



Performance Evaluation Profile

XYZ Health Center, Inc. 2016 - 2019

Prepared by:



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Methodology

The analysis and results contained in this report are based on two primary data sources covering the 2016 - 2019 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	State FQHCs 2019	National FQHCs 2019
Financial Audits	10	974
UDS Data	12	1,365

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.

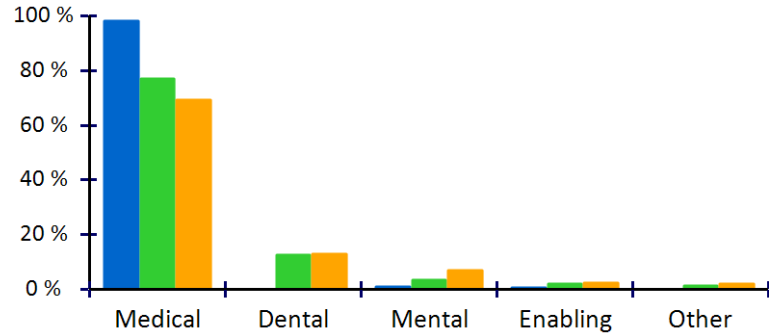
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Peer Comparison

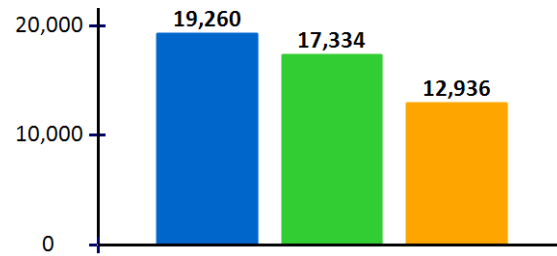
2019

- XYZ Health Center
- State FQHCs median
- National FQHCs median

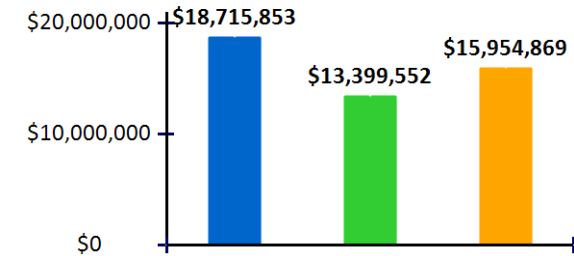
**Array of Services 2019
(Percentage of Total Visits)**



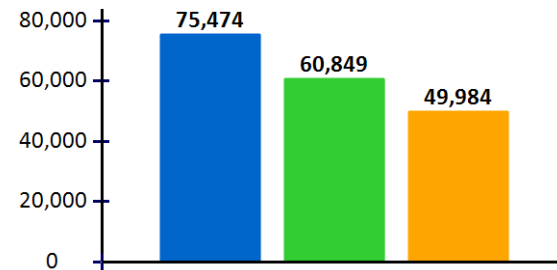
Patients Served 2019



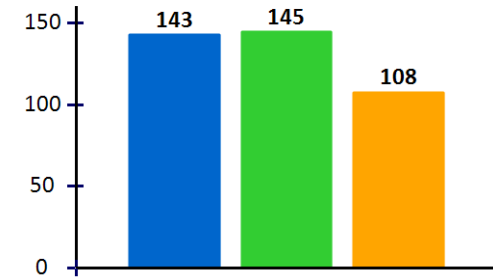
Revenues 2019



Total Visits 2019



Full-Time Equivalent Employees 2019



Key Metrics	2019	State FQHCs Median 2019	National FQHCs Median 2019
Medical Visits as a Percentage of Total Visits	98%	77%	69%
Dental Visits as a Percentage of Total Visits	-	13%	13%
Mental Health Visits as a Percentage of Total Visits	1%	4%	7%
Enabling Visits as a Percentage of Total Visits	1%	2%	2%
Other Professional Visits as a Percentage of Total Visits	-	2%	2%

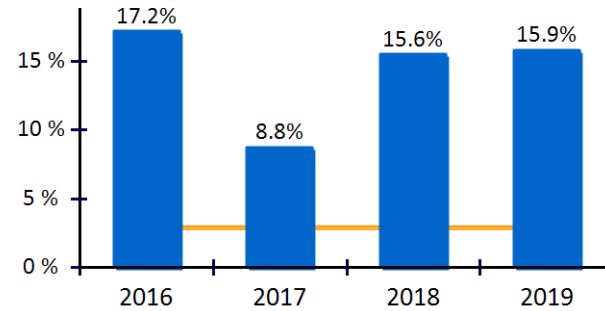
Key Metrics	2019	State FQHCs Median 2019	National FQHCs Median 2019
Total Revenue	\$18,715,853	\$13,399,552	\$15,954,869
Total Patients	19,260	17,334	12,936
Total Visits	75,474	60,849	49,984
Total FTEs	143	145	108

