



Performance Evaluation Profile

XYZ Community Health Center 2014 - 2017

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Methodology

The analysis and results contained in this report are based on two primary data sources covering the 2014 - 2017 period.

- Audited financial statements of health center corporations reported by fiscal year.
- Uniform Data System (UDS) information as self-reported by health centers each calendar year.

The comparative data sets include aggregated data from audited financial statements and UDS reports from Capital Link’s proprietary financial and operational database.

The specific number of health centers included in each comparative data set is listed below.

Data	Peer FQHCs 2017	National FQHCs 2017
Financial Audits	23	981
UDS Data	46	1,348

Percentiles

Statistical measures used to describe the financial ratios and trends include the 50th percentile (median), 75th percentile, and 25th percentile. By definition, half the values in a set are greater than the median and half are less. Therefore, the median is not skewed by large or small values outside the typical range as can happen with average figures. The 75th percentile is a value that is equal to or greater than 75 percent of others in the data set. The 25th percentile is a value that is equal to or greater than 25 percent of others.

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Notable Findings

This report highlights key financial and operational performance measures over the 2014 - 2017 period for XYZ Community Health Center (XYZ). The following notable findings provide a brief review of key performance trends.

Financial Health

- XYZ generated positive operating margins each year of the review period, reporting a 7.6% margin in 2017. This result was higher than the comparative median levels as well as the recommended benchmark of 3%.
- Personnel-related expenses are the primary driver of operating expenses and profitability. In 2017, personnel-related expense as a percentage of operating revenue ratio climbed to 75.5%, above the benchmark recommendation of 70% and both comparative group medians.
- The decrease in margins coincided with a modest decrease in days cash on hand. At 44 days, XYZ's cash was lower than the comparison medians as well below the benchmark level of 45 days.
- The health center collected its patient accounts receivable at a slow pace over the review period. The 63 days in net patient receivables in 2017 was above the benchmark range of under 60 days and considerably slower than both comparison group medians.

Provider Productivity

- Physician productivity decreased 7% over the 2014-2017 review period, but improved in the most recent year. The 2017 result of 3,114 visits was 8% above the peer median and 12% higher than the national median.
- Mid-level productivity was volatile over the review period, increasing 10.5% in 2017. This 2017 level was considerably higher than the comparison group medians.
- Dental productivity increased 6% in 2017, this result was also substantially higher than the comparative medians.

Operations & Utilization

- The organization reported increasing costs over the period, with operating expense increasing 19% and 12% per patient and per visit, respectively. These rates were 11% and 20% lower than the respective peer medians. In all four years, operating revenue exceeded operating expense both per patient and per visit.
- XYZ's administrative, facilities, and patient support FTEs as a percent of total FTEs ratio decreased by two percentage points during the review period and was four and six points below the peer and national medians respectively.
- In 2017, the number of patients increased 16%, this growth rate was nine and eleven points higher than the peer and national medians respectively. The health center also reported a fourth consecutive year of positive changes in the number of visits. The 2017 growth rate was the lowest of the review period, although it was significantly higher than the comparative medians.
- 330 grant dollars per uninsured patient also provided a subsidy as it exceeded cost per patient by 10%.
- XYZ's quality of care metrics were strong, with nine of the eleven UDS measurements tracked in this report surpassing both comparative medians.

Payer Mix

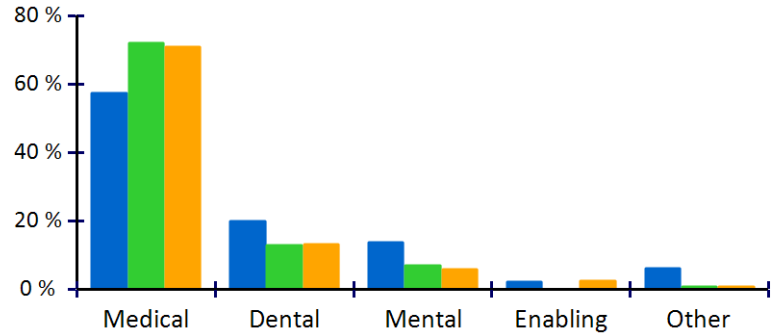
- Similar to most health centers in the state, the organization saw its percentage of uninsured patients decrease to 18% in 2017 from 25% in 2014. This decrease corresponded with an increase in its Medicaid patient population percentage to 52% from 46%.
- Medicaid represents 68% of all patient revenue collected in FY17, down slightly from the previous year but still highlighting the importance of this payer to the XYZ business model.

