



Performance Evaluation Profile

Health West Inc. 2021 - 2024



Contents

Peer Comparison Dashboard	3
Financial Dashboard	4
Selected Patients Characteristics Dashboard	5
Productivity Dashboards	6-8
Operations & Utilization Dashboard	9
Growth Rates Dashboard	10
Payer Mix Dashboard	11
Performance Detail: Financial Health	
<i>Performance & Liquidity Measures</i>	12
<i>Other Performance Measures</i>	13
<i>Financial Growth Rates</i>	13
Performance Detail: Productivity	
<i>Visits</i>	14-15
<i>Patients</i>	16
Performance Detail: Selected Patients Characteristics	
<i>Demographics</i>	17
<i>Special Populations</i>	18
Performance Detail: Operations & Utilization	
<i>Revenue & Cost Per Patient</i>	19
<i>Revenue & Cost Per Visit</i>	20
<i>Staffing</i>	21
<i>Quality of Care</i>	22-23
<i>Service Mix</i>	24-25
<i>Utilization Growth Rates</i>	26
Performance Detail: Financial Metrics	
<i>Billing & Collections</i>	27

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.

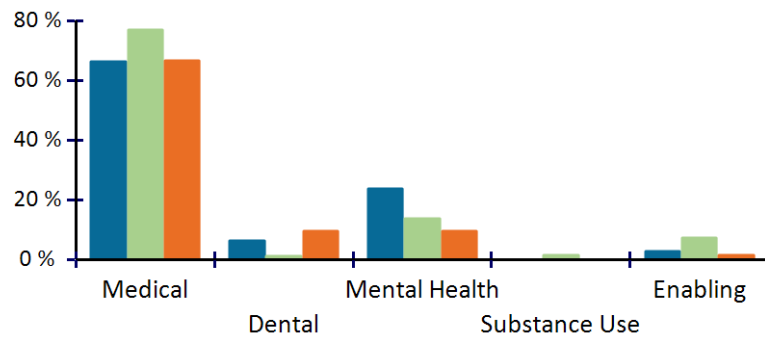
Run Date: 10/7/2025 12:53:46 PM

Peer Comparison

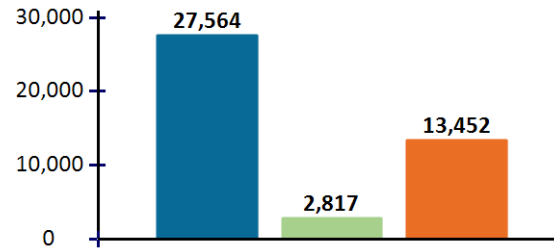
2024

- Health West Inc.
- WY FQHCs median
- National FQHCs median

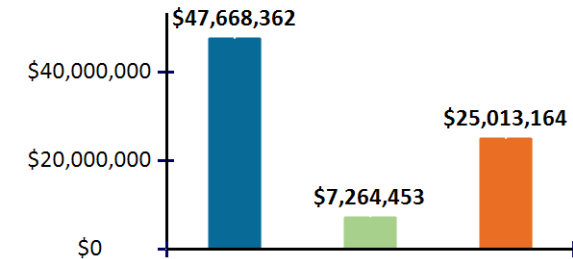
Array of Services 2024
(Percentage of Total Visits)



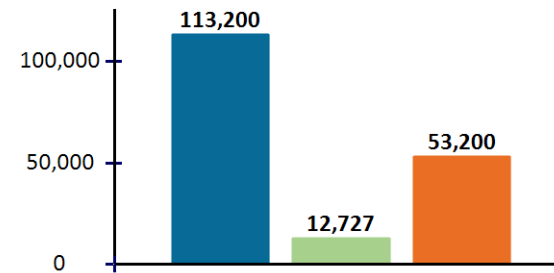
Patients Served 2024



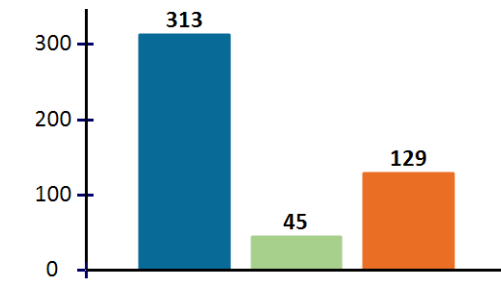
Revenues 2024



Total Visits 2024



Full-Time Equivalent Employees 2024



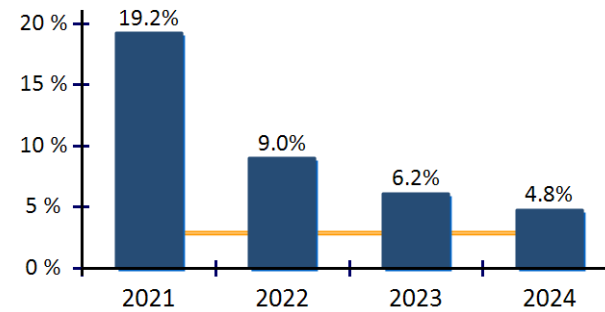
Key Metrics	Health West Inc. 2024	WY FQHCs Median 2024	National FQHCs Median 2024	Key Metrics	Health West Inc. 2024	WY FQHCs Median 2024	National FQHCs Median 2024
Medical Visits as a Percentage of Total Visits	66%	77%	67%	Total Operating Revenue	\$47,668,362	\$7,264,453	\$25,013,164
Dental Visits as a Percentage of Total Visits	6%	1%	10%	Total Patients	27,564	2,817	13,452
Mental Health Visits as a Percentage of Total Visits	24%	14%	10%	Total Visits	113,200	12,727	53,200
Substance Use Disorder Visits as a Percentage of Total Visits	-	2%	-	Total FTEs	313	45	129
Enabling Visits as a Percentage of Total Visits	3%	7%	2%				