Financial Dashboard

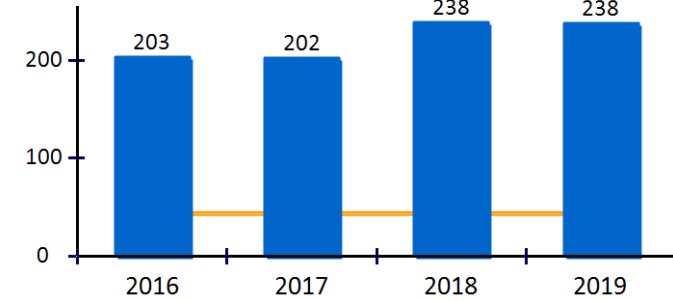
XYZ Health Center
2016 - 2019

Capital Link Benchmark

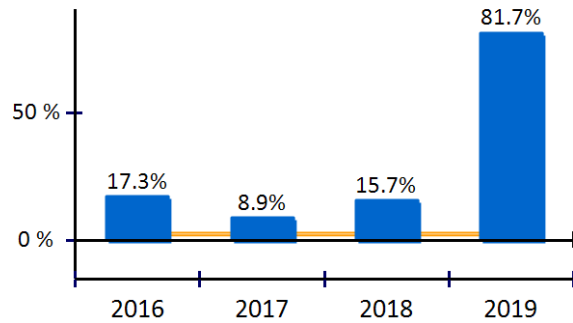
Operating Margin



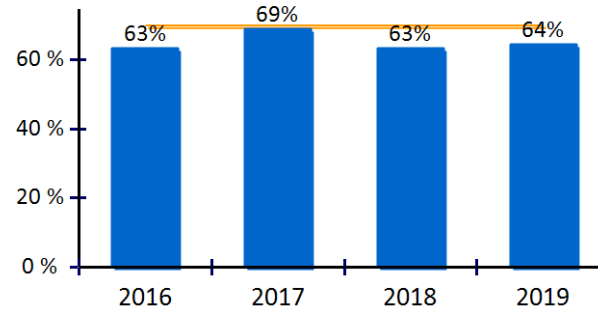
Days Cash on Hand



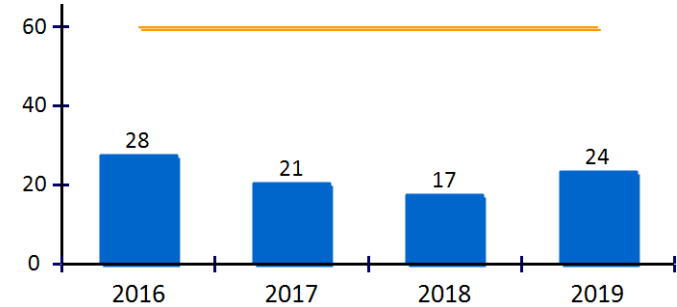
Bottom Line Margin



Personnel-Related Expense as a % of Operating Revenue



Days in Net Patient Receivables



Key Financial Metrics	Target	2016	2017	2018	2019	State FQHCs Median 2019	National FQHCs Median 2019
Operating Margin	> 3%	17.2%	8.8%	15.6%	15.9%	8.7%	2.2%
Bottom Line Margin	> 3%	17.3%	8.9%	15.7%	81.7%	8.6%	3.4%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%	63.3%	68.9%	63.4%	64.4%	64.2%	72.7%
Days Cash on Hand	> 45 Days	203	202	238	238	110	67
Days in Net Patient Receivables	< 60 Days	28	21	17	24	23	38

