

SAN JOAQUIN COUNTY  
**Clinics**  
Finance Committee

August 30, 2021, 5:00 p.m.

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[+1 209-645-4071](#) United States, Stockton (Toll)

Conference ID: 644 208 056#

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**Agenda**

1.	Call to order	Rod Place	<b>1 min</b>
2.	Approval of Minutes from 4/26/21, 5/24/21 & 6/28/21 *	Rod Place	<b>1 min</b>
3.	Introductions	Rod Place	<b>1 min</b>
4.	Presentation of Financials	Kris Zuniga	<b>20 mins</b>
5.	Accounts Receivables Status	Kris Zuniga	<b>10 mins</b>
6.	Status of 2020 Audit	Kris Zuniga	<b>1 min</b>
7.	Adjournment	Rod Place	<b>1 min</b>

**\* Action Item**

Next Meeting: September 27, 2021 at 5:00 p.m.

Note: If you need disability-related modification or accommodation to participate in this meeting, please contact Ambulatory Care Services at (209) 468-6757 or (209) 468-6372 at least 48 hours prior to the start of the meeting. Government Code Section 54954.2(a). Materials related to an item on this agenda submitted to the Board after distribution of the agenda packet are available for public inspection by contacting Ambulatory Care Services at 500 W. Hospital Road, French Camp, CA during normal business hours.



*San Joaquin County Clinics (SJCC)*

**Minutes of April 26, 2021**  
**FINANCE Committee Meeting Minutes**

**San Joaquin County Clinics**  
**Web Conference Call**

**PRESENT:**

Rod Place (SJCC Board Chair); Alicia Yonemoto (SJCC Board Vice-Chair); Esgardo Medina (SJCC Co-Treasurer); Dr. Farhan Fadoo (SJCC CEO); Alice Souligne (SJCC COO); Kristopher Zuniga (SJCC CFO); Michael J. Allen (Office Secretary); Adelé R. Gribble (SJCC Board Clerk)

**EXCUSED:**

Brian Heck (SJCC Board Member)

**ABSENT:**

Luz Maria Sandoval (SJCC Co-Treasurer):

AGENDA ITEM	ATTACHMENTS	ACTION
<p><b>1. <u>Call to Order (Rod Place, SJCC Board Chair)</u></b></p> <p>The meeting was called to order by Rod Place at 4:05 p.m. A quorum was established for today's meeting. Everyone was notified the meeting is being recorded.</p>	No Attachments	No Action Required
<p><b>2. <u>Approval of Minutes of 02/22/21 (Rod Place, SJCC Board Chair)</u></b></p> <p>The minutes were reviewed by present board members. Esgardo Medina made a motion to approve the minutes from February 22, 2021, Alicia Yonemoto seconded the motion and present members unanimously approved the minutes.</p>	(Attachment 2) Finance Committee Meeting Minutes from February 22, 2021	Motion to approve minutes from 02/22/21 – Esgardo Medina; Seconded – Alicia Yonemoto. Committee unanimously approved the minutes.
<p><b>3. <u>Introductions (Rod Place, SJCC Board Chair)</u></b></p> <p>There were no introductions for this meeting</p>	No Attachments	No Action Required
<p><b>4. <u>Presentation of December 2020 &amp; January 2021 Financials (Kris Zuniga, SJCC CFO)</u></b></p> <p>Below are the results for both February and March 2021. For the month of February, we had 8,969 billable visits and in March we had 10,648 billable visits. YTD actual basis billable visits are 86,308 against a budgeted amount of 81,040 for a favorable variance for billable visits YTD of 5,268.</p>	(Attachments 4) Finance Narrative YTD through March 2021; Income Statement 2021-03; Income Statement by Cost Center 2021-03	No Action Required

AGENDA ITEM	ATTACHMENTS	ACTION
<p>On a Net Patient Revenue Basis for the month of February we had \$841,213 whereas in March we registered \$1.5M in Net Patient Revenue. For Other Revenue we recognized a huge increase for Grant Revenues for both February and March. In February, we had \$227K and in March we recognized an entire award amount of our HRSA-LAL grant that was funding for our COVID efforts of approximately \$608K which is included in the amount of \$877K for March. Total Net Revenue for February is \$1.8M and for March it is \$3M.</p> <p>On a YTD basis, that represented \$23M in net revenues against a budget of \$14M, giving us a favorable variance of \$9M for net revenues (roughly \$4.5M is due to adjustments for prior year PPS reconciliation liabilities).</p> <p>Total Salaries and Benefits – February were \$1M and \$1.6M for the month of March. The increase in March is largely due to recognition of physicians and other providers who spend all of their time in the FQHC; some of their salaries and benefits were being charged to the hospital so this was corrected. On a YTD basis we have \$11M in Total Salaries and Benefits against a budgeted amount of \$10.2 for an unfavorable variance of approximately \$800K.</p> <p>Total Direct Expenses – February were \$1.4M against revenues of \$1.8M so there is net income of \$388K and in March the total direct expenses were \$2.2M against \$3M in revenues for \$900K for Net income before Supplemental Revenues and Overhead Allocation.</p> <p>Net Income for February is \$388K and March has \$900K. On a YTD basis, we have \$8.4M compared to a budget of \$563K for a favorable variance of approximately \$7.9M.</p> <p>For the Supplemental Revenues and Overhead Allocations presented in the past, these figures have been estimates. These were not featured in the general ledger which is the financial records of SJGH or SJCC. Kris advised these will be reflected in future finance reports and is highlighted in this month’s Income Statement attached to reflect actual amounts. The financial results of the organization will change because of these material amounts. Kris advised we will discuss significantly more in expenditures end revenues compared to what is shown this month.</p> <p>Kris highlighted the following excerpt from the Financial Statement Comments:</p> <p><i>Unaudited, as presented, net income inclusive of the estimated overhead allocation and estimated supplemental revenues is \$9,188,733 on a year-to-date basis which is greater than budget by \$7,508,324. We expect these results of operation to change materially with the finalization of a pending SJCC/SJGH MOU associated with the SJCC/SJGH separation retroactively effective 7/1/20.</i></p> <p><b><u>Additional Factors Impacting Clinic Performance Presentation</u></b></p> <ul style="list-style-type: none"> <li>• <i>Estimated hospital overhead allocated to the clinics has been changed to 33% of direct expenses</i></li> <li>• <i>Supplemental revenues are estimates that have not yet been agreed to by both SJCC and SJGH (this was for March, in April financials we have come to an agreement)</i></li> <li>• <i>YTD financials are pending an anticipated material YTD expense gap adjustment due to the final SJCC costs identification work in progress associated with the SJCC/SJGH separation. These costs will replace the “Overhead Allocation” line item on the financials.</i></li> </ul>		