Financial Dashboard

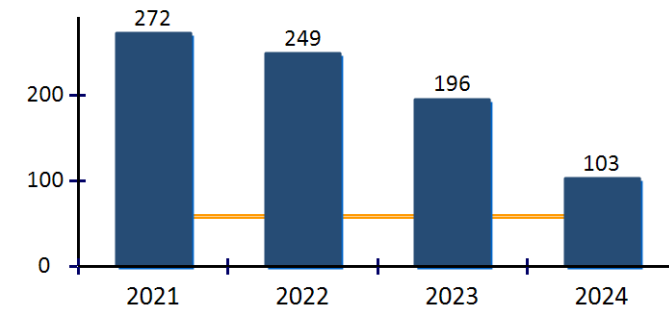
Health West Inc.
2021 - 2024

Capital Link Benchmark

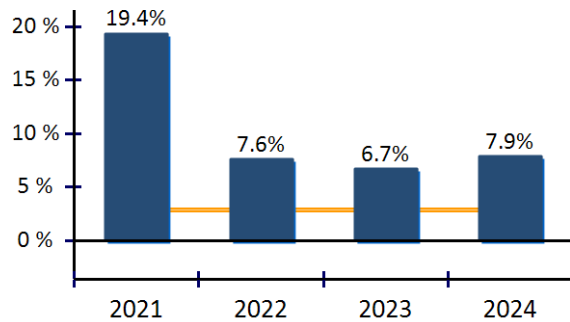
Operating Margin



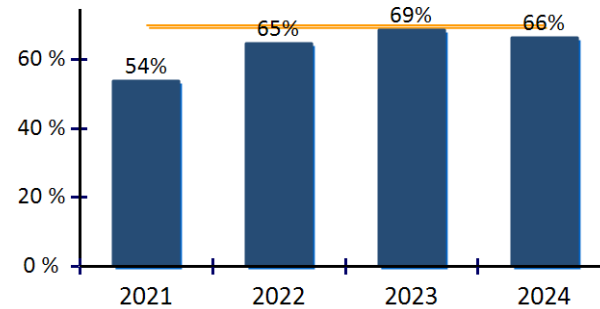
Days Cash on Hand



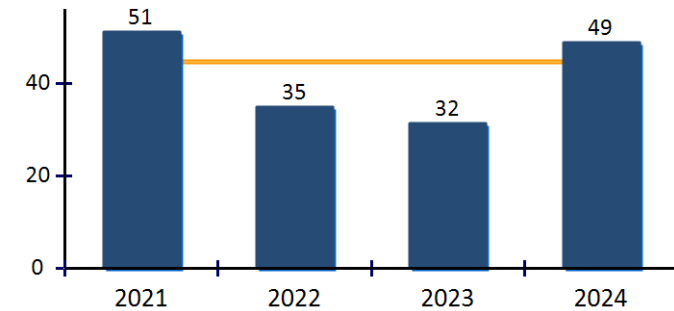
Bottom Line Margin



Personnel-Related Expense as a % of Operating Revenue



Days in Net Patient Receivables



Key Financial Metrics	Target	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Operating Margin	> 3%	19.2%	9.0%	6.2%	4.8%	0.8%	0.6%
Bottom Line Margin	> 3%	19.4%	7.6%	6.7%	7.9%	1.3%	3.1%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%	53.8%	64.8%	68.7%	66.5%	65.4%	71.6%
Days Cash on Hand	> 60 Days	272	249	196	103	163	91
Days in Net Patient Receivables	< 45 Days	51	35	32	49	22	36

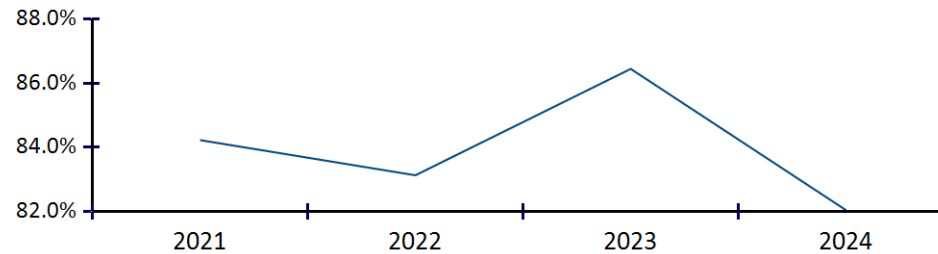
■ Benchmark Unmet

Selected Patients Characteristics Dashboard

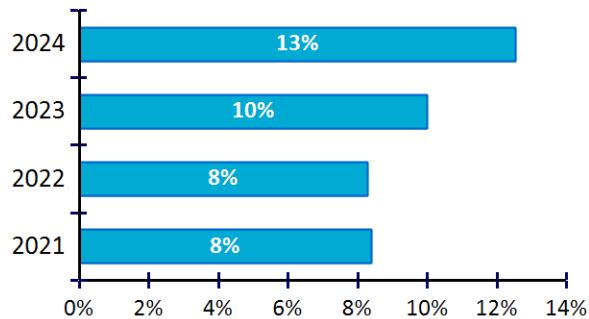
Health West Inc.

2021 - 2024

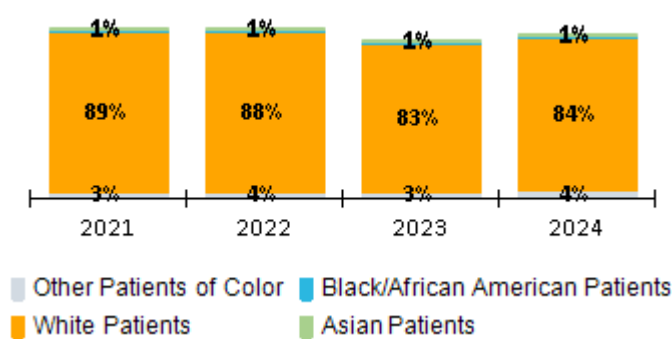
Percentage of Patients with Income at or below 200% of Poverty



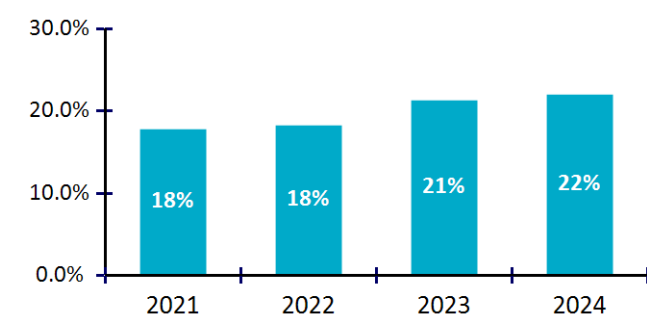
Percentage of Patients Best Served in a Language Other than English



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	84%	83%	86%	82%	92%	92%
Percentage of Patients Best Served in a Language Other than English	8%	8%	10%	13%	3%	14%
Percentage of Asian Patients	1%	1%	1%	1%	0%	1%
Percentage of Black/African American Patients	1%	1%	1%	2%	4%	9%
Percentage of White Patients	89%	88%	83%	84%	83%	63%
Percentage of Other Patients of Color*	3%	4%	3%	4%	5%	3%
Percentage of Hispanic or Latino/a Patients	18%	18%	22%	22%	9%	21%

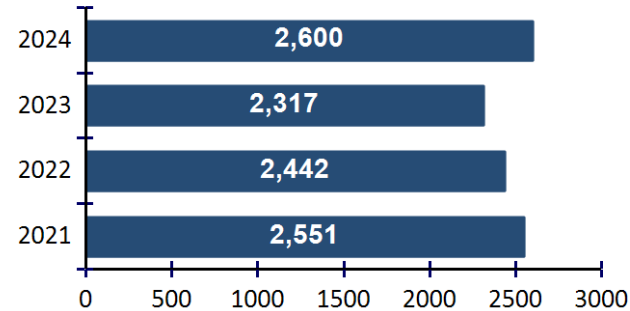
* Other Patients of Color includes patients labeled Native Hawaiian, Other Pacific Islander, American Indian/Alaskan Native, and More than one race in UDS.