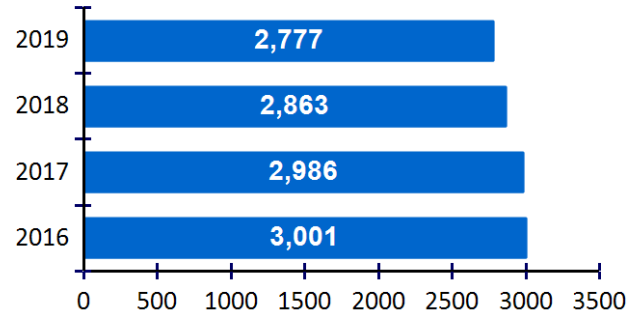
■ Benchmark Unmet

Productivity Dashboard

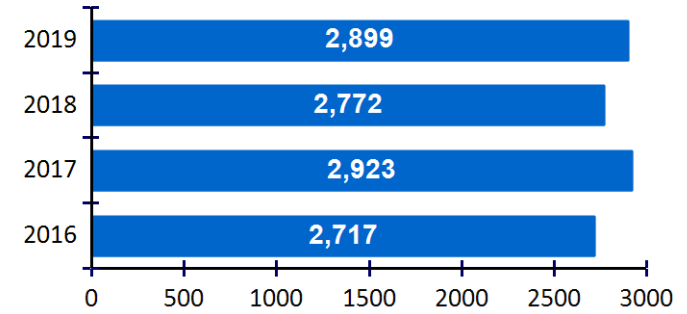
XYZ Health Center

2016 - 2019

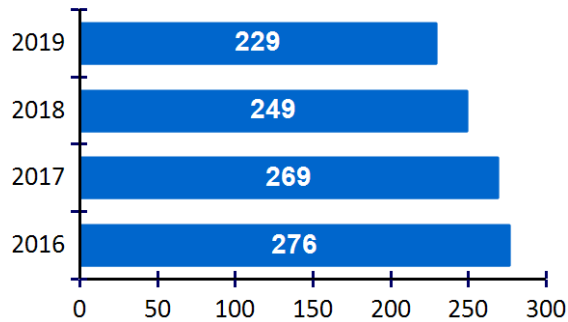
Physician Visits per Physician FTEs



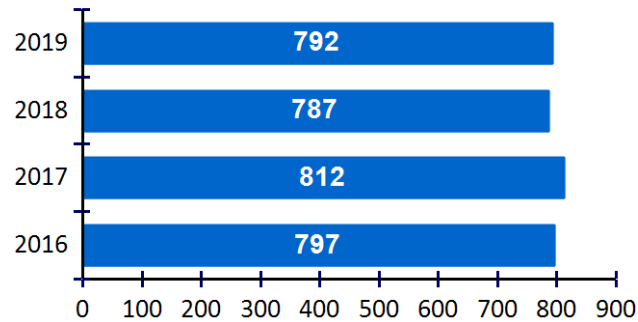
Mid-Level Visits per Mid-Level FTEs



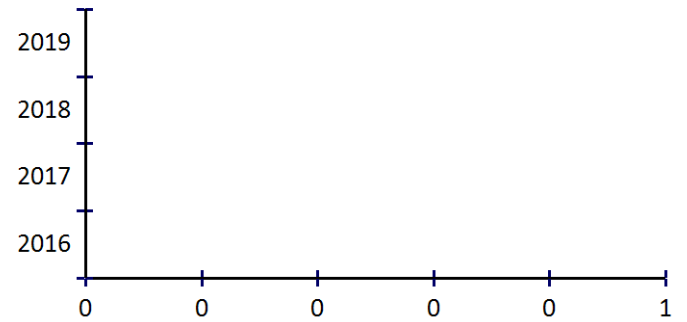
Medical Patients per Medical FTE



Medical Patients per Medical Provider FTEs



Dental Visits per Dental Provider FTEs



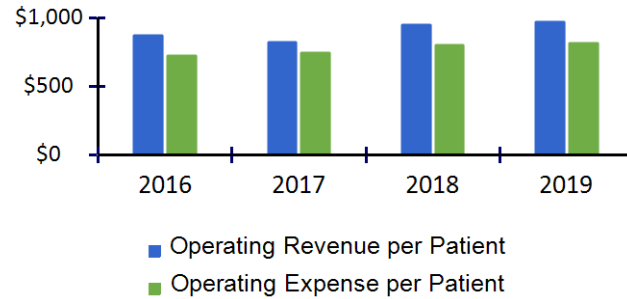
Key Productivity Metrics	2016	2017	2018	2019	State FQHCs Median 2019	National FQHCs Median 2019
Physician Visits per Physician FTE	3,001	2,986	2,863	2,777	2,574	2,701
Mid-Level Visits per Mid-Level FTE	2,717	2,923	2,772	2,899	2,193	2,389
Medical Patients per Medical Staff FTE	276	269	249	229	225	288
Medical Patients per Medical Provider FTE	797	812	787	792	742	834
Dental Visits per Dental Provider FTE	-	-	-	-	1,231	1,713