Peer Comparison

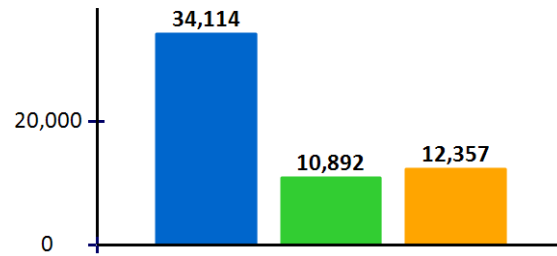
2017

- XYZ Community Health Center
- Peer FQHCs median
- National FQHCs median

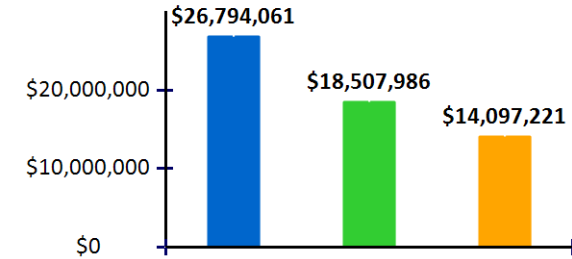
Array of Services 2017
(Percentage of Total Visits)



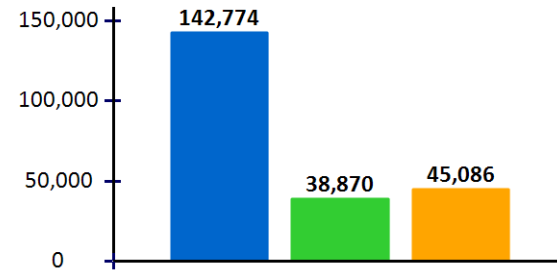
Patients Served 2017



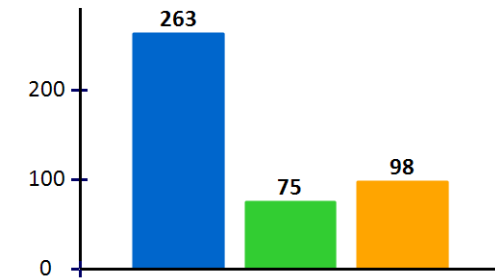
Revenues 2017



Total Visits 2017



Full-Time Equivalent Employees 2017



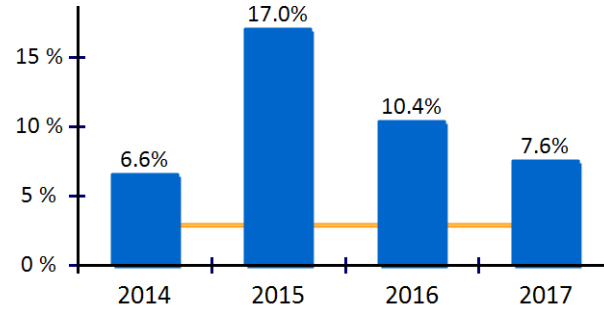
Key Metrics	Health Center 2017	Peer FQHCs Median 2017	National FQHCs Median 2017	Key Metrics	Health Center 2017	Peer FQHCs Median 2017	National FQHCs Median 2017
Medical Visits as a Percentage of Total Visits	58%	72%	71%	Total Revenue	\$26,794,061	\$18,507,986	\$14,097,221
Dental Visits as a Percentage of Total Visits	20%	13%	13%	Total Patients	34,114	10,892	12,357
Mental Health Visits as a Percentage of Total Visits	14%	7%	6%	Total Visits	142,774	38,870	45,086
Enabling Visits as a Percentage of Total Visits	2%	-	2%	Total FTEs	263	75	98
Other Professional Visits as a Percentage of Total Visits	6%	1%	1%				

