



# Performance Evaluation Profile

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Crossroads Healthcare Clinic 2021 - 2024



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# Methodology

The analysis and results contained in this report are based on two primary data sources covering the 2021 - 2024 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	WY FQHCs 2024	National FQHCs 2024
Financial Audits	5	1,016
UDS Data	5	1,512

## Percentiles

Statistical measures used to describe the financial ratios and trends include the 50th percentile (median), 75th percentile, and 25th percentile. Half (by definition) of 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.

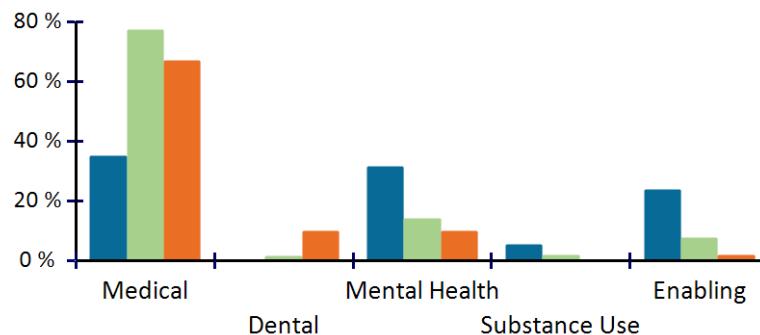
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# Peer Comparison

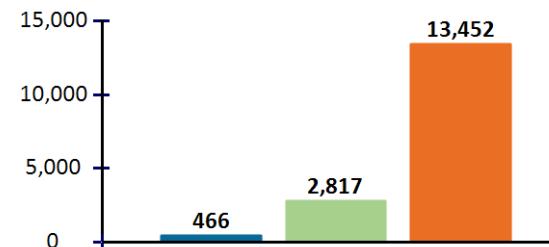
2024

█ Crossroads Healthcare Clinic  
█ WY FQHCs median  
█ National FQHCs median

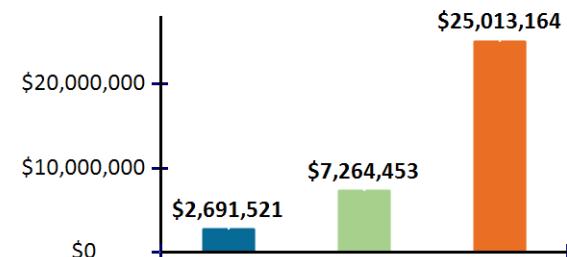
Array of Services 2024  
(Percentage of Total Visits)



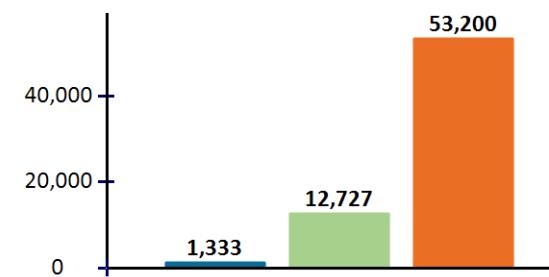
Patients Served 2024



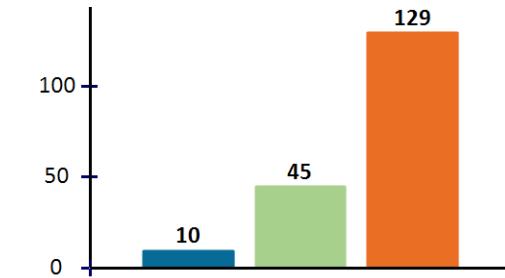
Revenues 2024



Total Visits 2024



Full-Time Equivalent Employees 2024



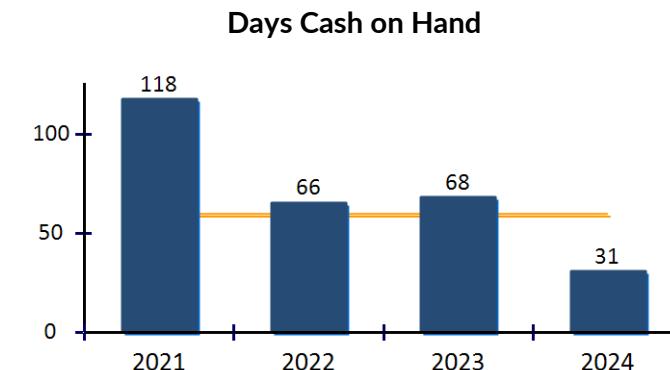
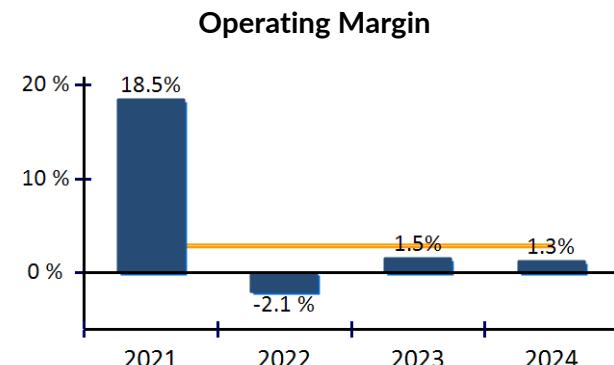
Key Metrics	Crossroads Healthcare Clinic 2024	WY FQHCs Median 2024	National FQHCs Median 2024	Key Metrics	Crossroads Healthcare Clinic 2024	WY FQHCs Median 2024	National FQHCs Median 2024
Medical Visits as a Percentage of Total Visits	35%	77%	67%	Total Operating Revenue	\$2,691,521	\$7,264,453	\$25,013,164
Dental Visits as a Percentage of Total Visits	-	1%	10%	Total Patients	466	2,817	13,452
Mental Health Visits as a Percentage of Total Visits	31%	14%	10%	Total Visits	1,333	12,727	53,200
Substance Use Disorder Visits as a Percentage of Total Visits	5%	2%	-	Total FTEs	10	45	129
Enabling Visits as a Percentage of Total Visits	24%	7%	2%				