Operations & Utilization Dashboard

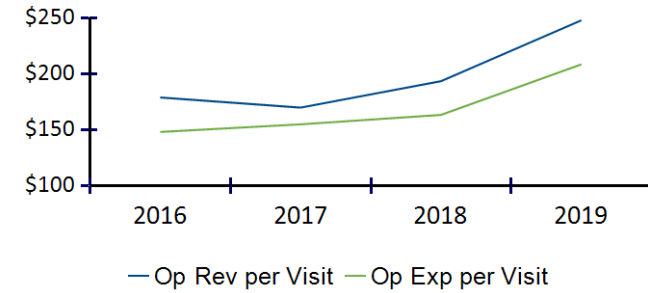
XYZ Health Center

2016 - 2019

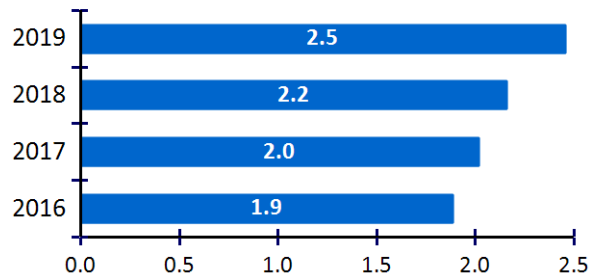
Operating Revenue & Expense per Patient



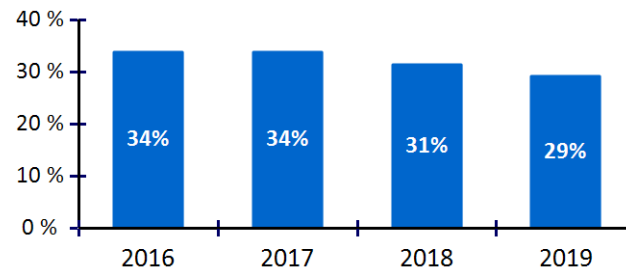
Operating Revenue & Expense per Visit



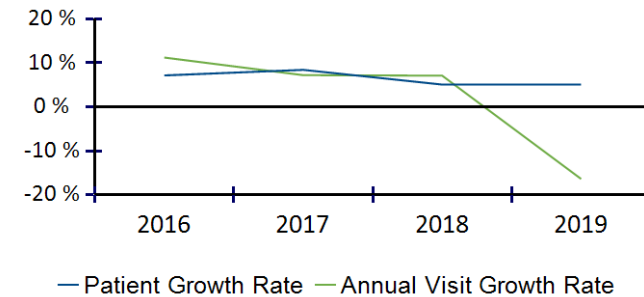
Medical Support Staff FTEs per Medical Provider FTEs



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



Annual Visits & Patient Growth Rates

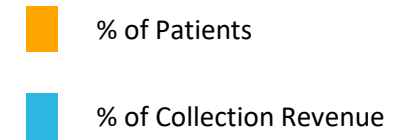


Key Operations & Utilization Metrics	2016	2017	2018	2019	State FQHCs Median 2019	National FQHCs Median 2019
Operating Revenue per Patient	\$875	\$821	\$953	\$972	\$1,042	\$1,007
Operating Expense per Patient	\$724	\$749	\$805	\$817	\$897	\$961
Operating Revenue per Patient Visit	\$179	\$170	\$194	\$248	\$299	\$262
Operating Expense per Patient Visit	\$148	\$155	\$163	\$209	\$238	\$251
Non-Provider Medical Staff per Medical Provider	1.9	2.0	2.2	2.5	2.2	1.9
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	34%	34%	31%	29%	33%	36%
Patient Growth Rate	7%	8%	5%	5%	7%	3%
Visit Growth Rate	11%	7%	7%	-16%	8%	5%