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<p><b><u>Other Material Notes</u></b></p> <ul style="list-style-type: none"> <li>SJGH has submitted to its independent auditor history-to-date financial adjustments which effectively have resulted in SJCC being a breakeven operation as of 6/30/2020.</li> </ul>																																																																																																																																																																																																																	
<p><b>5. <u>Accounts Receivables Status / KPI (Kris Zuniga, SJCC CFO)</u></b></p> <p>Kris Zuniga presented the Accounts Receivable Aging Analysis for SJCC for the month of March 2021. He advised A/R is going very well (see below).</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="9" style="text-align: center;">SJCC Accounts Receivable Aging Analysis For the Month of March 2021</th> </tr> <tr> <th style="text-align: center;">Aging Category</th> <th style="text-align: center;">MediCare</th> <th style="text-align: center;">MediCal</th> <th style="text-align: center;">Commercial</th> <th style="text-align: center;">Self Pay</th> <th style="text-align: center;">Total Aging This Month</th> <th style="text-align: center;">Total Aging Last Month</th> <th style="text-align: center;">\$ Increase (Decrease)</th> <th style="text-align: center;">% Increase (Decrease)</th> </tr> </thead> <tbody> <tr> <td>1-30 Days</td> <td style="text-align: right;">154,173</td> <td style="text-align: right;">1,332,419</td> <td style="text-align: right;">52,541</td> <td style="text-align: right;">30,236</td> <td style="text-align: right;">1,569,368</td> <td style="text-align: right;">1,834,608</td> <td style="text-align: right;">(265,239)</td> <td style="text-align: right;">-14.46%</td> </tr> <tr> <td>31-60 Days</td> <td style="text-align: right;">47,628</td> <td style="text-align: right;">(31,551)</td> <td style="text-align: right;">78,912</td> <td style="text-align: right;">23,868</td> <td style="text-align: right;">118,857</td> <td style="text-align: right;">253,779</td> <td style="text-align: right;">(134,922)</td> <td style="text-align: right;">-53.17%</td> </tr> <tr> <td>61-90 Days</td> <td style="text-align: right;">51,377</td> <td style="text-align: right;">38,545</td> <td style="text-align: right;">65,740</td> <td style="text-align: right;">23,841</td> <td style="text-align: right;">179,502</td> <td style="text-align: right;">143,355</td> <td style="text-align: right;">36,146</td> <td style="text-align: right;">25.21%</td> </tr> <tr> <td>91-120 Days</td> <td style="text-align: right;">27,450</td> <td style="text-align: right;">40,312</td> <td style="text-align: right;">11,124</td> <td style="text-align: right;">17,820</td> <td style="text-align: right;">96,706</td> <td style="text-align: right;">167,689</td> <td style="text-align: right;">(70,983)</td> <td style="text-align: right;">-42.33%</td> </tr> <tr> <td>121-180 Days</td> <td style="text-align: right;">34,297</td> <td style="text-align: right;">56,325</td> <td style="text-align: right;">22,057</td> <td style="text-align: right;">12,069</td> <td style="text-align: right;">124,748</td> <td style="text-align: right;">256,382</td> <td style="text-align: right;">(131,634)</td> <td style="text-align: right;">-51.34%</td> </tr> <tr> <td>181-240 Days</td> <td style="text-align: right;">40,499</td> <td style="text-align: right;">51,125</td> <td style="text-align: right;">16,429</td> <td style="text-align: right;">4,467</td> <td style="text-align: right;">112,520</td> <td style="text-align: right;">147,466</td> <td style="text-align: right;">(34,945)</td> <td style="text-align: right;">-23.70%</td> </tr> <tr> <td>241-270 Days</td> <td style="text-align: right;">9,290</td> <td style="text-align: right;">22,676</td> <td style="text-align: right;">7,820</td> <td style="text-align: right;">8,309</td> <td style="text-align: right;">48,094</td> <td style="text-align: right;">110,000</td> <td style="text-align: right;">(61,906)</td> <td style="text-align: right;">-56.28%</td> </tr> <tr> <td>271-365 Days</td> <td style="text-align: right;">(8,383)</td> <td style="text-align: right;">52,647</td> <td style="text-align: right;">23,735</td> <td style="text-align: right;">19,913</td> <td style="text-align: right;">87,912</td> <td style="text-align: right;">172,903</td> <td