



# Performance Evaluation Profile

One Health/Heritage 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 &amp; 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 &amp; Cost Per Patient</i>	19
<i>Revenue &amp; 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 &amp; 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.

	One Health/Heritage				WY FQHCs 2024	National FQHCs 2024
Data	2021	2022	2023	2024		
Financial Audits	2	1	1	1	5	1,016
UDS Data	2	1	1	1	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.

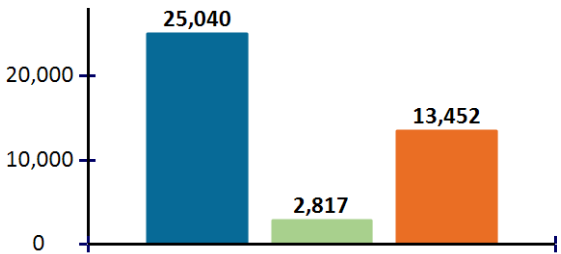
Run Date: 10/7/2025 12:53:46 PM

# Peer Comparison

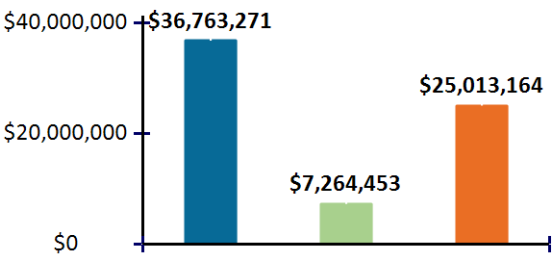
2024

- One Health/Heritage
- WY FQHCs median
- National FQHCs median

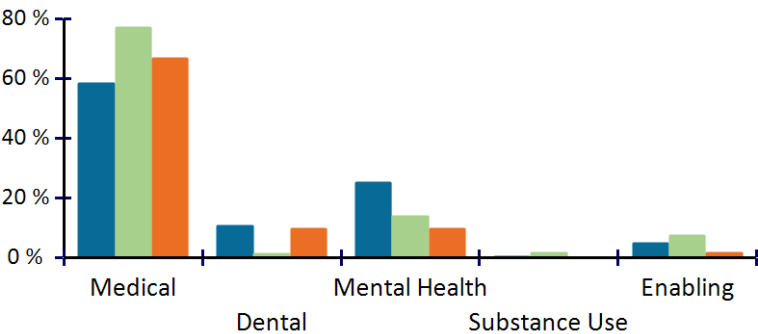
Patients Served 2024



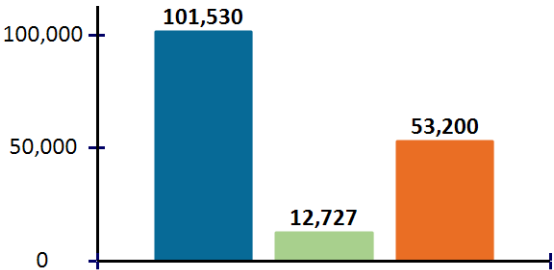
Revenues 2024



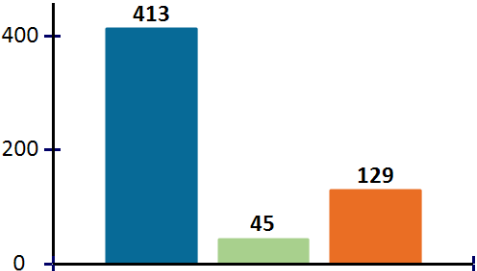
Array of Services 2024  
(Percentage of Total Visits)



Total Visits 2024



Full-Time Equivalent Employees 2024

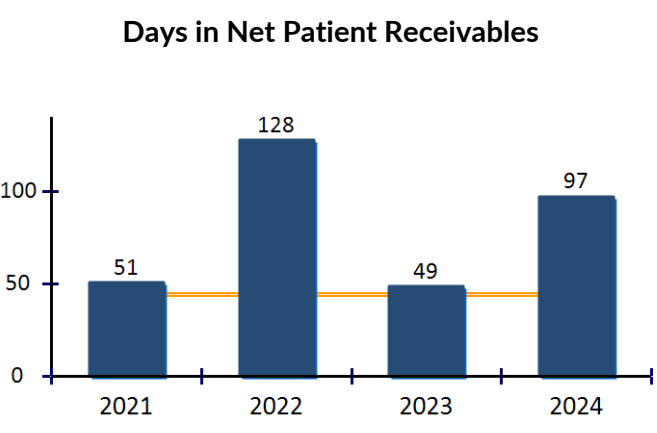
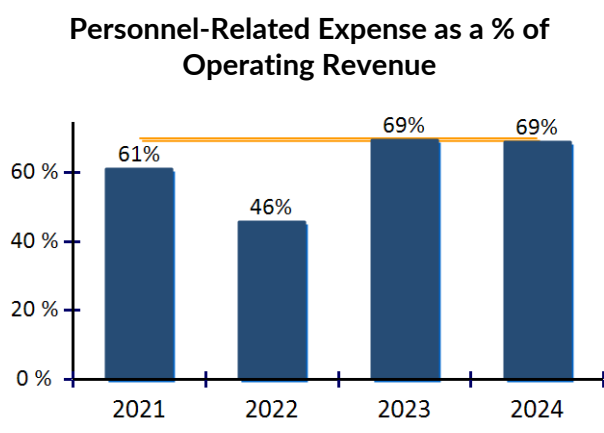
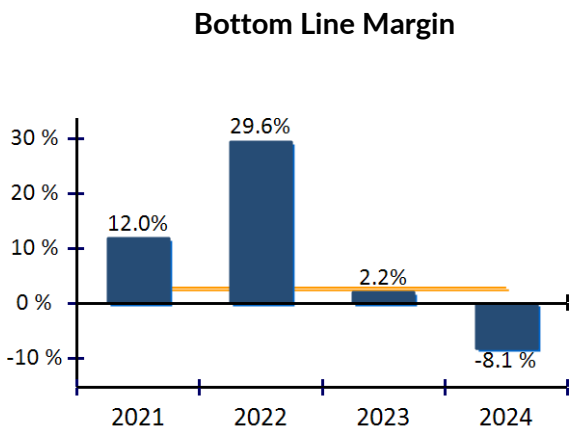
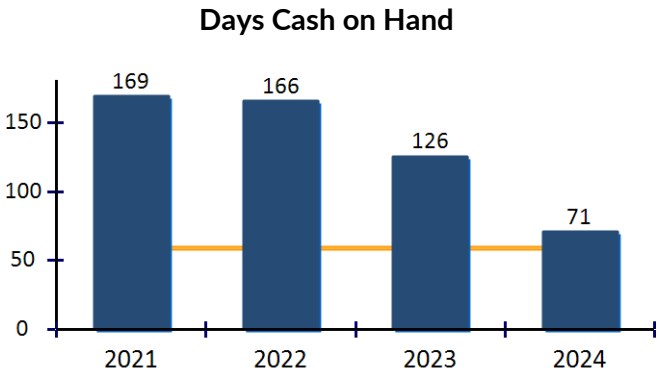
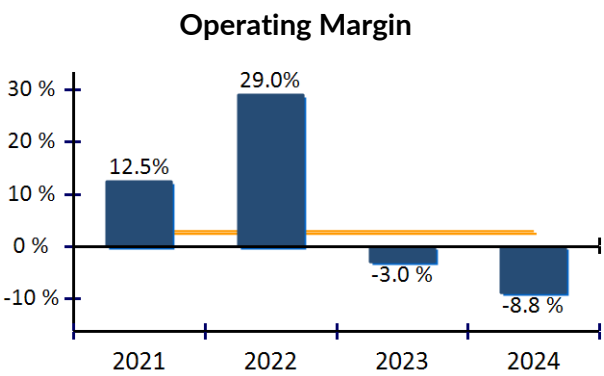