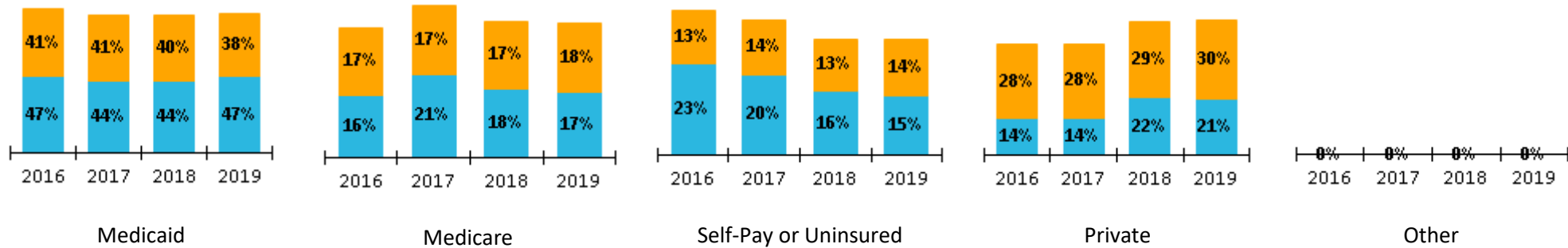
Payer Mix Dashboard

XYZ Health Center

2016 - 2019



Patient and Collection Revenue by Payer Service



Payer Mix	2016	2017	2018	2019	State FOHCs Median 2019	National FOHCs Median 2019
Self-Pay Patients as Percentage of Total Patients	13%	14%	13%	14%	18%	20%
Self-Pay Collections as Percentage of Total Collections	24%	21%	16%	15%	11%	7%
Medicaid Patients as Percentage of Total Patients	41%	41%	41%	38%	37%	43%
Medicaid Collections as Percentage of Total Collections	47%	44%	44%	47%	48%	60%
Medicare Patients as Percentage of Total Patients	17%	17%	17%	18%	18%	10%
Medicare Collections as Percentage of Total Collections	16%	21%	18%	17%	15%	11%
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	28%	28%	29%	30%	31%	19%
Private Insurance Collections as Percentage of Total Collections	14%	14%	22%	21%	22%	14%

Financial Health: Performance and Liquidity Measures

XYZ Health Center 2016 - 2019

Performance and Liquidity Measures	Target	2016	2017	2018	2019	Percentile	State FOHCs 2019	National FOHCs 2019
Operating Margin	> 3%	17.2%	8.8%	15.6%	15.9%	75	16.3%	7.1%
						50	8.7%	2.2%
						25	0.5%	-1.2%
Bottom Line Margin	> 3%	17.3%	8.9%	15.7%	81.7%	75	19.6%	9.0%
						50	8.6%	3.4%
						25	0.7%	-0.2%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%	63.3%	68.9%	63.4%	64.4%	75	73.1%	78.1%
						50	64.2%	72.7%
						25	62.2%	65.9%
Days Cash on Hand	> 45 Days	203	202	238	238	75	150	122
						50	110	67
						25	60	28
Current Ratio	> 1.25	6.2	5.6	6.4	6.1	75	8.3	5.3
						50	6.5	3.3
						25	5.2	1.9
Days in Net Patient Receivables	< 60 Days	28	21	17	24	75	24	54
						50	23	38
						25	15	26
Days in All Receivables	< 60 Days	40	37	40	85	75	80	57
						50	50	39
						25	19	27
Days in Accounts Payable	< 45 Days	13	17	13	18	75	17	47
						50	12	28
						25	10	18
Debt Service Coverage Ratio	> 1.25	11.1	6.6	7.2	4.3	75	28.9	10.6
						50	26.4	3.1
						25	9.3	0.8
Leverage	< 3.0	0.6	0.5	0.4	0.3	75	0.2	0.8
						50	0.1	0.4
						25	0.1	0.2

Financial Health: Other Performance Measures, Financial Growth Rates

XYZ Health Center 2016 - 2019

Other Performance Measures	2016	2017	2018	2019	Percentile	State FOHCs 2019	National FOHCs 2019
Change in Net Assets as a Percentage of Expense	20.9%	9.8%	18.6%	97.1%	75	24.4%	9.6%
					50	10.1%	3.4%
					25	0.7%	-0.2%
Working Capital to Monthly Expense Ratio	6.9	6.5	7.9	9.3	75	6.2	4.7
					50	4.2	2.7
					25	3.5	1.3
Long-Term Debt to Equity Ratio	0.5	0.4	0.3	0.2	75	0.1	0.3
					50	0.0	0.1
					25	-	-
Fringe & Taxes to Salaries Ratio	18.8%	20.2%	21.1%	21.7%	75	21.3%	23.5%
					50	17.8%	19.8%
					25	11.1%	14.5%
Financial Growth Rate							
Operating Revenue Growth Rate	24.1%	1.8%	22.0%	7.1%	75	29.5%	14.3%
					50	11.1%	7.1%
					25	2.5%	1.3%
Operating Expense Growth Rate	19.9%	12.2%	12.9%	6.7%	75	17.9%	13.7%
					50	10.7%	8.2%
					25	7.6%	3.6%
Grants and Contract Revenue Growth Rate	11.5%	-0.2%	2.8%	3.2%	75	10.4%	12.4%
					50	2.1%	4.4%
					25	-0.9%	-1.7%
Net Patient Service Revenue Growth Rate	31.2%	3.6%	33.9%	9.9%	75	42.6%	18.2%
					50	11.6%	8.4%
					25	5.9%	0.1%