# Financial Dashboard

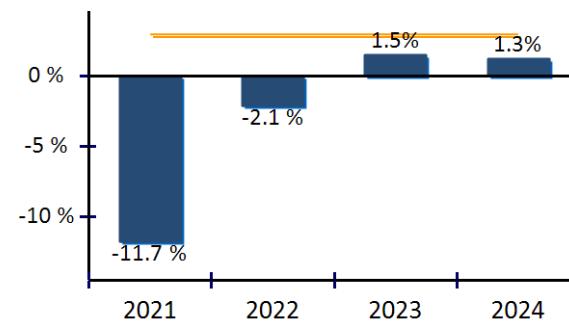
Crossroads Healthcare Clinic

2021 - 2024

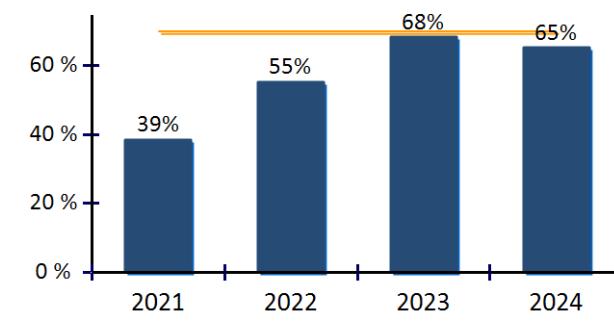
Capital Link Benchmark



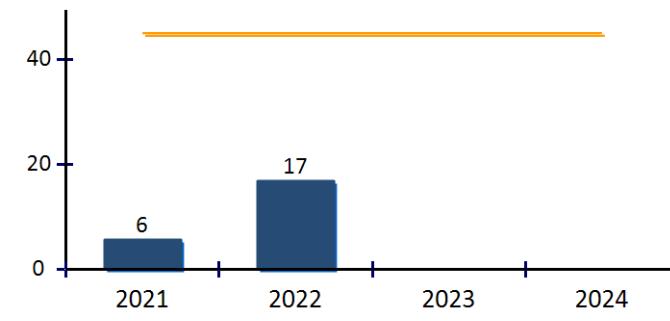
**Bottom Line Margin**



**Personnel-Related Expense as a % of Operating Revenue**



**Days in Net Patient Receivables**



Key Financial Metrics	Target	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Operating Margin	> 3%	18.5%	-2.1%	1.5%	1.3%	0.8%	0.6%
Bottom Line Margin	> 3%	-11.7%	-2.1%	1.5%	1.3%	1.3%	3.1%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%	38.7%	55.4%	68.4%	65.4%	65.4%	71.6%
Days Cash on Hand	> 60 Days	118	66	68	31	163	91
Days in Net Patient Receivables	< 45 Days	6	17	-	-	22	36

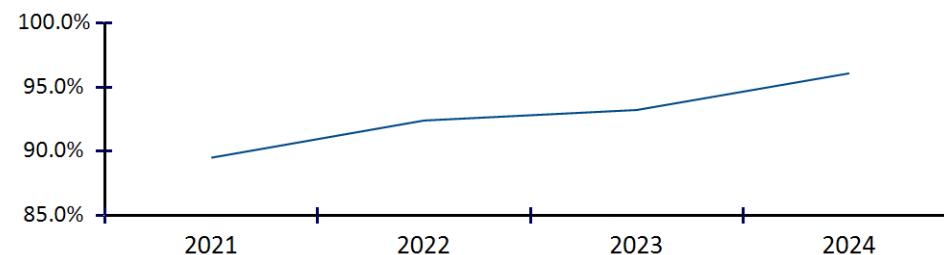
■ Benchmark Unmet

# Selected Patients Characteristics Dashboard

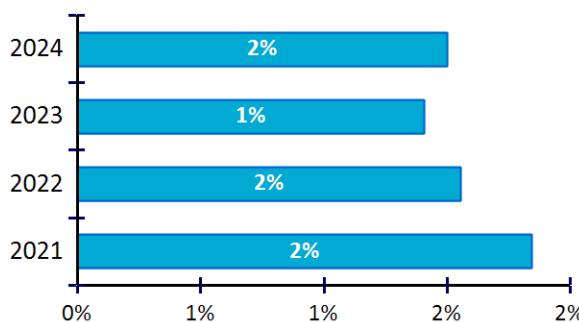
Crossroads Healthcare Clinic

2021 - 2024

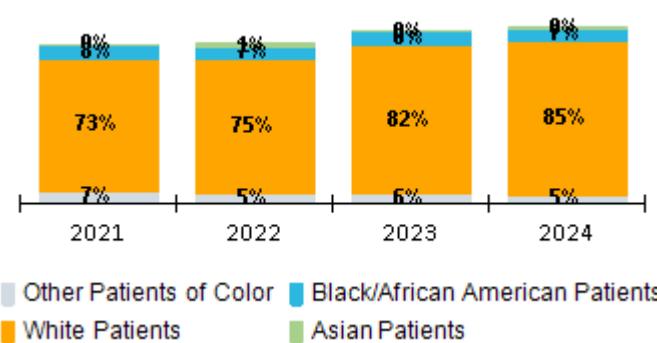
Percentage of Patients with Income at or below 200% of Poverty



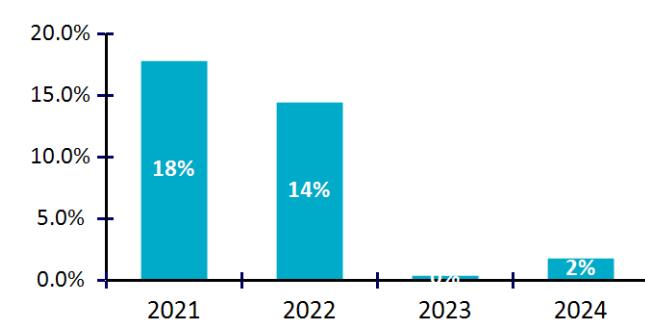
Percentage of Patients Best Served in a Language Other than English



Patient Breakdown by Race, for Those Patients Identifying Race



Percentage of Hispanic or Latino/a Patients



## Key Operations & Utilization Metrics

	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Percentage of Patients with Income at or below 200% of Poverty	90%	92%	93%	96%	92%	92%
Percentage of Patients Best Served in a Language Other than English	2%	2%	1%	2%	3%	14%
Percentage of Asian Patients	0%	1%	-	1%	0%	1%
Percentage of Black/African American Patients	8%	7%	8%	7%	4%	9%
Percentage of White Patients	73%	75%	82%	85%	83%	63%
Percentage of Other Patients of Color*	7%	5%	6%	5%	5%	3%
Percentage of Hispanic or Latino/a Patients	18%	15%	0%	2%	9%	21%

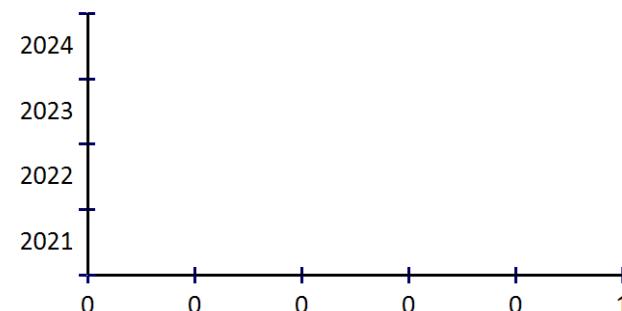
\* Other Patients of Color includes patients labeled Native Hawaiian, Other Pacific Islander, American Indian/Alaskan Native, and More than one race in UDS.