Key Metrics	One Health/Heritage 2024	WY FQHCs Median 2024	National FQHCs Median 2024	Key Metrics	One Health/Heritage 2024	WY FQHCs Median 2024	National FQHCs Median 2024
Medical Visits as a Percentage of Total Visits	59%	77%	67%	Total Operating Revenue	\$36,763,271	\$7,264,453	\$25,013,164
Dental Visits as a Percentage of Total Visits	11%	1%	10%	Total Patients	25,040	2,817	13,452
Mental Health Visits as a Percentage of Total Visits	25%	14%	10%	Total Visits	101,530	12,727	53,200
Substance Use Disorder Visits as a Percentage of Total Visits	0%	2%	-	Total FTEs	413	45	129
Enabling Visits as a Percentage of Total Visits	5%	7%	2%				


# Financial Dashboard

One Health/Heritage  
2021 - 2024

Capital Link Benchmark



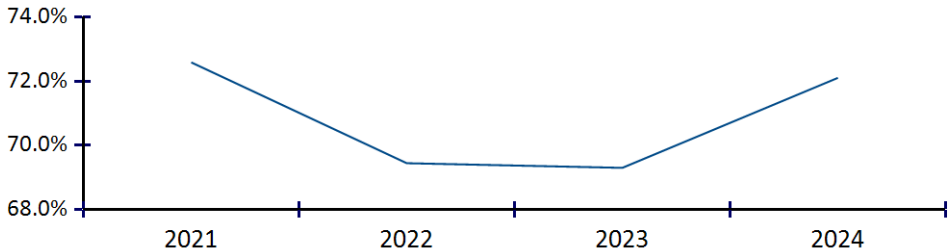
Key Financial Metrics	Target	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Operating Margin	> 3%	12.5%	29.0%	-3.0%	-8.8%	0.8%	0.6%
Bottom Line Margin	> 3%	12.0%	29.6%	2.2%	-8.1%	1.3%	3.1%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%	61.1%	45.9%	69.4%	69.0%	65.4%	71.6%
Days Cash on Hand	> 60 Days	169	166	126	71	163	91
Days in Net Patient Receivables	< 45 Days	51	128	49	97	22	36

 Benchmark Unmet

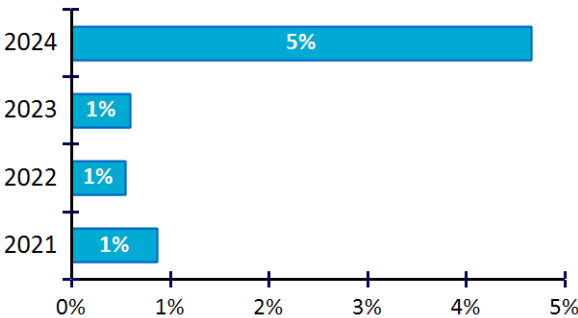
# Selected Patients Characteristics Dashboard

One Health/Heritage  
2021 - 2024

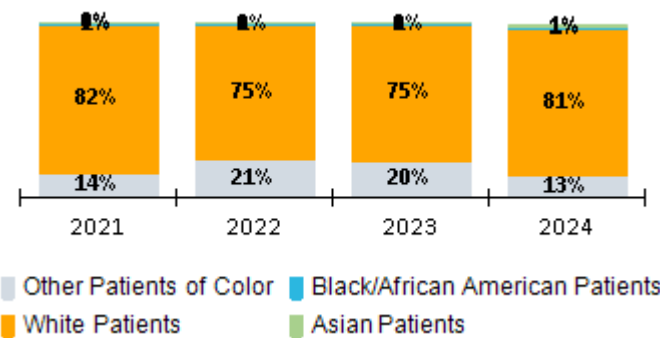
Percentage of Patients with Income at or below 200% of Poverty



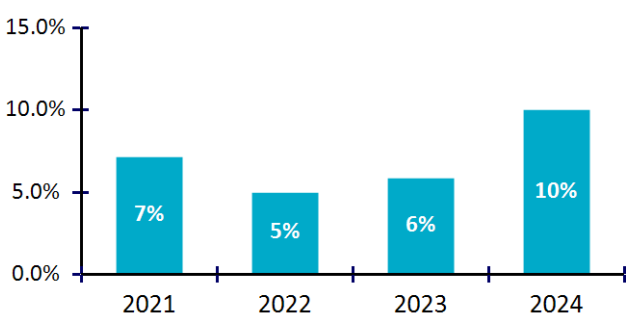
Percentage of Patients Best Served in a Language Other than English



Patient Breakdown by Race, for Those Patients Identifying Race



Percentage of Hispanic or Latino/a Patients



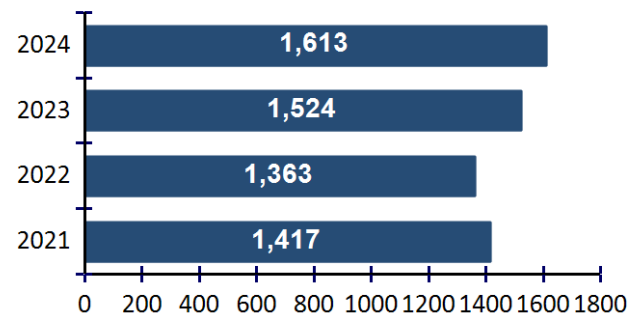
Key Operations & Utilization Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Percentage of Patients with Income at or below 200% of Poverty	73%	69%	69%	72%	92%	92%
Percentage of Patients Best Served in a Language Other than English	1%	1%	1%	5%	3%	14%
Percentage of Asian Patients	1%	0%	0%	1%	0%	1%
Percentage of Black/African American Patients	1%	1%	1%	1%	4%	9%
Percentage of White Patients	82%	75%	75%	81%	83%	63%
Percentage of Other Patients of Color*	14%	21%	21%	13%	5%	3%
Percentage of Hispanic or Latino/a Patients	7%	5%	6%	10%	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.