Productivity: Visits

XYZ Health Center 2016 - 2019

Productivity: Visits	2016	2017	2018	2019	Percentile	State FOHCs 2019	National FOHCs 2019
Physician Visits per Physician FTE	3,001	2,986	2,863	2,777	75	2,974	3,277
					50	2,574	2,701
					25	2,185	2,187
Mid-Level Visits per Mid-Level FTE	2,717	2,923	2,772	2,899	75	2,703	2,878
					50	2,193	2,389
					25	1,908	1,936
Medical Visits per Medical Provider FTE	2,860	2,956	2,815	2,840	75	2,771	2,999
					50	2,392	2,536
					25	1,995	2,095
Medical Visits per Non-Provider Medical Staff FTE	1,517	1,467	1,304	1,242	75	1,263	1,713
					50	1,196	1,374
					25	1,010	1,102
Dental Visits per Dental Provider FTE	-	-	-	-	75	1,669	2,156
					50	1,231	1,713
					25	1,136	1,380
Mental Health Visits per Mental Health Provider FTE	-	-	-	542	75	1,201	1,300
					50	781	960
					25	576	694
Enabling Services Visit per Enabling FTE	1,562	1,394	1,716	42	75	315	310
					50	116	132
					25	30	17
Total Visits	78,622	84,299	90,299	75,474	75	76,540	101,044
					50	60,849	49,984
					25	40,986	24,097
Total Visits per All FTE	717	690	696	529	75	525	543
					50	465	451
					25	359	379
Total Visits per Provider FTE	3,894	3,923	3,875	2,948	75	2,861	2,827
					50	2,138	2,323
					25	1,905	1,899

Productivity: Patients

XYZ Health Center 2016 - 2019

Productivity: Patients	2016	2017	2018	2019	Percentile	State FQHCs 2019	National FQHCs 2019
Medical Patients per Medical Staff FTE	276	269	249	229	75	273	351
					50	225	288
					25	207	234
Medical Patients per Medical Provider FTE	797	812	787	792	75	842	1,007
					50	742	834
					25	601	685
Dental Patients per Dental Provider FTE	-	-	-	-	75	674	907
					50	546	708
					25	468	549
Mental Health Patients per Mental Health Provider FTE	-	-	-	135	75	318	367
					50	236	228
					25	151	154
Total Patients	16,085	17,442	18,329	19,260	75	19,593	25,581
					50	17,334	12,936
					25	9,021	6,272
Total Unduplicated Patients per Total FTE	147	143	141	135	75	128	148
					50	109	120
					25	100	94
Total Patients per Provider FTE	797	812	787	752	75	749	769
					50	621	616
					25	504	475

