

NATIONAL DATA SUMMARY		Capital Link Target	2014 CCALAC Median	2015 CCALAC Median	2016 CCALAC Median	2017 CCALAC Median	2017 CA FQHCs Median	2017 CA Metro FQHC Median	2017 National FQHC Median
# of Financial Audits			44	45	50	50	145	82	976
FINANCIAL HEALTH									
1.	Operating Margin	>3%	2.8%	3.1%	5.5%	4.4%	4.8%	5.8%	3.5%
2.	Bottom Line Margin	>3%	5.9%	5.0%	6.3%	4.6%	5.3%	6.0%	4.4%
3.	Days Cash on Hand	>45 Days	57	43	66	84	92	99	67
4.	Days in Net Patient Receivables	<60 Days	54	55	52	46	37	35	39
5.	Personnel-Related Expense as a % of Operating Revenue	<70%	72.3%	72.0%	68.9%	72.1%	72.5%	72.2%	71.7%
# UDS Reports (FQHCs)			41	46	46	46	184	93	1,348
PRODUCTIVITY & FINANCIAL OPERATIONS									
6.	Physician Productivity (Visits)		3,435	3,350	3,378	3,371	3,139	3,226	2,780
7.	Mid-Level Productivity (Visits)		3,333	3,134	3,332	3,233	3,021	3,055	2,401
8.	Dental Provider Productivity (Visits)		2,233	2,510	2,282	2,303	2,416	2,424	1,772
9.	Medical Provider Productivity (Patients)		980	938	975	952	924	923	864
10.	Medical Team Productivity (Patients)		313	277	304	285	294	287	295
11.	Costs per Visit		\$177	\$192	\$204	\$204	\$230	\$229	\$233
12.	Cost per Patient		\$779	\$849	\$898	\$896	\$1,049	\$1,028	\$873
STAFFING & UTILIZATION									
13.	Medical Support Staff Ratio		2.1	2.0	2.3	2.2	2.2	2.2	1.9
14.	Non-Clinical Staff Ratio		35%	34%	36%	36%	37%	36%	37%
15.	Visit Growth Rate		0%	5%	13%	10%	8%	10%	6%