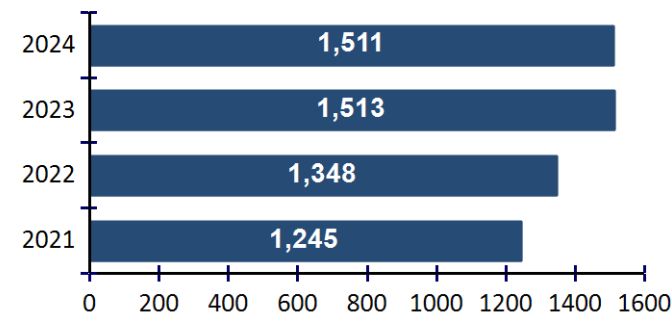
# Productivity: Visits Dashboard

One Health/Heritage  
2021 - 2024

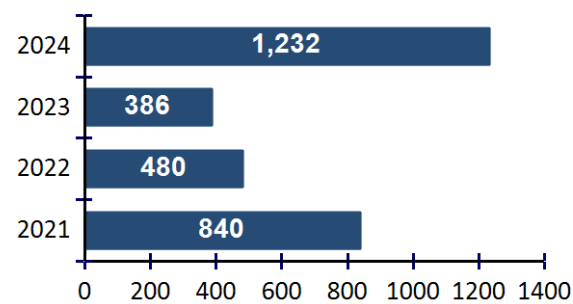
Physician Visits per Physician FTEs



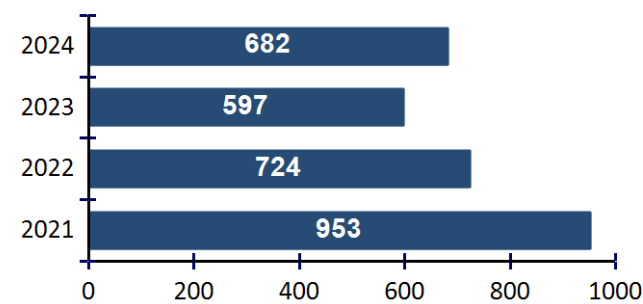
Non-Physician Visits per Non-Physician Provider FTEs



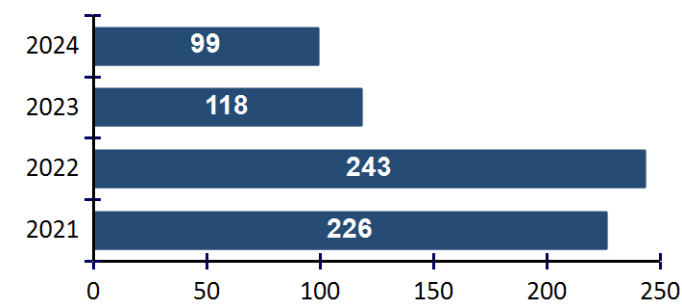
Dental Visits per Dental Provider FTEs



Mental Health Visits per MH FTE



Substance Use Disorder Visits per SUD FTEs

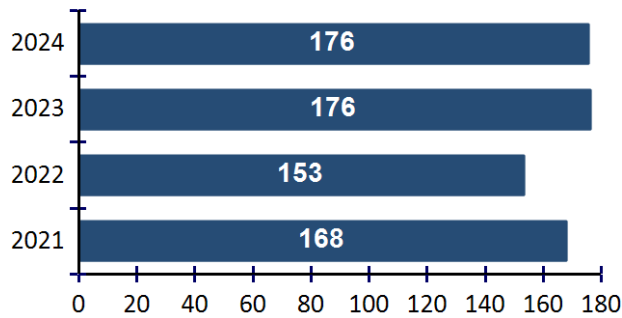


Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Physician Visits per Physician FTE	1,417	1,363	1,524	1,613	1,626	2,448
Non-Physician Provider Visits per Non-Physician Provider FTE	1,245	1,348	1,513	1,511	1,519	2,240
Dental Visits per Dental Provider FTE	840	480	386	1,232	963	1,591
Mental Health Visits per Mental Health Provider FTE	953	724	597	682	773	999
Substance Use Disorder Visits per Substance Use Disorder FTE	226	243	118	99	688	715