Operations & Utilization: Revenue & Cost per Patient

XYZ Health Center 2016 - 2019

Revenue & Cost per Patient	2016	2017	2018	2019	Percentile	State FOHCs 2019	National FOHCs 2019
Operating Revenue per Patient	\$875	\$821	\$953	\$972	75	\$1,422	\$1,357
					50	\$1,042	\$1,007
					25	\$830	\$798
Operating Expense per Patient	\$724	\$749	\$805	\$817	75	\$1,193	\$1,296
					50	\$897	\$961
					25	\$808	\$773
Net Patient Service Revenue per Patient	\$568	\$543	\$691	\$723	75	\$790	\$850
					50	\$677	\$630
					25	\$504	\$428
Total Revenue	\$14,070,451	\$14,322,862	\$17,476,299	\$18,715,853	75	\$17,914,467	\$31,805,207
					50	\$13,399,552	\$15,954,869
					25	\$5,352,498	\$7,922,353
Total Expenses	\$11,647,427	\$13,063,366	\$14,754,286	\$15,743,124	75	\$15,041,400	\$30,241,968
					50	\$10,957,394	\$15,471,618
					25	\$5,382,669	\$7,702,160
Direct Medical Cost per Medical Patient	\$442	\$454	\$485	\$489	75	\$586	\$525
					50	\$461	\$415
					25	\$419	\$334
Direct Dental Cost per Dental Patient	-	-	-	-	75	\$493	\$475
					50	\$443	\$367
					25	\$330	\$282
Mental Health Cost per Mental Health Patient	-	-	-	\$519	75	\$849	\$807
					50	\$484	\$525
					25	\$317	\$325
330 Grant Dollars per Uninsured Patient	\$2,033	\$1,809	\$1,841	\$1,681	75	\$2,418	\$1,956
					50	\$1,889	\$993
					25	\$1,222	\$541

Operations & Utilization: Revenue & Cost per Visit

XYZ Health Center 2016 - 2019

Revenue & Cost per Visit	2016	2017	2018	2019	Percentile	State FOHCs 2019	National FOHCs 2019
Operating Revenue per Patient Visit	\$179	\$170	\$194	\$248	75	\$388	\$329
					50	\$299	\$262
					25	\$190	\$218
Operating Expense per Patient Visit	\$148	\$155	\$163	\$209	75	\$372	\$318
					50	\$238	\$251
					25	\$177	\$209
Net Patient Service Revenue per Patient Visit	\$116	\$112	\$140	\$185	75	\$248	\$204
					50	\$182	\$156
					25	\$111	\$119
Direct Medical Cost per Medical Patient Visit	\$123	\$125	\$136	\$127	75	\$183	\$163
					50	\$135	\$132
					25	\$117	\$111
Direct Dental Cost per Dental Patient Visit	-	-	-	-	75	\$223	\$184
					50	\$168	\$148
					25	\$142	\$123
Mental Health Cost per Mental Health Patient Visit	-	-	-	\$129	75	\$175	\$173
					50	\$145	\$124
					25	\$130	\$92

Operations & Utilization: Staffing

XYZ Health Center 2016 - 2019

Staffing	2016	2017	2018	2019	Percentile	State FQHCs 2019	National FQHCs 2019
Non-Provider Medical Staff per Medical Provider	1.9	2.0	2.2	2.5	75	2.5	2.3
					50	2.2	1.9
					25	1.7	1.5
Non-Provider Dental Staff per Dental Provider	-	-	-	-	75	2.0	1.7
					50	1.2	1.2
					25	0.8	0.9
Non-Provider Mental Health Staff per Mental Health Provider	-	-	-	-	75	0.4	0.4
					50	-	-
					25	-	-
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	34%	34%	31%	29%	75	36%	41%
					50	33%	36%
					25	31%	32%

Operations & Utilization: Quality of Care

XYZ Health Center 2016 - 2019

Quality of Care	2016	2017	2018	2019	Percentile	State FOHCs 2019	National FOHCs 2019
Percentage of Children Receiving Appropriate Vaccinations by Age 2	17%	31%	20%	15%	75	33%	49%
					50	23%	33%
					25	14%	19%
Percent of Patients with Asthma Given an Asthma Treatment Plan	72%	84%	86%	78%	75	92%	94%
					50	83%	89%
					25	79%	80%
Percentage of Patients Screened for Colorectal Cancer	21%	27%	32%	34%	75	51%	55%
					50	40%	43%
					25	35%	31%
Percentage of Patients 3-17 with BMI, Nutrition & Physical Activity Documented	22%	22%	20%	23%	75	94%	84%
					50	81%	72%
					25	67%	51%
Percentage of Patients 18 and over with BMI & Follow Up Documented (If BMI outside normal)	46%	36%	37%	41%	75	97%	88%
					50	93%	74%
					25	77%	55%

Operations & Utilization: Quality of Care (continued)