# Productivity: Visits Dashboard

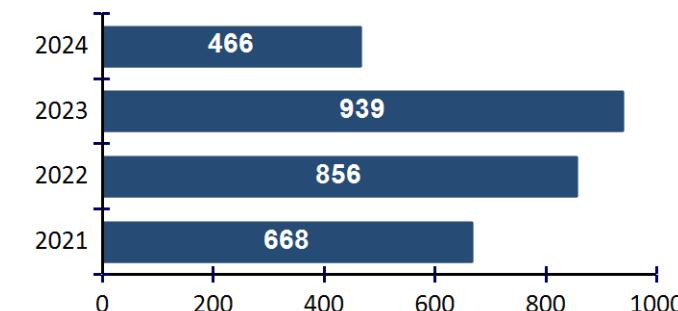
Crossroads Healthcare Clinic

2021 - 2024

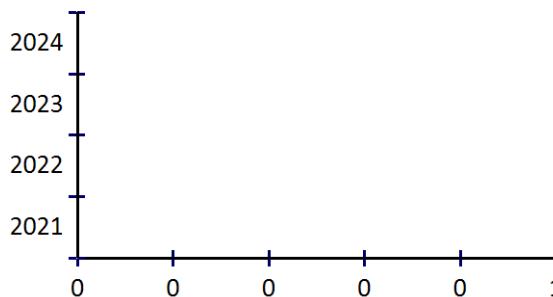
Physician Visits per Physician FTEs



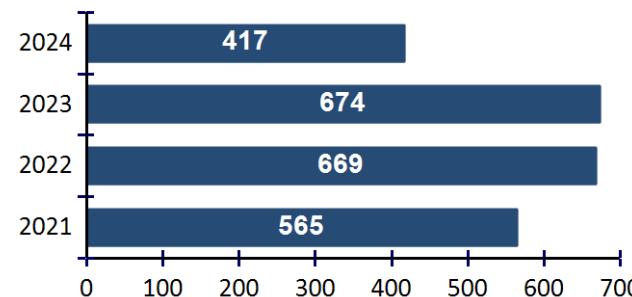
Non-Physician Visits per Non-Physician Provider FTEs



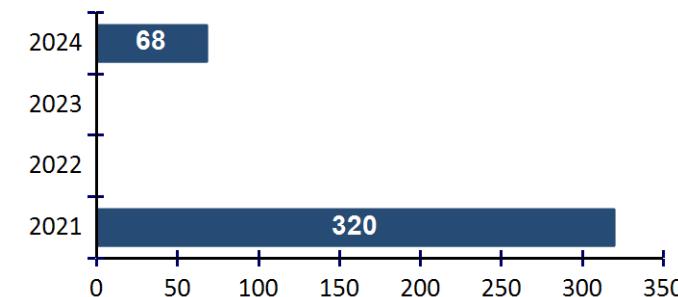
Dental Visits per Dental Provider FTEs



Mental Health Visits per MH FTE



Substance Use Disorder Visits per SUD FTEs



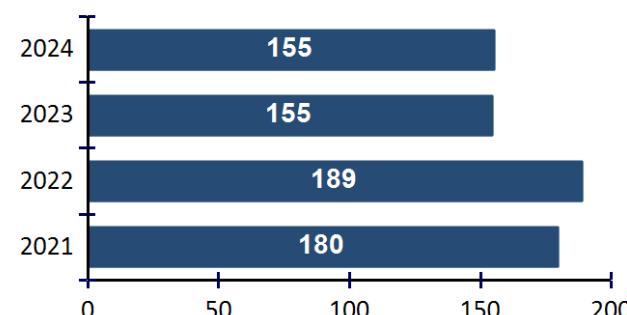
Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Physician Visits per Physician FTE	-	-	-	-	1,626	2,448
Non-Physician Provider Visits per Non-Physician Provider FTE	668	856	939	466	1,519	2,240
Dental Visits per Dental Provider FTE	-	-	-	-	963	1,591
Mental Health Visits per Mental Health Provider FTE	565	669	674	417	773	999
Substance Use Disorder Visits per Substance Use Disorder FTE	320	-	-	68	688	715

