

# Board of Directors and Management Reports

## Standard Monthly

- Contract oversight report (sub-recipients and contracting agencies), critical indicator expectations/projections to actual experience, monthly and year to date
- Annual operating plan goals and objectives, projections to actual experience, current month and year to date
- Balance sheet and revenue and expenditure report, summary level and breakout by clinic site, department and/or program – current month and year to date
- Budget variance reports, budget to actual, by clinic site, department and/or program – current month and year to date
- Number of days cash on hand
- Federal drawdown, current month and year to date
- Encounters, budget to actual, by clinic site, department and/or program; and, new patient encounters – current month, year to date, comparison to prior year
- Aged accounts receivable
- Aged accounts payable

## Standard Quarterly

- Long range goals and objectives, projections to actual experience, current quarter and year to date
- Payor mix – aggregate and by clinic location/department, budget to actual
- Percent of revenues from patient services versus grants, budget to actual
- Denial rate by payor source – aggregate, by clinic site, department and/or program, by provider
- Appointment experience – total volume, missed/canceled and walk-in experience by time of day and day of week

- Productivity by provider – encounters by provider per hour, per month and year-to-date and number of RVUs associated with monthly encounters compared to budget

### **Financial Ratios and Other Performance Indicators**

- Current Ratio
- Debt Management Ratio
- Working Capital
- Ratio of provider to other staff, current month and year to date
- BPHC Performance Indicators/UDS site specific and state rollup
- Coding levels for new and established patient office visits, by provider and aggregate for the center, compared to national norms
- Charges by provider
- Net revenue by provider
- Claims denials by provider
- Ratio of collections to salary dollars by provider
- Cost and average revenue per encounter, aggregate and by clinic location/department
- Cost per RVU, current month and year to date