																																																								
<p><b>6. <u>UDS Report Submission Update (Dr. Farhan Fadoo)</u></b></p> <p>Dr. Fadoo advised we submitted the report on February 14<sup>th</sup>, it was due on the 15<sup>th</sup>. He advised they will share the report with the board once it has been accepted by HRSA. We normally receive a few dozen edits after we submit the report. He advised this time we received eight that the reviewer came back with, two of them were non-material edits so there are only six questions and the team have the responses ready to submit already. Once this has been finalized they will bring it forth to the board. They are planning to have it ready by next month's meeting, if not it will be the following month.</p>	No Attachment	No action required																																																																																																																																																																																																																																																																																								
<p><b>7. <u>Finance Committee Report (Kris Zuniga)</u></b></p> <p>Below are the attachments provided to and approved by the Finance Subcommittee in the preceding meeting.</p> <div style="text-align: center;"> <p>San Joaquin General Hospital-FQHC LAL Clinics Income Statement For the YTD Ending December 31, 2019</p> <table border="1"> <thead> <tr> <th></th> <th>Children's Health Services (#7080)</th> <th>Family Medicine (#7092)</th> <th>Family Practice - Ca (#7093)</th> <th>Primary Medicine (#7096)</th> <th>Healthy Beginnings - Ca (#7182)</th> <th>French Camp (#7183)</th> <th>Hazelton Clinic (#7184)</th> <th>Manteca Clinic (#7185)</th> <th>FQ Admin.</th> <th>Total</th> <th>YTD Budget</th> <th>YTD Variance - Fav (Unf)</th> <th>% Var - Fav (Unf)</th> </tr> </thead> <tbody> <tr> <td>Total Visits</td> <td>10,115</td> <td>11,208</td> <td>2,796</td> <td>20,616</td> <td>4,827</td> <td>2,520</td> <td>2,816</td> <td>6,629</td> <td>-</td> <td>61,527</td> <td>52,478</td> <td>9,049</td> <td>17.2%</td> </tr> <tr> <td>Billable Visits</td> <td>9,038</td> <td>10,727</td> <td>2,651</td> <td>19,943</td> <td>4,827</td> <td>2,498</td> <td>1,878</td> <td>6,425</td> <td>-</td> <td>57,987</td> <td>49,214</td> <td>8,773</td> <td>17.8%</td> </tr> <tr> <td>Productive FTEs (Provider)</td> <td>3.2</td> <td>2.3</td> <td>1.7</td> <td>10.8</td> <td>2.0</td> <td>1.3</td> <td>1.3</td> <td>4.5</td> <td>-</td> <td>27.1</td> <td>28.3</td> <td>1.1</td> <td>4.1%</td> </tr> <tr> <td>Productive FTEs (Non-Provider)</td> <td>14.8</td> <td>13.8</td> <td>6.8</td> <td>29.3</td> <td>14.1</td> <td>6.0</td> <td>6.7</td> <td>12.5</td> <td>9.3</td> <td>113.3</td> <td>105.3</td> <td>(8.0)</td> <td>-7.6%</td> </tr> <tr> <td>Total