# Productivity: Patients Dashboard

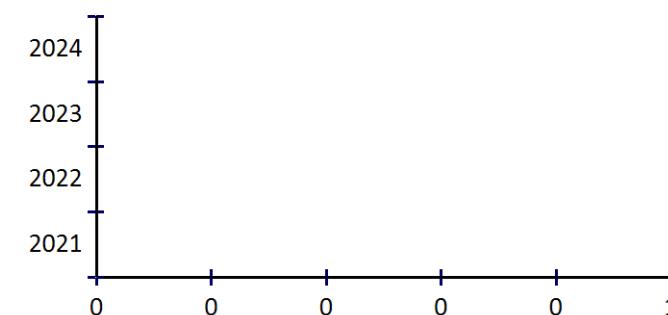
Crossroads Healthcare Clinic

2021 - 2024

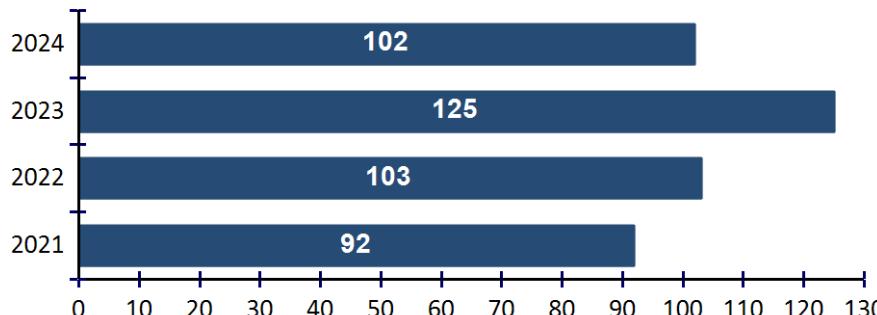
Medical Patients Per Medical Staff FTE



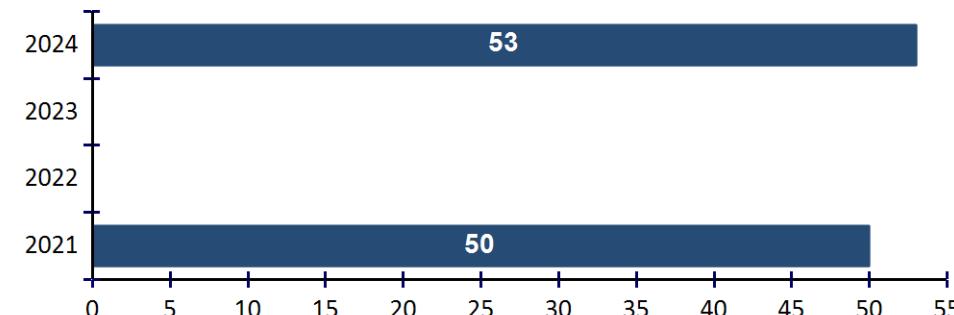
Dental Patients Per Dental Provider FTE



Mental Health Patients Per Mental Health Provider FTE



Substance Use Disorder Patients per SU Disorder Provider FTE



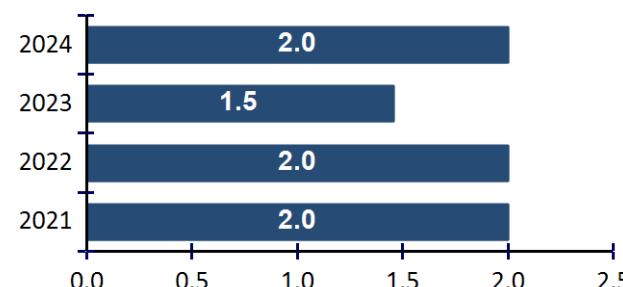
Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Medical Patients per Medical Staff FTE	180	189	155	155	175	260
Dental Patients per Dental Provider FTE	-	-	-	-	364	684
Mental Health Patients per Mental Health Provider FTE	92	103	125	102	102	205
Substance Use Disorder Patients per Substance Use Disorder Provider FTE	50	-	-	53	184	141

# Productivity: Non-Clinical Staffing Dashboard

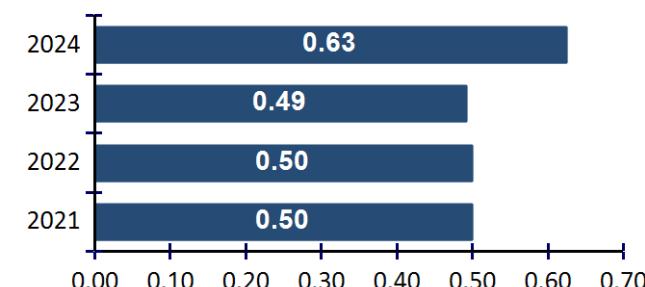
Crossroads Healthcare Clinic

2021 - 2024

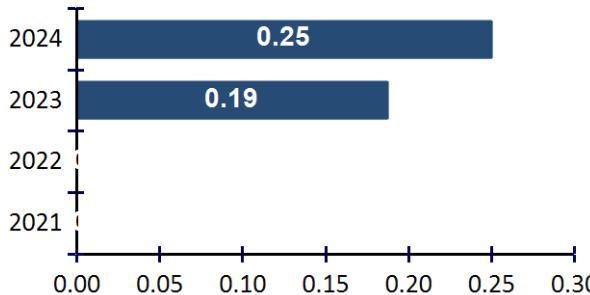
Non-Provider Medical Staff per Medical Provider FTE



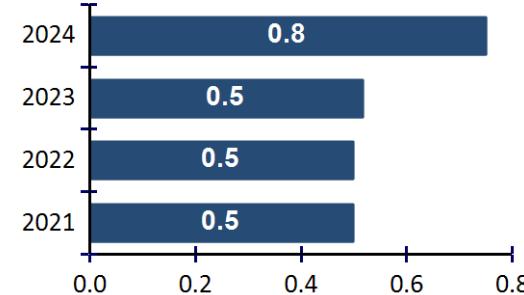
Enabling Services Staff per Total Provider FTE



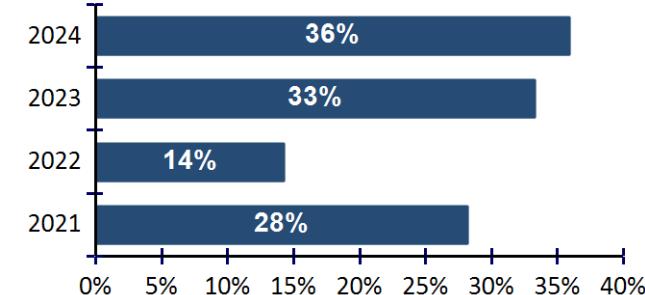
Fiscal & Billing Staff per Total Provider FTE



Patient Support Staff per Total Provider FTE



Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs



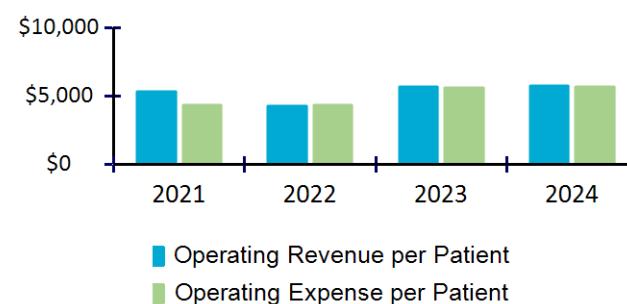
## Key Productivity Metrics

Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Non-Provider Medical Staff per Medical Provider FTE	2.00	2.00	1.46	2.00	1.91	1.89
Enabling Services Staff per Total Provider FTE	0.50	0.50	0.49	0.63	0.39	0.44
Fiscal & Billing Staff per Total Provider FTE	-	-	0.19	0.25	0.27	0.30
Patient Support Staff per Total Provider FTE	0.50	0.50	0.52	0.75	0.75	0.81
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	28%	14%	33%	36%	36%	36%

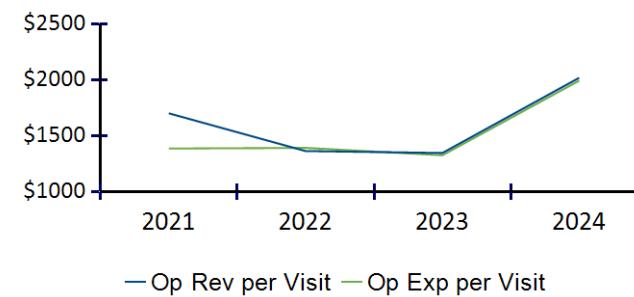
# Operations & Utilization Dashboard

Crossroads Healthcare Clinic  
2021 - 2024

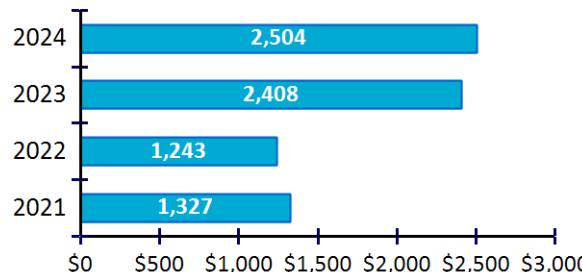
## Operating Revenue & Expense per Patient