style="text-align: right;">(84,990)</td> <td style="text-align: right;">-49.16%</td> </tr> <tr> <td>366 Days &amp; Over</td> <td style="text-align: right;">9,465</td> <td style="text-align: right;">11,073</td> <td style="text-align: right;">36,140</td> <td style="text-align: right;">13,685</td> <td style="text-align: right;">70,364</td> <td style="text-align: right;">40,534</td> <td style="text-align: right;">29,830</td> <td style="text-align: right;">73.59%</td> </tr> <tr> <td></td> <td style="text-align: center;">15%</td> <td style="text-align: center;">65%</td> <td style="text-align: center;">13%</td> <td style="text-align: center;">6%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total FC This Month</b></td> <td style="text-align: right;">365,796</td> <td style="text-align: right;">1,573,571</td> <td style="text-align: right;">314,498</td> <td style="text-align: right;">154,208</td> <td style="text-align: right;">2,408,072</td> <td style="text-align: right;">3,126,716</td> <td style="text-align: right;">(718,643)</td> <td style="text-align: right;">-22.98%</td> </tr> <tr> <td><b>Total FC Last Month</b></td> <td style="text-align: right;">511,184</td> <td style="text-align: right;">2,153,654</td> <td style="text-align: right;">292,495</td> <td style="text-align: right;">169,383</td> <td style="text-align: right;">3,126,716</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>\$ Increase (Decrease)</b></td> <td style="text-align: right;">(145,388)</td> <td style="text-align: right;">(580,083)</td> <td style="text-align: right;">22,002</td> <td style="text-align: right;">(15,175)</td> <td style="text-align: right;">(718,643)</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>% Increase (Decrease)</b></td> <td style="text-align: right;">-28.44%</td> <td style="text-align: right;">-26.93%</td> <td style="text-align: right;">7.52%</td> <td style="text-align: right;">-8.96%</td> <td style="text-align: right;">-22.98%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1" style="width: 100%; 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<p>EMMI Average Collection Time on Paid Accounts by Date of Service is shown below:</p> <table border="1"> <thead> <tr> <th>Row Labels</th> <th>Average of Service to Claim</th> <th>Average of Claim to Payment</th> <th>Average of Collection Time</th> </tr> </thead> <tbody> <tr><td>2020-04</td><td>14.08</td><td>61.65</td><td>75.72</td></tr> <tr><td>2020-05</td><td>9.01</td><td>45.86</td><td>54.87</td></tr> <tr><td>2020-06</td><td>9.00</td><td>45.89</td><td>54.89</td></tr> <tr><td>2020-07</td><td>11.11</td><td>25.41</td><td>36.52</td></tr> <tr><td>2020-08</td><td>9.73</td><td>29.52</td><td>39.25</td></tr> <tr><td>2020-09</td><td>8.56</td><td>28.47</td><td>37.03</td></tr> <tr><td>2020-10</td><td>8.28</td><td>28.49</td><td>36.78</td></tr> <tr><td>2020-11</td><td>7.96</td><td>26.93</td><td>34.90</td></tr> <tr><td>2020-12</td><td>10.86</td><td>22.57</td><td>33.42</td></tr> <tr><td>2021-01</td><td>6.35</td><td>19.50</td><td>25.85</td></tr> <tr><td>2021-02</td><td>5.33</td><td>18.16</td><td>23.49</td></tr> <tr><td>2021-03</td><td>6.54</td><td>15.58</td><td>22.12</td></tr> <tr> <td><b>Grand Total</b></td> <td><b>9.22</b></td> <td><b>32.77</b></td> <td><b>41.99</b></td> </tr> </tbody> </table> <p>The EMMI team addressed balances growing in the aging schedule and as a result, payments in March have increased and A/R days are trending downward. He advised we are now at thirty-two gross A/R days and thirty-one net A/R days. The average collection time is at forty-two days from the date of service.</p>	Row Labels	Average of Service to Claim	Average of Claim to Payment	Average of Collection Time	2020-04	14.08	61.65	75.72	2020-05	9.01	45.86	54.87	2020-06	9.00	45.89	54.89	2020-07	11.11	25.41	36.52	2020-08	9.73	29.52	39.25	2020-09	8.56	28.47	37.03	2020-10	8.28	28.49	36.78	2020-11	7.96	26.93	34.90	2020-12	10.86	22.57	33.42	2021-01	6.35	19.50	25.85	2021-02	5.33	18.16	23.49	2021-03	6.54	15.58	22.12	<b>Grand Total</b>	<b>9.22</b>	<b>32.77</b>	<b>41.99</b>		
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<p><b>6. <u>Adjournment (Rod Place, SJCC Board Chair)</u></b></p> <p>There being no further topics of discussion, Rod Place adjourned the meeting at 4:35 p.m.</p>	No Attachments	No Action Required																																																								