Financial Dashboard

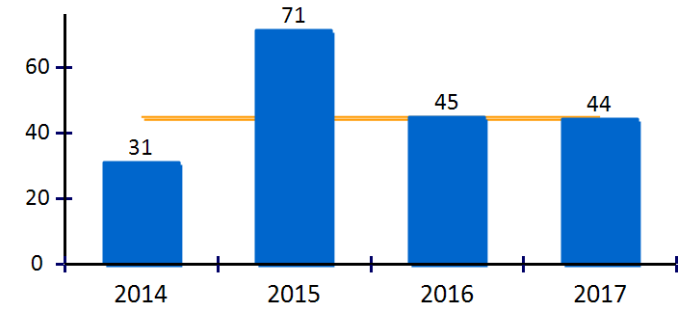
XYZ Community Health Center
2014 - 2017

Capital Link Benchmark

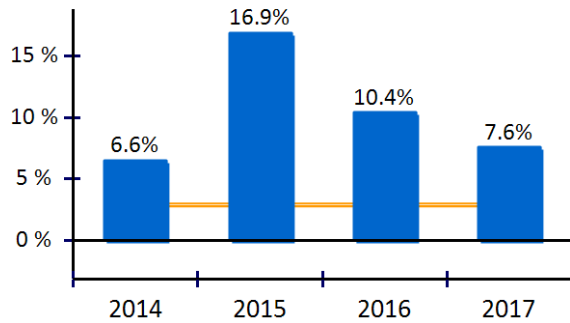
Operating Margin



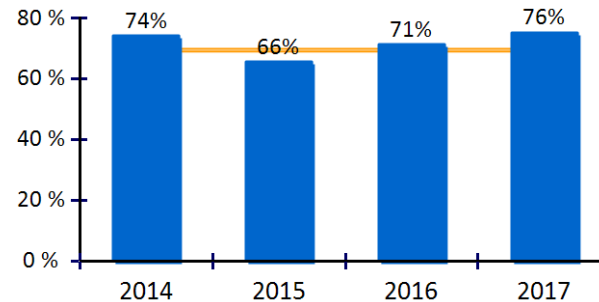
Days Cash on Hand



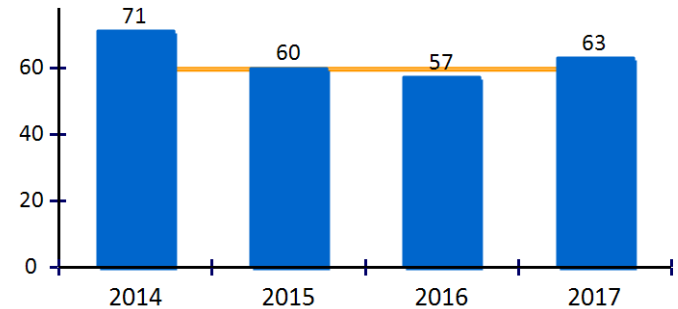
Bottom Line Margin



Personnel-Related Expense as a % of Operating Revenue



Days in Net Patient Receivables



Key Financial Metrics	Target	2014	2015	2016	2017	Peer FQHCs Median 2017	National FQHCs Median 2017
Operating Margin	> 3%	6.6%	17.0%	10.4%	7.6%	5.5%	3.6%
Bottom Line Margin	> 3%	6.6%	16.9%	10.4%	7.6%	6.0%	4.4%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%	74.3%	65.9%	71.4%	75.5%	70.7%	71.7%
Days Cash on Hand	> 45 Days	31	71	45	44	93	67
Days in Net Patient Receivables	< 60 Days	71	60	57	63	37	39