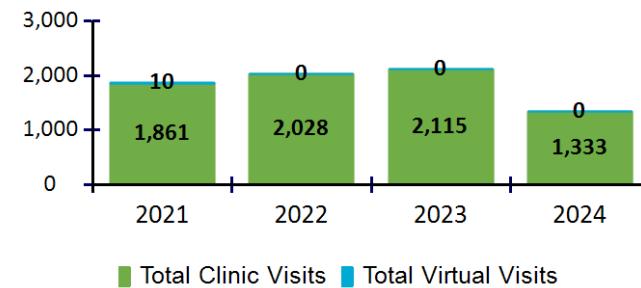
## Operating Revenue & Expense per Visit



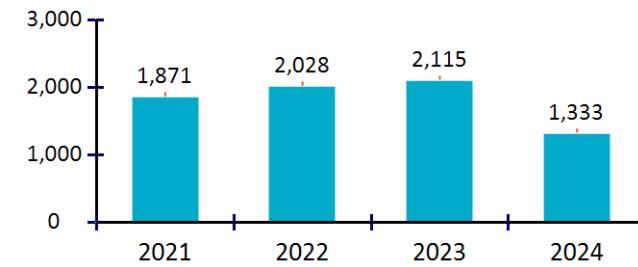
## 330 Grant Dollars per Uninsured Patient



## Total Clinic and Virtual Visits



## Total Visits



## Key Operations & Utilization Metrics

	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Operating Revenue per Patient	\$5,343	\$4,302	\$5,732	\$5,776	\$2,579	\$1,506
Operating Expense per Patient	\$4,354	\$4,392	\$5,646	\$5,703	\$2,558	\$1,501
Operating Revenue per Patient Visit	\$1,702	\$1,364	\$1,347	\$2,019	\$571	\$299
Operating Expense per Patient Visit	\$1,387	\$1,392	\$1,327	\$1,994	\$566	\$300
Total Clinic Visits	1,861	2,028	2,115	1,333	12,356	48,610
Total Virtual Visits*	10	-	-	-	371	3,151
Total Visits	1,871	2,028	2,115	1,333	12,727	53,200
330 Grant Dollars per Uninsured Patient	\$1,327	\$1,243	\$2,408	\$2,504	\$2,504	\$1,173

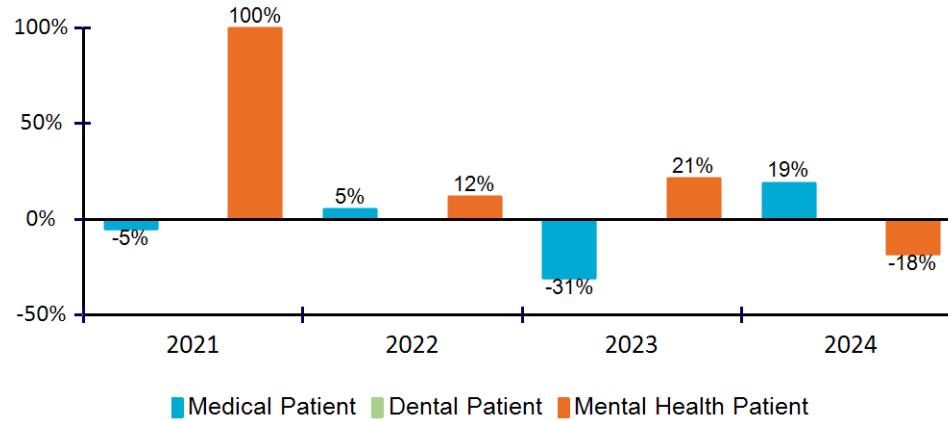
\* Virtual Visits as defined by HRSA were not captured in the UDS until 2019.

# Growth Rates Dashboard

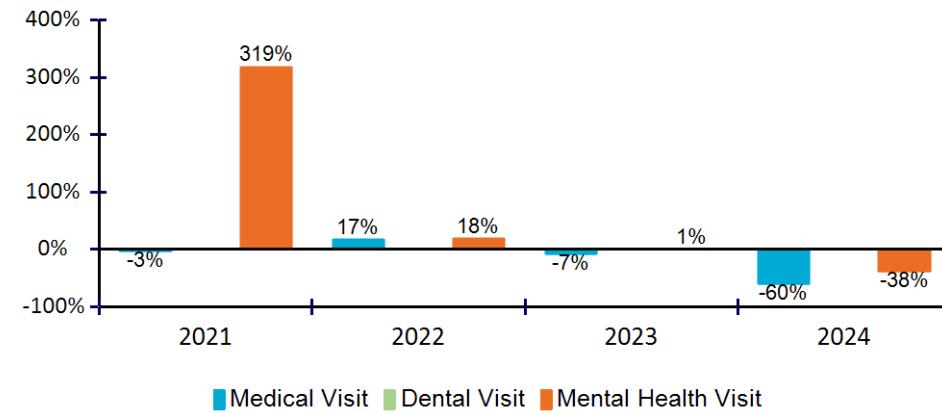
Crossroads Healthcare Clinic

2021 - 2024

Patient Growth Rates



Visit Growth Rates



Growth Rates	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Medical Patient Growth Rate	-5%	5%	-31%	19%	3%	3%
Medical Visit Growth Rate	-3%	17%	-7%	-60%	5%	3%
Dental Patient Growth Rate	-	-	-	-	-29%	6%
Dental Visit Growth Rate	-	-	-	-	-23%	6%
Mental Health Patient Growth Rate	100%	12%	21%	-18%	4%	4%
Mental Health Visit Growth Rate	319%	18%	1%	-38%	2%	5%
Patient Growth Rate	5%	8%	-23%	-6%	0%	3%
Visit Growth Rate	21%	8%	4%	-37%	0%	4%
FTE Growth Rate	16%	-1%	-3%	44%	9%	3%

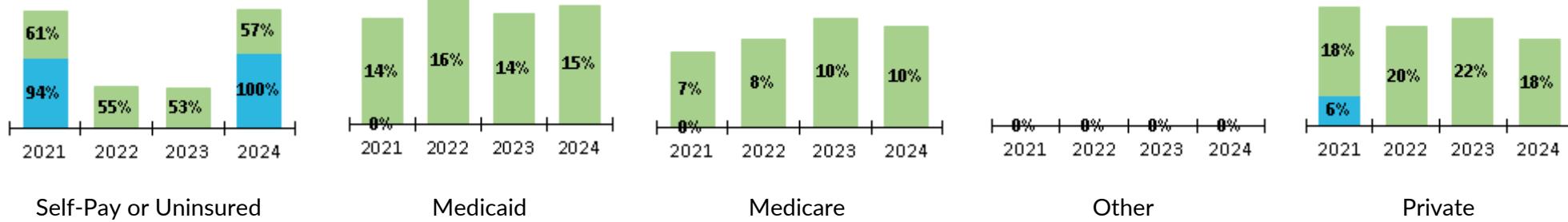
# Payer Mix Dashboard

Crossroads Healthcare Clinic

2021 - 2024

% Of Patients  
% Of Collection Revenue

## Patient and Collection Revenue by Payer Service



Payer Mix	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Self-Pay Patients as Percentage of Total Patients	61%	55%	53%	57%	22%	15%
Self-Pay Collections as Percentage of Total Collections	94%	-	-	100%	13%	4%
Medicaid Patients as Percentage of Total Patients	14%	17%	14%	16%	16%	43%
Medicaid Collections as Percentage of Total Collections	-	-	-	-	35%	59%
Medicare Patients as Percentage of Total Patients	7%	8%	11%	10%	12%	11%
Medicare Collections as Percentage of Total Collections	-	-	-	-	17%	12%
Other Publicly Insured Patients as Percentage of Total Patients	-	-	-	-	-	-
Other Public Collections as Percentage of Total Collections	-	-	-	-	0%	0%
Privately Insured Patients as Percentage of Total Patients	18%	20%	22%	18%	36%	22%
Private Insurance Collections as Percentage of Total Collections	6%	-	-	-	36%	16%