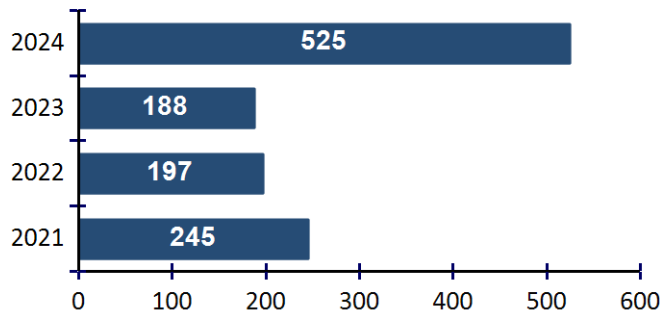
# Productivity: Patients Dashboard

One Health/Heritage  
2021 - 2024

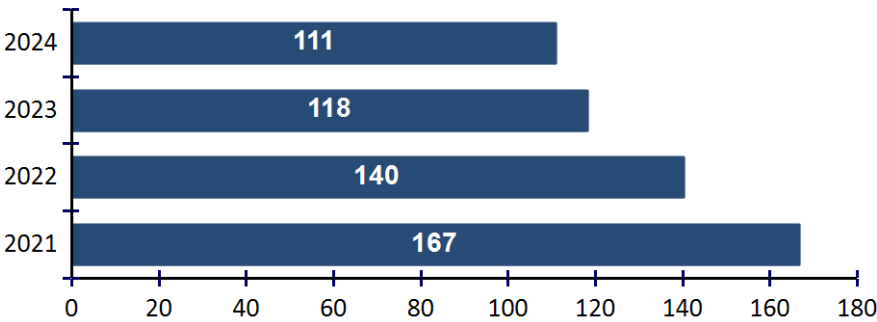
Medical Patients Per Medical Staff FTE



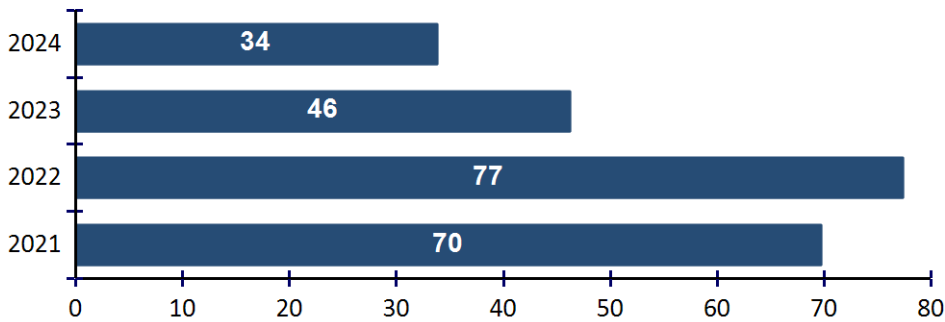
Dental Patients Per Dental Provider FTE



Mental Health Patients Per Mental Health Provider FTE



Substance Use Disorder Patients per SU Disorder Provider FTE

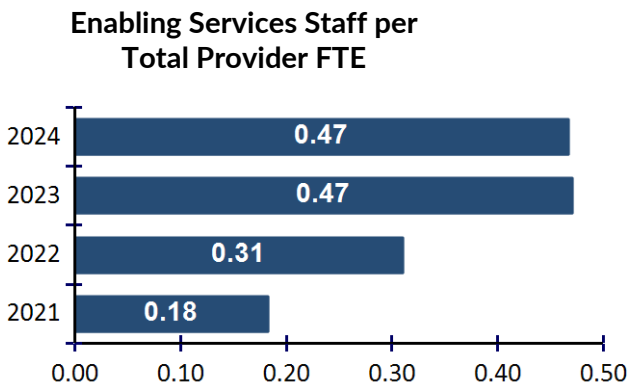
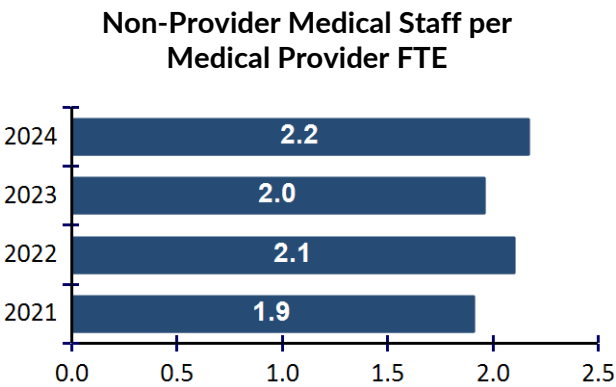


Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Medical Patients per Medical Staff FTE	168	153	176	176	175	260
Dental Patients per Dental Provider FTE	245	197	188	525	364	684
Mental Health Patients per Mental Health Provider FTE	167	140	118	111	102	205
Substance Use Disorder Patients per Substance Use Disorder Provider FTE	70	77	46	34	184	141

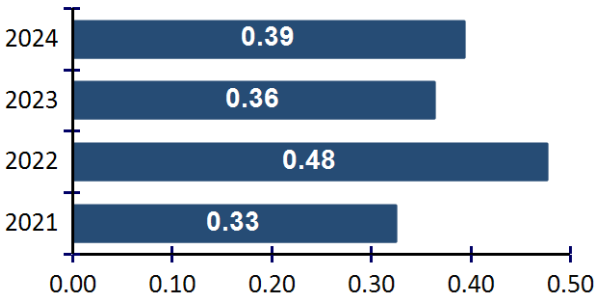
# Productivity: Non-Clinical Staffing Dashboard

One Health/Heritage

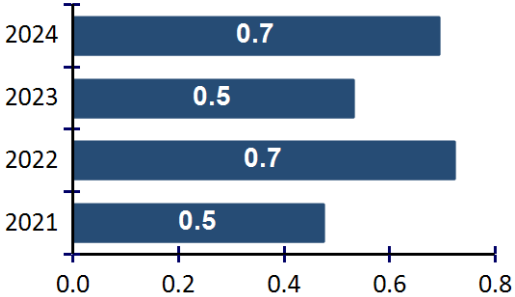
2021 - 2024



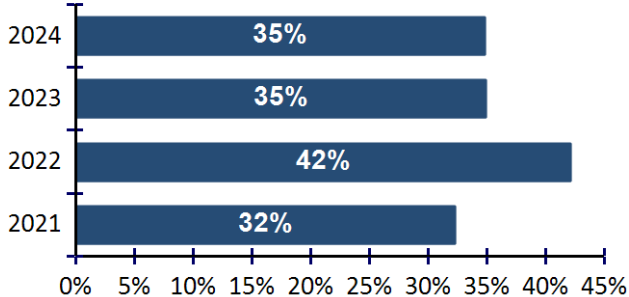
Fiscal & Billing Staff per Total Provider FTE



Patient Support Staff per Total Provider FTE



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



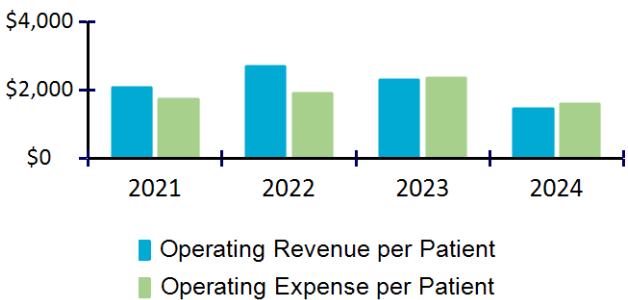
Key Productivity Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Non-Provider Medical Staff per Medical Provider FTE	1.91	2.10	1.96	2.17	1.91	1.89
Enabling Services Staff per Total Provider FTE	0.18	0.31	0.47	0.47	0.39	0.44
Fiscal & Billing Staff per Total Provider FTE	0.33	0.48	0.36	0.39	0.27	0.30
Patient Support Staff per Total Provider FTE	0.48	0.72	0.53	0.69	0.75	0.81
Administrative, Facilities, and Patient Support FTEs as Percent of Total FTEs	32%	42%	35%	35%	36%	36%