XYZ Health Center 2016 - 2019

Quality of Care	2016	2017	2018	2019	Percentile	State FQHCs 2019	National FQHCs 2019
Babies with Low Birth Weight Born to Prenatal Patients who Delivered During the Year	16%	14%	8%	38%	75	26%	11%
					50	16%	8%
					25	8%	4%
Percentage of Patients 12 and over Screened for Depression and Follow-up Plan Documented (If Positive)	52%	55%	50%	41%	75	83%	86%
					50	77%	74%
					25	67%	58%
Percentage of Patients 6-9 at Moderate to High Risk of Caries Receiving Sealant on First Permanent Molar	-	-	-	-	75	55%	75%
					50	31%	56%
					25	19%	38%
Percentage of Prenatal Patients who Delivered During the Year	39%	61%	53%	37%	75	73%	63%
					50	67%	53%
					25	50%	42%
Percentage of Patients with Controlled High Blood Pressure	54%	58%	62%	64%	75	67%	70%
					50	63%	64%
					25	60%	58%
Percentage of Patients with Diabetes and Hemoglobin A1c Poor Control	27%	26%	30%	29%	75	33%	37%
					50	28%	31%
					25	26%	26%

Operations & Utilization: Service Mix

XYZ Health Center 2016 - 2019

Service Mix	2016	2017	2018	2019	Percentile	State FQHCs 2019	National FQHCs 2019
Medical Visits as a Percentage of Total Visits	73.4%	75.3%	72.6%	98.3%	75	86.0%	80.4%
					50	77.0%	69.4%
					25	71.1%	56.9%
Dental Visits as a Percentage of Total Visits	-	-	-	-	75	16.2%	21.3%
					50	12.6%	12.9%
					25	9.2%	6.0%
Mental Health Visits as a Percentage of Total Visits	-	-	-	0.9%	75	6.2%	12.9%
					50	3.6%	7.0%
					25	1.1%	3.5%
Enabling Visits as a Percentage of Total Visits	26.6%	24.7%	27.4%	0.8%	75	6.6%	7.1%
					50	2.1%	2.3%
					25	1.2%	0.2%
Total Visits per Patient	4.9	4.8	4.9	3.9	75	4.1	4.5
					50	3.7	3.8
					25	3.5	3.3

Operations & Utilization: Utilization Growth Rates

XYZ Health Center 2016 - 2019

Utilization Growth Rates	2016	2017	2018	2019	Percentile	State FOHCs 2019	National FOHCs 2019
Medical Patient Growth Rate	7.2%	8.4%	5.1%	5.0%	75	8.2%	9.0%
					50	6.0%	3.2%
					25	1.3%	-1.7%
Medical Visit Growth Rate	9.7%	10.0%	3.3%	13.1%	75	9.8%	10.6%
					50	8.1%	3.3%
					25	3.0%	-2.7%
Dental Patient Growth Rate	-	-	-	-	75	46.4%	14.1%
					50	5.8%	3.4%
					25	-0.6%	-4.7%
Dental Visit Growth Rate	-	-	-	-	75	59.9%	14.7%
					50	11.5%	3.6%
					25	-4.6%	-6.3%
Mental Health Patient Growth Rate	-	-	-	-	75	55.2%	42.4%
					50	25.4%	14.1%
					25	9.4%	-2.5%
Mental Health Visit Growth Rate	-	-	-	-	75	66.8%	46.5%
					50	50.0%	16.2%
					25	15.9%	-1.7%
Patient Growth Rate	7.2%	8.4%	5.1%	5.1%	75	9.1%	8.5%
					50	7.1%	3.3%
					25	5.0%	-0.5%
Visit Growth Rate	11.2%	7.2%	7.1%	-16.4%	75	11.4%	12.9%
					50	7.8%	5.3%
					25	1.7%	-1.0%

Financial Metrics: Billing and Collections

XYZ Health Center 2016 - 2019

Billing and Collections	2016	2017	2018	2019	Percentile	State FOHCs 2019	National FOHCs 2019
Self-Pay Collections as Percentage of Total Collections	24%	21%	16%	15%	75	13%	13%
					50	11%	7%
					25	7%	3%
Bad Debt Write-Offs as Percentage of Total Self-Pay Charges	8%	6%	10%	15%	75	15%	17%
					50	14%	8%
					25	7%	3%
Medicaid Collections as Percentage of Total Collections	47%	44%	44%	47%	75	54%	76%
					50	48%	60%
					25	46%	38%
Medicare Collections as Percentage of Total Collections	16%	21%	18%	17%	75	19%	19%
					50	15%	11%
					25	11%	6%
Other Public Collections as Percentage of Total Collections	-	-	-	-	75	0%	2%
					50	-	0%
					25	-	-
Private Insurance Collections as Percentage of Total Collections	14%	14%	22%	21%	75	26%	25%
					50	22%	14%
					25	19%	7%