



C. L. Brumback

**Primary Care Clinics**

Health Care District Palm Beach County

## **FINANCE COMMITTEE**

**January 27, 2021**

**12:15 P.M.**

### **Meeting Location**

**1515 N. Flagler Drive, Suite 101**

**West Palm Beach, FL 33401**

*If a person decides to appeal any decision made by the board, with respect to any matter at such meeting or hearing, he will need a record of the proceedings, and that, for such purpose, he may need to ensure that a verbatim record of the proceedings made, which record includes the testimony and evidence upon which the appeal is to be based.*

**FINANCE COMMITTEE MEETING  
AGENDA  
January 27, 2021  
12:15 PM  
1515 N. Flagler Drive, Suite 101  
West Palm Beach, FL 33401**

Remote Participation Login: <https://tinyurl.com/yda3vnks>

or

DIAL +1 (646) 558 8656; Meeting ID: 550 789 5592; Access number: 946503

**1. Call to Order**

A. Roll Call

**2. Agenda Approval**

A. Additions/Deletions/Substitutions

B. Motion to Approve Agenda

**3. Awards, Introductions and Presentations**

**4. Disclosure of Voting Conflict**

**5. Public Comment**

**6. Meeting Minutes**

6A-1 **Staff recommends a MOTION TO APPROVE:**

Finance Committee Meeting Minutes of December 16, 2020. [Pages 1-6]

**7. Consent Agenda – Motion to Approve Consent Agenda Items**

A. **ADMINISTRATION**

7A-1 **RECEIVE AND FILE:**

January 2021 Internet Posting of District Public Meeting.  
<https://www.hcdpbc.org/resources/public-meetings>

7A-2 **RECEIVE AND FILE:**

Attendance Tracking. [Page 7]

**8. Regular Agenda**

A. **FINANCE**

8A-1 **Staff recommends a MOTION TO APPROVE:**

C. L. Brumback Primary Care Clinics Financial Report December 2020.  
(Tony Colby) [Pages 8-25]

**9. AVP and Executive Director of Clinic Services Comments**

**10. Board Member Comments**

**11. Establishment of Upcoming Meetings**

**February 24, 2021 (HCD Board Room)**

12:15pm Finance Committee

**March 31, 2021 (HCD Board Room)**

12:15pm Finance Committee

**April 28, 2021 (HCD Board Room)**

12:15pm Finance Committee

**May 26, 2021 (HCD Board Room)**

12:15pm Finance Committee

**June 30, 2021 (HCD Board Room)**

12:15pm Finance Committee

**July 28, 2021 (HCD Board Room)**

12:15pm Finance Committee

**August 25, 2021 (HCD Board Room)**

12:15pm Finance Committee

**September 29, 2021 (HCD Board Room)**

12:15pm Finance Committee

**October 27, 2021 (HCD Board Room)**

12:15pm Finance Committee

**November 30, 2021 (HCD Board Room)**

12:15pm Finance Committee

**December 14, 2021 (HCD Board Room)**

12:15pm Finance Committee

**C. L. Brumback Primary Care Clinics  
Finance Committee  
Meeting Agenda  
January 27, 2021**

**12. Motion to Adjourn**

\*District Clinic Holdings, Inc. welcomes public comment during its regular monthly meetings. This month, public comment should be emailed to [swynn@hcdpbc.org](mailto:swynn@hcdpbc.org) or submitted via phone (561) 829-1211 prior to Noon on The Scheduled Meeting Date. All comments received during this time frame will be read aloud and included in the official meeting record.

Any person(s) not adhering to the Board's guidelines or who make comments which could be perceived as slanderous or disruptive may be barred from making future comments before the Board.

**DISTRICT CLINIC HOLDINGS, INC.  
d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS  
BOARD OF DIRECTORS FINANCE COMMITTEE  
MEETING MINUTES  
December 16, 2020  
Zoom Webinar Meeting**

**1. Call to Order**

Mr. Smith called the meeting to order at 12:18 p.m.

**A. Roll Call**

Committee members present: Mike Smith, James Elder  
Committee members excused: Tammy Jackson-Moore

Staff present included: Darcy Davis, CEO; Dr. Belma Andric, VP & Executive Director of Clinic Services; Valerie Shahriari, General Counsel; Dr. Hyla Fritsch, Executive Director of Clinic Operations and Pharmacy Services; Andrea Steele, Director of Corporate Quality; Mina Bayik, Director of Finance; Jesenia Bruno, Director of Accounting

Recording/transcribing Secretary: Jonathan Dominique

**B. Affirmation of Mission:** To provide compassionate, comprehensive health services to all Palm Beach County residents, through collaboration and partnership, in a culturally sensitive environment.

**2. Agenda Approval**

**A. Additions/Deletions/Substitutions**

None.

**B. Motion to Approve Agenda**

**CONCLUSION/ACTION:** Mr. Elder made a motion to approve the agenda as presented/amended. The motion was duly seconded by Mr. Smith. A vote was called, and the motion passed unanimously.

**3. Awards and Presentations**

None.

**4. Disclosure of Voting Conflict**

None.

## 5. Public Comment

None.

## 6. Meeting Minutes

- 6A-1 **Staff recommends a MOTION TO APPROVE:**  
Finance Committee Meeting Minutes of October 28, 2020.

**CONCLUSION/ACTION:** Mr. Elder made a motion to approve the Meeting Minutes of September 30, 2020. The motion was duly seconded by Mr. Smith. A vote was called, and the motion passed unanimously.

## 7. Consent Agenda – Motion to Approve Consent Agenda Items

**CONCLUSION/ACTION:** Mr. Elder made a motion to approve the Consent Agenda items. The motion was duly seconded by Mr. Smith. A vote was called, and the motion passed unanimously.

### A. **ADMINISTRATION**

- 7A-1 **RECEIVE AND FILE:**  
December 2020 Internet Posting of District Public Meeting  
<http://www.hcdpbc.org-Resources-Public Meetings>

- 7A-2 **RECEIVE AND FILE:**  
Attendance Tracking

## 8. Regular Agenda

### A. **FINANCE**

- 8A-1 **Staff recommends a MOTION TO APPROVE:**

C.L. Brumback Primary Care Clinics Finance Report: September 2020

The September statements represent the financial performance for the twelve months of the 2020 fiscal year for C.L. Brumback Primary Care Clinics. Total YTD revenue was favorable to budget by \$2.4M due to the COVID-19 stimulus funds. Net patient revenue YTD was unfavorable to budget by (\$967k). The COVID-19 national emergency started mid-March and 9 Clinics were closed to start

countywide COVID-19 testing. Expenses before depreciation were over budget by (\$712k) or (2.7%) due mostly to negative variances in salaries and wages (\$656k), purchased services (\$83k), medical services (\$94k), and repair and maintenance (\$148k). Total YTD net margin was (\$11.7M) compared to budget of (\$13.7M) for a favorable variance of \$1.9M or 14.2%. The Medical Clinics total YTD revenue was favorable to budget by \$2.9M. This favorable variance resulted from the additional recognition of HRSA and COVID-19-related grant funding of \$1.9M and unbudgeted incentive payment from Blue Cross Blue Shield of \$557k. Gross patient revenue was under budget by (\$3.2M) or (17.1%), this resulted from reduced Clinics operation and closure from mid-March through May. During Clinic closure, staff were reassigned to start countywide COVID-19 testing. Total operating expenses of \$23.2M were unfavorable to budget of \$22.1M by (\$1.1M) or (4.8%). This negative variance is mostly related to salaries and wages (\$800k), purchased services (\$74k), medical supplies (\$130k), medical services (\$93k), and repairs and maintenance (\$172k). Purchased services are unfavorable to budget due to higher collection fees from Athena. Medical supplies and medical services are unfavorable to budget due to unanticipated service use and supplies purchases. Repairs and maintenance is unfavorable to budget primarily due to unanticipated Allscripts software maintenance cost. Total YTD net margin of (\$10.3M) was favorable to budget of (\$12.3M) by \$2.0M or 16.4%. The Dental Clinics gross patient revenue was unfavorable to budget by (\$1.5M) or (34.8%). Total revenue of \$3.6M was under budget of \$4.1M by (\$441k) or (10.8%) due to reduced services from COVID 19 closures and now social distancing reduced volumes. Total operating expenses of \$4.3M were favorable to budget by \$339k or 7.4%, due mainly to positive variances of combined salaries, wages, and benefits \$243k, medical supplies of \$62k, and repairs and maintenance \$24k. Total YTD net margin was (\$1.5M) compared to a budgeted loss of (\$1.4M) for a negative variance of (\$66k). As of September 2020, the Clinics has been awarded \$3.2M in COVID-19 grants from HRSA (\$3.0M) and the CARES Act (\$227K) to make up for lost revenue related to the pandemic and to prepare and respond to an increase healthcare capacity and staffing levels for COVID-19. The Clinics through August have recognized \$2.4M. 3 of the \$3.2M. The remaining monies will be recognized in coming months as the Clinics incur payroll and other expenses related to COVID-19. On the Comparative Statement of Net Position, due from other governments increased by \$782k to \$5.1M, this balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental Clinics are \$9.6M, and \$1.7M respectively, for a combined subsidy of \$11.2M.