PREPARED BY:  
 ADELÉ R. GRIBBLE, OFFICE TECHNICIAN COORDINATOR (SJCC BOARD CLERK)  
 ACS ADMINISTRATION, SAN JOAQUIN COUNTY CLINICS

**Minutes of May 24, 2021**  
**San Joaquin County Clinics Board of Directors – Finance Committee**

**Present:**

Rod Place (SJCC Board Chair); Farhan Fadoo (SJCC CEO); Alice Souligne (SJCC COO); Kris Zuniga (SJCC CFO); Adele Gribble (SJCC Board Co-Clerk); Michael Allen (SJCC Board Co-Clerk)

**Excused:**

Brian Heck (SJCC Board Member); Esgardo Medina (SJCC Co-Treasurer)

**Absent:**

Luz Maria Sandoval (SJCC Co-Treasurer)

AGENDA ITEM	ATTACHMENTS	ACTION
<p><b>1. <u>Call to Order (Rod Place, SJCC Board Chair)</u></b> The meeting was called to order at 4:04 p.m. A quorum was not established for today's meeting.</p>	No attachments	No action required
<p><b>2. <u>Approval of Minutes from 4/26/2021 (Rod Place, SJCC Board Chair)</u></b> No quorum established, therefore postponing approval of minutes until next session.</p>	(Attachment 2) Finance Committee Meeting Minutes from April 26, 2021	Approval of minutes postponed until next session
<p><b>3. <u>Introductions (Rod Place, SJCC Board Chair)</u></b> No introductions</p>	No attachments	No action required
<p><b>4. <u>Presentation of Financials (Kris Zuniga, SJCC CFO)</u></b> Total number of billable visits for April were 10,620 for a net patient revenue of \$1,391,868. <i>See attachment 4.</i></p>	(Attachment 4) Finance Narrative YTD through April 2021; Income Statement 2021-04; Income Statement by Cost Center 2021-04	No action required
<p><b>5. <u>Accounts Receivable Status (Kris Zuniga, SJCC CFO)</u></b> Gross receivables were reported at \$2.4 million. Kris noted that A/R days continue to drop and were at 29 Net A/R days for April 2021. Accounts Receivable Aging Analysis was presented and reviewed. <i>See attachment 5.</i></p>	(Attachment 5) AR Aging Analysis 2021-04; EMMI Collection Time Report 2021-04	No action required
<p><b>6. <u>Adjournment</u></b>  There being no further topics of discussion, Rod Place adjourned the meeting at 4:11 p.m.</p>	No attachments	No action required

**Minutes of June 28, 2021**

**San Joaquin County Clinics Board of Directors – Finance Committee**

**Present:**

Brian Heck (SJCC Board Member); Alicia Yonemoto (SJCC Board Member); Farhan Fadoo (SJCC CEO); Alice Souligne (SJCC COO); Kris Zuniga (SJCC CFO); Michael Allen (SJCC Board Co-Clerk); David Culberson (SJGH CEO)

**Excused:**

Esgardo Medina (SJCC Co-Treasurer); Rod Place (SJCC Board Chair)

**Absent:**

Luz Maria Sandoval (SJCC Co-Treasurer)

AGENDA ITEM	ATTACHMENTS	ACTION
<p>1. <b><u>Call to Order (Rod Place, SJCC Board Chair)</u></b> The meeting was called to order at 4:09 p.m. A quorum was not established for today's meeting.</p>	No attachments	No action required
<p>2. <b><u>Approval of Minutes from 4/26/2021 &amp; 5/24/21 (Rod Place, SJCC Board Chair)</u></b> No quorum established, therefore postponing approval of minutes until next session.</p>	(Attachment 2) Finance Committee Meeting Minutes from April 26, 2021 and May 24, 2021	Approval of minutes postponed until next session
<p>3. <b><u>Introductions (Rod Place, SJCC Board Chair)</u></b> No introductions</p>	No attachments	No action required
<p>4. <b><u>Presentation of Financials (Kris Zuniga, SJCC CFO)</u></b> Income statement presented; May and June saw positive recovery of PPS reconciliations; some corrections expected to both income and expenses, once the SJGH/SJCC MOU is in place</p>	No attachments	No action required
<p>5. <b><u>Accounts Receivable Status (Kris Zuniga, SJCC CFO)</u></b> Accounts Receivable and aging analysis presented; average collection on paid accounts remains under 35 days</p>	No attachments	No action required
<p>6. <b><u>Presentation of FY2021-22 Budget</u></b> Discussed several factors that lead to budget estimates; reviewed revenue components, expenses, services purchased from SJC or SJGH, full time employees (FTEs) and additional positions, billable visit trends, and total FY2022 budget; reviewed FY22 comparisons to FY20 &amp; FY21</p>	No attachments	No action required
<p>7. <b><u>Adjournment</u></b> There being no further topics of discussion, Rod Place adjourned the meeting at 4:59 p.m.</p>	No attachments	No action required



San Joaquin County Clinics  
Financial Statement Comments  
July 2021

**Summary of Clinics Year to Date**

Billable visits for July are favorable to budget by 81 visits. Net Patient Revenues are \$215,951 greater than budget. July financials reflect a PPS reconciliation liability accrual of \$25,000.

July results include \$37,473 in DHCS recoveries for overpaid Code 18 Wrap payments for the period of October 2020 through December 2020.