Productivity: Visits Dashboard

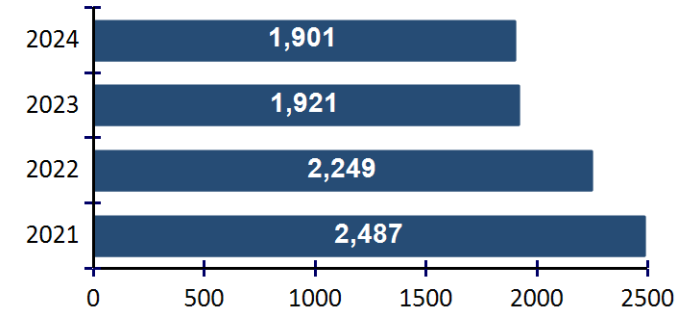
Health West Inc.

2021 - 2024

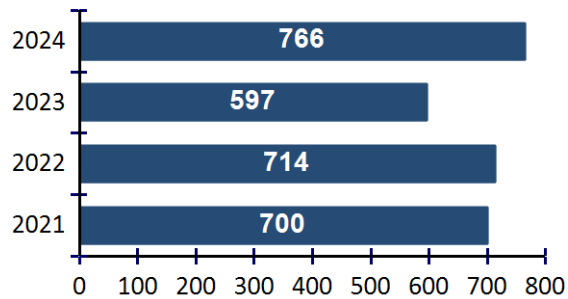
Physician Visits per Physician FTEs



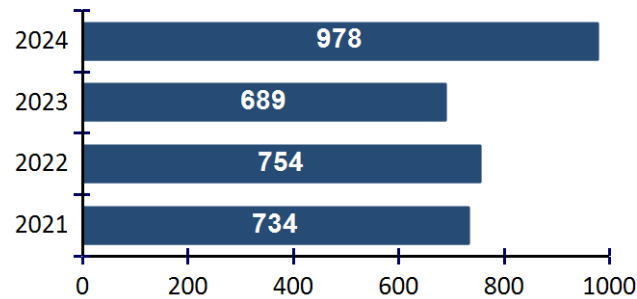
Non-Physician Visits per Non-Physician Provider FTEs



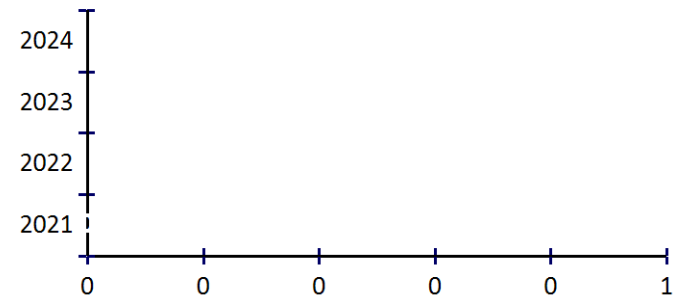
Dental Visits per Dental Provider FTEs



Mental Health Visits per MH FTE



Substance Use Disorder Visits per SUD FTEs

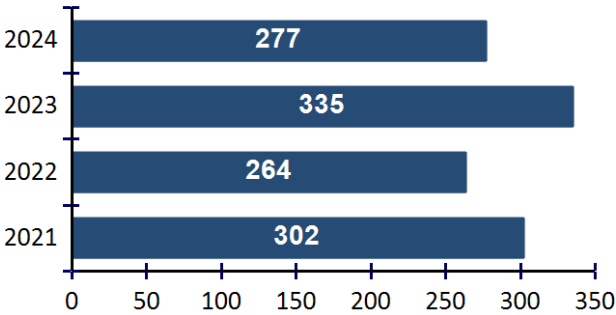


Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Physician Visits per Physician FTE	2,551	2,442	2,317	2,600	1,626	2,448
Non-Physician Provider Visits per Non-Physician Provider FTE	2,487	2,249	1,921	1,901	1,519	2,240
Dental Visits per Dental Provider FTE	700	714	597	766	963	1,591
Mental Health Visits per Mental Health Provider FTE	734	754	689	978	773	999
Substance Use Disorder Visits per Substance Use Disorder FTE	-	-	-	-	688	715