FTEs</td> <td>18.0</td> <td>16.1</td> <td>8.5</td> <td>40.1</td> <td>16.1</td> <td>7.3</td> <td>8.0</td> <td>17.0</td> <td>9.3</td> <td>140.4</td> <td>133.6</td> <td>(6.9)</td> <td>-5.1%</td> </tr> <tr> <td>Total Hours/Visit</td> <td>1.40</td> <td>2.37</td> <td>0.80</td> <td>0.93</td> <td>1.22</td> <td>1.00</td> <td>0.70</td> <td>0.72</td> <td>-</td> <td>1.08</td> <td>0.88</td> <td>(0.20)</td> <td>-22.8%</td> </tr> <tr> <td colspan="14"><b>Patient Revenue</b></td> </tr> <tr> <td>Medicare</td> <td>0</td> <td>385,384</td> <td>132,130</td> <td>1,110,106</td> <td>30,055</td> <td>27,681</td> <td>30,744</td> <td>127,378</td> <td>0</td> <td>1,843,478</td> <td>904,271</td> <td>939,207</td> <td>103.9%</td> </tr> <tr> <td>Medi-Cal</td> <td>385,076</td> <td>263,451</td> <td>21,099</td> <td>1,157,785</td> <td>402,067</td> <td>114,528</td> <td>116,855</td> <td>96,428</td> <td>0</td> <td>1,557,288</td> <td>1,366,206</td> <td>191,081</td> <td>14.0%</td> </tr> <tr> <td>Medi-Cal Managed Care</td> <td>2,557,522</td> <td>1,948,997</td> <td>461,861</td> <td>3,141,438</td> <td>1,152,746</td> <td>548,289</td> <td>296,256</td> <td>1,162,537</td> <td>0</td> <td>11,269,646</td> <td>8,701,967</td> <td>2,567,679</td> <td>29.5%</td> </tr> <tr> <td>Insurance</td> <td>11,371</td> <td>41,315</td> <td>11,160</td> <td>39,850</td> <td>9,108</td> <td>12,945</td> <td>3,735</td> <td>6,744</td> <td>0</td> <td>136,227</td> <td>180,950</td> <td>(44,723)</td> <td>-24.7%</td> </tr> <tr> <td>Self Pay</td> <td>23,883</td> <td>150,825</td> <td>22,955</td> <td>137,551</td> <td>34,408</td> <td>18,769</td> <td>24,920</td> <td>62,726</td> <td>0</td> <td>476,036</td> <td>319,266</td> <td>156,770</td> <td>49.1%</td> </tr> <tr> <td>Indigent</td> <td>0</td> <td>516</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>516</td> <td>1,613</td> <td>(1,097)</td> <td>-68.0%</td> </tr> <tr> <td>Gross Revenue</td> <td>2,977,852</td> <td>2,790,487</td> <td>649,206</td> <td>4,586,729</td> <td>1,628,383</td> <td>722,211</td> <td>472,510</td> <td>1,455,813</td> <td>0</td> <td>15,283,191</td> <td>11,474,273</td> <td>3,808,918</td> <td>33.2%</td> </tr> <tr> <td>Contractual Adjustments</td> <td>(2,221,787)</td> <td>(1,663,825)</td> <td>(366,861)</td> <td>(2,769,444)</td> <td>(986,582)</td> <td>(417,989)</td> <td>(254,195)</td> <td>(1,022,906)</td> <td>0</td> <td>(9,703,588)</td> <td>(5,346,425)</td> <td>(4,357,163)</td> <td>-81.5%</td> </tr> <tr> <td>Other Allowances</td> <td>(1,989)</td> <td>(6,117)</td> <td>(1,409)</td> <td>(8,223)</td> <td>(1,569)</td> <td>(1,699)</td> <td>(96,165)</td> <td>(39,476)</td> <td>0</td> <td>(156,647)</td> <td>(6,181)</td> <td>(150,465)</td> <td>-2434.2%</td> </tr> <tr> <td>Net