# Financial Health: Performance & Liquidity Measures

Crossroads Healthcare Clinic 2021 - 2024

Performance and Liquidity Measures	Target	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Operating Margin	> 3%	18.5%	-2.1%	1.5%	1.3%	75	1.3%	6.9%
						50	0.8%	0.6%
						25	-1.5%	-5.5%
Bottom Line Margin	> 3%	-11.7%	-2.1%	1.5%	1.3%	75	2.9%	9.5%
						50	1.3%	3.1%
						25	-0.3%	-3.1%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%	38.7%	55.4%	68.4%	65.4%	75	69.9%	79.2%
						50	65.4%	71.6%
						25	64.0%	63.0%
Days Cash on Hand	> 60 Days	118	66	68	31	75	207	166
						50	163	91
						25	31	40
Current Ratio	> 1.25	2.0	3.3	3.1	1.3	75	4.3	6.3
						50	1.8	3.5
						25	1.1	2.0
Days in Net Patient Receivables	< 45 Days	6	17	-	-	75	172	52
						50	22	36
						25	13	25
Days in All Receivables	< 45 Days	36	48	53	54	75	26	60
						50	22	42
						25	3	30
Days in Accounts Payable	< 45 Days	40	8	7	7	75	64	54
						50	10	30
						25	5	17
Debt Service Coverage Ratio	> 1.25	48.6	109.0	1.5	3.0	75	14.9	9.6
						50	10.9	1.8
						25	7.0	-0.8
Leverage Ratio	< 3.0	0.7	0.5	0.5	1.3	75	0.2	0.7
						50	0.1	0.4
						25	-	0.2

# Financial Health: Other Performance Measures, Financial Growth Rates

Crossroads Healthcare Clinic 2021 - 2024

Other Performance Measures	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Change in Net Assets as a Percentage of Expense	-14.4%	-2.0%	1.5%	1.3%	75	3.0%	10.3%
					50	1.3%	3.1%
					25	-0.3%	-3.0%
Working Capital to Monthly Expense Ratio	2.6	2.5	2.6	0.6	75	5.7	5.8
					50	4.7	3.3
					25	0.6	1.6
Long-Term Debt to Equity Ratio	0.2	0.2	0.2	0.9	75	0.0	0.3
					50	-	0.1
					25	-	-
Fringe & Taxes to Salaries Ratio	-	32.2%	32.7%	38.0%	75	28.1%	24.5%
					50	27.7%	20.5%
					25	-	15.3%
Financial Growth Rate							
Operating Revenue Growth Rate	-29.7%	-13.1%	3.0%	-5.5%	75	7.5%	14.2%
					50	5.0%	5.3%
					25	-5.5%	-2.5%
Operating Expense Growth Rate	-41.7%	8.8%	-0.6%	-5.3%	75	6.4%	16.4%
					50	-1.6%	9.6%
					25	-5.3%	4.2%
Grants and Contract Revenue Growth Rate	-33.3%	-24.2%	25.3%	-12.4%	75	1.7%	1.5%
					50	-12.4%	-12.9%
					25	-36.3%	-26.2%
Net Patient Service Revenue Growth Rate	-	-0.3%	-100.0%	-	75	16.2%	23.7%
					50	6.5%	13.3%
					25	-21.2%	3.7%

## PERFORMANCE DETAIL

### Productivity: Visits

Crossroads Healthcare Clinic 2021 - 2024

Visits	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Physician Visits per Physician FTE	-	-	-	-	75	1,784	3,005
					50	1,626	2,448
					25	1,164	1,901
Non-Physician Provider Visits per Non-Physician Provider FTE	668	856	939	466	75	1,839	2,758
					50	1,519	2,240
					25	679	1,785
Medical Visits per Medical Provider FTE	1,064	1,244	1,120	466	75	1,622	2,882
					50	1,494	2,362
					25	712	1,900
Dental Visits per Dental Provider FTE	-	-	-	-	75	1,082	2,051
					50	963	1,591
					25	545	1,248

## Productivity: Visits (continued)

Crossroads Healthcare Clinic 2021 - 2024

Visits	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Mental Health Visits per Mental Health Provider FTE	565	669	674	417	75	874	1,302
					50	773	999
					25	485	736
					75	945	1,315
Substance Use Disorder Visits per Substance Use Disorder FTE	320	-	-	68	50	688	715
					25	378	312
					75	-	2,941
Vision Visits per Vision Provider FTE	-	-	-	-	50	-	2,257
					25	-	1,557
					75	48,845	110,548
Total Visits	1,871	2,028	2,115	1,333	50	12,727	53,200
					25	1,399	25,066
					75	379	507
Total Visits per All FTE	264	290	311	137	50	285	415
					25	146	331
					75	1,621	2,716
Total Visits per Total Provider FTE	936	1,014	1,042	667	50	1,236	2,143
					25	799	1,716

## Productivity: Patients

Crossroads Healthcare Clinic 2021 - 2024

Patients	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Medical Patients per Medical Staff FTE	180	189	155	155	75	210	324
					50	175	260
					25	155	212
Dental Patients per Dental Provider FTE	-	-	-	-	75	442	889
					50	364	684
					25	221	520
Mental Health Patients per Mental Health Provider FTE	92	103	125	102	75	125	325
					50	102	205
					25	95	131
Substance Use Disorder Patients per Substance Use Disorder Provider FTE	50	-	-	53	75	192	326
					50	184	141
					25	119	57
					75	-	2,489
Vision Patients per Vision Provider FTE	-	-	-	-	50	-	1,767
					25	-	1,244
					75	13,025	26,156
Total Patients	596	643	497	466	50	2,817	13,452
					25	466	6,385
					75	101	131
Total Unduplicated Patients per Total FTE	84	92	73	48	50	63	104
					25	48	82
					75	432	711
Total Patients per Total Provider FTE	298	322	245	233	50	273	552
					25	235	422