Supplemental Revenue includes the recognition of estimated Quality Incentive Program revenue for \$967,837 in July. There was no activity for the Grant Revenue for July which accounts for the majority of the Total Revenue variance. Other Income includes the Capitation Revenue with a favorable variance to budget by \$1,230 due to a slight increase in capitation payment rate per member in July. Also, Other Income includes the 340B Pharmacy Program revenue for \$126,368 and the program related expenses for \$41,261 are included in Supplies & Other Expenses categories on the financials. Total Net Operating Revenues are unfavorable to budget by \$119,877.

Salaries and benefits expenses exhibit an unfavorable variance to budget of \$116,847. Other operating expenses exhibit a favorable variance of \$257,386 largely due to Professional Fees and Other Expenses favorable variance of \$463,195 mainly offset by unfavorable variance in Supplies and Purchased Services \$205,809. An estimated expense for the Purchased Services is recorded for July based on the MOU.

Unaudited, as presented, Net Income of \$167,499 for July is greater than budget by \$20,662.

**Additional Factors Impacting Clinic Performance Presentation**

- Supplemental revenues are estimates based on the Master MOU between SJCC and SJ County.

**Other Material Notes**

- SJGH has submitted to its independent auditor history-to-date financial adjustments which effectively have resulted in SJCC being a breakeven operation as of 6/30/2020.





# SAN JOAQUIN COUNTY CLINICS

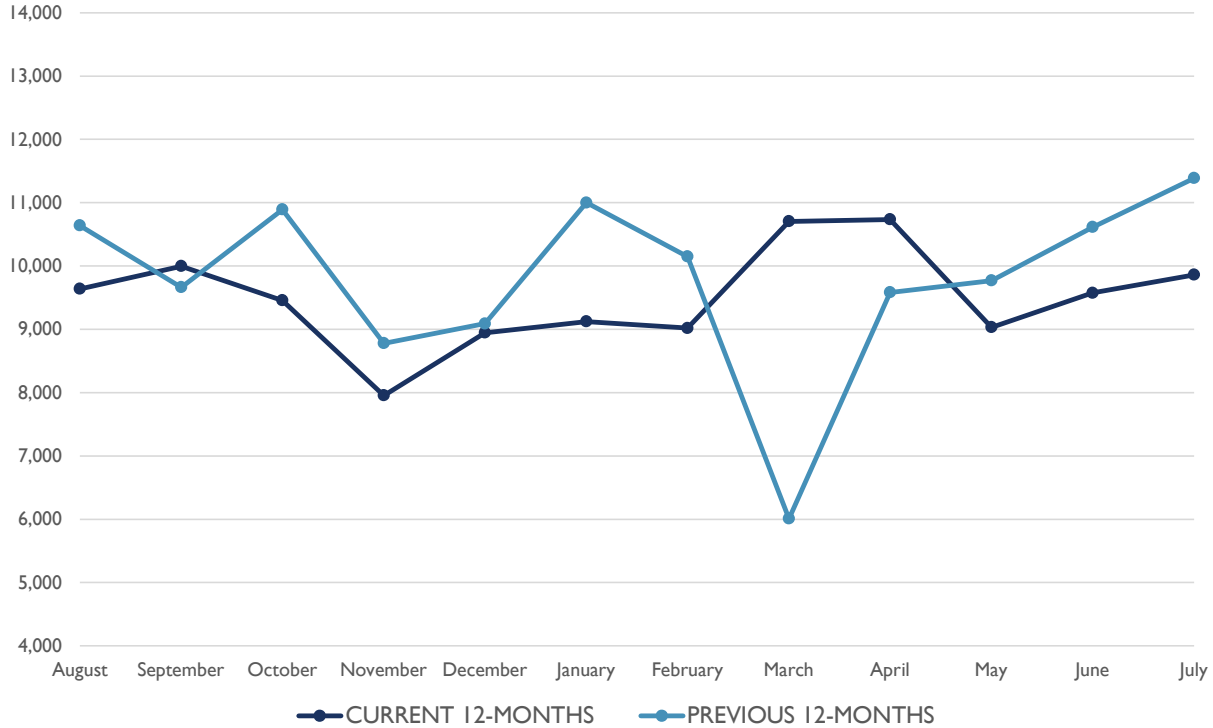
CFO PRESENTATION

Kris Zuniga  
Chief Financial Officer  
August 2021

## ROLLING 12-MONTH BILLABLE VISITS

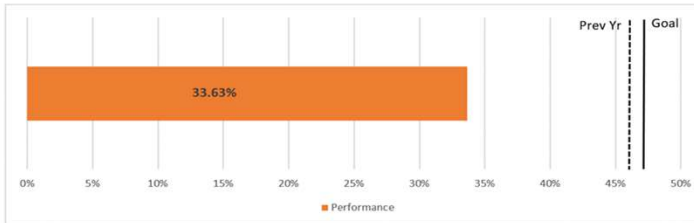
	August	September	October	November	December	January	February	March	April	May	June	July
<b>CURRENT 12-MONTHS</b>	9,638	9,997	9,455	7,954	8,944	9,120	9,018	10,703	10,737	9,032	9,574	9,859
<b>PREVIOUS 12-MONTHS</b>	10,639	9,662	10,892	8,780	9,089	11,000	10,146	6,010	9,582	9,768	10,612	11,389