Mr. Smith asked about the changes between last year between the grant funds, other financial assistance, and other revenue categories. Ms. Bruno informed Mr. Smith that for the grant funding, it is based on how the district is choosing to recognize the revenue due to the HRSA grant. For other financial assistance, Ms. Bruno explained that it was part of the COVID-19 stimulus fund which is classified as a non-budgeted item. Other revenue was related to incentive payments from

Blue Cross/Blue Shield which decreased this fiscal year. LIP pool monies also contributed last year team will return with report on this next month.

**CONCLUSION/ACTION: Mr. Elder made a motion to approve the finance report as presented/amended. The motion was duly seconded by Mr. Smith. A vote was called, and the motion passed unanimously.**

8A-2 **Staff recommends a MOTION TO APPROVE:**  
Budget – Fiscal Year 2021.

Mina Bayik, Director of Finance presented the budget for Fiscal Year 2021.

Mr. Smith asked about the difference of \$2.5 million in gross patient revenue in FY 2020 and 2021, and how close the Clinics are to being at full capacity as they once were. Ms. Bayik explained that the budget was prepared at the height of COVID and it was estimated that the Clinics would be able to function at 50% capacity at the time. This is why the budgeted volumes reflect the numbers they do. Ms. Bayik did point out that actual volume in the Clinics have been greater than budgeted along with the quick adoption of telehealth. Mr. Smith asked if the team plans to adjust the budget accordingly. Dr. Andric answered that there was/is so much unknown. The Clinics have become better at adjusting quickly to change. The number of providers have increased with increased knowledge of testing (less in the field now). A better understanding of social distancing and where our services are really needed has improved effectiveness. Mr. Smith asked about the 'other financial assistance' category. Ms. Bayik explained that those are funds from the COVID stimulus money and the CARES act. They help cover incurred COVID-19 expenses. Mr. Smith asked if the funding is sure. Ms. Davis explained that the funds are there, they just have to be recognized. Mr. Elder asked Dr. Andric if vaccines will be distributed by the Clinics. Dr. Andric answered that the Clinics will soon mobilize to distribute vaccines.

**CONCLUSION/ACTION: Mr. Elder made a motion to approve the budget as presented/amended. The motion was duly seconded by Mr. Smith. A vote was called, and the motion passed unanimously.**

**9. VP and Executive Director of Clinic Services Comments**

None.



## **10. Board Member Comments**

None.

## **11. Establishment of Upcoming Meetings**

### **January 27, 2021 (HCD Board Room)**

12:15pm Finance Committee

### **February 24, 2021 (HCD Board Room)**

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12:15pm Finance Committee

### **December 14, 2021 (HCD Board Room)**

12:15pm Finance Committee

## **12. Motion to Adjourn**

**Mr. Elder made a motion to adjourn. The motion was duly seconded by Mr. Smith. A vote was called, and the motion passed unanimously.**

There being no further business, the meeting was adjourned at 12:45 p.m.

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**DCHI Finance Committee Chair**

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**Date**

**C. L. Brumback Primary Care Clinics  
Finance Committee**

**Attendance Tracking**

	1/29/20	2/26/20	5/27/20	6/24/20	7/29/20	8/26/20	9/30/20	10/28/20	12/16/20
James Elder	X	X	X	X	X	X	X	X	X
Michael Smith	X	X	X	X	X	X	X	X	X
Gary Butler	X	X							
Tammy Jackson-Moore					X	X	X	E	E

X= Present

C= Cancel

E= Excused

A= Absent

**DISTRICT CLINIC HOLDINGS, INC**  
**FINANCE COMMITTEE**  
**JANUARY 27, 2021**

**1. Description: District Clinic Holdings, Inc. Financial Report December 2020**

**2. Summary:**

The December 2020 financial statements for the District Clinic Holdings, Inc. are presented for Finance Committee review.

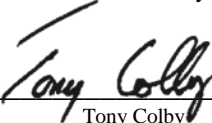
**3. Substantive Analysis:**

Management has provided the income statements and key statistical information for District Clinics Holdings, Inc. Additional Management discussion and analysis is incorporated into the financial statements presentation.

**4. Fiscal Analysis & Economic Impact Statement:**

	<b>Amount</b>	<b>Budget</b>
Capital Requirements	<b>N/A</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Annual Net Revenue	<b>N/A</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Annual Expenditures	<b>N/A</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>

Reviewed for financial accuracy and compliance with purchasing procedure:

  
\_\_\_\_\_  
Tony Colby  
Interim VP & Chief Financial Officer

**5. Reviewed/Approved by Committee:**

N/A  
\_\_\_\_\_  
Committee Name

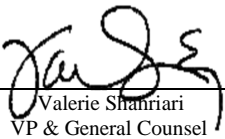
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Date Reviewed/Approved

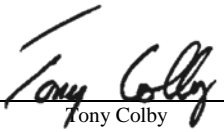
**DISTRICT CLINIC HOLDINGS, INC**  
**FINANCE COMMITTEE**  
**JANUARY 27, 2021**


**6. Recommendation:**

Staff recommends that the Finance Committee forward their approval of the District Clinic Holdings, Inc. December 2020 YTD financial statements to the DCHI Board.

Approved for Legal sufficiency:

  
\_\_\_\_\_  
Valerie Shanriari  
VP & General Counsel

  
\_\_\_\_\_  
Tony Colby  
Interim VP & Chief Financial Officer

  
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Dr. Hyla Fritsch  
Executive Director of Clinic and Pharmacy  
Services

## MEMO

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To: Finance Committee

From: Tony Colby  
Interim VP & Chief Financial Officer

Date: January 13, 2021

Subject: Management Discussion and Analysis as of December 2020 C.L. Brumback Primary Care Clinic  
Unaudited Financial Statements.

The December statements represent the financial performance for the first quarter of 2021 fiscal year for C.L. Brumback Primary Care Clinics. Total YTD revenue was unfavorable to budget by (\$2.0M) due primarily to timing of COVID-19 stimulus funds. Net patient revenue YTD was favorable to budget by \$5.9k. Expenses before depreciation were under budget by \$642k or 9.2% due mostly to positive variances in salaries and wages \$264k, medical supplies \$240k and other supplies \$64k. Total YTD net margin was (\$5.4M) compared to budget of (\$4.3M) resulting in an unfavorable variance of (\$1.0M) or 23.3%.

The Medical clinics total YTD revenue was unfavorable to budget by \$2.1M, this unfavorable variance resulted from the timing of COVID-19 related grant funding. Gross patient revenue was over budget by \$1.5M or 56.1%, this resulted from the Clinic efforts to respond to the pandemic offering telemedicine visits in addition to office visits. Clinic staff continue to providing countywide COVID-19 testing. Total operating expenses of \$5.3M were favorable to budget of \$6.0M by \$634k or 10.6%. This positive variance is mostly related to salaries and wages \$277k, medical supplies \$229k, other supplies \$42k, and other expense \$38k. Medical supplies, other supplies and other expense are favorable to budget due to the usage timing and supplies purchases. Total YTD net margin was (\$4.7M) compared to budget of (\$3.5M) resulting in an unfavorable variance of (\$1.2M) or 33.9%

The Dental clinics gross patient revenue was favorable to budget by \$104k or 13.0%. Total revenue of \$597k was over budget of \$483k by \$114k or 23.5% due to unanticipated funds received from HRSA. Total operating expenses of \$1.0M were favorable to budget by \$8k or 0.8%. Total YTD net margin was (\$687k) compared to budget of (\$856k) resulting in a favorable variance of \$169k or (19.7%).

As of fiscal YTD December 2020, the Clinics has recognized \$589k in COVID-19 grants to make up for lost revenue related to the pandemic and to prevent, prepare, respond with increase healthcare capacity and staffing levels for COVID-19.

On the Comparative Statement of Net Position, due from other governments increased by \$958k to \$2.4M, this balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$4.6M, and \$693k respectively for a combined subsidy of \$5.3M.