Patient Revenue</td> <td>754,075</td> <td>1,120,545</td> <td>280,936</td> <td>1,809,062</td> <td>640,233</td> <td>302,524</td> <td>122,151</td> <td>393,431</td> <td>0</td> <td>5,422,957</td> <td>6,121,667</td> <td>(698,711)</td> <td>-11.4%</td> </tr> <tr> <td>Physician Capitation- PMPM</td> <td>480,141</td> <td>477,280</td> <td>124,387</td> <td>888,936</td> <td>203,393</td> <td>111,043</td> <td>71,672</td> <td>318,243</td> <td>0</td> <td>2,675,096</td> <td>3,186,011</td> <td>(510,914)</td> <td>-16.0%</td> </tr> <tr> <td>Total Operating Revenue</td> <td>1,234,217</td> <td>1,597,826</td> <td>405,323</td> <td>2,697,998</td> <td>843,626</td> <td>413,568</td> <td>193,823</td> <td>711,674</td> <td>0</td> <td>8,098,053</td> <td>9,307,678</td> <td>(1,209,626)</td> <td>-13.0%</td> </tr> </tbody> </table> </div>		Children's Health Services (#7080)	Family Medicine (#7092)	Family Practice - Ca (#7093)	Primary Medicine (#7096)	Healthy Beginnings - Ca (#7182)	French Camp (#7183)	Hazelton Clinic (#7184)	Manteca Clinic (#7185)	FQ Admin.	Total	YTD Budget	YTD Variance - Fav (Unf)	% Var - Fav (Unf)	Total Visits	10,115	11,208	2,796	20,616	4,827	2,520	2,816	6,629	-	61,527	52,478	9,049	17.2%	Billable Visits	9,038	10,727	2,651	19,943	4,827	2,498	1,878	6,425	-	57,987	49,214	8,773	17.8%	Productive FTEs (Provider)	3.2	2.3	1.7	10.8	2.0	1.3	1.3	4.5	-	27.1	28.3	1.1	4.1%	Productive FTEs (Non-Provider)	14.8	13.8	6.8	29.3	14.1	6.0	6.7	12.5	9.3	113.3	105.3	(8.0)	-7.6%	Total FTEs	18.0	16.1	8.5	40.1	16.1	7.3	8.0	17.0	9.3	140.4	133.6	(6.9)	-5.1%	Total Hours/Visit	1.40	2.37	0.80	0.93	1.22	1.00	0.70	0.72	-	1.08	0.88	(0.20)	-22.8%	<b>Patient Revenue</b>														Medicare	0	385,384	132,130	1,110,106	30,055	27,681	30,744	127,378	0	1,843,478	904,271	939,207	103.9%	Medi-Cal	385,076	263,451	21,099	1,157,785	402,067	114,528	116,855	96,428	0	1,557,288	1,366,206	191,081	14.0%	Medi-Cal Managed Care	2,557,522	1,948,997	461,861	3,141,438	1,152,746	548,289	296,256	1,162,537	0	11,269,646	8,701,967	2,567,679	29.5%	Insurance	11,371	41,315	11,160	39,850	9,108	12,945	3,735	6,744	0	136,227	180,950	(44,723)	-24.7%	Self Pay	23,883	150,825	22,955	137,551	34,408	18,769	24,920	62,726	0	476,036	319,266	156,770	49.1%	Indigent	0	516	0	0	0	0	0	0	0	516	1,613	(1,097)	-68.0%	Gross Revenue	2,977,852	2,790,487	649,206	4,586,729	1,628,383	722,211	472,510	1,455,813	0	15,283,191	11,474,273	3,808,918	33.2%	Contractual Adjustments	(2,221,787)	(1,663,825)	(366,861)	(2,769,444)	(986,582)	(417,989)	(254,195)	(1,022,906)	0	(9,703,588)	(5,346,425)	(4,357,163)	-81.5%	Other Allowances	(1,989)	(6,117)	(1,409)	(8,223)	(1,569)	(1,699)	