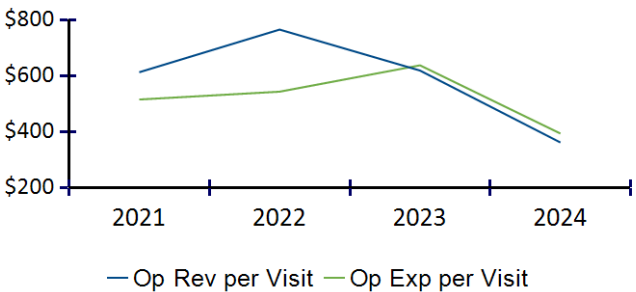
# Operations & Utilization Dashboard

One Health/Heritage  
2021 - 2024

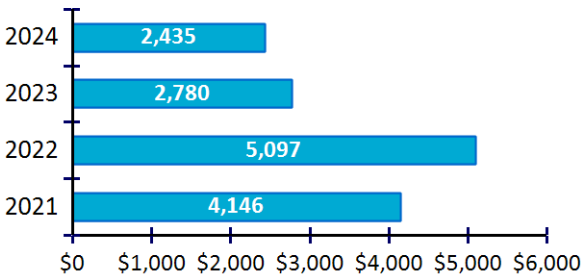
Operating Revenue & Expense per Patient



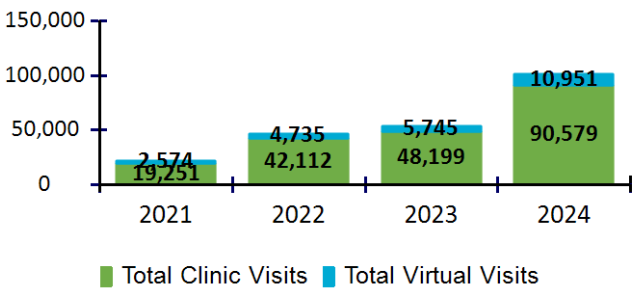
Operating Revenue & Expense per Visit



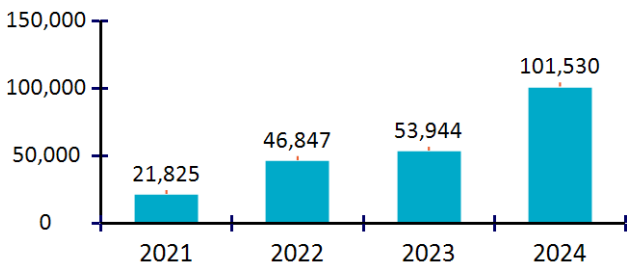
330 Grant Dollars per Uninsured Patient



Total Clinic and Virtual Visits



Total Visits



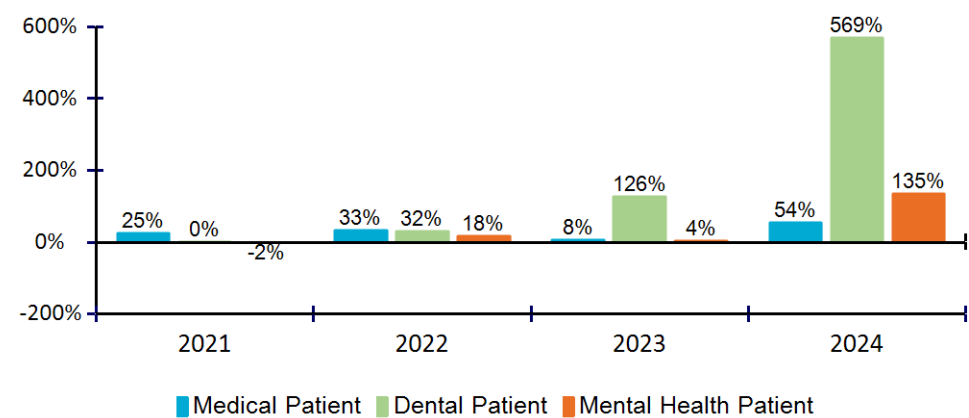
Key Operations & Utilization Metrics	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Operating Revenue per Patient	\$2,092	\$2,711	\$2,301	\$1,468	\$2,579	\$1,506
Operating Expense per Patient	\$1,740	\$1,925	\$2,370	\$1,598	\$2,558	\$1,501
Operating Revenue per Patient Visit	\$613	\$766	\$619	\$362	\$571	\$299
Operating Expense per Patient Visit	\$516	\$544	\$638	\$394	\$566	\$300
Total Clinic Visits	19,251	42,112	48,199	90,579	12,356	48,610
Total Virtual Visits*	2,574	4,735	5,745	10,951	371	3,151
Total Visits	21,825	46,847	53,944	101,530	12,727	53,200
330 Grant Dollars per Uninsured Patient	\$4,146	\$5,097	\$2,780	\$2,435	\$2,504	\$1,173