**DISTRICT CLINIC HOLDINGS, INC.**  
**COMPARATIVE STATEMENT OF NET POSITION**

	<u>Dec 31, 2020</u>	<u>Nov 30, 2020</u>	<u>Increase (Decrease)</u>
<b>Assets</b>			
Cash and Cash Equivalents	(768,477)	(1,962,711)	\$ 1,194,234
Restricted Cash	221,426	-	221,426
Accounts Receivable, net	2,012,304	1,975,957	36,347
Due From Other Funds	-	-	-
Due from Other Governments	2,387,958	1,430,420	957,538
Other Current Assets	89,880	101,179	(11,299)
Net Investment in Capital Assets	2,963,867	2,995,532	(31,665)
<b>Total Assets</b>	<u><u>\$ 6,906,958</u></u>	<u><u>\$ 4,540,377</u></u>	<u><u>\$ 2,366,581</u></u>
<b>Liabilities</b>			
Accounts Payable	163,202	190,070	(26,868)
Due To Other Governments	-	-	-
Deferred Revenue	649,044	427,618	221,426
Other Current Liabilities	3,337,116	3,076,583	260,533
Non-Current Liabilities	1,481,877	1,469,362	12,515
<b>Total Liabilities</b>	<u><u>5,631,238</u></u>	<u><u>5,163,632</u></u>	<u><u>467,606</u></u>
<b>Deferred Inflows of Resources</b>			
Deferred Inflows- Other Post Employment Benefits	<u><u>\$ 474</u></u>	<u><u>\$ 474</u></u>	<u><u>\$ -</u></u>
<b>Net Position</b>			
Net Investment in Capital Assets	2,963,867	2,995,532	(31,665)
Unrestricted	(1,688,621)	(3,619,261)	1,930,641
<b>Total Net Position</b>	<u><u>1,275,246</u></u>	<u><u>(623,730)</u></u>	<u><u>1,898,976</u></u>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<u><u>\$ 6,906,958</u></u>	<u><u>\$ 4,540,377</u></u>	<u><u>\$ 2,366,581</u></u>

**Note:** Amounts may not foot due to rounding.

# District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE THIRD MONTH ENDED DECEMBER 31, 2020

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
1,685,042	1,127,054	557,988	49.5%	1,899,323	(214,281)	(11.3%)	Gross Patient Revenue	5,062,751	3,463,266	1,599,485	46.2%	5,804,051	(741,300)	(12.8%)
453,962	204,797	(249,165)	(121.7%)	271,867	(182,094)	(67.0%)	Contractual Allowances	1,434,558	626,078	(808,480)	(129.1%)	1,062,062	(372,496)	(35.1%)
1,751,178	444,262	(1,306,916)	(294.2%)	715,762	(1,035,416)	(144.7%)	Charity Care	1,909,187	1,367,228	(541,959)	(39.6%)	2,255,101	345,914	15.3%
(860,761)	159,530	1,020,291	639.6%	306,448	1,167,209	380.9%	Bad Debt	727,173	489,404	(237,769)	(48.6%)	841,620	114,447	13.6%
1,344,379	808,589	(535,790)	(66.3%)	1,294,076	(50,302)	(3.9%)	Total Contractuals and Bad Debts	4,070,918	2,482,710	(1,588,208)	(64.0%)	4,158,784	87,866	2.1%
350,651	341,390	9,261	2.7%	341,366	9,285	2.7%	Other Patient Revenue	1,051,954	1,057,340	(5,386)	(0.5%)	1,113,006	(61,052)	-5%
691,315	659,855	31,460	4.8%	946,612	(255,297)	(27.0%)	Net Patient Revenue	2,043,787	2,037,896	5,891	0.3%	2,758,273	(714,486)	(25.9%)
41.03%	58.55%			49.84%			Collection %	40.37%	58.84%			47.52%		
130,321	71,249	59,072	82.9%	28,234	102,087	361.6%	Grant Funds	234,379	210,110	24,269	11.6%	129,890	104,489	80.4%
588,890	693,744	(104,854)	(15.1%)	-	588,890	0.0%	Other Financial Assistance	588,890	2,488,232	(1,899,342)	(76.3%)	-	588,890	0.0%
3,302	45,034	(41,732)	(92.7%)	6,897	(3,595)	(52.1%)	Other Revenue	14,722	135,102	(120,380)	(89.1%)	30,834	(16,112)	(52.3%)
722,512	810,027	(87,515)	(10.8%)	35,130	687,382	1,956.7%	Total Other Revenues	837,991	2,833,444	(1,995,453)	(70.4%)	160,724	677,267	421.4%
1,413,827	1,469,882	(56,055)	(3.8%)	981,742	432,085	44.0%	Total Revenues	2,881,779	4,871,340	(1,989,561)	(40.8%)	2,918,997	(37,219)	(1.3%)
Direct Operational Expenses:														
1,325,809	1,525,574	199,765	13.1%	1,427,860	102,051	7.1%	Salaries and Wages	4,115,671	4,380,219	264,548	6.0%	4,245,988	130,317	3.1%
404,282	394,140	(10,142)	(2.6%)	365,616	(38,666)	(10.6%)	Benefits	1,157,647	1,159,316	1,669	0.1%	1,123,941	(33,706)	(3.0%)
33,586	52,140	18,554	35.6%	43,837	10,251	23.4%	Purchased Services	128,239	150,093	21,854	14.6%	224,876	96,636	43.0%
46,148	107,599	61,451	57.1%	33,103	(13,045)	(39.4%)	Medical Supplies	90,242	329,838	239,596	72.6%	113,805	23,564	20.7%
8,638	26,518	17,880	67.4%	1,026	(7,612)	(741.8%)	Other Supplies	15,862	79,654	63,792	80.1%	28,782	12,921	44.9%
56,152	73,290	17,138	23.4%	53,733	(2,419)	(4.5%)	Medical Services	204,199	224,502	20,303	9.0%	165,407	(38,792)	(23.5%)
60,219	52,938	(7,281)	(13.8%)	85,786	25,567	29.8%	Drugs	215,826	162,148	(53,678)	(33.1%)	257,250	41,425	16.1%
3,703	9,629	5,926	61.5%	19,935	16,233	81.4%	Repairs & Maintenance	14,490	28,887	14,397	49.8%	68,034	53,544	78.7%
96,815	109,008	12,193	11.2%	121,087	24,272	20.0%	Lease & Rental	307,355	327,024	19,669	6.0%	358,954	51,599	14.4%
7,438	7,341	(97)	(1.3%)	4,724	(2,714)	(57.5%)	Utilities	22,782	22,023	(759)	(3.4%)	18,463	(4,319)	(23.4%)
19,350	39,388	20,038	50.9%	33,567	14,218	42.4%	Other Expense	69,990	118,174	48,184	40.8%	90,327	20,337	22.5%
2,892	4,334	1,442	33.3%	2,377	(515)	(21.7%)	Insurance	10,323	13,002	2,679	20.6%	7,131	(3,193)	(44.8%)
2,065,031	2,401,899	336,868	14.0%	2,192,652	127,621	5.8%	Total Operational Expenses	6,352,625	6,994,880	642,255	9.2%	6,702,958	350,332	5.2%
Net Performance before Depreciation &														
(651,204)	(932,017)	280,813	(30.1%)	(1,210,910)	559,706	(46.2%)	Overhead Allocations	(3,470,846)	(2,123,540)	(1,347,306)	63.4%	(3,783,960)	313,114	(8.3%)



# District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE THIRD MONTH ENDED DECEMBER 31, 2020

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
31,665	17,334	(14,331)	(82.7%)	26,292	(5,373)	(20.4%)	Depreciation
Overhead Allocations:							
1,914	2,875	960	33.4%	1,990	75	3.8%	Risk Mgt
193,553	206,967	13,414	6.5%	69,757	(123,796)	(177.5%)	Rev Cycle
2,029	3,852	1,823	47.3%	5,435	3,407	62.7%	Internal Audit
20,876	19,768	(1,107)	(5.6%)	20,918	42	0.2%	Home Office Facilities
37,026	33,232	(3,793)	(11.4%)	37,093	68	0.2%	Administration
77,803	47,193	(30,610)	(64.9%)	66,995	(10,809)	(16.1%)	Human Resources
15,799	17,241	1,442	8.4%	19,536	3,736	19.1%	Legal
8,070	8,048	(22)	(0.3%)	7,687	(383)	(5.0%)	Records
3,125	6,886	3,761	54.6%	11,403	8,278	72.6%	Compliance
6,940	7,007	67	1.0%	-	(6,940)	0.0%	Comm Engage Plan
70,850	82,884	12,034	14.5%	-	(70,850)	0.0%	IT Operations
9,366	8,445	(921)	(10.9%)	-	(9,366)	0.0%	IT Security
27,197	40,421	13,224	32.7%	-	(27,197)	0.0%	IT Applications
46,136	47,251	1,115	2.4%	-	(46,136)	0.0%	Security Services
65,588	121,543	55,955	46.0%	-	(65,588)	0.0%	IT EPIC
28,580	31,665	3,085	9.7%	28,393	(187)	(0.7%)	Finance
3,617	10,057	6,440	64.0%	11,021	7,405	67.2%	Public Relations
9,357	8,303	(1,054)	(12.7%)	94,710	85,352	90.1%	Information Technology
4,957	4,761	(195)	(4.1%)	2,876	(2,080)	(72.3%)	Corporate Quality
9,051	11,235	2,184	19.4%	6,754	(2,298)	(34.0%)	Project MGMT Office
1,243	1,328	85	6.4%	2,822	1,579	55.9%	Managed Care Contract
643,078	720,963	77,885	10.8%	387,389	(255,689)	(66.0%)	Total Overhead Allocations
2,739,774	3,140,196	400,422	12.8%	2,606,333	(133,441)	(5.1%)	Total Expenses
\$ (1,325,947)	\$ (1,670,314)	\$ 344,367	(20.6%)	\$ (1,624,591)	\$ 298,644	(18.4%)	Net Margin
3,078	98,235	95,157	96.9%	(81,965)	(85,043)	103.8%	Capital
\$ 3,228,001	\$ 1,777,000	\$ (1,451,001)	(81.7%)	\$ 1,421,583	\$ (1,806,417)	(127.1%)	General Fund Support/ Transfer In