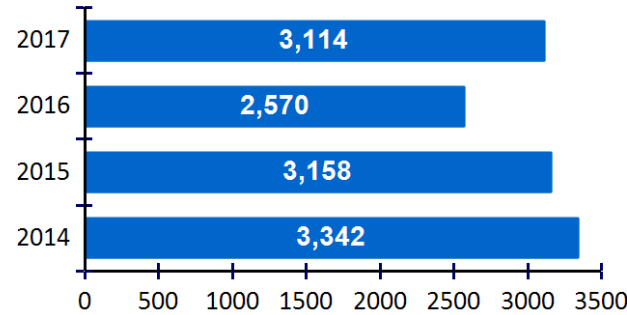
■ Benchmark Unmet

Productivity Dashboard

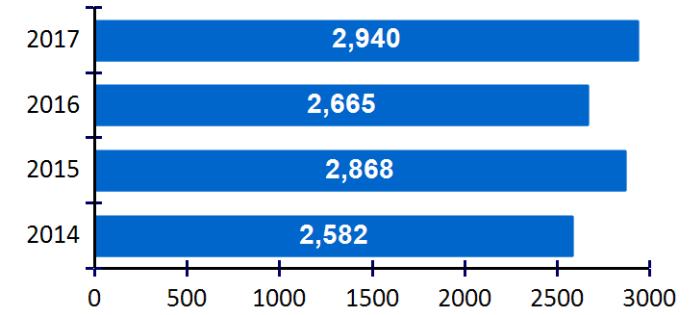
XYZ Community Health Center

2014 - 2017

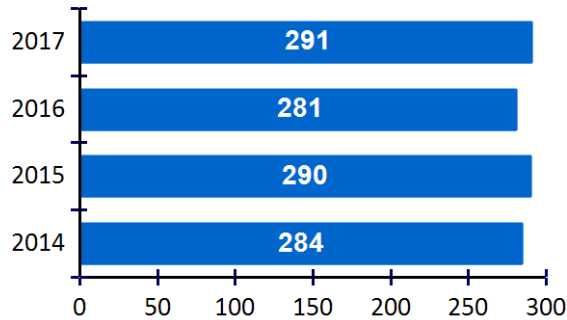
Physician Visits per Physician FTEs



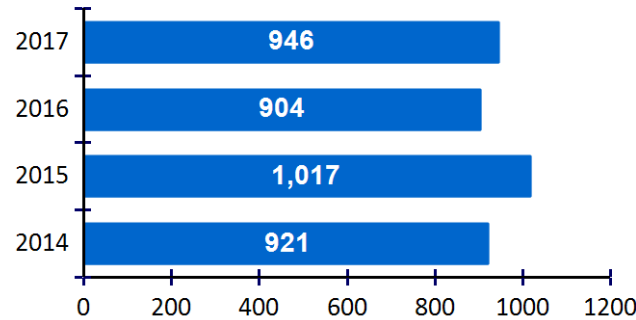
Mid-Level Visits per Mid-Level FTEs



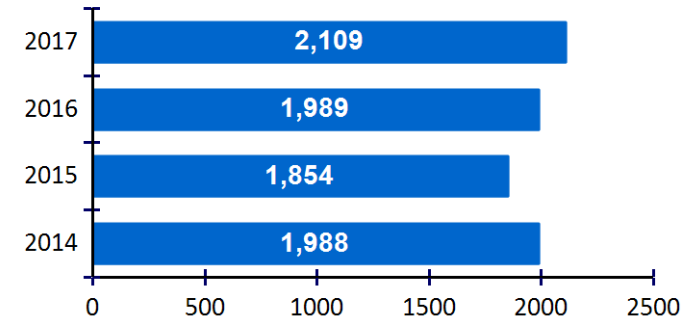
Medical Patients per Medical FTE



Medical Patients per Medical Provider FTEs



Dental Visits per Dental Provider FTEs

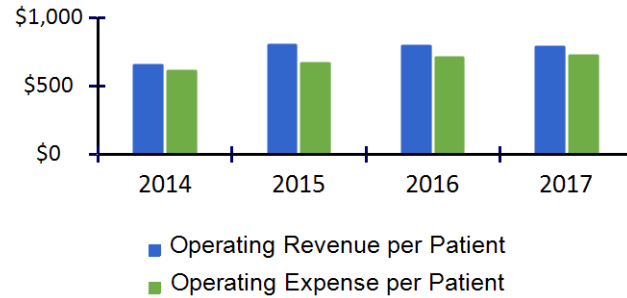


Key Productivity Metrics	2014	2015	2016	2017	Peer FQHCs Median 2017	National FQHCs Median 2017
Physician Visits per Physician FTE	3,342	3,158	2,570	3,114	2,876	2,780
Mid-Level Visits per Mid-Level FTE	2,582	2,868	2,665	2,940	2,274	2,401
Medical Patients per Medical Staff FTE	284	290	281	291	302	295
Medical Patients per Medical Provider FTE	921	1,017	904	946	843	864
Dental Visits per Dental Provider FTE	1,988	1,854	1,989	2,109	1,807	1,762

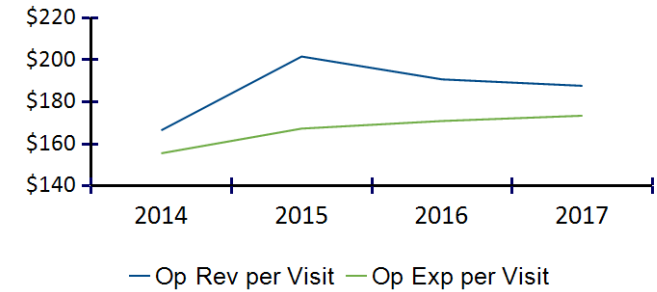
Operations & Utilization Dashboard

XYZ Community Health Center
2014 - 2017

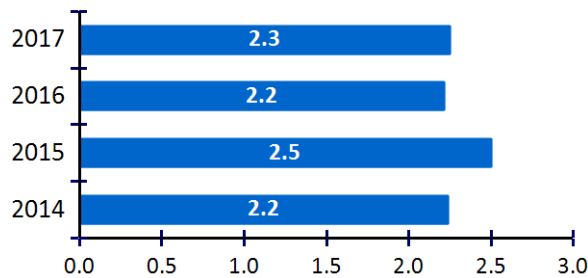
Operating Revenue & Expense per Patient



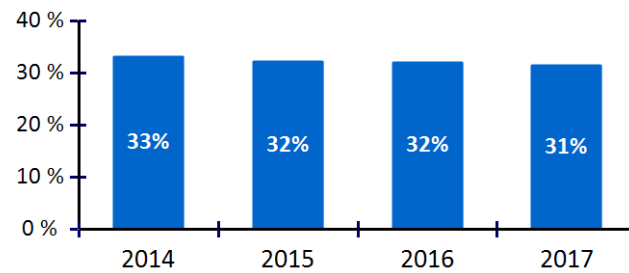
Operating Revenue & Expense per Visit



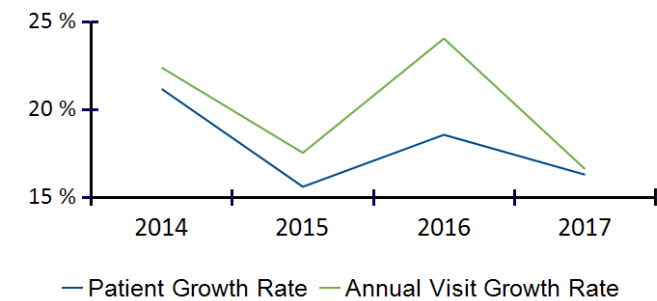
Medical Support Staff FTEs per Medical Provider FTEs