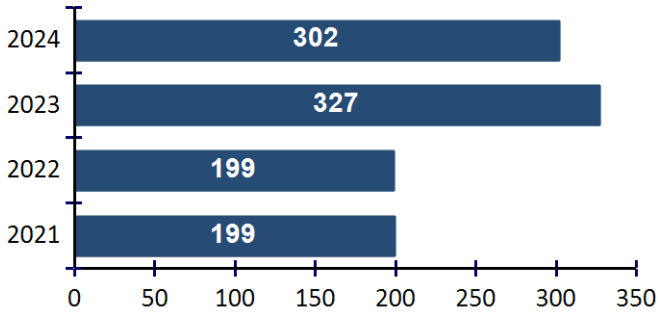
Productivity: Patients Dashboard

Health West Inc.
2021 - 2024

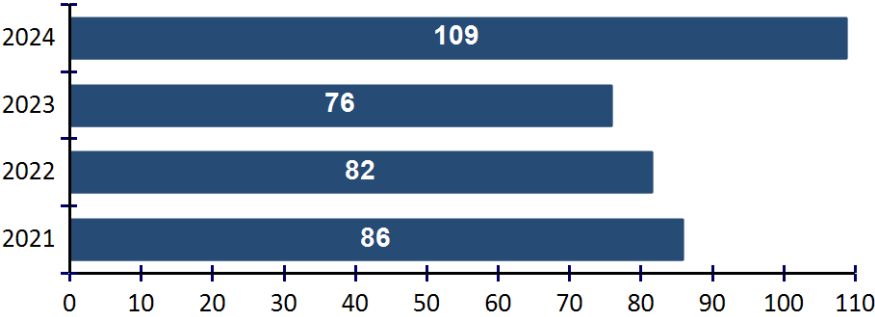
Medical Patients Per Medical Staff FTE



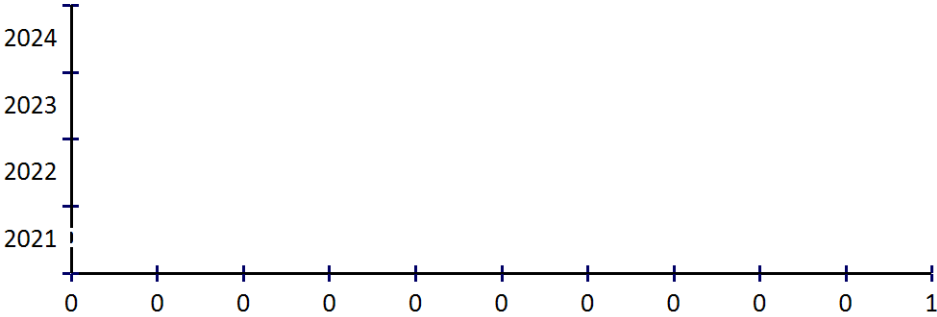
Dental Patients Per Dental Provider FTE



Mental Health Patients Per Mental Health Provider FTE



Substance Use Disorder Patients per SU Disorder Provider FTE



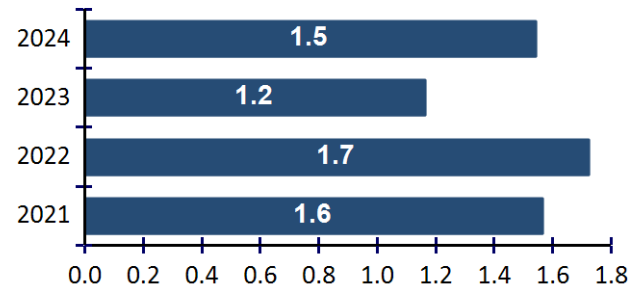
Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Medical Patients per Medical Staff FTE	302	264	335	277	175	260
Dental Patients per Dental Provider FTE	199	199	327	302	364	684
Mental Health Patients per Mental Health Provider FTE	86	82	76	109	102	205
Substance Use Disorder Patients per Substance Use Disorder Provider FTE	-	-	-	-	184	141

Productivity: Non-Clinical Staffing Dashboard

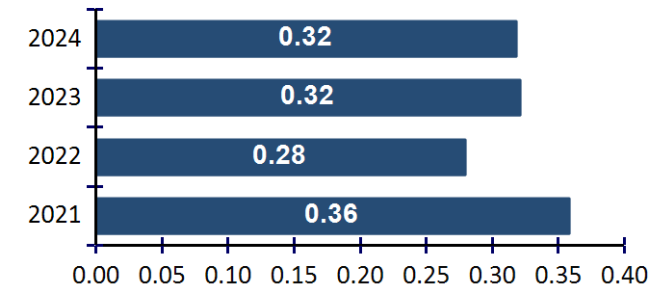
Health West Inc.

2021 - 2024

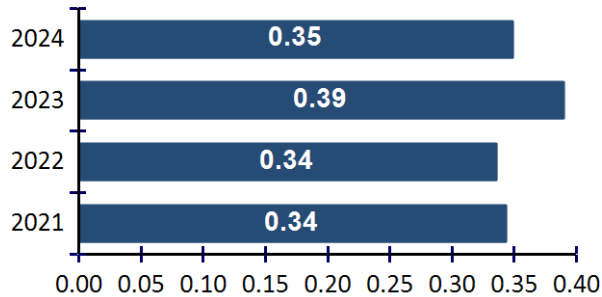
Non-Provider Medical Staff per Medical Provider FTE



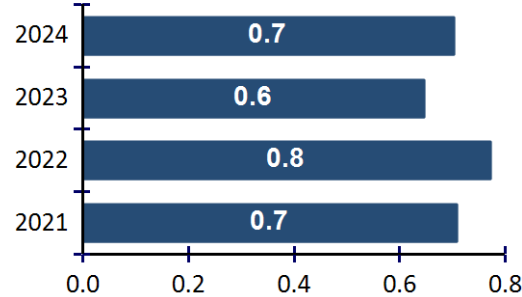
Enabling Services Staff per Total Provider FTE



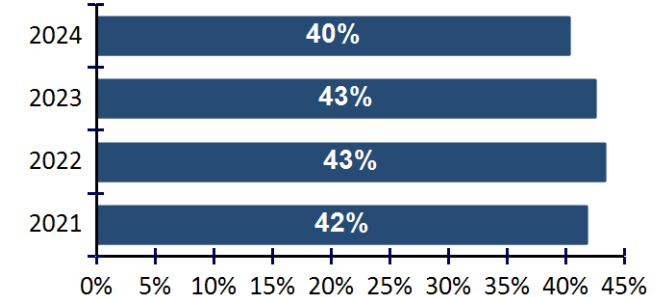
Fiscal & Billing Staff per Total Provider FTE



Patient Support Staff per Total Provider FTE



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

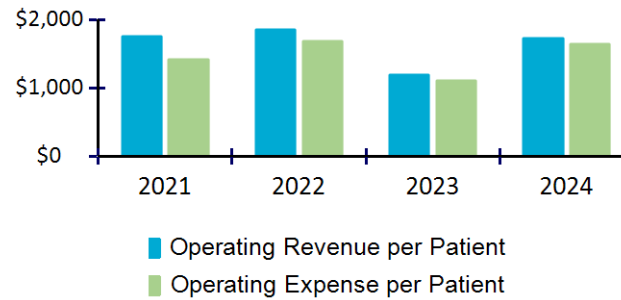


Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Non-Provider Medical Staff per Medical Provider FTE	1.57	1.72	1.16	1.54	1.91	1.89
Enabling Services Staff per Total Provider FTE	0.36	0.28	0.32	0.32	0.39	0.44
Fiscal & Billing Staff per Total Provider FTE	0.34	0.34	0.39	0.35	0.27	0.30
Patient Support Staff per Total Provider FTE	0.71	0.77	0.65	0.70	0.75	0.81
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	42%	43%	43%	40%	36%	36%