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
94,995	52,002	(42,993)	(82.7%)	49,816	(45,179)	(90.7%)	
5,675	8,625	2,950	34.2%	5,702	27	0.5%	
586,119	620,901	34,782	5.6%	217,131	(368,988)	(169.9%)	
4,906	11,555	6,649	57.5%	17,699	12,793	72.3%	
55,353	59,305	3,952	6.7%	58,188	2,835	4.9%	
87,134	99,696	12,562	12.6%	103,532	16,398	15.8%	
157,380	141,580	(15,800)	(11.2%)	140,309	(17,071)	(12.2%)	
44,066	51,724	7,658	14.8%	46,827	2,761	5.9%	
22,714	24,145	1,431	5.9%	20,840	(1,874)	(9.0%)	
13,024	20,658	7,633	37.0%	21,452	8,428	39.3%	
19,812	21,021	1,208	5.7%	-	(19,812)	0.0%	
192,346	248,651	56,304	22.6%	-	(192,346)	0.0%	
22,672	25,336	2,664	10.5%	-	(22,672)	0.0%	
91,103	121,263	30,160	24.9%	-	(91,103)	0.0%	
130,389	141,754	11,365	8.0%	-	(130,389)	0.0%	
167,355	364,630	197,275	54.1%	-	(167,355)	0.0%	
86,745	94,994	8,249	8.7%	89,756	3,011	3.4%	
23,425	30,171	6,746	22.4%	36,055	12,630	35.0%	
27,927	24,908	(3,019)	(12.1%)	237,365	209,438	88.2%	
17,302	14,283	(3,018)	(21.1%)	7,109	(10,193)	(143.4%)	
25,530	33,706	8,176	24.3%	16,718	(8,812)	(52.7%)	
3,605	3,985	380	9.5%	9,658	6,053	62.7%	
1,784,582	2,162,890	378,307	17.5%	1,028,341	(756,242)	(73.5%)	
8,232,203	9,209,772	977,569	10.6%	7,781,114	(451,088)	(5.8%)	
\$ (5,350,424)	\$ (4,338,432)	\$ (1,011,992)	23.3%	\$ (4,862,117)	\$ (488,307)	10.0%	
16,646	531,585	514,939	96.9%	-	(16,646)	0.0%	
\$ 5,270,026	\$ 4,906,000	\$ (364,026)	(7.4%)	\$ 4,812,301	\$ (457,725)	(9.5%)	

## District Clinics Holdings, Inc. Statement of Revenues and Expenses by Month

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Year to Date
<b>Gross Patient Revenue</b>	<b>1,842,091</b>	<b>1,535,619</b>	<b>1,685,042</b>	-	-	-	-	-	-	-	-	-	<b>5,062,751</b>
Contractual Allowances	509,972	470,624	453,962	-	-	-	-	-	-	-	-	-	1,434,558
Charity Care	158,009	-	1,751,178	-	-	-	-	-	-	-	-	-	1,909,187
Bad Debt	788,060	799,873	(860,761)	-	-	-	-	-	-	-	-	-	727,173
Other Patient Revenue	414,367	286,936	350,651	-	-	-	-	-	-	-	-	-	1,051,954
<b>Net Patient Revenue</b>	<b>800,416</b>	<b>552,056</b>	<b>691,315</b>	-	-	-	-	-	-	-	-	-	<b>2,043,787</b>
Collections %	43.45%	35.95%	41.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	40.37%
Grant Funds	104,059	-	130,321	-	-	-	-	-	-	-	-	-	234,379
Other Financial Assistance	-	-	588,890	-	-	-	-	-	-	-	-	-	588,890
Other Revenue	9,732	1,689	3,302	-	-	-	-	-	-	-	-	-	14,722
Total Other Revenues	113,791	1,689	722,512	-	-	-	-	-	-	-	-	-	837,991
<b>Total Revenues</b>	<b>914,207</b>	<b>553,745</b>	<b>1,413,827</b>	-	-	-	-	-	-	-	-	-	<b>2,881,779</b>
<i>Direct Operational Expenses:</i>													
Salaries and Wages	1,612,557	1,177,306	1,325,809	-	-	-	-	-	-	-	-	-	4,115,671
Benefits	394,482	358,883	404,282	-	-	-	-	-	-	-	-	-	1,157,647
Purchased Services	35,150	59,503	33,586	-	-	-	-	-	-	-	-	-	128,239
Medical Supplies	19,841	24,253	46,148	-	-	-	-	-	-	-	-	-	90,242
Other Supplies	2,686	4,538	8,638	-	-	-	-	-	-	-	-	-	15,862
Medical Services	92,709	55,338	56,152	-	-	-	-	-	-	-	-	-	204,199
Drugs	82,365	73,242	60,219	-	-	-	-	-	-	-	-	-	215,826
Repairs & Maintenance	6,725	4,061	3,703	-	-	-	-	-	-	-	-	-	14,490
Lease & Rental	105,605	104,935	96,815	-	-	-	-	-	-	-	-	-	307,355
Utilities	5,024	10,320	7,438	-	-	-	-	-	-	-	-	-	22,782
Other Expense	26,726	23,914	19,350	-	-	-	-	-	-	-	-	-	69,990
Insurance	3,716	3,716	2,892	-	-	-	-	-	-	-	-	-	10,323
Total Operational Expenses	2,387,586	1,900,008	2,065,031	-	-	-	-	-	-	-	-	-	6,352,625
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(1,473,379)</b>	<b>(1,346,263)</b>	<b>(651,204)</b>	-	-	-	-	-	-	-	-	-	<b>(3,470,846)</b>
Depreciation	20,995	42,335	31,665	-	-	-	-	-	-	-	-	-	94,995
<i>Overhead Allocations:</i>													
Risk Mgt	2,012	1,749	1,914	-	-	-	-	-	-	-	-	-	5,675
Rev Cycle	215,318	177,247	193,553	-	-	-	-	-	-	-	-	-	586,119
Internal Audit	261	2,616	2,029	-	-	-	-	-	-	-	-	-	4,906
Home Office Facilities	17,338	17,140	20,876	-	-	-	-	-	-	-	-	-	55,353
Administration	23,989	26,119	37,026	-	-	-	-	-	-	-	-	-	87,134
Human Resources	42,681	36,896	77,803	-	-	-	-	-	-	-	-	-	157,380
Legal	10,774	17,493	15,799	-	-	-	-	-	-	-	-	-	44,066
Records	7,126	7,518	8,070	-	-	-	-	-	-	-	-	-	22,714
Compliance	4,813	5,086	3,125	-	-	-	-	-	-	-	-	-	13,024
Comm Engage Plan	6,756	6,116	6,940	-	-	-	-	-	-	-	-	-	19,812
IT Operations	50,805	70,691	70,850	-	-	-	-	-	-	-	-	-	192,346
IT Security	7,989	5,317	9,366	-	-	-	-	-	-	-	-	-	22,672
IT Applications	23,045	40,862	27,197	-	-	-	-	-	-	-	-	-	91,103
Security Services	42,428	41,825	46,136	-	-	-	-	-	-	-	-	-	130,389
IT EPIC	48,185	53,582	65,588	-	-	-	-	-	-	-	-	-	167,355
Finance	29,725	28,440	28,580	-	-	-	-	-	-	-	-	-	86,745
Public Relations	11,466	8,342	3,617	-	-	-	-	-	-	-	-	-	23,425
Information Technology	9,827	8,743	9,357	-	-	-	-	-	-	-	-	-	27,927
Corporate Quality	5,104	7,241	4,957	-	-	-	-	-	-	-	-	-	17,302
Project MGMT Office	7,800	8,679	9,051	-	-	-	-	-	-	-	-	-	25,530
Managed Care Contract	1,205	1,157	1,243	-	-	-	-	-	-	-	-	-	3,605
Total Overhead Allocations	568,646	572,859	643,078	-	-	-	-	-	-	-	-	-	1,784,582
<b>Total Expenses</b>	<b>2,977,227</b>	<b>2,515,202</b>	<b>2,739,774</b>	-	-	-	-	-	-	-	-	-	<b>8,232,203</b>
<b>Net Margin</b>	<b>\$ (2,063,020)</b>	<b>\$ (1,961,457)</b>	<b>\$ (1,325,947)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (5,350,424)</b>
Capital	-	13,568	3,078	-	-	-	-	-	-	-	-	-	16,646
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	2,042,025	-	3,228,001	-	-	-	-	-	-	-	-	-	\$ 5,270,026