Administrative, Facilities & Patient Support FTEs as a % of Total FTEs



Annual Visits & Patient Growth Rates

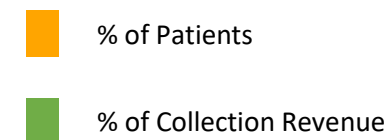


Key Operations & Utilization Metrics	2014	2015	2016	2017	Peer FQHCs Median 2017	National FQHCs Median 2017
Operating Revenue per Patient	\$653	\$804	\$796	\$785	\$833	\$930
Operating Expense per Patient	\$610	\$667	\$713	\$726	\$814	\$873
Operating Revenue per Patient Visit	\$166	\$202	\$191	\$188	\$234	\$246
Operating Expense per Patient Visit	\$155	\$167	\$171	\$173	\$216	\$234
Non-Provider Medical Staff per Medical Provider	2.2	2.5	2.2	2.3	1.7	1.9
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	33%	32%	32%	31%	35%	37%
Patient Growth Rate	21%	16%	19%	16%	7%	5%
Visit Growth Rate	22%	18%	24%	17%	8%	6%

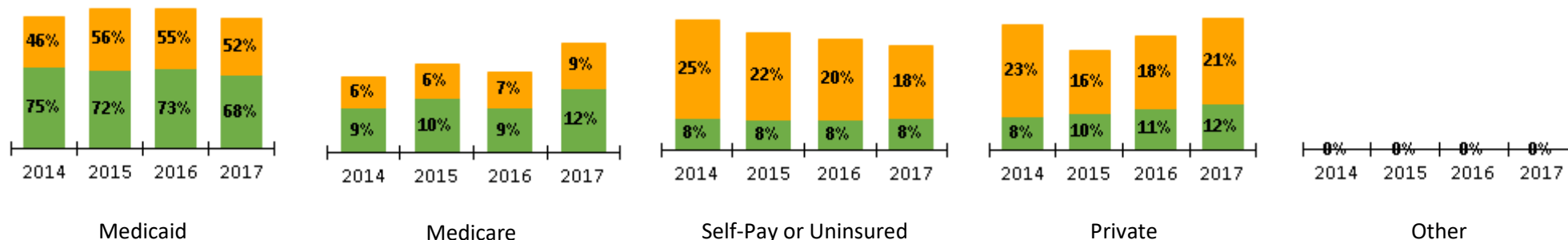
Payer Mix Dashboard

XYZ Community Health Center

2014 - 2017



Patient and Collection Revenue by Payer Service



Payer Mix	2014	2015	2016	2017	Peer FQHCs Median 2017	National FQHCs Median 2017
Self-Pay Patients as Percentage of Total Patients	25%	22%	20%	18%	12%	20%
Self-Pay Collections as Percentage of Total Collections	8%	8%	8%	8%	4%	7%
Medicaid Patients as Percentage of Total Patients	46%	56%	55%	52%	58%	45%
Medicaid Collections as Percentage of Total Collections	75%	72%	73%	68%	70%	62%
Medicare Patients as Percentage of Total Patients	6%	7%	7%	9%	9%	9%
Medicare Collections as Percentage of Total Collections	9%	10%	9%	12%	11%	10%
Other Publicly Insured Patients as Percentage of Total Patients	-	-	-	-	-	-
Other Public Collections as Percentage of Total Collections	-	-	-	-	-	0%
Privately Insured Patients as Percentage of Total Patients	23%	16%	18%	21%	17%	18%
Private Insurance Collections as Percentage of Total Collections	8%	10%	11%	12%	12%	13%