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

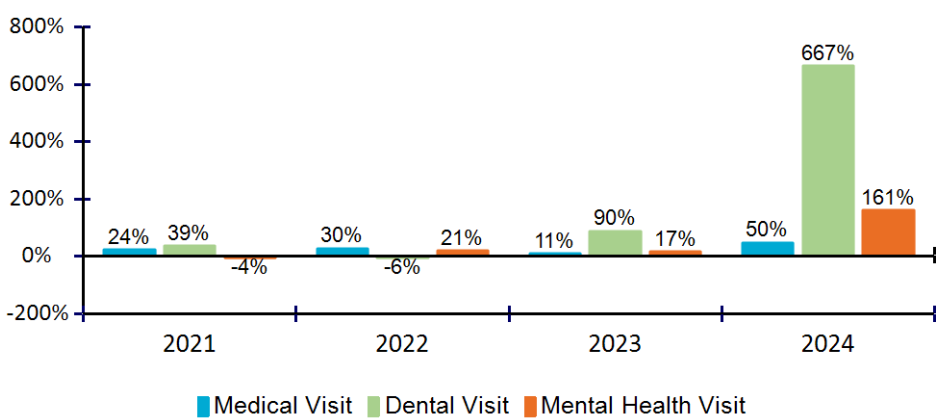
# Growth Rates Dashboard

One Health/Heritage  
2021 - 2024

Patient Growth Rates



Visit Growth Rates



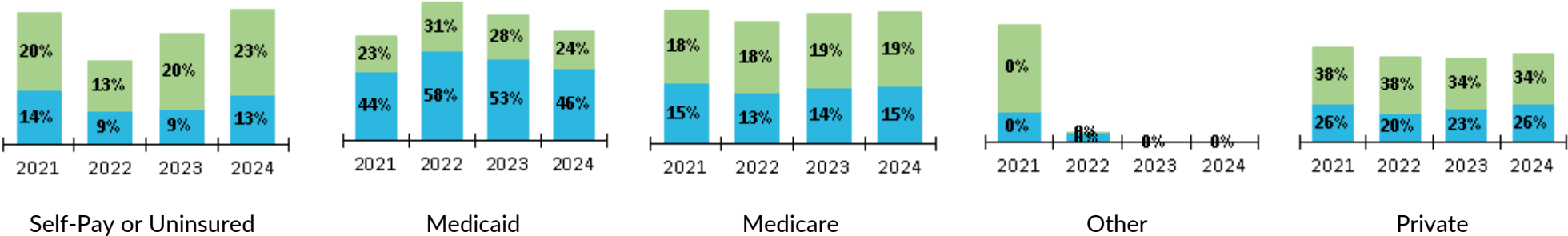
Growth Rates	2021	2022	2023	2024	WY FQHCs Median 2024	National FQHCs Median 2024
Medical Patient Growth Rate	26%	33%	8%	54%	3%	3%
Medical Visit Growth Rate	24%	30%	11%	50%	5%	3%
Dental Patient Growth Rate	0%	32%	126%	570%	-29%	6%
Dental Visit Growth Rate	39%	-6%	90%	667%	-23%	6%
Mental Health Patient Growth Rate	-2%	18%	4%	135%	4%	4%
Mental Health Visit Growth Rate	-4%	21%	17%	161%	2%	5%
Patient Growth Rate	24%	31%	10%	72%	0%	3%
Visit Growth Rate	13%	29%	15%	88%	0%	4%
FTE Growth Rate	15%	43%	5%	67%	9%	3%

# Payer Mix Dashboard

One Health/Heritage  
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	20%	13%	20%	23%	22%	15%
Self-Pay Collections as Percentage of Total Collections	14%	9%	9%	13%	13%	4%
Medicaid Patients as Percentage of Total Patients	23%	31%	28%	24%	16%	43%
Medicaid Collections as Percentage of Total Collections	44%	58%	53%	46%	35%	59%
Medicare Patients as Percentage of Total Patients	18%	18%	19%	19%	12%	11%
Medicare Collections as Percentage of Total Collections	15%	13%	14%	15%	17%	12%
Other Publicly Insured Patients as Percentage of Total Patients	0%	-	-	-	-	-
Other Public Collections as Percentage of Total Collections	0%	0%	-	-	0%	0%
Privately Insured Patients as Percentage of Total Patients	38%	38%	34%	34%	36%	22%
Private Insurance Collections as Percentage of Total Collections	26%	20%	23%	26%	36%	16%

Financial Health: Performance & Liquidity Measures

One Health/Heritage 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%
		12.5%	29.0%	-3.0%	-8.8%	50	0.8%	0.6%
						25	-1.5%	-5.5%
Bottom Line Margin	> 3%					75	2.9%	9.5%
		12.0%	29.6%	2.2%	-8.1%	50	1.3%	3.1%
						25	-0.3%	-3.1%
Personnel-Related Expense as Percentage of Operating Revenue	< 70%					75	69.9%	79.2%
		61.1%	45.9%	69.4%	69.0%	50	65.4%	71.6%
						25	64.0%	63.0%
Days Cash on Hand	> 60 Days					75	207	166
		169	166	126	71	50	163	91
						25	31	40
Current Ratio	> 1.25					75	4.3	6.3
		4.4	3.1	5.3	1.1	50	1.8	3.5
						25	1.1	2.0
Days in Net Patient Receivables	< 45 Days					75	172	52
		51	128	49	97	50	22	36
						25	13	25
Days in All Receivables	< 45 Days					75	26	60
		44	95	50	134	50	22	42
						25	3	30
Days in Accounts Payable	< 45 Days					75	64	54
		20	60	12	70	50	10	30
						25	5	17
Debt Service Coverage Ratio	> 1.25					75	14.9	9.6
		28.9	24.6	0.6	-0.3	50	10.9	1.8
						25	7.0	-0.8
Leverage Ratio	< 3.0					75	0.2	0.7
		0.3	0.8	0.6	0.8	50	0.1	0.4
						25	-	0.2

Financial Health: Other Performance Measures, Financial Growth Rates

One Health/Heritage 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%
	16.2%	41.7%	2.1%	-7.5%	50	1.3%	3.1%
					25	-0.3%	-3.0%
Working Capital to Monthly Expense Ratio					75	5.7	5.8
	5.7	6.9	5.1	0.4	50	4.7	3.3
					25	0.6	1.6
Long-Term Debt to Equity Ratio					75	0.0	0.3
	0.1	0.5	0.5	-	50	-	0.1
					25	-	-
Fringe & Taxes to Salaries Ratio					75	28.1%	24.5%
	14.6%	21.5%	21.7%	21.5%	50	27.7%	20.5%
					25	-	15.3%
Financial Growth Rate							
Operating Revenue Growth Rate					75	7.5%	14.2%
	24.8%	26.9%	-6.9%	10.0%	50	5.0%	5.3%
					25	-5.5%	-2.5%
Operating Expense Growth Rate					75	6.4%	16.4%
	24.5%	20.4%	35.1%	16.3%	50	-1.6%	9.6%
					25	-5.3%	4.2%
Grants and Contract Revenue Growth Rate					75	1.7%	1.5%
	24.3%	16.0%	-3.9%	19.6%	50	-12.4%	-12.9%
					25	-36.3%	-26.2%
Net Patient Service Revenue Growth Rate					75	16.2%	23.7%
	30.4%	50.1%	-8.9%	1.2%	50	6.5%	13.3%
					25	-21.2%	3.7%

PERFORMANCE DETAIL

Productivity: Visits

One Health/Heritage 2021 - 2024

Visits	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Physician Visits per Physician FTE	1,417	1,363	1,524	1,613	75	1,784	3,005
					50	1,626	2,448
					25	1,164	1,901
Non-Physician Provider Visits per Non-Physician Provider FTE	1,245	1,348	1,513	1,511	75	1,839	2,758
					50	1,519	2,240
					25	679	1,785
Medical Visits per Medical Provider FTE	1,304	1,353	1,531	1,584	75	1,622	2,882
					50	1,494	2,362
					25	712	1,900
Dental Visits per Dental Provider FTE	840	480	386	1,232	75	1,082	2,051
					50	963	1,591
					25	545	1,248