### ROLLING 12-MONTH TRENDS



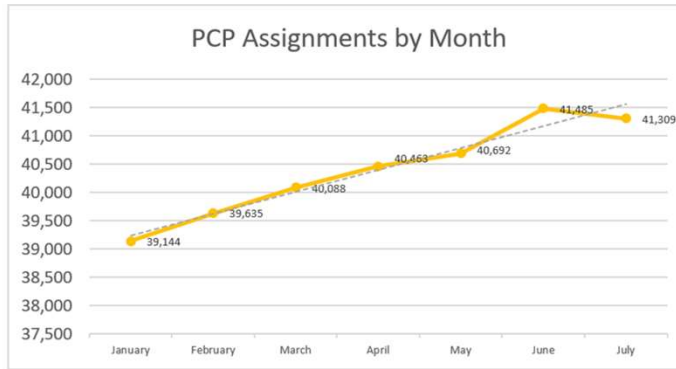
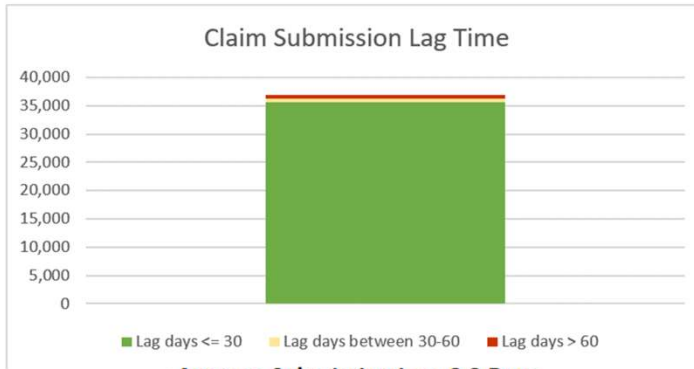
## HEALTH PLAN OF SAN JOAQUIN MEMBERSHIP ASSIGNMENTS AS OF JULY 2021

Year	Panel Size	Panel Seen	Goal	% Goal	Performance
2020	37,109	17,048	18,753	50.53%	45.94%
2021	40,402	13,587	18,989	47.00%	33.63%



### Panel Metrics for San Joaquin County Clinics

Average Panel Size	40,402
Current Month Panel Size	41,309
YTD Panel Seen Count	13,587
YTD % Panel Seen	33.6%
Goal to Panel Seen Count	18,989
PCP Claim Count	36,936



# SJCC INCOME STATEMENT – JULY 2021

	Current Period Budget - Current Period Budget			YTD Budget Variance -		
	Current Period Actual	Original	Variance - Original	Current Year Actual	YTD Budget - Original	Original
Operating Revenue						
Net Patient Service Revenue	1,491,308	1,275,357	215,951	1,491,308	1,275,357	215,951
Supplemental Revenue	967,837	967,837	(0)	967,837	967,837	(0)
Grant Revenue	0	270,278	(270,278)	0	270,278	(270,278)
Miscellaneous Income	371	63,518	(63,147)	371	63,518	(63,147)
Other Income	<u>611,431</u>	<u>613,833</u>	<u>(2,403)</u>	<u>611,431</u>	<u>613,833</u>	<u>(2,403)</u>
Total Operating Revenue	<u>3,070,946</u>	<u>3,190,823</u>	<u>(119,877)</u>	<u>3,070,946</u>	<u>3,190,823</u>	<u>(119,877)</u>
Expenditures						
Salaries & Wages	1,417,042	1,282,091	(134,951)	1,417,042	1,282,091	(134,951)
Employee Benefits	801,305	819,409	18,104	801,305	819,409	18,104
Professional Fees	168,590	618,081	449,491	168,590	618,081	449,491
Purchased Services	296,507	172,707	(123,800)	296,507	172,707	(123,800)
Supplies	121,439	39,431	(82,009)	121,439	39,431	(82,009)
Depreciation	19,313	20,509	1,196	19,313	20,509	1,196
Interest	3,875	4,298	422	3,875	4,298	422
Other Expenses	<u>75,375</u>	<u>87,461</u>	<u>12,086</u>	<u>75,375</u>	<u>87,461</u>	<u>12,086</u>
Total Expenditures	<u>2,903,447</u>	<u>3,043,986</u>	<u>140,539</u>	<u>2,903,447</u>	<u>3,043,986</u>	<u>140,539</u>
Net Revenue Over Expenditures	<u>167,499</u>	<u>146,837</u>	<u>20,662</u>	<u>167,499</u>	<u>146,837</u>	<u>20,662</u>

	<u>Current Period Balance</u>	<u>Beginning Period Balance</u>
Assets		
Cash & Cash Equivalents	2,274,759	2,266,991
Accounts Receivable	1,567,532	1,786,574
Inventory	81,249	128,913
Property & Equipment	869,728	889,042
Other Assets	<u>14,451,635</u>	<u>11,253,902</u>
Total Assets	<u>19,244,903</u>	<u>16,325,422</u>
Liabilities		
Accounts Payable	603,004	389,403
Other Liabilities	<u>15,970,587</u>	<u>13,432,205</u>
Total Liabilities	<u>16,573,591</u>	<u>13,821,608</u>
Net Assets		
Beginning Net Assets	2,503,814	2,503,814
Current YTD Net Income	<u>167,499</u>	<u>0</u>
Total Net Assets	<u>2,671,312</u>	<u>2,503,814</u>
Total Liabilities and Net Assets	<u>19,244,903</u>	<u>16,325,422</u>