(96,165)	(39,476)	0	(156,647)	(6,181)	(150,465)	-2434.2%	Net Patient Revenue	754,075	1,120,545	280,936	1,809,062	640,233	302,524	122,151	393,431	0	5,422,957	6,121,667	(698,711)	-11.4%	Physician Capitation- PMPM	480,141	477,280	124,387	888,936	203,393	111,043	71,672	318,243	0	2,675,096	3,186,011	(510,914)	-16.0%	Total Operating Revenue	1,234,217	1,597,826	405,323	2,697,998	843,626	413,568	193,823	711,674	0	8,098,053	9,307,678	(1,209,626)	-13.0%	Attachment 8 (Finance Committee Agenda and Minutes with attachments)	No action required
	Children's Health Services (#7080)	Family Medicine (#7092)	Family Practice - Ca (#7093)	Primary Medicine (#7096)	Healthy Beginnings - Ca (#7182)	French Camp (#7183)	Hazelton Clinic (#7184)	Manteca Clinic (#7185)	FQ Admin.	Total	YTD Budget	YTD Variance - Fav (Unf)	% Var - Fav (Unf)																																																																																																																																																																																																																																																																													
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<b>Expenses</b>													
Salaries	641,650	596,393	287,083	1,764,126	521,049	273,177	342,564	780,688	472,002	5,678,732	4,981,925	(696,807)	-14.0%
Benefits	314,307	281,500	156,549	687,028	296,346	149,155	231,872	379,803	186,818	2,683,377	2,673,603	(9,774)	-0.4%
<b>Total Salaries &amp; Benefits</b>	<b>955,957</b>	<b>877,893</b>	<b>443,633</b>	<b>2,451,153</b>	<b>817,395</b>	<b>422,332</b>	<b>574,436</b>	<b>1,160,491</b>	<b>658,820</b>	<b>8,362,109</b>	<b>7,655,528</b>	<b>(706,581)</b>	<b>-9.2%</b>
Professional Fees/Registration	17,135	69,405	0	78,640	229,081	5,600	0	0	181,111	580,972	378,702	(202,270)	-34.4%
Supplies	40,205	128,662	25,733	170,523	52,361	42,996	28,198	60,252	28,951	577,881	512,591	(65,290)	-12.7%
Purchased Services	17,575	14,794	11,606	690	45,921	32,021	1,140	1,375	182,211	307,334	615,442	308,107	50.1%
Depreciation	3,878	13,585	972	891	6,830	14,431	0	74,393	20,368	135,348	61,001	(74,347)	-121.9%
Other Expense	31,634	13,519	21,062	12,581	25,333	4,786	478	94,890	2,653	206,935	175,894	(31,041)	-17.6%
<b>Total Expenses</b>	<b>1,066,383</b>	<b>1,117,858</b>	<b>503,005</b>	<b>2,714,479</b>	<b>1,176,921</b>	<b>522,166</b>	<b>604,252</b>	<b>1,391,401</b>	<b>1,074,114</b>	<b>10,170,579</b>	<b>9,399,158</b>	<b>(771,420)</b>	<b>-8.2%</b>
Allocation of Direct Admin Exp	209,286	196,117	45,627	322,359	114,444	50,758	33,208	102,316	(1,074,114)	0	0	0	0.0%
<b>Total Expenses excl Hosp OH</b>	<b>1,275,668</b>	<b>1,313,975</b>	<b>548,632</b>	<b>3,036,837</b>	<b>1,291,365</b>	<b>572,924</b>	<b>637,460</b>	<b>1,493,716</b>	<b>-</b>	<b>10,170,579</b>	<b>9,399,158</b>	<b>(771,420)</b>	<b>-8.2%</b>