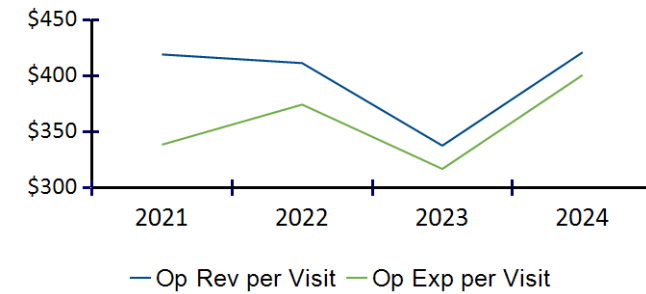
Operations & Utilization Dashboard

Health West Inc.
2021 - 2024

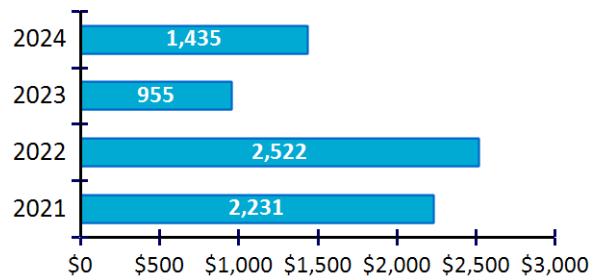
Operating Revenue & Expense per Patient



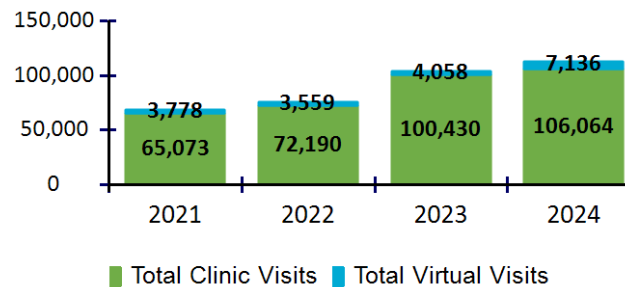
Operating Revenue & Expense per Visit



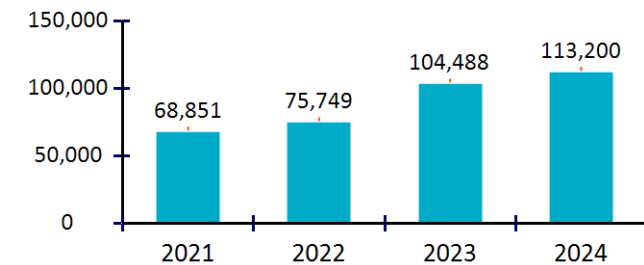
330 Grant Dollars per Uninsured Patient



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	\$1,757	\$1,863	\$1,192	\$1,729	\$2,579	\$1,506
Operating Expense per Patient	\$1,419	\$1,695	\$1,118	\$1,646	\$2,558	\$1,501
Operating Revenue per Patient Visit	\$419	\$411	\$338	\$421	\$571	\$299
Operating Expense per Patient Visit	\$339	\$374	\$317	\$401	\$566	\$300
Total Clinic Visits	65,073	72,190	100,430	106,064	12,356	48,610
Total Virtual Visits*	3,778	3,559	4,058	7,136	371	3,151
Total Visits	68,851	75,749	104,488	113,200	12,727	53,200
330 Grant Dollars per Uninsured Patient	\$2,231	\$2,522	\$955	\$1,435	\$2,504	\$1,173

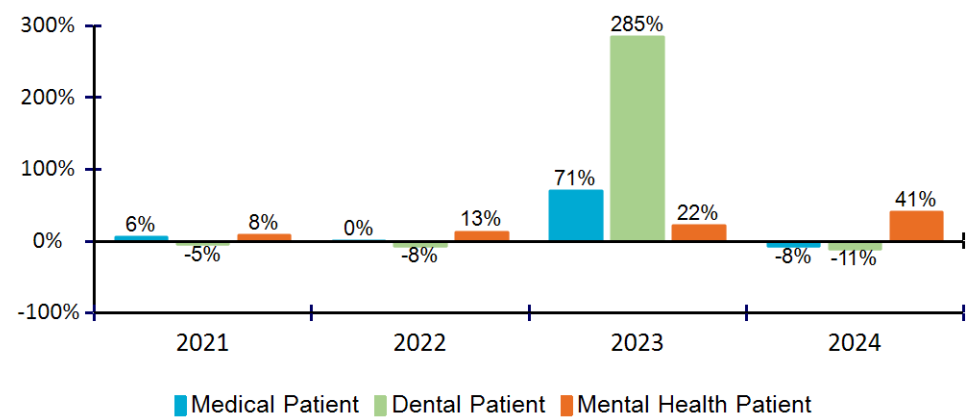
* Virtual Visits as defined by HRSA were not captured in the UDS until 2019.

Growth Rates Dashboard

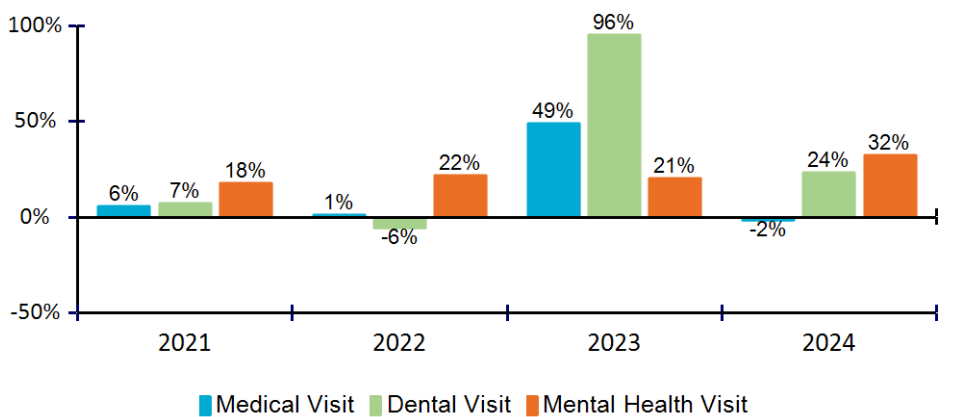
Health West Inc.

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	6%	0%	71%	-8%	3%	3%
Medical Visit Growth Rate	6%	1%	49%	-2%	5%	3%
Dental Patient Growth Rate	-5%	-8%	285%	-11%	-29%	6%
Dental Visit Growth Rate	7%	-6%	96%	24%	-23%	6%
Mental Health Patient Growth Rate	8%	13%	22%	41%	4%	4%
Mental Health Visit Growth Rate	18%	22%	21%	32%	2%	5%
Patient Growth Rate	6%	2%	77%	-7%	0%	3%
Visit Growth Rate	8%	10%	38%	8%	0%	4%
FTE Growth Rate	7%	9%	56%	3%	9%	3%

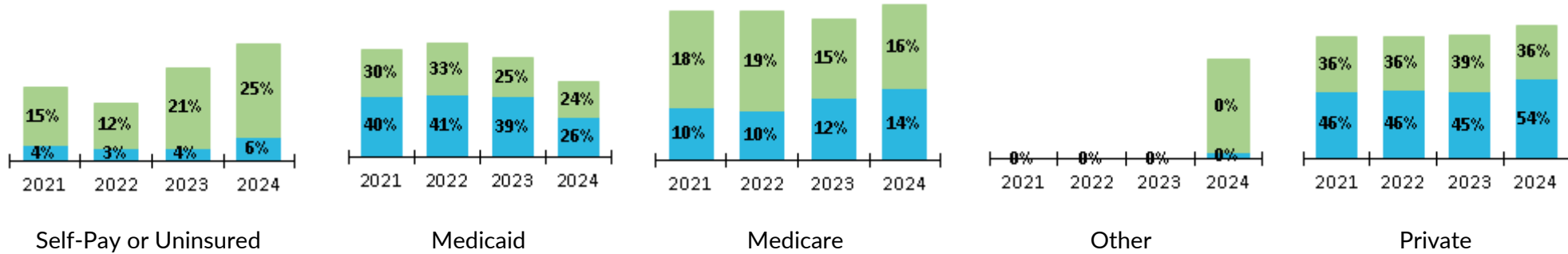
Payer Mix Dashboard

Health West Inc.