# SJCC BALANCE SHEET

## JULY 2021

	<u>Current Period</u>	<u>Current Year</u>
Net Income	<u>167,499</u>	<u>167,499</u>
Cash Flows from Operating Activities		
Depreciation Expense	19,313	19,313
Dec/(Inc) in Accounts Receivable	219,042	219,042
Dec/(Inc) in Other Receivables	(3,197,733)	(3,197,733)
Dec/(Inc) in Inventories	47,664	47,664
Inc/(Dec) in Accounts Payable	213,601	213,601
Inc/(Dec) in Payroll Liabilities	1,994,504	1,994,504
Inc/(Dec) in Other Liabilities	<u>545,838</u>	<u>545,838</u>
Total Operating Activities	<u>(157,771)</u>	<u>(157,771)</u>
Cash Flows from Financing Activities		
Inc/(Dec) in Debt	(1,960)	(1,960)
Total Financing Activities	<u>(1,960)</u>	<u>(1,960)</u>
Net Inc/(Dec) in Cash	<u>7,768</u>	<u>7,768</u>
Beginning Cash Balance	<u>2,266,991</u>	<u>2,266,991</u>
Ending Cash Balance	<u>2,274,759</u>	<u>2,274,759</u>

# SJCC STATEMENT OF CASH FLOWS

## JULY 2021

# SJCC BILLING & COLLECTIONS

## A/R AGING JULY 2021

SJCC Accounts Receivable Aging Analysis For the Month of July 2021								
Aging Category	MediCare	MediCal	Commercial	Self Pay	Total Aging This Month	Total Aging Last Month	\$ Increase (Decrease)	% Increase (Decrease)
1-30 Days	197,039	1,942,095	21,804	21,992	2,182,931	1,720,472	462,458	26.88%
31-60 Days	107,745	208,175	19,804	19,342	355,065	241,640	113,426	46.94%
61-90 Days	65,451	103,314	17,618	19,221	205,604	311,571	(105,967)	-34.01%
91-120 Days	47,053	173,422	17,975	23,336	261,786	305,915	(44,129)	-14.43%
121-180 Days	53,720	155,133	25,297	6,181	240,331	205,959	34,372	16.69%
181-240 Days	35,515	30,609	18,185	1,305	85,614	78,675	6,939	8.82%
241-270 Days	(8,052)	11,099	6,061	267	9,375	46,132	(36,757)	-79.68%
271-365 Days	29,965	12,321	16,843	1,018	60,147	73,112	(12,966)	-17.73%
366 Days & Over	(21,607)	21,972	33,369	16	33,750	62,995	(29,245)	-46.42%
<b>Total FC This Month</b>	15%	77%	5%	3%				
<b>Total FC Last Month</b>	506,829	2,658,141	176,956	92,678	3,434,603	3,046,472	388,131	12.74%
<b>\$ Increase (Decrease)</b>	503,299	2,246,767	173,286	123,120	3,046,472			
<b>% Increase (Decrease)</b>	3,530	411,374	3,670	(30,442)	388,131			
	0.70%	18.31%	2.12%	-24.73%	12.74%			
Monthly Management Summary								
<b>July Activity</b>	<b>Beginning</b>	<b>Charges</b>	<b>Payments</b>	<b>Adjustments</b>	<b>Ending Gross</b>			
	3,046,472	2,964,957	(1,732,142)	(844,684)	3,434,603			
A/R Days Analysis								
	<b>July</b>	<b>June</b>	<b>May</b>	<b>April</b>	<b>March</b>	<b>February</b>	<b>January</b>	<b>Increase (Decrease)</b>
Gross A/R Days	36	34	27	30	32	43	43	3
Net A/R	1,992,113	1,766,997	1,262,842	1,396,758	1,396,885	1,813,698	1,782,679	225,116
Net A/R Days	44	42	24	29	31	40	38	2