Profit/(Loss) before Hosp OH	(41,452)	283,851	(143,309)	(338,839)	(447,740)	(159,356)	(443,638)	(782,043)	-	(2,072,526)	(91,480)	(1,981,046)	-2165.5%
Overhead Allocation	538,332	554,498	231,523	1,281,545	544,956	241,774	329,008	630,348	0	4,291,964	3,966,445	(325,519)	-8.3%
<b>Total Expenses</b>	<b>1,814,000</b>	<b>1,868,473</b>	<b>780,154</b>	<b>4,318,384</b>	<b>1,836,322</b>	<b>814,698</b>	<b>966,469</b>	<b>2,124,065</b>	<b>0</b>	<b>14,462,564</b>	<b>13,365,603</b>	<b>(1,096,959)</b>	<b>-8.2%</b>
<b>Net Income (Loss)</b>	<b>(579,784)</b>	<b>(270,647)</b>	<b>(374,831)</b>	<b>(1,620,386)</b>	<b>(992,696)</b>	<b>(401,130)</b>	<b>(712,646)</b>	<b>(1,412,391)</b>	<b>(0)</b>	<b>(6,364,510)</b>	<b>(4,057,925)</b>	<b>(2,306,585)</b>	<b>-56.8%</b>
<b>Key Ratios</b>													
Net Pt Rev as % of Gross Rev	25.3%	40.2%	43.3%	39.4%	39.3%	41.9%	25.9%	27.0%	0.0%	35.5%	53.4%	-17.9%	-33.5%
Total Net Rev as % of Gross Rev	41.4%	57.3%	62.4%	58.8%	51.8%	57.3%	41.0%	48.9%	0.0%	53.0%	81.1%	-28.1%	-34.7%
Benefits as a % of Salaries	49.0%	47.2%	54.5%	38.9%	56.9%	54.6%	67.7%	48.6%	39.6%	47.3%	53.7%	6.4%	11.9%
Overhead % of Direct Expenses	50.5%	49.6%	46.0%	47.2%	46.3%	46.3%	44.5%	45.3%	0.0%	42.2%	42.2%	0.0%	0.0%
Gross Revenue per Billable Visit	329.48	260.14	244.89	229.99	337.35	289.12	251.60	226.59	0.00	263.56	233.15	30.41	13.0%
Net Revenue per Billable Visit	136.56	148.35	152.89	135.29	174.77	165.56	103.21	110.77	0.00	139.65	189.13	(49.47)	-26.2%
Direct Costs/Billable Visit	117.99	104.21	189.74	136.11	243.82	209.03	321.75	216.56	0.00	175.39	190.99	15.59	8.2%
Indirect Costs/Billable Visit	59.56	51.69	87.33	64.26	112.90	96.79	143.24	98.11	0.00	74.02	80.60	6.58	8.2%
Total Medical Cost/Billable Visit	200.71	174.18	294.29	216.54	380.43	326.14	482.68	330.59	0.00	249.41	271.58	22.17	8.2%
Net Cost/Patient (1)	501.77	435.46	735.72	541.34	951.07	815.35	1,206.69	826.48	0.00	623.53	678.95	55.43	8.2%
Net Income(Loss)/Billable Visit	(64.15)	(25.23)	(141.39)	(81.25)	(205.65)	(160.58)	(379.47)	(219.83)	0.00	(109.76)	(82.45)	(27.30)	-33.1%
<b>Payer Mix</b>													
Medicare	0.0%	13.8%	20.4%	24.2%	1.8%	3.8%	6.5%	8.7%	0.0%	12.1%	7.9%	4.2%	53.1%
Medi-Cal	12.9%	9.4%	3.2%	3.4%	24.7%	15.9%	24.7%	6.6%	0.0%	10.2%	11.9%	-1.7%	-14.4%
Medi-Cal Managed Care	85.9%	69.8%	71.1%	68.5%	70.8%	75.9%	62.7%	79.9%	0.0%	73.7%	75.8%	-2.1%	-2.8%
Insurance	0.4%	1.5%	1.7%	0.9%	0.6%	1.8%	0.8%	0.5%	0.0%	0.9%	1.6%	-0.7%	-43.5%
Self Pay / Indigent	0.8%	5.4%	3.5%	3.0%	2.1%	2.6%	5.3%	4.3%	0.0%	3.1%	2.8%	0.3%	11.5%
<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>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													