Productivity: Visits (continued)

One Health/Heritage 2021 - 2024

Visits	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Mental Health Visits per Mental Health Provider FTE	953	724	597	682	75	874	1,302
					50	773	999
					25	485	736
Substance Use Disorder Visits per Substance Use Disorder FTE	226	243	118	99	75	945	1,315
					50	688	715
					25	378	312
Vision Visits per Vision Provider FTE	-	-	-	-	75	-	2,941
					50	-	2,257
					25	-	1,557
Total Visits	21,825	46,847	53,944	101,530	75	48,845	110,548
					50	12,727	53,200
					25	1,399	25,066
Total Visits per All FTE	270	200	218	246	75	379	507
					50	285	415
					25	146	331
Total Visits per Total Provider FTE	1,245	1,215	1,264	1,285	75	1,621	2,716
					50	1,236	2,143
					25	799	1,716

Productivity: Patients

One Health/Heritage 2021 - 2024

Patients	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Medical Patients per Medical Staff FTE	168	153	176	176	75	210	324
					50	175	260
					25	155	212
Dental Patients per Dental Provider FTE	245	197	188	525	75	442	889
					50	364	684
					25	221	520
Mental Health Patients per Mental Health Provider FTE	167	140	118	111	75	125	325
					50	102	205
					25	95	131
Substance Use Disorder Patients per Substance Use Disorder Provider FTE	70	77	46	34	75	192	326
					50	184	141
					25	119	57
Vision Patients per Vision Provider FTE	-	-	-	-	75	-	2,489
					50	-	1,767
					25	-	1,244
Total Patients	6,231	13,233	14,521	25,040	75	13,025	26,156
					50	2,817	13,452
					25	466	6,385
Total Unduplicated Patients per Total FTE	83	56	59	61	75	101	131
					50	63	104
					25	48	82
Total Patients per Total Provider FTE	374	343	340	317	75	432	711
					50	273	552
					25	235	422



Selected Patients Characteristics

One Health/Heritage 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	73%	69%	69%	72%	75	96%	97%
					50	92%	92%
					25	81%	83%
Percentage of Patients Best Served in a Language Other than English	1%	1%	1%	5%	75	7%	37%
					50	3%	14%
					25	2%	3%
Percentage of Asian Patients	1%	0%	0%	1%	75	1%	3%
					50	0%	1%
					25	0%	1%
Percentage of Black/African American Patients	1%	1%	1%	1%	75	7%	30%
					50	4%	9%
					25	3%	2%
Percentage of White Patients	82%	75%	75%	81%	75	85%	85%
					50	83%	63%
					25	82%	37%
Percentage of Other Patients of Color	14%	21%	21%	13%	75	8%	6%
					50	5%	3%
					25	3%	1%
Percentage of Hispanic or Latino/a Patients	7%	5%	6%	10%	75	10%	51%
					50	9%	21%
					25	2%	6%

Selected Patients Characteristics

One Health/Heritage 2021 - 2024

Special Populations	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Percentage of Agricultural Workers or Dependents Patients					75	0%	2%
	3%	0%	0%	1%	50	0%	0%
					25	0%	0%
Percentage of Homeless Patients					75	91%	5%
	1%	1%	1%	3%	50	6%	2%
					25	2%	1%
Percentage of School-Based Health Center Patients					75	-	3%
	0%	2%	2%	2%	50	-	-
					25	-	-
Percentage of Veterans Patients					75	3%	2%
	3%	3%	3%	3%	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

One Health/Heritage 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
	\$2,092	\$2,711	\$2,301	\$1,468	50	\$2,579	\$1,506
					25	\$1,595	\$1,175
Operating Expense per Patient					75	\$5,703	\$2,041
	\$1,740	\$1,925	\$2,370	\$1,598	50	\$2,558	\$1,501
					25	\$1,681	\$1,179
Net Patient Service Revenue per Patient					75	\$1,194	\$1,378
	\$881	\$1,544	\$1,282	\$752	50	\$892	\$977
					25	\$39	\$686
Total Operating Revenue					75	\$20,016,704	\$52,902,535
	\$15,779,904	\$35,874,929	\$33,410,205	\$36,763,271	50	\$7,264,453	\$25,013,164
					25	\$3,000,240	\$12,512,631
Total Expenses					75	\$19,637,161	\$50,868,854
	\$12,226,593	\$25,470,317	\$34,417,639	\$40,014,362	50	\$7,206,101	\$24,691,868
					25	\$3,043,905	\$12,389,255
Direct Medical Cost per Medical Patient					75	\$719	\$719
	\$771	\$842	\$823	\$739	50	\$716	\$547
					25	\$651	\$436
Direct Dental Cost per Dental Patient					75	\$937	\$631
	\$1,034	\$2,232	\$1,768	\$488	50	\$808	\$478
					25	\$578	\$358
Mental Health Cost per Mental Health Patient					75	\$983	\$1,150
	\$768	\$1,225	\$1,985	\$1,436	50	\$846	\$754
					25	\$781	\$463
330 Grant Dollars per Uninsured Patient					75	\$2,927	\$2,544
	\$4,146	\$5,097	\$2,780	\$2,435	50	\$2,504	\$1,173
					25	\$1,248	\$563

Operations & Utilization: Revenue & Cost Per Visit

One Health/Heritage 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
	\$613	\$766	\$619	\$362	50	\$571	\$299
					25	\$425	-
Operating Expense per Patient Visit					75	\$1,994	\$417
	\$516	\$544	\$638	\$394	50	\$566	\$300
					25	\$448	-
Net Patient Service Revenue per Patient Visit					75	\$287	\$267
	\$254	\$436	\$345	\$186	50	\$281	\$180
					25	\$11	-
Direct Medical Cost per Medical Patient Visit					75	\$267	\$228
	\$291	\$296	\$281	\$260	50	\$225	\$177
					25	\$222	\$142
Direct Dental Cost per Dental Patient Visit					75	\$415	\$258
	\$364	\$915	\$862	\$208	50	\$324	\$201
					25	\$280	\$158
Mental Health Cost per Mental Health Patient Visit					75	\$166	\$191
	\$133	\$218	\$311	\$202	50	\$164	\$141
					25	\$147	\$105