# District Clinic Holdings, Inc.- Medical Statement of Revenue and Expenses

FOR THE THIRD MONTH ENDED DECEMBER 31, 2020

Current Month								Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
1,353,111	867,517	485,594	56.0%	1,569,594	(216,483)	(13.8%)	Gross Patient Revenue	4,157,903	2,662,868	1,495,035	56.1%	4,768,747	(610,844)	(12.8%)
351,518	162,224	(189,294)	(116.7%)	225,053	(126,466)	(56.2%)	Contractual Allowances	1,122,718	495,330	(627,388)	(126.7%)	925,002	(197,716)	(21.4%)
1,423,315	295,097	(1,128,218)	(382.3%)	535,851	(887,463)	(165.6%)	Charity Care	1,423,315	906,591	(516,724)	(57.0%)	1,649,438	226,123	13.7%
(735,754)	143,279	879,033	613.5%	286,428	1,022,182	356.9%	Bad Debt	693,166	438,757	(254,409)	(58.0%)	799,921	106,754	13.3%
1,039,079	600,600	(438,479)	(73.0%)	1,047,332	8,253	0.8%	Total Contractuals and Bad Debts	3,239,199	1,840,678	(1,398,521)	(76.0%)	3,374,360	135,161	4.0%
252,357	246,293	6,064	2.5%	240,125	12,232	5.1%	Other Patient Revenue	766,828	764,314	2,514	0.3%	765,258	1,570	0.2%
566,389	513,210	53,179	10.4%	762,387	(195,998)	(25.7%)	Net Patient Revenue	1,685,532	1,586,504	99,028	6.2%	2,159,644	(474,113)	(22.0%)
41.86%	59.16%			48.57%			Collection %	40.54%	59.58%			45.29%		
103,030	60,507	42,523	70.3%	28,234	74,796	264.9%	Grant Funds	207,088	178,335	28,753	16.1%	129,890	77,198	59.4%
377,627	693,744	(316,117)	(45.6%)	-	377,627	0.0%	Other Financial Assistance	377,627	2,488,232	(2,110,605)	(84.8%)	-	377,627	0.0%
3,302	45,034	(41,732)	(92.7%)	6,897	(3,595)	(52.1%)	Other Revenue	14,722	135,102	(120,380)	(89.1%)	30,834	(16,112)	(52.3%)
483,958	799,285	(315,327)	(39.5%)	35,130	448,828	1,277.6%	Total Other Revenues	599,437	2,801,669	(2,202,232)	(78.6%)	160,724	438,713	273.0%
1,050,347	1,312,495	(262,148)	(20.0%)	797,517	252,830	31.7%	Total Revenues	2,284,969	4,388,173	(2,103,204)	(47.9%)	2,320,369	(35,400)	(1.5%)
Direct Operational Expenses:														
1,107,361	1,290,582	183,221	14.2%	1,173,987	66,625	5.7%	Salaries and Wages	3,428,774	3,705,684	276,910	7.5%	3,526,122	97,347	2.8%
339,801	336,241	(3,560)	(1.1%)	300,793	(39,007)	(13.0%)	Benefits	968,512	989,415	20,903	2.1%	927,594	(40,917)	(4.4%)
27,778	49,063	21,285	43.4%	36,181	8,403	23.2%	Purchased Services	118,483	140,686	22,203	15.8%	195,039	76,556	39.3%
27,375	95,283	67,908	71.3%	15,735	(11,640)	(74.0%)	Medical Supplies	63,000	291,862	228,862	78.4%	79,662	16,661	20.9%
8,307	19,093	10,786	56.5%	(1,962)	(10,269)	(523.3%)	Other Supplies	15,340	57,279	41,939	73.2%	24,729	9,389	38.0%
56,152	73,290	17,138	23.4%	53,733	(2,419)	(4.5%)	Medical Services	204,199	224,502	20,303	9.0%	165,407	(38,792)	(23.5%)
60,219	52,874	(7,345)	(13.9%)	85,786	25,567	29.8%	Drugs	215,826	161,956	(53,870)	(33.3%)	257,250	41,425	16.1%
3,521	7,308	3,787	51.8%	15,523	12,002	77.3%	Repairs & Maintenance	13,084	21,924	8,840	40.3%	56,435	43,351	76.8%
73,406	86,229	12,823	14.9%	94,941	21,535	22.7%	Lease & Rental	233,834	258,687	24,853	9.6%	280,775	46,941	16.7%
5,175	6,008	833	13.9%	4,571	(605)	(13.2%)	Utilities	15,369	18,024	2,655	14.7%	15,716	346	2.2%
18,185	33,480	15,295	45.7%	31,554	13,369	42.4%	Other Expense	62,899	100,690	37,791	37.5%	83,113	20,214	24.3%
2,851	4,293	1,442	33.6%	2,346	(505)	(21.5%)	Insurance	10,201	12,879	2,678	20.8%	7,038	(3,164)	(45.0%)
1,730,130	2,053,744	323,614	15.8%	1,813,187	83,057	4.6%	Total Operational Expenses	5,349,521	5,983,588	634,067	10.6%	5,618,879	269,358	4.8%
(679,783)	(741,249)	61,466	(8.3%)	(1,015,670)	335,887	(33.1%)	Net Performance before Depreciation & Overhead Allocations	(3,064,552)	(1,595,415)	(1,469,137)	92.1%	(3,298,510)	233,958	(7.1%)

# District Clinic Holdings, Inc.- Medical Statement of Revenue and Expenses

FOR THE THIRD MONTH ENDED DECEMBER 31, 2020

Actual	Budget	Variance	Current Month %	Prior Year	Variance	%	
24,439	12,917	(11,522)	(89.2%)	18,790	(5,649)	(30.1%)	Depreciation
<i>Overhead Allocations:</i>							
1,642	2,464	821	33.3%	1,636	(6)	(0.4%)	Risk Mgt
163,412	174,743	11,331	6.5%	56,664	(106,748)	(188.4%)	Rev Cycle
1,740	3,301	1,560	47.3%	4,470	2,730	61.1%	Internal Audit
18,797	17,713	(1,084)	(6.1%)	18,694	(103)	(0.5%)	Home Office Facilities
31,761	28,478	(3,283)	(11.5%)	30,505	(1,256)	(4.1%)	Administration
67,291	40,768	(26,523)	(65.1%)	54,844	(12,447)	(22.7%)	Human Resources
13,553	14,775	1,222	8.3%	16,066	2,513	15.6%	Legal
6,923	6,897	(26)	(0.4%)	6,322	(601)	(9.5%)	Records
2,681	5,901	3,220	54.6%	9,378	6,697	71.4%	Compliance
5,953	6,005	51	0.9%	-	(5,953)	0.0%	Comm Engage Plan
60,776	71,027	10,251	14.4%	-	(60,776)	0.0%	IT Operations
8,034	7,237	(797)	(11.0%)	-	(8,034)	0.0%	IT Security
23,330	34,638	11,309	32.6%	-	(23,330)	0.0%	IT Applications
39,234	40,184	950	2.4%	-	(39,234)	0.0%	Security Services
56,263	104,156	47,893	46.0%	-	(56,263)	0.0%	IT EPIC
24,516	27,135	2,619	9.7%	23,350	(1,166)	(5.0%)	Finance
3,102	8,618	5,516	64.0%	9,064	5,961	65.8%	Public Relations
8,027	7,115	(912)	(12.8%)	77,887	69,861	89.7%	Information Technology
4,252	4,080	(172)	(4.2%)	2,365	(1,886)	(79.8%)	Corporate Quality
7,764	9,628	1,864	19.4%	5,554	(2,210)	(39.8%)	Project MGMT Office
1,050	1,122	72	6.4%	2,292	1,243	54.2%	Managed Care Contract
550,102	615,984	65,883	10.7%	319,091	(231,010)	(72.4%)	Total Overhead Allocations
<b>2,304,670</b>	<b>2,682,645</b>	<b>377,975</b>	<b>14.1%</b>	<b>2,151,068</b>	<b>(153,602)</b>	<b>(7.1%)</b>	<b>Total Expenses</b>
<b>\$ (1,254,323)</b>	<b>\$ (1,370,150)</b>	<b>\$ 115,827</b>	<b>(8.5%)</b>	<b>\$ (1,353,551)</b>	<b>\$ 99,228</b>	<b>(7.3%)</b>	<b>Net Margin</b>
(13,568)	98,235	111,803	113.8%	(81,965)	(68,396)	83.4%	Capital
-	-	-	0.0%	-	-	0.0%	Capital Contributions
<b>\$ 2,826,279</b>	<b>\$ 1,480,000</b>	<b>\$ (1,346,279)</b>	<b>(91.0%)</b>	<b>\$ 854,968</b>	<b>\$ (1,971,311)</b>	<b>(230.6%)</b>	<b>General Fund Support/ Transfer In</b>