Kris Zuniga stated the conditions that created the previous month's Financial results existed in December as well, looking at the broken-out Profit and Loss statement, you can see that the Hazleton and Manteca Clinics account for a good portion of the Year to Date losses.

Kris Zuniga stated the conditions that created the previous month's Financial results existed in December as well.

AGENDA ITEM	ATTACHMENTS	ACTION
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San Joaquin County Clinics  
Income Statement  
As of December 31, 2019

							Year to Date			
	Jul	Aug	Sep	Oct	Nov	Dec	YTD Actual	YTD Budget	Variance	% Var
<b>Total Visits</b>	9,995	11,085	10,018	11,580	9,453	9,396	61,527	52,478	9,049	17.2%
<b>Billable Visits</b>	9,436	10,386	9,516	10,788	8,938	8,923	57,987	49,214	8,773	17.8%
<b>Patient Revenue</b>										
Medicare	236,056	297,379	380,364	292,588	318,258	318,833	1,843,478	904,271	939,207	103.9%
Medi-Cal Fee-for-Service	205,608	219,088	282,602	390,358	226,521	233,111	1,557,288	1,366,206	191,081	14.0%
Medi-Cal Managed Care	933,051	2,219,472	2,303,051	2,250,224	1,792,024	1,771,824	11,269,646	8,701,967	2,567,679	29.5%
Insurance	13,134	22,250	25,360	26,099	25,649	23,734	136,227	180,950	(44,723)	-24.7%
Self Pay	68,636	68,201	96,780	94,384	68,490	79,545	476,036	319,266	156,770	49.1%
Indigent	106	(16)	63	154	193	16	516	1,613	(1,097)	-68.0%
<b>Gross Patient Revenue</b>	<b>1,456,592</b>	<b>2,826,374</b>	<b>3,088,220</b>	<b>3,053,807</b>	<b>2,431,136</b>	<b>2,427,063</b>	<b>15,283,191</b>	<b>11,474,273</b>	<b>3,808,918</b>	<b>33.2%</b>
Contractual Adjustments	(498,718)	(1,494,730)	(2,292,625)	(2,022,995)	(1,696,396)	(1,696,124)	(9,703,588)	(5,346,425)	(4,357,163)	-81.5%
Other Allowances	(120,452)	(38,627)	(1,258)	(612)	901	3,442	(156,647)	(6,181)	(150,466)	-2434.2%
<b>Net Patient Revenue</b>	<b>837,382</b>	<b>1,293,017</b>	<b>794,337</b>	<b>1,030,200</b>	<b>735,641</b>	<b>732,381</b>	<b>5,422,957</b>	<b>6,121,667</b>	<b>(698,711)</b>	<b>-11.4%</b>
Capitation Revenue	446,785	451,203	438,369	455,595	443,730	439,413	2,675,096	3,186,011	(510,915)	-16.0%
<b>Total Net Revenue</b>	<b>1,284,167</b>	<b>1,744,220</b>	<b>1,232,706</b>	<b>1,485,795</b>	<b>1,179,371</b>	<b>1,171,794</b>	<b>8,098,053</b>	<b>9,307,678</b>	<b>(1,209,626)</b>	<b>-13.0%</b>
<b>Operating Expense</b>										
Salaries	909,780	1,042,139	917,997	1,103,634	849,551	855,631	5,678,732	4,981,925	(696,807)	-14.0%
Benefits	455,167	447,909	438,518	436,607	449,805	455,351	2,683,377	2,673,603	(9,774)	-0.4%
<b>Total Salaries &amp; Benefits</b>	<b>1,364,967</b>	<b>1,490,048</b>	<b>1,356,515</b>	<b>1,540,241</b>	<b>1,299,356</b>	<b>1,310,981</b>	<b>8,362,109</b>	<b>7,655,528</b>	<b>(706,581)</b>	<b>-8.2%</b>
Professional Fees/Registry	69,022	185,386	62,720	108,139	66,503	89,211	580,972	378,702	(202,270)	-53.4%
Supplies	69,094	128,143	77,216	125,775	68,804	108,849	577,881	512,591	(65,290)	-12.7%
Purchased Services	39,160	56,359	42,011	92,288	41,656	35,859	307,334	615,442	308,107	50.1%
Depreciation	22,696	22,687	22,686	22,427	22,426	22,426	135,348	61,001	(74,347)	-121.9%
Other Expense	33,477	45,971	35,515	29,393	40,215	22,364	206,935	175,894	(31,041)	-17.6%
<b>Total Direct Expense</b>	<b>1,598,416</b>	<b>1,928,594</b>	<b>1,596,664</b>	<b>1,918,252</b>	<b>1,538,962</b>	<b>1,589,691</b>	<b>10,170,579</b>	<b>9,399,158</b>	<b>(771,420)</b>	<b>-8.2%</b>
<b>Net Income (Loss)</b>	<b>(314,249)</b>	<b>(184,374)</b>	<b>(363,958)</b>	<b>(432,457)</b>	<b>(359,591)</b>	<b>(417,897)</b>	<b>(2,072,526)</b>	<b>(91,480)</b>	<b>(1,981,046)</b>	<b>-2165.5%</b>
Overhead Allocation	674,532	813,867	673,792	809,502	649,442	670,850	4,291,984	3,966,445	(325,539)	-8.2%
<b>Net Income (Loss) w/ OH Allocation</b>	<b>(988,781)</b>	<b>(998,240)</b>	<b>(1,037,750)</b>	<b>(1,241,960)</b>	<b>(1,009,033)</b>	<b>(1,088,747)</b>	<b>(6,364,510)</b>	<b>(4,067,925)</b>	<b>(2,306,585)</b>	<b>-56.8%</b>