Financial Health: Performance and Liquidity Measures

XYZ Community Health Center 2014 - 2017

Performance and Liquidity Measures	Target	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Operating Margin	> 3%	6.6%	17.0%	10.4%	7.6%	75	10.7%	9.2%
						50	5.5%	3.6%
						25	1.7%	-0.2%
Bottom Line Margin	> 3%	6.6%	16.9%	10.4%	7.6%	75	12.5%	10.3%
						50	6.0%	4.4%
						25	4.3%	0.9%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%	74.3%	65.9%	71.4%	75.5%	75	72.7%	76.6%
						50	70.7%	71.7%
						25	67.5%	64.8%
Days Cash on Hand	> 45 Days	31	71	45	44	75	126	120
						50	93	67
						25	53	29
Current Ratio	> 1.25	2.8	2.9	3.8	4.1	75	5.7	5.3
						50	4.3	3.1
						25	2.7	1.9
Days in Net Patient Receivables	< 60 Days	71	60	57	63	75	51	57
						50	37	39
						25	25	27
Days in All Receivables	< 60 Days	45	40	41	48	75	42	55
						50	34	38
						25	26	27
Days in Accounts Payable	< 45 Days	20	75	37	13	75	31	47
						50	23	29
						25	14	18
Debt Service Coverage Ratio	> 1.25	4.4	8.3	6.4	5.6	75	14.8	13.8
						50	7.5	4.7
						25	4.4	1.5
Leverage	< 3.0	1.0	0.8	0.5	0.4	75	0.6	0.8
						50	0.3	0.4
						25	0.2	0.2

Financial Health: Other Performance Measures, Financial Growth Rates

XYZ Community Health Center 2014 - 2017

Other Performance Measures	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Change in Net Assets as a Percentage of Expense	7.0%	20.4%	11.6%	8.2%	75	13.6%	11.3%
					50	6.3%	4.6%
					25	4.4%	0.9%
Working Capital to Monthly Expense Ratio	1.7	2.6	2.3	2.4	75	4.1	4.5
					50	3.2	2.6
					25	2.2	1.2
Long-Term Debt to Equity Ratio	0.8	0.5	0.4	0.3	75	0.3	0.4
					50	0.1	0.1
					25	0.0	-
Fringe & Taxes to Salaries Ratio	18.4%	18.1%	20.5%	22.6%	75	23.5%	23.4%
					50	21.2%	19.8%
					25	15.7%	14.3%
Financial Growth Rate							
Operating Revenue Growth Rate	-	42.4%	17.4%	14.7%	75	21.3%	18.5%
					50	15.7%	9.7%
					25	10.3%	3.1%
Operating Expense Growth Rate	-	26.4%	26.8%	18.4%	75	25.8%	18.4%
					50	14.8%	11.3%
					25	8.7%	5.2%
Grants and Contract Revenue Growth Rate	-	33.5%	-3.1%	1.8%	75	36.0%	18.2%
					50	13.9%	7.1%
					25	5.3%	-0.2%
Net Patient Service Revenue Growth Rate	-	46.1%	30.4%	17.8%	75	42.0%	24.2%
					50	21.5%	11.1%
					25	6.1%	2.4%

Productivity: Visits

XYZ Community Health Center 2014 - 2017

Productivity: Visits	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Physician Visits per Physician FTE	3,342	3,158	2,570	3,114	75	3,186	3,324
					50	2,876	2,780
					25	2,180	2,262
Mid-Level Visits per Mid-Level FTE	2,582	2,868	2,665	2,940	75	2,729	2,875
					50	2,274	2,401
					25	1,998	1,947
Medical Visits per Medical Provider FTE	2,654	2,891	2,658	2,958	75	2,873	3,054
					50	2,611	2,575
					25	2,095	2,140
Medical Visits per Non-Provider Medical Staff FTE	1,206	1,171	1,218	1,328	75	1,990	1,737
					50	1,434	1,402
					25	1,211	1,131
Dental Visits per Dental Provider FTE	1,988	1,854	1,989	2,109	75	2,064	2,248
					50	1,807	1,762
					25	1,495	1,373
Mental Health Visits per Mental Health Provider FTE	1,342	1,433	1,408	1,534	75	1,168	1,334
					50	969	963
					25	683	695
Enabling Services Visit per Enabling FTE	315	243	262	269	75	335	316
					50	53	123
					25	-	2
Total Visits	83,939	98,672	122,416	142,774	75	67,054	96,922
					50	38,870	45,086
					25	23,215	21,517
Total Visits per All FTE	513	502	515	543	75	577	550
					50	495	460
					25	431	381
Total Visits per Provider FTE	2,470	2,617	2,511	2,649	75	2,617	2,950
					50	2,190	2,403
					25	1,898	1,969

Productivity: Patients

XYZ Community Health Center 2014 - 2017

Productivity: Patients	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Medical Patients per Medical Staff FTE	284	290	281	291	75	347	356
					50	302	295
					25	264	241
Medical Patients per Medical Provider FTE	921	1,017	904	946	75	972	1,032
					50	843	864
					25	639	699
Dental Patients per Dental Provider FTE	826	826	833	935	75	927	931
					50	799	720
					25	630	551
Mental Health Patients per Mental Health Provider FTE	740	764	699	741	75	379	363
					50	253	234
					25	135	151
Total Patients	21,392	24,734	29,330	34,114	75	18,944	24,102
					50	10,892	12,357
					25	6,104	5,446
Total Unduplicated Patients per Total FTE	131	126	123	130	75	168	152
					50	141	124
					25	116	98
Total Patients per Provider FTE	630	656	602	633	75	753	817
					50	626	652
					25	496	508