## Selected Patients Characteristics

Crossroads Healthcare Clinic 2021 - 2024

Demographics	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Percentage of Patients with Income at or below 200% of Poverty	90%	92%	93%	96%	75	96%	97%
					50	92%	92%
					25	81%	83%
					75	7%	37%
Percentage of Patients Best Served in a Language Other than English	2%	2%	1%	2%	50	3%	14%
					25	2%	3%
					75	1%	3%
Percentage of Asian Patients	0%	1%	-	1%	50	0%	1%
					25	0%	1%
					75	7%	30%
Percentage of Black/African American Patients	8%	7%	8%	7%	50	4%	9%
					25	3%	2%
					75	85%	85%
Percentage of White Patients	73%	75%	82%	85%	50	83%	63%
					25	82%	37%
					75	8%	6%
Percentage of Other Patients of Color	7%	5%	6%	5%	50	5%	3%
					25	3%	1%
					75	10%	51%
Percentage of Hispanic or Latino/a Patients	18%	15%	0%	2%	50	9%	21%
					25	2%	6%

## Selected Patients Characteristics

Crossroads Healthcare Clinic 2021 - 2024

Special Populations	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Percentage of Agricultural Workers or Dependents Patients	-	-	-	0%	75	0%	2%
Percentage of Homeless Patients	59%	59%	74%	92%	50	0%	0%
Percentage of School-Based Health Center Patients	-	-	-	-	25	91%	5%
Percentage of Veterans Patients	2%	1%	0%	0%	50	6%	2%
Percentage of Patients Served at a Health Center Located in or Immediately Accessible to a Public Housing Site	-	-	-	-	25	2%	1%
					75	-	3%
					50	-	-
					25	-	-
					75	3%	2%
					50	2%	1%
					25	2%	0%
					75	-	26%
					50	-	-
					25	-	-

## Operations & Utilization: Revenue & Cost Per Patient

Crossroads Healthcare Clinic 2021 - 2024

Revenue & Cost per Patient	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Operating Revenue per Patient	\$5,343	\$4,302	\$5,732	\$5,776	75	\$5,776	\$2,168
					50	\$2,579	\$1,506
					25	\$1,595	\$1,175
Operating Expense per Patient	\$4,354	\$4,392	\$5,646	\$5,703	75	\$5,703	\$2,041
					50	\$2,558	\$1,501
					25	\$1,681	\$1,179
Net Patient Service Revenue per Patient	\$536	\$496	-	-	75	\$1,194	\$1,378
					50	\$892	\$977
					25	\$39	\$686
Total Operating Revenue	\$3,184,135	\$2,766,474	\$2,849,051	\$2,691,521	75	\$20,016,704	\$52,902,535
					50	\$7,264,453	\$25,013,164
					25	\$3,000,240	\$12,512,631
Total Expenses	\$2,594,869	\$2,823,926	\$2,806,124	\$2,657,736	75	\$19,637,161	\$50,868,854
					50	\$7,206,101	\$24,691,868
					25	\$3,043,905	\$12,389,255
Direct Medical Cost per Medical Patient	\$1,181	\$1,103	\$2,188	\$1,431	75	\$719	\$719
					50	\$716	\$547
					25	\$651	\$436
Direct Dental Cost per Dental Patient	-	-	-	-	75	\$937	\$631
					50	\$808	\$478
					25	\$578	\$358
Mental Health Cost per Mental Health Patient	\$927	\$768	\$392	\$671	75	\$983	\$1,150
					50	\$846	\$754
					25	\$781	\$463
330 Grant Dollars per Uninsured Patient	\$1,327	\$1,243	\$2,408	\$2,504	75	\$2,927	\$2,544
					50	\$2,504	\$1,173
					25	\$1,248	\$563

## Operations & Utilization: Revenue & Cost Per Visit

Crossroads Healthcare Clinic 2021 - 2024

Revenue & Cost per Visit	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Operating Revenue per Patient Visit	\$1,702	\$1,364	\$1,347	\$2,019	75	\$2,019	\$421
					50	\$571	\$299
					25	\$425	-
Operating Expense per Patient Visit	\$1,387	\$1,392	\$1,327	\$1,994	75	\$1,994	\$417
					50	\$566	\$300
					25	\$448	-
Net Patient Service Revenue per Patient Visit	\$171	\$157	-	-	75	\$287	\$267
					50	\$281	\$180
					25	\$11	-
Direct Medical Cost per Medical Patient Visit	\$599	\$503	\$741	\$1,431	75	\$267	\$228
					50	\$225	\$177
					25	\$222	\$142
Direct Dental Cost per Dental Patient Visit	-	-	-	-	75	\$415	\$258
					50	\$324	\$201
					25	\$280	\$158
Mental Health Cost per Mental Health Patient Visit	\$151	\$118	\$73	\$164	75	\$166	\$191
					50	\$164	\$141
					25	\$147	\$105

## Operations & Utilization: Staffing

Crossroads Healthcare Clinic 2021 - 2024

Staffing	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Non-Provider Medical Staff per Medical Provider FTE	2.00	2.00	1.46	2.00	75.00 50.00 25.00	2.00 1.91 1.41	2.38 1.89 1.50
Non-Provider Dental Staff per Dental Provider FTE	-	-	-	-	75.00 50.00 25.00 75.00	2.03 1.55 0.78 -	1.82 1.32 0.96 0.40
Non-Provider Mental Health Staff per Mental Health Provider FTE	-	1.00	-	-	50.00 25.00	-	0.06
Enabling Services Staff per Total Provider FTE	0.50	0.50	0.49	0.63	75.00 50.00 25.00	0.63 0.39 0.24	0.71 0.44 0.26
Fiscal & Billing Staff per Total Provider FTE	-	-	0.19	0.25	75.00 50.00 25.00	0.44 0.27 0.25	0.43 0.30 0.20
Patient Support Staff per Total Provider FTE	0.50	0.50	0.52	0.75	75.00 50.00 25.00	0.77 0.75 0.43	1.07 0.81 0.60
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	28%	14%	33%	36%	75.00 50.00 25.00	37% 36% 30%	41% 36% 32%

## Operations & Utilization: Quality of Care

Crossroads Healthcare Clinic 2021 - 2024

Quality of Care	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Percentage of Children Receiving Appropriate Vaccinations by Age 2	-	-	-	-	75	20%	34%
					50	6%	21%
					25	3%	9%
					75	37%	62%
Percentage of women 23-64 years of age who were screened for cervical cancer	2%	9%	6%	10%	50	32%	51%
					25	31%	38%
					75	42%	62%
Percentage of women 51-73 years of age who had a mammogram to screen for breast cancer*	2%	6%	3%	8%	50	40%	52%
					25	25%	40%
					75	58%	86%
Percentage of Patients 3-17 with BMI, Nutrition & Physical Activity Documented	69%	-	-	-	50	34%	73%
					25	13%	52%
					75	74%	85%
Percentage of Patients 18 and over with BMI & Follow Up Documented (If BMI outside normal)	40%	31%	23%	33%	50	62%	69%
					25	47%	49%
					75	76%	82%
Percentage of Patients 21 years of age and older at high risk of cardiovascular events who were prescribed or were on statin therapy**	51%	58%	62%	50%	50	75%	78%
					25	50%	73%

\* HRSA started capturing these data points in the UDS in 2020.