# SJCC BILLING & COLLECTIONS

## COLLECTION TIME JULY 2021

### AVERAGE COLLECTION TIME ON PAID ACCOUNTS BY DATE OF SERVICE

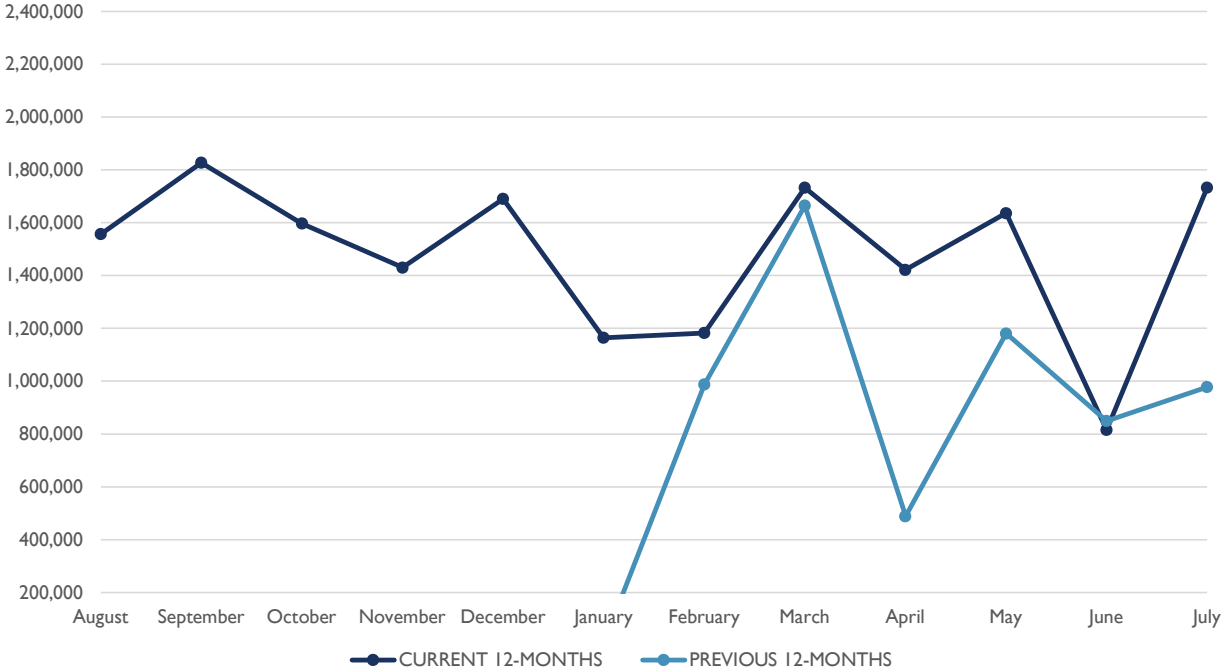
Row Labels	Average of Service to Claim	Average of Claim to Payment	Average of Collection Time
2020-08	9.97	44.38	54.35
2020-09	8.89	43.27	52.16
2020-10	8.52	40.79	49.31
2020-11	8.46	27.64	36.10
2020-12	10.95	22.95	33.91
2021-01	18.67	26.04	44.71
2021-02	17.55	22.54	40.08
2021-03	13.69	22.00	35.69
2021-04	7.45	19.14	26.59
2021-05	7.68	19.54	27.22
2021-06	5.18	18.81	23.99
2021-07	5.05	13.66	18.71
<b>Grand Total</b>	<b>10.17</b>	<b>26.73</b>	<b>36.90</b>



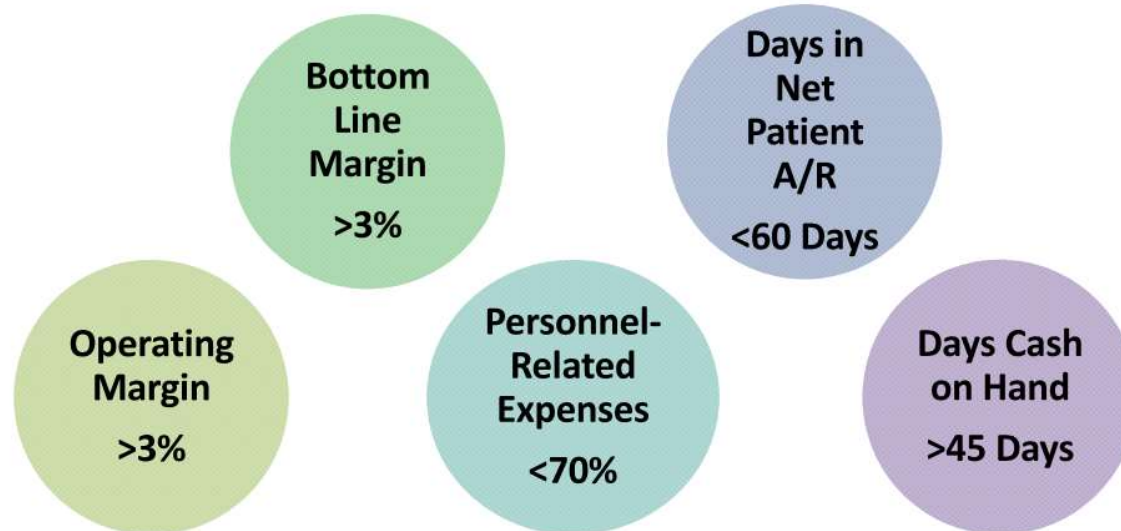
## ROLLING 12-MONTH EMMI CASH COLLECTED

	August	September	October	November	December	January	February	March	April	May	June	July
CURRENT 12-MONTHS	1,556,202	1,826,205	1,596,943	1,429,989	1,690,049	1,163,930	1,182,200	1,732,058	1,421,367	1,635,817	815,474	1,732,142
PREVIOUS 12-MONTHS	0	0	0	0	0	8,127	987,392	1,664,820	488,964	1,180,425	849,688	977,846

### ROLLING 12-MONTH TRENDS - CASH COLLECTED



## Key Financial Metrics: Capital Link Industry Guidelines



# CAPITAL LINK FQHC FINANCIAL BENCHMARKS VS SJCC

DATA SUMMARY	Capital Link Target	2019 National Median	2019 CA Median	SJCC July 2021	SJCC FYTD FY22
<b>FINANCIAL HEALTH</b>					
<b>1 Operating Margin</b> As a % of Operating Revenue	>1-3%	2.0%	2.5%	6%	6%
<b>2 Bottom Line Margin</b> As a % of Operating Revenue	>3%	3.4%	3.5%	6%	6%
<b>3 Days Cash on Hand</b>	>30-45 Days	67	77	24	24
<b>4 Days in Net Patient Receivables</b>	<60 Days	38	38	44	44
<b>5 Personnel-Related Expense (PRE)</b> As a % of Operating Revenue	<70	72.7%	74.9%	87%	87%

# QUESTIONS & ANSWERS