Operations & Utilization: Revenue & Cost per Patient

XYZ Community Health Center 2014 - 2017

Revenue & Cost per Patient	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Operating Revenue per Patient	\$653	\$804	\$796	\$785	75	\$1,207	\$1,244
					50	\$833	\$930
					25	\$775	\$742
Operating Expense per Patient	\$610	\$667	\$713	\$726	75	\$1,147	\$1,203
					50	\$814	\$873
					25	\$686	\$699
Net Patient Service Revenue per Patient	\$408	\$516	\$567	\$575	75	\$726	\$765
					50	\$553	\$558
					25	\$420	\$392
Total Revenue	\$13,970,462	\$19,895,925	\$23,351,235	\$26,794,061	75	\$32,399,820	\$27,715,795
					50	\$18,507,986	\$14,097,221
					25	\$11,475,962	\$7,231,274
Total Expenses	\$13,052,168	\$16,504,040	\$20,920,030	\$24,760,020	75	\$31,570,240	\$26,529,257
					50	\$16,844,360	\$13,508,888
					25	\$10,398,526	\$6,682,968
Direct Medical Cost per Medical Patient	\$290	\$304	\$321	\$309	75	\$397	\$489
					50	\$335	\$388
					25	\$294	\$313
Direct Dental Cost per Dental Patient	\$230	\$237	\$247	\$250	75	\$370	\$452
					50	\$314	\$342
					25	\$251	\$263
Mental Health Cost per Mental Health Patient	\$110	\$95	\$136	\$131	75	\$599	\$748
					50	\$458	\$472
					25	\$320	\$285
330 Grant Dollars per Uninsured Patient	\$526	\$681	\$854	\$797	75	\$2,988	\$2,016
					50	\$2,107	\$1,034
					25	\$1,057	\$573

Operations & Utilization: Revenue & Cost per Visit

XYZ Community Health Center 2014 - 2017

Revenue & Cost per Visit	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Operating Revenue per Patient Visit	\$166	\$202	\$191	\$188	75	\$259	\$306
					50	\$234	\$246
					25	\$192	\$209
Operating Expense per Patient Visit	\$155	\$167	\$171	\$173	75	\$245	\$292
					50	\$216	\$234
					25	\$185	\$195
Net Patient Service Revenue per Patient Visit	\$104	\$129	\$136	\$137	75	\$174	\$182
					50	\$143	\$142
					25	\$126	\$111
Direct Medical Cost per Medical Patient Visit	\$99	\$105	\$107	\$98	75	\$130	\$152
					50	\$114	\$125
					25	\$97	\$105
Direct Dental Cost per Dental Patient Visit	\$96	\$106	\$104	\$111	75	\$171	\$177
					50	\$141	\$141
					25	\$116	\$114
Mental Health Cost per Mental Health Patient Visit	\$61	\$51	\$68	\$63	75	\$159	\$158
					50	\$112	\$115
					25	\$88	\$85

Operations & Utilization: Staffing

XYZ Community Health Center 2014 - 2017

Staffing	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Non-Provider Medical Staff per Medical Provider	2.2	2.5	2.2	2.3	75	2.0	2.3
					50	1.7	1.9
					25	1.4	1.5
Non-Provider Dental Staff per Dental Provider	1.0	1.1	1.1	1.4	75	1.4	1.7
					50	1.2	1.2
					25	0.9	0.9
Non-Provider Mental Health Staff per Mental Health Provider	-	0.2	0.2	0.2	75	0.2	0.3
					50	-	-
					25	-	-
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	33%	32%	32%	31%	75	41%	41%
					50	35%	37%
					25	32%	32%

Operations & Utilization: Quality of Care

XYZ Community Health Center 2014 - 2017

Quality of Care	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Percentage of Children Receiving Appropriate Vaccinations by Age 2	70%	77%	67%	44%	75	42%	50%
					50	22%	32%
					25	7%	17%
Percent of Patients with Asthma Given an Asthma Treatment Plan	100%	99%	97%	90%	75	91%	95%
					50	87%	89%
					25	80%	80%
Percentage of Patients Screened for Colorectal Cancer	41%	19%	51%	68%	75	48%	52%
					50	36%	39%
					25	28%	26%
Percentage of Patients 3-17 with BMI, Nutrition & Physical Activity Documented	100%	80%	96%	99%	75	84%	80%
					50	66%	64%
					25	46%	41%
Percentage of Patients 18 and over with BMI & Follow Up Documented (If BMI outside normal)	100%	87%	96%	100%	75	76%	78%
					50	62%	62%
					25	46%	45%

Operations & Utilization: Quality of Care (continued)