Actual	Budget	Variance	Fiscal Year To Date %	Prior Year	Variance	%	
73,316	38,751	(34,565)	(89.2%)	37,498	(35,818)	(95.5%)	
4,868	7,391	2,523	34.1%	4,689	(179)	(3.8%)	
494,847	524,230	29,383	5.6%	176,377	(318,470)	(180.6%)	
4,208	9,902	5,694	57.5%	14,555	10,347	71.1%	
49,842	53,139	3,297	6.2%	52,004	2,162	4.2%	
74,745	85,434	10,690	12.5%	85,143	10,398	12.2%	
136,116	122,305	(13,810)	(11.3%)	114,861	(21,255)	(18.5%)	
37,801	44,325	6,524	14.7%	38,510	709	1.8%	
19,484	20,691	1,206	5.8%	17,139	(2,346)	(13.7%)	
11,172	17,703	6,530	36.9%	17,642	6,469	36.7%	
16,995	18,014	1,018	5.7%	-	(16,995)	0.0%	
164,997	213,080	48,083	22.6%	-	(164,997)	0.0%	
19,449	21,711	2,263	10.4%	-	(19,449)	0.0%	
78,149	103,915	25,766	24.8%	-	(78,149)	0.0%	
110,882	120,552	9,670	8.0%	-	(110,882)	0.0%	
143,559	312,468	168,909	54.1%	-	(143,559)	0.0%	
74,411	81,404	6,994	8.6%	73,814	(597)	(0.8%)	
20,094	25,855	5,761	22.3%	29,651	9,557	32.2%	
23,956	21,345	(2,611)	(12.2%)	195,205	171,248	87.7%	
14,842	12,240	(2,602)	(21.3%)	5,846	(8,995)	(153.9%)	
21,900	28,884	6,984	24.2%	13,749	(8,151)	(59.3%)	
3,043	3,365	321	9.5%	7,845	4,802	61.2%	
1,525,361	1,847,953	322,592	17.5%	847,028	(678,333)	(80.1%)	
<b>6,948,198</b>	<b>7,870,292</b>	<b>922,094</b>	<b>11.7%</b>	<b>6,503,405</b>	<b>(444,793)</b>	<b>(6.8%)</b>	
<b>\$ (4,663,228)</b>	<b>\$ (3,482,119)</b>	<b>\$ (1,181,110)</b>	<b>33.9%</b>	<b>\$ (4,183,036)</b>	<b>\$ (480,192)</b>	<b>11.5%</b>	
-	531,585	531,585	100.0%	-	-	0.0%	
<b>\$ 4,576,903</b>	<b>\$ 4,060,000</b>	<b>\$ (516,903)</b>	<b>(12.7%)</b>	<b>\$ 3,825,712</b>	<b>\$ (751,191)</b>	<b>(19.6%)</b>	