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	15%	12%	21%	25%	22%	15%
Self-Pay Collections as Percentage of Total Collections	4%	3%	4%	6%	13%	4%
Medicaid Patients as Percentage of Total Patients	30%	33%	25%	24%	16%	43%
Medicaid Collections as Percentage of Total Collections	40%	41%	39%	26%	35%	59%
Medicare Patients as Percentage of Total Patients	18%	19%	15%	16%	12%	11%
Medicare Collections as Percentage of Total Collections	10%	10%	12%	14%	17%	12%
Other Publicly Insured Patients as Percentage of Total Patients	-	-	-	0%	-	-
Other Public Collections as Percentage of Total Collections	-	-	-	0%	0%	0%
Privately Insured Patients as Percentage of Total Patients	36%	36%	39%	36%	36%	22%
Private Insurance Collections as Percentage of Total Collections	46%	46%	45%	54%	36%	16%

PERFORMANCE DETAIL

Financial Health: Performance & Liquidity Measures

Health West Inc. 2021 - 2024

Performance and Liquidity Measures	Target	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Operating Margin	> 3%					75	1.3%	6.9%
		19.2%	9.0%	6.2%	4.8%	50	0.8%	0.6%
						25	-1.5%	-5.5%
Bottom Line Margin	> 3%					75	2.9%	9.5%
		19.4%	7.6%	6.7%	7.9%	50	1.3%	3.1%
						25	-0.3%	-3.1%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%					75	69.9%	79.2%
		53.8%	64.8%	68.7%	66.5%	50	65.4%	71.6%
						25	64.0%	63.0%
Days Cash on Hand	> 60 Days					75	207	166
		272	249	196	103	50	163	91
						25	31	40
Current Ratio	> 1.25					75	4.3	6.3
		8.3	7.6	5.6	3.0	50	1.8	3.5
						25	1.1	2.0
Days in Net Patient Receivables	< 45 Days					75	172	52
		51	35	32	49	50	22	36
						25	13	25
Days in All Receivables	< 45 Days					75	26	60
		47	42	81	42	50	22	42
						25	3	30
Days in Accounts Payable	< 45 Days					75	64	54
		27	38	34	30	50	10	30
						25	5	17
Debt Service Coverage Ratio	> 1.25					75	14.9	9.6
		18.5	9.6	3.1	1.8	50	10.9	1.8
						25	7.0	-0.8
Leverage Ratio	< 3.0					75	0.2	0.7
		0.2	0.2	0.3	0.6	50	0.1	0.4
						25	-	0.2

Financial Health: Other Performance Measures, Financial Growth Rates

Health West Inc. 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					75	3.0%	10.3%
	24.0%	8.4%	7.2%	8.3%	50	1.3%	3.1%
					25	-0.3%	-3.0%
Working Capital to Monthly Expense Ratio					75	5.7	5.8
	9.8	8.8	7.8	3.4	50	4.7	3.3
					25	0.6	1.6
Long-Term Debt to Equity Ratio					75	0.0	0.3
	0.1	0.1	0.2	0.3	50	-	0.1
					25	-	-
Fringe & Taxes to Salaries Ratio					75	28.1%	24.5%
	25.2%	24.6%	33.9%	25.6%	50	27.7%	20.5%
					25	-	15.3%
Financial Growth Rate							
Operating Revenue Growth Rate					75	7.5%	14.2%
	1.7%	8.0%	13.2%	35.1%	50	5.0%	5.3%
					25	-5.5%	-2.5%
Operating Expense Growth Rate					75	6.4%	16.4%
	-3.3%	21.7%	16.7%	37.0%	50	-1.6%	9.6%
					25	-5.3%	4.2%
Grants and Contract Revenue Growth Rate					75	1.7%	1.5%
	17.7%	10.7%	21.5%	12.7%	50	-12.4%	-12.9%
					25	-36.3%	-26.2%
Net Patient Service Revenue Growth Rate					75	16.2%	23.7%
	-2.4%	20.1%	10.7%	2.0%	50	6.5%	13.3%
					25	-21.2%	3.7%

PERFORMANCE DETAIL

Productivity: Visits

Health West Inc. 2021 - 2024

Visits	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Physician Visits per Physician FTE	2,551	2,442	2,317	2,600	75	1,784	3,005
					50	1,626	2,448
					25	1,164	1,901
Non-Physician Provider Visits per Non-Physician Provider FTE	2,487	2,249	1,921	1,901	75	1,839	2,758
					50	1,519	2,240
					25	679	1,785
Medical Visits per Medical Provider FTE	2,518	2,355	2,077	2,157	75	1,622	2,882
					50	1,494	2,362
					25	712	1,900
Dental Visits per Dental Provider FTE	700	714	597	766	75	1,082	2,051
					50	963	1,591
					25	545	1,248

PERFORMANCE DETAIL

Productivity: Visits (continued)

Health West Inc. 2021 - 2024

Visits	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Mental Health Visits per Mental Health Provider FTE	734	754	689	978	75	874	1,302
					50	773	999
					25	485	736
Substance Use Disorder Visits per Substance Use Disorder FTE	-	-	-	-	75	945	1,315
					50	688	715
					25	378	312
Vision Visits per Vision Provider FTE	-	-	339	388	75	-	2,941
					50	-	2,257
					25	-	1,557
Total Visits	68,851	75,749	104,488	113,200	75	48,845	110,548
					50	12,727	53,200
					25	1,399	25,066
Total Visits per All FTE	384	387	343	362	75	379	507
					50	285	415
					25	146	331
Total Visits per Total Provider FTE	1,663	1,646	1,421	1,598	75	1,621	2,716
					50	1,236	2,143
					25	799	1,716

PERFORMANCE DETAIL

Productivity: Patients

Health West Inc. 2021 - 2024

Patients	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Medical Patients per Medical Staff FTE	302	264	335	277	75	210	324
					50	175	260
					25	155	212
Dental Patients per Dental Provider FTE	199	199	327	302	75	442	889
					50	364	684
					25	221	520
Mental Health Patients per Mental Health Provider FTE	86	82	76	109	75	125	325
					50	102	205
					25	95	131
Substance Use Disorder Patients per Substance Use Disorder Provider FTE	-	-	-	-	75	192	326
					50	184	141
					25	119	57
Vision Patients per Vision Provider FTE	-	-	339	340	75	-	2,489
					50	-	1,767
					25	-	1,244
Total Patients	16,429	16,728	29,604	27,564	75	13,025	26,156
					50	2,817	13,452
					25	466	6,385
Total Unduplicated Patients per Total FTE	92	85	97	88	75	101	131
					50	63	104
					25	48	82
Total Patients per Total Provider FTE	397	363	403	389	75	432	711
					50	273	552
					25	235	422