\*\* HRSA started capturing these data points in the UDS in 2019.

## Operations & Utilization: Quality of Care (continued)

Crossroads Healthcare Clinic 2021 - 2024

Quality of Care	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Percentage of Patients Screened for Colorectal Cancer	8%	10%	4%	14%	75	39%	51%
					50	33%	40%
					25	14%	30%
Percentage of Patients Seen Within 30 Days of First Diagnosis of HIV*	-	100%	-	-	75	-	100%
					50	-	97%
					25	-	60%
Percentage of Patients Tested for HIV*	16%	17%	15%	19%	75	26%	65%
					50	19%	47%
					25	18%	26%
Percentage of Patients 12 and over Screened for Depression and Follow-up Plan Documented (If Positive)	83%	87%	88%	69%	75	76%	86%
					50	70%	75%
					25	69%	62%
Percentage of Patients 6-9 at Moderate to High Risk of Caries Receiving Sealant on First Permanent Molar	-	-	-	-	75	-	76%
					50	-	55%
					25	-	37%
Percentage of Patients with Controlled High Blood Pressure	38%	41%	52%	62%	75	66%	72%
					50	62%	66%
					25	57%	60%
Percentage of Patients with Diabetes and Hemoglobin A1c Poor Control	17%	48%	14%	18%	75	39%	33%
					50	27%	28%
					25	22%	23%

\* Prior to 2020, HRSA captured these data points in the UDS as "Number of Patients Seen Within 90 Days of First Diagnosis of HIV".

## Operations & Utilization: Service Mix

Crossroads Healthcare Clinic 2021 - 2024

Service Mix	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Medical Visits as a Percentage of Total Visits	56.9%	61.3%	54.6%	35.0%	75	78.9%	78.3%
					50	77.0%	66.9%
					25	56.5%	54.0%
Dental Visits as a Percentage of Total Visits	-	-	-	-	75	4.5%	18.0%
					50	1.2%	9.8%
					25	0.3%	2.5%
Mental Health Visits as a Percentage of Total Visits	30.2%	33.0%	31.9%	31.3%	75	28.5%	17.2%
					50	13.8%	9.6%
					25	11.3%	4.7%
Substance Use Disorder Visits as a Percentage of Total Visits	1.7%	-	-	5.1%	75	4.6%	1.4%
					50	1.7%	-
					25	1.7%	-
Enabling Visits as a Percentage of Total Visits	11.2%	5.7%	13.6%	23.6%	75	11.9%	6.3%
					50	7.3%	1.5%
					25	5.1%	-
Total Visits per Patient	3.1	3.2	4.3	2.9	75	3.8	4.8
					50	3.4	3.9
					25	3.1	3.3

## Operations & Utilization: Service Mix (continued)

Crossroads Healthcare Clinic 2021 - 2024

Service Mix	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Total Medical Clinic Visits	1,064	1,244	1,154	466	75	39,631	65,104
					50	7,163	31,647
					25	1,101	13,760
Total Medical Virtual Visits	-	-	-	-	75	259	4,228
					50	24	1,042
					25	3	232
Total Dental Clinic Visits	-	-	-	-	75	770	14,088
					50	82	6,135
					25	17	2,134
Total Dental Virtual Visits	-	-	-	-	75	-	-
					50	-	-
					25	-	-
Total Mental Health Clinic Visits	555	669	674	417	75	4,625	8,209
					50	3,415	3,475
					25	417	1,183
Total Mental Health Virtual Visits	10	-	-	-	75	913	3,714
					50	209	1,154
					25	-	279
Total Enabling Clinic Visits	210	115	287	314	75	790	3,550
					50	314	831
					25	167	4
Total Enabling Virtual Visits	-	-	-	-	75	-	773
					50	-	-
					25	-	-

# Operations & Utilization: Utilization Growth Rates

Crossroads Healthcare Clinic 2021 - 2024

Utilization Growth Rates	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Medical Patient Growth Rate	-5.1%	5.2%	-31.0%	19.2%	75	16.1%	9.2%
					50	2.5%	2.9%
					25	2.1%	-2.3%
Medical Visit Growth Rate	-2.8%	16.9%	-7.2%	-59.6%	75	5.1%	10.6%
					50	4.8%	3.3%
					25	2.3%	-3.6%
Dental Patient Growth Rate	-	-	-	-	75	2.6%	18.4%
					50	-29.1%	5.7%
					25	-39.7%	-5.5%
Dental Visit Growth Rate	-	-	-	-	75	9.6%	20.5%
					50	-22.6%	5.8%
					25	-37.6%	-5.7%
Mental Health Patient Growth Rate	100.0%	12.0%	21.4%	-18.4%	75	3.9%	20.8%
					50	3.5%	3.6%
					25	-18.4%	-10.6%
Mental Health Visit Growth Rate	318.5%	18.4%	0.7%	-38.1%	75	5.1%	24.3%
					50	2.1%	4.9%
					25	-38.1%	-10.2%
Patient Growth Rate	4.9%	7.9%	-22.7%	-6.2%	75	2.5%	8.7%
					50	0.0%	3.0%
					25	-0.9%	-1.5%
Visit Growth Rate	20.6%	8.4%	4.3%	-37.0%	75	6.7%	11.7%
					50	-0.1%	4.4%
					25	-23.5%	-2.3%
FTE Growth Rate	16.4%	-1.4%	-3.0%	43.6%	75	21.2%	9.8%
					50	9.2%	3.4%
					25	-1.6%	-2.3%

## Financial Metrics: Billing & Collections

Crossroads Healthcare Clinic 2021 - 2024

Billing & Collections	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Self-Pay Collections as Percentage of Total Collections	94%	-	-	100%	75	14%	8%
					50	13%	4%
					25	5%	2%
Bad Debt Write-Offs as Percentage of Total Self-Pay Charges	-	-	-	-	75	17%	19%
					50	11%	8%
					25	6%	3%
Medicaid Collections as Percentage of Total Collections	-	-	-	-	75	37%	77%
					50	35%	59%
					25	31%	38%
Medicare Collections as Percentage of Total Collections	-	-	-	-	75	25%	22%
					50	17%	12%
					25	12%	6%
Other Public Collections as Percentage of Total Collections	-	-	-	-	75	0%	1%
					50	0%	0%
					25	0%	-
Private Insurance Collections as Percentage of Total Collections	6%	-	-	-	75	43%	29%
					50	36%	16%
					25	30%	8%