# District Clinics Holdings, Inc.- Medical Statement of Revenues and Expenses by Location

FOR THE THIRD MONTH ENDED DECEMBER 31, 2020

	Clinic Administration	West Palm Beach Clinic	Lantana Clinic	Delray Clinic	Belle Glade Clinic	Lewis Center	Lake Worth Clinic	Jupiter Clinic	West Boca Clinic	Subxone Clinic	Mobile Van 1	Mobile Van 2	Mobile Van Hero	Total
<b>Gross Patient Revenue</b>	-	568,639	841,398	528,630	325,626	389,556	589,243	270,273	417,254	222,793	4,491	-	-	<b>4,157,903.30</b>
Contractual Allowances	-	196,113	246,393	119,797	81,204	48,437	173,060	71,618	162,991	30,273	(7,169)	-	-	1,122,718
Charity Care	-	171,425	256,123	193,510	94,856	201,249	253,074	80,222	85,821	3,323	-	-	-	1,423,315
Bad Debt	-	95,546	120,234	87,829	72,250	113,366	33,116	36,669	26,040	95,070	13,046	-	-	693,166
Total Contractual Allowances and Bad Debt	-	463,084	622,750	401,136	248,310	363,053	459,249	188,508	274,853	209,056	9,200	-	-	3,239,199
Other Patient Revenue	-	119,623	144,546	100,884	50,973	92,419	82,249	38,436	43,615	72,578	21,505	-	-	766,828
<b>Net Patient Revenue</b>	-	<b>225,178</b>	<b>363,194</b>	<b>228,378</b>	<b>128,288</b>	<b>118,922</b>	<b>212,243</b>	<b>120,201</b>	<b>186,016</b>	<b>86,315</b>	<b>16,796</b>	-	-	<b>1,685,532</b>
Collection %	0.00%	39.60%	43.17%	43.20%	39.40%	30.53%	36.02%	44.47%	44.58%	38.74%	373.97%	0.00%	0.00%	40.54%
Grant Funds	20,124	25,243	26,305	14,348	31,116	4,837	19,169	7,590	8,822	25,574	13,038	454	10,468	207,088
Other Financial Assistance	30,405	42,397	31,713	223	26,134	932	2,562	7,991	2,377	56	23,668	203,776	5,395	377,627
Other Revenue	3,934	2,369	766	2,006	2,651	58	1,293	519	1,099	13	-	15	-	14,722
Total Other Revenues	54,463	70,008	58,784	16,577	59,900	5,827	23,024	16,100	12,298	25,643	36,705	204,245	15,863	599,437
<b>Total Revenues</b>	<b>54,463</b>	<b>295,186</b>	<b>421,978</b>	<b>244,955</b>	<b>188,188</b>	<b>124,749</b>	<b>235,267</b>	<b>136,301</b>	<b>198,315</b>	<b>111,958</b>	<b>53,501</b>	<b>204,245</b>	<b>15,863</b>	<b>2,284,969</b>
<i>Direct Operational Expenses:</i>														
Salaries and Wages	745,479	441,968	528,029	298,535	237,546	99,957	422,484	155,261	184,483	230,050	67,539	14,586	2,858	3,428,774
Benefits	196,777	127,559	145,787	84,236	71,622	28,367	126,705	42,789	49,543	66,420	25,210	3,083	416	968,512
Purchased Services	18,217	12,612	25,131	8,411	10,509	4,158	14,350	7,309	9,501	6,050	745	745	745	118,483
Medical Supplies	2,915	7,383	6,142	4,220	3,761	12,257	8,125	3,214	3,474	10,487	635	388	-	63,000
Other Supplies	6,830	391	451	530	1,772	870	734	357	382	117	443	1,345	1,118	15,340
Medical Services	1,100	18,170	70,683	21,660	14,087	6,942	38,114	10,726	17,165	5,552	-	-	-	204,199
Drugs	-	95,809	68,018	28,336	15,010	-	3,375	1,179	3,944	19	135	-	-	215,826
Repairs & Maintenance	-	889	889	1,377	1,472	733	1,986	889	1,908	1,327	167	1,173	273	13,084
Lease & Rental	-	32,230	46,045	22,220	14,357	90	58,178	19,866	29,251	11,552	15	15	15	233,834
Utilities	-	1,009	1,009	283	3,887	567	3,408	1,921	2,119	1,166	-	-	-	15,369
Other Expense	25,005	3,569	10,924	2,540	1,980	1,447	3,999	1,433	3,604	3,616	1,162	3,209	411	62,899
Insurance	-	1,612	1,230	1,225	682	-	815	429	498	222	1,840	1,649	-	10,201
Total Operational Expenses	996,323	743,200	904,339	473,573	376,685	155,387	682,272	245,372	305,871	336,578	97,891	26,193	5,837	5,349,521
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(941,861)</b>	<b>(448,014)</b>	<b>(482,361)</b>	<b>(228,619)</b>	<b>(188,497)</b>	<b>(30,638)</b>	<b>(447,005)</b>	<b>(109,070)</b>	<b>(107,557)</b>	<b>(224,619)</b>	<b>(44,390)</b>	<b>178,052</b>	<b>10,026</b>	<b>(3,064,552)</b>
Depreciation	1,710	3,603	3,728	449	17,187	81	1,111	686	1,199	460	18,750	3,471	20,882	73,316
<i>Overhead Allocations:</i>														
Risk Mgt	947	527	913	395	322	144	576	202	252	344	103	71	72	4,868
Rev Cycle	-	66,542	115,214	49,848	40,605	18,139	72,664	25,515	31,799	43,380	13,024	8,977	9,141	494,847
Internal Audit	819	456	789	341	278	124	498	175	218	297	89	61	63	4,208
Home Office Facilities	49,842	-	-	-	-	-	-	-	-	-	-	-	-	49,842
Administration	14,548	8,095	14,015	6,064	4,939	2,206	8,839	3,104	3,868	5,277	1,584	1,092	1,112	74,745
Human Resources	35,776	16,644	19,014	10,662	8,885	4,146	14,867	4,739	5,923	9,536	2,369	1,777	1,777	136,116
Legal	7,358	4,094	7,088	3,067	2,498	1,116	4,470	1,570	1,956	2,669	801	552	562	37,801
Records	3,792	2,110	3,654	1,581	1,288	575	2,304	809	1,008	1,376	413	285	290	19,484
Compliance	2,175	1,210	2,095	906	738	330	1,321	464	578	789	237	163	166	11,172
Comm Engage Plan	3,308	1,841	3,187	1,379	1,123	502	2,010	706	880	1,200	360	248	253	16,995
IT Operations	32,115	17,869	30,938	13,386	10,904	4,871	19,513	6,852	8,539	11,649	3,497	2,411	2,455	164,997
IT Security	3,785	2,106	3,647	1,578	1,285	574	2,300	808	1,007	1,373	412	284	289	19,449
IT Applications	15,211	8,463	14,654	6,340	5,164	2,307	9,242	3,245	4,044	5,517	1,656	1,142	1,163	78,149
Security Services	5,122	14,222	24,624	10,654	8,678	3,877	15,530	5,453	6,796	9,271	2,783	1,919	1,954	110,882
IT EPIC	27,943	15,547	26,919	11,647	9,487	4,238	16,977	5,961	7,430	10,135	3,043	2,097	2,136	143,559
Finance	14,483	8,058	13,953	6,037	4,917	2,197	8,800	3,090	3,851	5,253	1,577	1,087	1,107	74,411
Public Relations	3,911	2,176	3,768	1,630	1,328	593	2,376	834	1,040	1,419	426	294	299	20,094
Information Technology	4,663	2,594	4,492	1,944	1,583	707	2,833	995	1,240	1,691	508	350	356	23,956
Budget & Decision Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Quality	2,889	1,607	2,783	1,204	981	438	1,755	616	768	1,048	315	217	221	14,842
Project MGMT Office	4,263	2,372	4,106	1,777	1,447	647	2,590	909	1,133	1,546	464	320	326	21,900
Managed Care Contract	-	409	709	307	250	112	447	157	196	267	80	55	56	3,043
Total Overhead Allocations	232,952	176,942	296,559	130,744	106,700	47,841	189,912	66,205	82,526	114,037	33,743	23,403	23,797	1,525,361
<b>Total Expenses</b>	<b>1,230,985</b>	<b>923,744</b>	<b>1,204,627</b>	<b>604,766</b>	<b>500,572</b>	<b>203,309</b>	<b>873,295</b>	<b>312,262</b>	<b>389,596</b>	<b>451,075</b>	<b>150,384</b>	<b>53,067</b>	<b>50,515</b>	<b>6,948,198</b>
<b>Net Margin</b>	<b>\$ (1,176,522)</b>	<b>\$ (628,558)</b>	<b>\$ (782,649)</b>	<b>\$ (359,812)</b>	<b>\$ (312,383)</b>	<b>\$ (78,560)</b>	<b>\$ (638,028)</b>	<b>\$ (175,961)</b>	<b>\$ (191,281)</b>	<b>\$ (339,116)</b>	<b>\$ (96,883)</b>	<b>\$ 151,178</b>	<b>\$ (34,653)</b>	<b>\$ (4,663,228)</b>
<b>Capital</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Support/ Transfer In</b>	<b>\$ 4,576,903</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,576,903</b>

# District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

FOR THE THIRD MONTH ENDED DECEMBER 31, 2020

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
331,931	259,537	72,394	27.9%	329,729	2,202	0.7%	Gross Patient Revenue	904,848	800,398	104,450	13.0%	1,035,304	(130,456)	(12.6%)
102,443	42,573	(59,870)	(140.6%)	46,815	(55,629)	(118.8%)	Contractual Allowances	311,840	130,748	(181,092)	(138.5%)	137,060	(174,780)	(127.5%)
327,863	149,165	(178,698)	(119.8%)	179,910	(147,953)	(82.2%)	Charity Care	485,872	460,637	(25,235)	(5.5%)	605,664	119,792	19.8%
(125,007)	16,251	141,258	869.2%	20,020	145,027	724.4%	Bad Debt	34,006	50,647	16,641	32.9%	41,699	7,693	18.4%
305,300	207,989	(97,311)	(46.8%)	246,745	(58,555)	(23.7%)	Total Contractuals and Bad Debts	831,718	642,032	(189,686)	(29.5%)	784,423	(47,295)	(6.0%)
98,294	95,097	3,197	3.4%	101,241	(2,947)	(2.9%)	Other Patient Revenue	285,126	293,026	(7,900)	(2.7%)	347,748	(62,622)	(18.0%)
124,926	146,645	(21,719)	(14.8%)	184,225	(59,299)	(32.2%)	Net Patient Revenue	358,256	451,392	(93,136)	(20.6%)	598,629	(240,373)	(40.2%)
37.64%	56.50%			55.87%			Collection %	39.59%	56.40%			57.82%		
27,291	10,742	16,549	154.1%	-	27,291	0.0%	Grant Funds	27,291	31,775	(4,484)	(14.1%)	-	27,291	0.0%
211,263	-	211,263	0.0%	-	211,263	0.0%	Other Financial Assistance	211,263	-	211,263	0.0%	-	211,263	0.0%
-	-	-	0.0%	-	-	0.0%	Other Revenue	-	-	-	0.0%	-	-	0.0%
238,554	10,742	227,812	2,120.8%	-	238,554	0.0%	Total Other Revenues	238,554	31,775	206,779	650.8%	-	238,554	0.0%
363,480	157,387	206,093	130.9%	184,225	179,255	97.3%	Total Revenues	596,810	483,167	113,643	23.5%	598,629	(1,819)	(0.3%)
Direct Operational Expenses:														
218,448	234,992	16,544	7.0%	253,873	35,426	14.0%	Salaries and Wages	686,897	674,535	(12,362)	(1.8%)	719,866	32,969	4.6%
64,482	57,899	(6,583)	(11.4%)	64,823	341	0.5%	Benefits	189,135	169,901	(19,234)	(11.3%)	196,346	7,211	3.7%
5,808	3,077	(2,731)	(88.8%)	7,656	1,848	24.1%	Purchased Services	9,756	9,407	(349)	(3.7%)	29,837	20,081	67.3%
18,773	12,316	(6,457)	(52.4%)	17,368	(1,404)	(8.1%)	Medical Supplies	27,241	37,976	10,735	28.3%	34,143	6,902	20.2%
332	7,425	7,093	95.5%	2,988	2,657	88.9%	Other Supplies	522	22,375	21,853	97.7%	4,054	3,532	87.1%
-	-	-	0.0%	-	-	0.0%	Medical Services	-	-	-	0.0%	-	-	0.0%
-	64	64	100.0%	-	-	0.0%	Drugs	-	192	192	100.0%	-	-	0.0%
182	2,321	2,139	92.1%	4,412	4,230	95.9%	Repairs & Maintenance	1,406	6,963	5,557	79.8%	11,599	10,193	87.9%
23,409	22,779	(630)	(2.8%)	26,146	2,737	10.5%	Lease & Rental	73,522	68,337	(5,185)	(7.6%)	78,180	4,658	6.0%
2,263	1,333	(930)	(69.8%)	153	(2,110)	(1,378.8%)	Utilities	7,413	3,999	(3,414)	(85.4%)	2,748	(4,665)	(169.8%)
1,165	5,908	4,743	80.3%	2,014	849	42.2%	Other Expense	7,091	17,484	10,393	59.4%	7,214	123	1.7%
41	41	0	0.9%	31	(10)	(31.2%)	Insurance	122	123	1	0.9%	93	(29)	(31.2%)
334,901	348,155	13,254	3.8%	379,465	44,564	11.7%	Total Operational Expenses	1,003,104	1,011,292	8,188	0.8%	1,084,079	80,975	7.5%
Net Performance before														
28,579	(190,768)	219,347	(115.0%)	(195,240)	223,819	(114.6%)	Depreciation & Overhead Allocations	(406,295)	(528,125)	121,830	(23.1%)	(485,450)	79,156	(16.3%)