Selected Patients Characteristics

Health West Inc. 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	84%	83%	86%	82%	75	96%	97%
					50	92%	92%
					25	81%	83%
Percentage of Patients Best Served in a Language Other than English	8%	8%	10%	13%	75	7%	37%
					50	3%	14%
					25	2%	3%
Percentage of Asian Patients	1%	1%	1%	1%	75	1%	3%
					50	0%	1%
					25	0%	1%
Percentage of Black/African American Patients	1%	1%	1%	2%	75	7%	30%
					50	4%	9%
					25	3%	2%
Percentage of White Patients	89%	88%	83%	84%	75	85%	85%
					50	83%	63%
					25	82%	37%
Percentage of Other Patients of Color	3%	4%	3%	4%	75	8%	6%
					50	5%	3%
					25	3%	1%
Percentage of Hispanic or Latino/a Patients	18%	18%	22%	22%	75	10%	51%
					50	9%	21%
					25	2%	6%

Selected Patients Characteristics

Health West Inc. 2021 - 2024

Special Populations	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Percentage of Agricultural Workers or Dependents Patients	6%	6%	4%	4%	75	0%	2%
					50	0%	0%
					25	0%	0%
Percentage of Homeless Patients	1%	5%	5%	4%	75	91%	5%
					50	6%	2%
					25	2%	1%
Percentage of School-Based Health Center Patients	-	1%	1%	1%	75	-	3%
					50	-	-
					25	-	-
Percentage of Veterans Patients	3%	3%	2%	3%	75	3%	2%
					50	2%	1%
					25	2%	0%
Percentage of Patients Served at a Health Center Located in or Immediately Accessible to a Public Housing Site	-	-	-	-	75	-	26%
					50	-	-
					25	-	-

PERFORMANCE DETAIL

Operations & Utilization: Revenue & Cost Per Patient

Health West Inc. 2021 - 2024

Revenue & Cost per Patient	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Operating Revenue per Patient					75	\$5,776	\$2,168
	\$1,757	\$1,863	\$1,192	\$1,729	50	\$2,579	\$1,506
					25	\$1,595	\$1,175
Operating Expense per Patient					75	\$5,703	\$2,041
	\$1,419	\$1,695	\$1,118	\$1,646	50	\$2,558	\$1,501
					25	\$1,681	\$1,179
Net Patient Service Revenue per Patient					75	\$1,194	\$1,378
	\$1,025	\$1,209	\$756	\$828	50	\$892	\$977
					25	\$39	\$686
Total Operating Revenue					75	\$20,016,704	\$52,902,535
	\$28,862,420	\$31,169,442	\$35,282,775	\$47,668,362	50	\$7,264,453	\$25,013,164
					25	\$3,000,240	\$12,512,631
Total Expenses					75	\$19,637,161	\$50,868,854
	\$23,309,689	\$28,357,529	\$33,106,088	\$45,363,034	50	\$7,206,101	\$24,691,868
					25	\$3,043,905	\$12,389,255
Direct Medical Cost per Medical Patient					75	\$719	\$719
	\$458	\$530	\$438	\$480	50	\$716	\$547
					25	\$651	\$436
Direct Dental Cost per Dental Patient					75	\$937	\$631
	\$1,387	\$1,316	\$730	\$675	50	\$808	\$478
					25	\$578	\$358
Mental Health Cost per Mental Health Patient					75	\$983	\$1,150
	\$1,346	\$1,638	\$1,544	\$1,056	50	\$846	\$754
					25	\$781	\$463
330 Grant Dollars per Uninsured Patient					75	\$2,927	\$2,544
	\$2,231	\$2,522	\$955	\$1,435	50	\$2,504	\$1,173
					25	\$1,248	\$563

PERFORMANCE DETAIL

Operations & Utilization: Revenue & Cost Per Visit

Health West Inc. 2021 - 2024

Revenue & Cost per Visit	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Operating Revenue per Patient Visit					75	\$2,019	\$421
	\$419	\$411	\$338	\$421	50	\$571	\$299
					25	\$425	-
Operating Expense per Patient Visit					75	\$1,994	\$417
	\$339	\$374	\$317	\$401	50	\$566	\$300
					25	\$448	-
Net Patient Service Revenue per Patient Visit					75	\$287	\$267
	\$245	\$267	\$214	\$202	50	\$281	\$180
					25	\$11	-
Direct Medical Cost per Medical Patient Visit					75	\$267	\$228
	\$141	\$161	\$153	\$157	50	\$225	\$177
					25	\$222	\$142
Direct Dental Cost per Dental Patient Visit					75	\$415	\$258
	\$395	\$366	\$400	\$266	50	\$324	\$201
					25	\$280	\$158
Mental Health Cost per Mental Health Patient Visit					75	\$166	\$191
	\$139	\$157	\$149	\$109	50	\$164	\$141
					25	\$147	\$105

PERFORMANCE DETAIL

Operations & Utilization: Staffing

Health West Inc. 2021 - 2024

Staffing	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Non-Provider Medical Staff per Medical Provider FTE	1.57	1.72	1.16	1.54	75.00	2.00	2.38
					50.00	1.91	1.89
					25.00	1.41	1.50
Non-Provider Dental Staff per Dental Provider FTE	1.10	0.76	0.82	1.14	75.00	2.03	1.82
					50.00	1.55	1.32
					25.00	0.78	0.96
Non-Provider Mental Health Staff per Mental Health Provider FTE	0.11	0.20	0.11	0.11	75.00	-	0.40
					50.00	-	0.06
					25.00	-	-
Enabling Services Staff per Total Provider FTE	0.36	0.28	0.32	0.32	75.00	0.63	0.71
					50.00	0.39	0.44
					25.00	0.24	0.26
Fiscal & Billing Staff per Total Provider FTE	0.34	0.34	0.39	0.35	75.00	0.44	0.43
					50.00	0.27	0.30
					25.00	0.25	0.20
Patient Support Staff per Total Provider FTE	0.71	0.77	0.65	0.70	75.00	0.77	1.07
					50.00	0.75	0.81
					25.00	0.43	0.60
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	42%	43%	43%	40%	75.00	37%	41%
					50.00	36%	36%
					25.00	30%	32%

PERFORMANCE DETAIL

Operations & Utilization: Quality of Care

Health West Inc. 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%
	38%	49%	22%	23%	50	6%	21%
					25	3%	9%
Percentage of women 23-64 years of age who were screened for cervical cancer					75	37%	62%
	50%	52%	43%	45%	50	32%	51%
					25	31%	38%
Percentage of women 51-73 years of age who had a mammogram to screen for breast cancer*					75	42%	62%
	50%	54%	38%	48%	50	40%	52%
					25	25%	40%
Percentage of Patients 3-17 with BMI, Nutrition & Physical Activity Documented					75	58%	86%
	61%	72%	49%	63%	50	34%	73%
					25	13%	52%
Percentage of Patients 18 and over with BMI & Follow Up Documented (If BMI outside normal)					75	74%	85%
	48%	60%	58%	66%	50	62%	69%
					25	47%	49%
Percentage of Patients 21 years of age and older at high risk of cardiovascular events who were prescribed or were on statin therapy**					75	76%	82%
	73%	79%	79%	76%	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.