**Key Ratios**

Gross Pt Revenue/Billable Visit	\$ 154.37	\$ 272.13	\$ 324.53	\$ 283.07	\$ 272.00	\$ 272.00	\$ 263.56	\$ 233.15	\$ 30.41	13.0%
Net Revenue/Billable Visit (excl Oth Rev)	\$ 136.09	\$ 167.94	\$ 129.54	\$ 137.73	\$ 131.95	\$ 131.32	\$ 139.65	\$ 189.13	\$ (49.47)	-26.2%
Direct Costs/Billable Visit	\$ 169.40	\$ 185.69	\$ 167.79	\$ 177.81	\$ 172.18	\$ 178.16	\$ 175.39	\$ 190.99	\$ 15.59	8.2%
Indirect Costs/Billable Visit	\$ 71.48	\$ 78.36	\$ 70.81	\$ 75.04	\$ 72.66	\$ 75.18	\$ 74.02	\$ 80.60	\$ 6.58	8.2%
Total Medical Cost/Billable Visit	\$ 240.88	\$ 264.05	\$ 238.59	\$ 252.85	\$ 244.84	\$ 253.34	\$ 249.41	\$ 271.58	\$ 22.17	8.2%
Net Income(Loss)/Billable Visit	\$ (104.79)	\$ (96.11)	\$ (109.05)	\$ (115.12)	\$ (112.89)	\$ (122.02)	\$ (109.76)	\$ (82.45)	\$ 27.30	-33.1%
Total Cost/Patient (1)	\$ 602.20	\$ 660.13	\$ 596.48	\$ 633.13	\$ 612.11	\$ 633.35	\$ 623.53	\$ 678.95	\$ 55.43	8.2%
Net Pt Rev as % of Gross Rev	57.5%	45.7%	25.7%	33.7%	30.3%	30.2%	35.5%	53.4%	-17.9%	-33.5%
Total Net Rev as % of Gross Rev	88.2%	61.7%	39.9%	48.7%	48.5%	48.3%	53.0%	81.1%	-28.1%	-34.7%
Benefits as a % of Salaries	50.0%	43.0%	47.8%	39.6%	52.9%	53.2%	47.3%	53.7%	6.4%	11.9%
Overhead % of Direct Exp	42.2%	42.2%	42.2%	42.2%	42.2%	42.2%	42.2%	42.2%	0.0%	0.0%

AGENDA ITEM	ATTACHMENTS	ACTION
<p style="text-align: center;">Financial Statement Comments  Year to Date through December 2019</p> <p><b><u>Summary of Clinics Year to Date</u></b></p> <p>Billable visits through November were favorable to budget by 8,773. Gross patient revenue is favorable to budget by \$3,808,918. However, net patient revenue is unfavorable to budget by &lt;\$698,711&gt; due to higher than anticipated contractual and other allowances.</p> <p>Capitation revenue is unfavorable to budget. Assigned lives have been reduced by about 3,000 since July 2018. Budget assumed an increase in assigned lives, which explains the FYTD variance of &lt;\$459,149&gt;. Total net revenue is unfavorable to budget by &lt;\$948,858&gt;.</p> <p>Total Direct Operating Expense is unfavorable to budget by &lt;\$771,420&gt;. This is primarily driven by Salaries Expense which is unfavorable by &lt;\$706,581&gt;. The Manteca Clinic and Primary Medicine Clinic’s Physician Salary Expense exceeded budget by &lt;\$432,645&gt; and &lt;\$486,897&gt;, respectively. In addition, Professional Fees Expense is unfavorable to budget by &lt;\$202,270&gt; driven by Locums Physician Expense at Healthy Beginnings Clinic on California Street of &lt;\$229,081&gt;. Purchased Service Expense is favorable to budget by \$308,107 due to a favorable variance in FQ Administration of \$67,791, Children’s Health Services of \$39,923, Primary Medicine of \$65,343, and Healthy Beginnings – French Camp of \$65,499. The total FYTD Net Income &lt;Loss&gt; before hospital overhead of &lt;\$2,072,526&gt; is &lt;\$1,981,046&gt; unfavorable to the budgeted net loss of &lt;\$91,480&gt;.</p> <p>Total FQHC loss was primarily due to the loss generated by the Manteca Clinic of &lt;\$782,043&gt;. Net patient revenue as a percent of gross revenue was 27.02% for this clinic which was driven by high contractual adjustments due to a cleanup effort of older encounters. Family Medicine is generating a profit for FYTD through December of \$283,851 before overhead allocations with net patient revenue as a percentage of gross revenue at 40.16%.</p> <p><b><u>Additional Factors Impacting Clinic Performance Presentation</u></b></p> <ul style="list-style-type: none"> <li>• Hospital overhead remains at 42.2% pending a detailed review by CFO and FQHC Finance Director to identify a more appropriate overhead allocation for the clinics.</li> <li>• Supplemental funding derived by the hospital (PRIME, DSH/GPP, QIP) as a result of work done by the FQHC clinics is not included in this reporting at this time.</li> <li>• Currently, revenue from the clinics is not reflective of the actual visits in any given month. The Hospital Finance department is working with clinic staff to reconcile reports to actual visits checked out from each clinic. This will assist with developing the accrual methodology for revenues.</li> </ul>		