Operations & Utilization: Staffing

One Health/Heritage 2021 - 2024

Staffing	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Non-Provider Medical Staff per Medical Provider FTE	1.91	2.10	1.96	2.17	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	2.22	0.60	1.25	0.72	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	0.70	0.76	1.29	0.54	75.00	-	0.40
					50.00	-	0.06
					25.00	-	-
Enabling Services Staff per Total Provider FTE	0.18	0.31	0.47	0.47	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	0.33	0.48	0.36	0.39	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	0.48	0.72	0.53	0.69	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	32%	42%	35%	35%	75.00	37%	41%
					50.00	36%	36%
					25.00	30%	32%

Operations & Utilization: Quality of Care

One Health/Heritage 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%
	17%	15%	16%	10%	50	6%	21%
					25	3%	9%
Percentage of women 23-64 years of age who were screened for cervical cancer					75	37%	62%
	35%	38%	39%	43%	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%
	37%	40%	46%	50%	50	40%	52%
					25	25%	40%
Percentage of Patients 3-17 with BMI, Nutrition & Physical Activity Documented					75	58%	86%
	31%	54%	45%	36%	50	34%	73%
					25	13%	52%
Percentage of Patients 18 and over with BMI & Follow Up Documented (If BMI outside normal)					75	74%	85%
	31%	44%	46%	37%	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%
	63%	70%	74%	56%	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)

One Health/Heritage 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%
	35%	35%	36%	40%	50	33%	40%
					25	14%	30%
Percentage of Patients Seen Within 30 Days of First Diagnosis of HIV*					75	-	100%
	-	-	-	-	50	-	97%
					25	-	60%
Percentage of Patients Tested for HIV*					75	26%	65%
	13%	15%	16%	23%	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%
	44%	52%	62%	63%	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%
	-	-	-	4%	50	-	55%
					25	-	37%
Percentage of Patients with Controlled High Blood Pressure					75	66%	72%
	52%	60%	59%	58%	50	62%	66%
					25	57%	60%
Percentage of Patients with Diabetes and Hemoglobin A1c Poor Control					75	39%	33%
	36%	36%	28%	28%	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

One Health/Heritage 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%
	75.9%	76.2%	73.6%	58.5%	50	77.0%	66.9%
					25	56.5%	54.0%
Dental Visits as a Percentage of Total Visits					75	4.5%	18.0%
	1.4%	1.6%	2.6%	10.8%	50	1.2%	9.8%
					25	0.3%	2.5%
Mental Health Visits as a Percentage of Total Visits					75	28.5%	17.2%
	20.5%	17.9%	18.3%	25.3%	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%
	0.6%	1.4%	1.1%	0.4%	50	1.7%	-
					25	1.7%	-
Enabling Visits as a Percentage of Total Visits					75	11.9%	6.3%
	1.5%	3.0%	4.5%	4.9%	50	7.3%	1.5%
					25	5.1%	-
Total Visits per Patient					75	3.8	4.8
	3.3	3.5	3.7	4.1	50	3.4	3.9
					25	3.1	3.3



Operations & Utilization: Service Mix (continued)

One Health/Heritage 2021 - 2024

Service Mix	2021	2022	2023	2024	Percentile	WY FQHCs 2024	National FQHCs 2024
Total Medical Clinic Visits					75	39,631	65,104
	15,510	34,449	38,554	56,560	50	7,163	31,647
					25	1,101	13,760
Total Medical Virtual Visits					75	259	4,228
	1,032	1,225	1,122	2,871	50	24	1,042
					25	3	232
Total Dental Clinic Visits					75	770	14,088
	418	749	1,425	10,928	50	82	6,135
					25	17	2,134
Total Dental Virtual Visits					75	-	-
	-	-	-	-	50	-	-
					25	-	-
Total Mental Health Clinic Visits					75	4,625	8,209
	2,842	5,296	5,544	17,724	50	3,415	3,475
					25	417	1,183
Total Mental Health Virtual Visits					75	913	3,714
	1,436	3,098	4,312	7,984	50	209	1,154
					25	-	279
Total Enabling Clinic Visits					75	790	3,550
	343	1,387	2,415	5,014	50	314	831
					25	167	4
Total Enabling Virtual Visits					75	-	773
	-	1	-	-	50	-	-
					25	-	-

Operations & Utilization: Utilization Growth Rates

One Health/Heritage 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%
	25.5%	32.9%	7.9%	54.4%	50	2.5%	2.9%
					25	2.1%	-2.3%
Medical Visit Growth Rate					75	5.1%	10.6%
	23.7%	29.7%	11.2%	49.8%	50	4.8%	3.3%
					25	2.3%	-3.6%
Dental Patient Growth Rate					75	2.6%	18.4%
	0.0%	31.8%	126.4%	569.5%	50	-29.1%	5.7%
					25	-39.7%	-5.5%
Dental Visit Growth Rate					75	9.6%	20.5%
	38.8%	-6.1%	90.3%	666.9%	50	-22.6%	5.8%
					25	-37.6%	-5.7%
Mental Health Patient Growth Rate					75	3.9%	20.8%
	-2.3%	18.3%	3.6%	134.6%	50	3.5%	3.6%
					25	-18.4%	-10.6%
Mental Health Visit Growth Rate					75	5.1%	24.3%
	-4.2%	20.8%	17.4%	160.8%	50	2.1%	4.9%
					25	-38.1%	-10.2%
Patient Growth Rate					75	2.5%	8.7%
	23.5%	31.4%	9.7%	72.4%	50	0.0%	3.0%
					25	-0.9%	-1.5%
Visit Growth Rate					75	6.7%	11.7%
	13.3%	29.0%	15.1%	88.2%	50	-0.1%	4.4%
					25	-23.5%	-2.3%
FTE Growth Rate					75	21.2%	9.8%
	15.3%	43.3%	5.3%	67.0%	50	9.2%	3.4%
					25	-1.6%	-2.3%

Financial Metrics: Billing & Collections

One Health/Heritage 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%
	14%	9%	9%	13%	50	13%	4%
					25	5%	2%
Bad Debt Write-Offs as Percentage of Total Self-Pay Charges					75	17%	19%
	4%	9%	6%	1%	50	11%	8%
					25	6%	3%
Medicaid Collections as Percentage of Total Collections					75	37%	77%
	44%	58%	53%	46%	50	35%	59%
					25	31%	38%
Medicare Collections as Percentage of Total Collections					75	25%	22%
	15%	13%	14%	15%	50	17%	12%
					25	12%	6%
Other Public Collections as Percentage of Total Collections					75	0%	1%
	0%	0%	-	-	50	0%	0%
					25	0%	-
Private Insurance Collections as Percentage of Total Collections					75	43%	29%
	26%	20%	23%	26%	50	36%	16%
					25	30%	8%