PERFORMANCE DETAIL

Operations & Utilization: Quality of Care (continued)

Health West Inc. 2021 - 2024

Quality of Care	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Percentage of Patients Screened for Colorectal Cancer					75	39%	51%
	50%	51%	44%	41%	50	33%	40%
					25	14%	30%
Percentage of Patients Seen Within 30 Days of First Diagnosis of HIV*					75	-	100%
	100%	-	-	100%	50	-	97%
					25	-	60%
Percentage of Patients Tested for HIV*					75	26%	65%
	45%	52%	30%	33%	50	19%	47%
					25	18%	26%
Percentage of Patients 12 and over Screened for Depression and Follow-up Plan Documented (If Positive)					75	76%	86%
	74%	74%	34%	67%	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%
	20%	50%	50%	50%	50	-	55%
					25	-	37%
Percentage of Patients with Controlled High Blood Pressure					75	66%	72%
	64%	67%	65%	69%	50	62%	66%
					25	57%	60%
Percentage of Patients with Diabetes and Hemoglobin A1c Poor Control					75	39%	33%
	26%	27%	30%	29%	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".

PERFORMANCE DETAIL

Operations & Utilization: Service Mix

Health West Inc. 2021 - 2024

Service Mix	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Medical Visits as a Percentage of Total Visits					75	78.9%	78.3%
	73.5%	67.7%	73.1%	66.4%	50	77.0%	66.9%
					25	56.5%	54.0%
Dental Visits as a Percentage of Total Visits					75	4.5%	18.0%
	4.6%	3.9%	5.6%	6.4%	50	1.2%	9.8%
					25	0.3%	2.5%
Mental Health Visits as a Percentage of Total Visits					75	28.5%	17.2%
	20.3%	22.5%	19.7%	24.0%	50	13.8%	9.6%
					25	11.3%	4.7%
Substance Use Disorder Visits as a Percentage of Total Visits					75	4.6%	1.4%
	-	-	-	-	50	1.7%	-
					25	1.7%	-
Enabling Visits as a Percentage of Total Visits					75	11.9%	6.3%
	1.6%	5.8%	1.4%	2.9%	50	7.3%	1.5%
					25	5.1%	-
Total Visits per Patient					75	3.8	4.8
	4.2	4.5	3.5	4.1	50	3.4	3.9
					25	3.1	3.3

PERFORMANCE DETAIL

Operations & Utilization: Service Mix (continued)

Health West Inc. 2021 - 2024

Service Mix	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Total Medical Clinic Visits	48,930	49,918	74,368	72,092	75	39,631	65,104
					50	7,163	31,647
					25	1,101	13,760
Total Medical Virtual Visits	1,660	1,391	2,060	3,103	75	259	4,228
					50	24	1,042
					25	3	232
Total Dental Clinic Visits	3,166	2,991	5,849	7,235	75	770	14,088
					50	82	6,135
					25	17	2,134
Total Dental Virtual Visits	-	-	-	-	75	-	-
					50	-	-
					25	-	-
Total Mental Health Clinic Visits	11,841	14,862	18,539	23,138	75	4,625	8,209
					50	3,415	3,475
					25	417	1,183
Total Mental Health Virtual Visits	2,118	2,168	1,995	4,033	75	913	3,714
					50	209	1,154
					25	-	279
Total Enabling Clinic Visits	1,136	4,419	1,416	3,308	75	790	3,550
					50	314	831
					25	167	4
Total Enabling Virtual Visits	-	-	-	-	75	-	773
					50	-	-
					25	-	-

PERFORMANCE DETAIL

Operations & Utilization: Utilization Growth Rates

Health West Inc. 2021 - 2024

Utilization Growth Rates	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Medical Patient Growth Rate					75	16.1%	9.2%
	5.9%	0.3%	70.6%	-8.0%	50	2.5%	2.9%
					25	2.1%	-2.3%
Medical Visit Growth Rate					75	5.1%	10.6%
	5.8%	1.4%	49.0%	-1.6%	50	4.8%	3.3%
					25	2.3%	-3.6%
Dental Patient Growth Rate					75	2.6%	18.4%
	-5.3%	-7.5%	284.8%	-10.9%	50	-29.1%	5.7%
					25	-39.7%	-5.5%
Dental Visit Growth Rate					75	9.6%	20.5%
	7.1%	-5.5%	95.6%	23.7%	50	-22.6%	5.8%
					25	-37.6%	-5.7%
Mental Health Patient Growth Rate					75	3.9%	20.8%
	8.4%	13.4%	21.5%	41.4%	50	3.5%	3.6%
					25	-18.4%	-10.6%
Mental Health Visit Growth Rate					75	5.1%	24.3%
	18.0%	22.0%	20.6%	32.3%	50	2.1%	4.9%
					25	-38.1%	-10.2%
Patient Growth Rate					75	2.5%	8.7%
	6.2%	1.8%	77.0%	-6.9%	50	0.0%	3.0%
					25	-0.9%	-1.5%
Visit Growth Rate					75	6.7%	11.7%
	7.6%	10.0%	37.9%	8.3%	50	-0.1%	4.4%
					25	-23.5%	-2.3%
FTE Growth Rate					75	21.2%	9.8%
	6.6%	9.2%	55.6%	2.8%	50	9.2%	3.4%
					25	-1.6%	-2.3%

PERFORMANCE DETAIL

Financial Metrics: Billing & Collections

Health West Inc. 2021 - 2024

Billing & Collections	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Self-Pay Collections as Percentage of Total Collections					75	14%	8%
	4%	3%	4%	6%	50	13%	4%
					25	5%	2%
Bad Debt Write-Offs as Percentage of Total Self-Pay Charges					75	17%	19%
	13%	18%	14%	1%	50	11%	8%
					25	6%	3%
Medicaid Collections as Percentage of Total Collections					75	37%	77%
	40%	41%	39%	26%	50	35%	59%
					25	31%	38%
Medicare Collections as Percentage of Total Collections					75	25%	22%
	10%	10%	12%	14%	50	17%	12%
					25	12%	6%
Other Public Collections as Percentage of Total Collections					75	0%	1%
	-	-	-	0%	50	0%	0%
					25	0%	-
Private Insurance Collections as Percentage of Total Collections					75	43%	29%
	46%	46%	45%	54%	50	36%	16%
					25	30%	8%