AGENDA ITEM	ATTACHMENTS	ACTION
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Below are the PFS Accounts Receivable Aging Analysis for SJCC for the month of December 2019.

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

  

Monthly Management Summary							
	Beginning A/R Balance	DNFB	Gross Services Billed	Disallowances/ Discounts	Payments	Adjustments	Ending A/R Balance
December Activity	7,108,104	485,692	2,008,468	(1,061,796)	(520,931)	(552,297)	7,467,240

  

PFS Key Performance Indicators for SJCC						
	December	November	October	September	August	Increase (Decrease)
Gross A/R Days	121	114	123	139	153	7
Net A/R	3,006,647	2,967,642	2,990,493	2,960,862	3,078,429	39,005
Net A/R Days	120	106	114	119	125	14

Mr. Culberson stated the Medicare bucket is a large number showing real money lost. He asked if we know whether these did not get billed or not. Lynn Kelly was not in attendance at today's meeting. Kris stated he did discuss this with her specifically about the Medicare billing. He has been able to download all data in PWPM from inception through the end of the year. It requires further investigation. There is no explanation at this time. He stated there are some questions regarding the Medicare billing in regards to Wrap payments.

AGENDA ITEM	ATTACHMENTS	ACTION
<p>Rod Place stated these numbers are showing a tremendous loss. Mr. Culberson asked if there is any update on the EMMI collections. Rod stated he asked the same question during the Finance Meeting and there was no direct answer around the reports. Chris Roberts had mentioned he would be getting the report from EMMI tomorrow. Rod was asking about truing up the 14,000 visits that were billed out vs. the 8,300 visits it showed we had. Some of the visits had two billings. Rod stated he would like to see a more up-to-date statement of the EMMI reports.</p> <p>Kris stated the first reportable month will be January. We will be speaking about this during next month's meeting. He stated they are in constant contact with EMMI. The issue of visits vs. claims came up during the Finance Committee meeting. Very often the visits and the number of claims are different because a visit could have more than one claim. We need to be a watchdog as to whether we are getting everything we are entitled to and are those numbers really tying into our business activity.</p> <p>Kris stated EMMI is providing a very robust set of reports down to the patient account level. He advised he is involved in the design of some of the reports so that we get exactly what we want in the way we want. The reports will be provided to the committee next month. They collected \$8,000 on our behalf in January which is much lower than expected. It is the beginning of their work with us. Since that reporting period, they have collected significantly more than \$8,000. Rod asked if the committee can be provided that report as soon as possible.</p>		
<p><b>8. <u>CEO Report (Dr. Farhan Fadoo)</u></b></p> <p>Dr. Fadoo advised this report will be presented during the closed session that follows this meeting.</p>	No Attachments	No action required
<p><b>9. <u>ADJOURNMENT</u></b></p> <p>There being no further topics of discussion, Rod Place adjourned the meeting at 5:23 p.m to commence with the closed session immediately following this meeting. Adelé Gribble was excused at the adjournment and all other attendees remained for the closed session.</p>		No Action Required

Signed by:

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RESPECTFULLY SUBMITTED ON BEHALF OF SJCC BOARD BY:  
ADELÉ R. GRIBBLE, OFFICE TECHNICIAN COORDINATOR  
ACS ADMINISTRATION, SAN JOAQUIN COUNTY CLINICS

\_\_\_\_\_  
Date