XYZ Community Health Center 2014 - 2017

Quality of Care	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Babies with Low Birth Weight Born to Prenatal Patients who Delivered During the Year	9%	7%	17%	23%	75	13%	11%
					50	10%	8%
					25	5%	5%
Percentage of Patients 12 and over Screened for Depression and Follow-up Plan Documented (If Positive)	74%	71%	83%	80%	75	85%	82%
					50	73%	67%
					25	56%	49%
Percentage of Patients 6-9 at Moderate to High Risk of Caries Receiving Sealant on First Permanent Molar	-	62%	90%	80%	75	73%	67%
					50	54%	48%
					25	40%	33%
Percentage of Prenatal Patients who Delivered During the Year	27%	72%	42%	32%	75	62%	62%
					50	52%	52%
					25	33%	40%
Percentage of Patients with Controlled High Blood Pressure	73%	76%	76%	78%	75	71%	69%
					50	67%	62%
					25	60%	56%
Percentage of Patients with Diabetes and Hemoglobin A1c Poor Control	28%	23%	19%	16%	75	36%	40%
					50	30%	32%
					25	26%	26%

Operations & Utilization: Service Mix

XYZ Community Health Center 2014 - 2017

Service Mix	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Medical Visits as a Percentage of Total Visits	54.0%	54.5%	52.7%	57.5%	75	84.7%	83.1%
					50	72.0%	70.9%
					25	61.5%	58.1%
Dental Visits as a Percentage of Total Visits	24.9%	22.5%	23.5%	20.1%	75	21.2%	22.3%
					50	13.1%	13.2%
					25	4.3%	5.0%
Mental Health Visits as a Percentage of Total Visits	10.7%	10.8%	12.0%	13.8%	75	12.4%	11.1%
					50	7.1%	5.9%
					25	2.7%	2.3%
Enabling Visits as a Percentage of Total Visits	3.1%	2.9%	2.8%	2.4%	75	9.1%	6.8%
					50	-	2.4%
					25	-	-
Total Visits per Patient	3.9	4.0	4.2	4.2	75	4.0	4.5
					50	3.6	3.7
					25	3.2	3.2

Operations & Utilization: Utilization Growth Rates

XYZ Community Health Center 2014 - 2017

Utilization Growth Rates	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Medical Patient Growth Rate	27.1%	20.5%	15.7%	20.4%	75	9.3%	12.1%
					50	3.4%	4.0%
					25	1.0%	-1.4%
Medical Visit Growth Rate	28.3%	18.6%	19.8%	27.4%	75	11.4%	12.8%
					50	4.5%	4.0%
					25	0.6%	-2.2%
Dental Patient Growth Rate	6.4%	13.7%	21.8%	5.6%	75	18.5%	22.0%
					50	8.2%	5.8%
					25	2.3%	-3.2%
Dental Visit Growth Rate	5.8%	6.1%	29.6%	-0.2%	75	17.3%	24.1%
					50	7.2%	5.6%
					25	-8.2%	-5.1%
Mental Health Patient Growth Rate	21.7%	14.7%	29.3%	30.1%	75	54.2%	36.7%
					50	14.6%	11.8%
					25	4.2%	-5.4%
Mental Health Visit Growth Rate	13.8%	18.6%	38.7%	33.8%	75	115.2%	46.0%
					50	17.9%	13.7%
					25	7.1%	-2.7%
Patient Growth Rate	21.2%	15.6%	18.6%	16.3%	75	15.1%	11.9%
					50	7.2%	4.5%
					25	2.5%	-0.4%
Visit Growth Rate	22.4%	17.6%	24.1%	16.6%	75	16.7%	14.3%
					50	7.9%	5.5%
					25	2.7%	-1.2%

Financial Metrics: Billing and Collections

XYZ Community Health Center 2014 - 2017

Billing and Collections	2014	2015	2016	2017	Percentile	Peer FQHCs 2017	National FQHCs 2017
Self-Pay Collections as Percentage of Total Collections	8%	8%	8%	8%	75	6%	14%
					50	4%	7%
					25	2%	3%
Bad Debt Write-Offs as Percentage of Total Self-Pay Charges	12%	8%	14%	16%	75	19%	17%
					50	10%	7%
					25	6%	2%
Medicaid Collections as Percentage of Total Collections	75%	72%	73%	68%	75	80%	79%
					50	70%	62%
					25	58%	41%
Medicare Collections as Percentage of Total Collections	9%	10%	9%	12%	75	17%	18%
					50	11%	10%
					25	6%	5%
Other Public Collections as Percentage of Total Collections	-	-	-	-	75	0%	1%
					50	-	0%
					25	-	-
Private Insurance Collections as Percentage of Total Collections	8%	10%	11%	12%	75	19%	23%
					50	12%	13%
					25	7%	6%