# District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

FOR THE THIRD MONTH ENDED DECEMBER 31, 2020

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
7,226	4,417	(2,809)	(63.6%)	7,502	276	3.7%	21,679	13,251	(8,428)	(63.6%)	12,318	(9,361)	(76.0%)
<i>Overhead Allocations:</i>													
272	411	139	33.8%	353	81	23.0%	807	1,234	427	34.6%	1,013	206	20.3%
30,141	32,224	2,083	6.5%	13,093	(17,048)	(130.2%)	91,272	96,671	5,399	5.6%	40,754	(50,518)	(124.0%)
288	551	263	47.7%	965	677	70.1%	698	1,653	955	57.8%	3,144	2,446	77.8%
2,079	2,055	(23)	(1.1%)	2,223	145	6.5%	5,511	6,166	655	10.6%	6,184	673	10.9%
5,265	4,754	(511)	(10.7%)	6,588	1,324	20.1%	12,389	14,262	1,873	13.1%	18,389	6,000	32.6%
10,512	6,425	(4,088)	(63.6%)	12,151	1,638	13.5%	21,264	19,275	(1,990)	(10.3%)	25,448	4,183	16.4%
2,246	2,466	220	8.9%	3,470	1,223	35.3%	6,266	7,399	1,134	15.3%	8,317	2,052	24.7%
1,147	1,151	4	0.3%	1,365	218	16.0%	3,230	3,454	224	6.5%	3,702	472	12.8%
444	985	541	54.9%	2,025	1,581	78.1%	1,852	2,955	1,103	37.3%	3,810	1,958	51.4%
987	1,002	16	1.6%	-	(987)	0.0%	2,817	3,007	190	6.3%	-	(2,817)	0.0%
10,074	11,857	1,783	15.0%	-	(10,074)	0.0%	27,349	35,571	8,222	23.1%	-	(27,349)	0.0%
1,332	1,208	(124)	(10.2%)	-	(1,332)	0.0%	3,224	3,624	401	11.1%	-	(3,224)	0.0%
3,867	5,782	1,915	33.1%	-	(3,867)	0.0%	12,954	17,347	4,394	25.3%	-	(12,954)	0.0%
6,902	7,067	165	2.3%	-	(6,902)	0.0%	19,507	21,202	1,695	8.0%	-	(19,507)	0.0%
9,326	17,387	8,062	46.4%	-	(9,326)	0.0%	23,796	52,162	28,367	54.4%	-	(23,796)	0.0%
4,064	4,530	466	10.3%	5,043	979	19.4%	12,334	13,589	1,255	9.2%	15,942	3,608	22.6%
514	1,439	924	64.3%	1,958	1,443	73.7%	3,331	4,316	985	22.8%	6,404	3,073	48.0%
1,330	1,188	(143)	(12.0%)	16,822	15,492	92.1%	3,971	3,563	(408)	(11.4%)	42,161	38,190	90.6%
705	681	(24)	(3.5%)	511	(194)	(37.9%)	2,460	2,043	(417)	(20.4%)	1,263	(1,197)	(94.8%)
1,287	1,607	320	19.9%	1,200	(87)	(7.3%)	3,630	4,822	1,192	24.7%	2,969	(661)	(22.2%)
194	207	13	6.4%	530	336	63.4%	561	620	59	9.5%	1,813	1,251	69.0%
92,976	104,979	12,003	11.4%	68,298	(24,678)	(36.1%)	259,222	314,937	55,715	17.7%	181,313	(77,909)	(43.0%)
435,104	457,551	22,447	4.9%	455,265	20,162	4.4%	1,284,005	1,339,480	55,475	4.1%	1,277,710	(6,296)	(0.5%)
\$ (71,623)	\$ (300,164)	\$ 228,541	(76.1%)	\$ (271,040)	\$ 199,417	(73.6%)	\$ (687,196)	\$ (856,313)	\$ 169,117	(19.7%)	\$ (679,081)	\$ (8,114)	1.2%
16,646	-	(16,646)	0.0%	-	(16,646)	0.0%	16,646	-	(16,646)	0.0%	-	(16,646)	0.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
\$ 401,721	\$ 297,000	\$ (104,721)	(35.3%)	-	\$ (401,721)	0.0%	\$ 693,123	\$ 846,000	\$ 152,877	18.1%	-	\$ (693,123)	0.0%

# District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses by Location

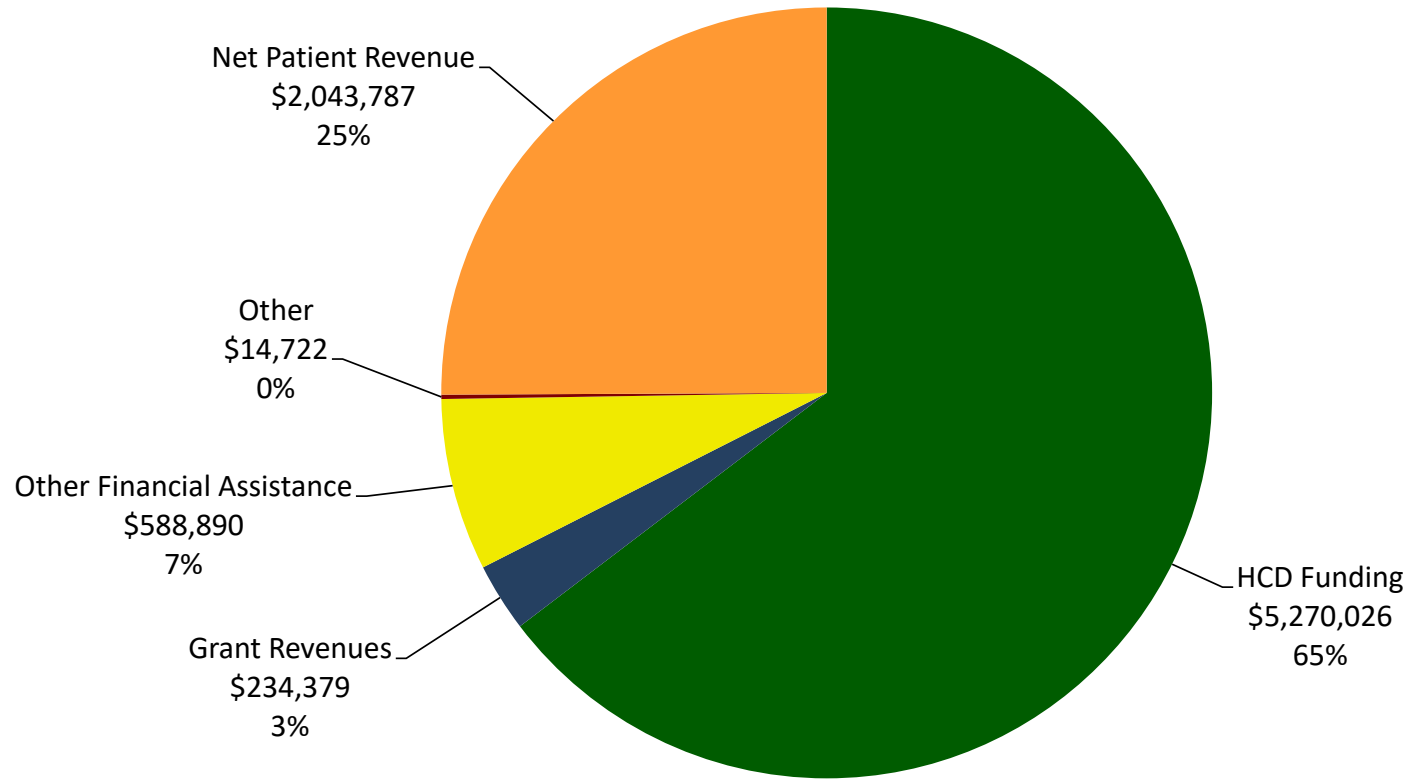
FOR THE THIRD MONTH ENDED DECEMBER 31, 2020

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Total
<b>Gross Patient Revenue</b>	-	<b>435,707</b>	<b>469,113</b>	<b>28</b>	-	<b>904,848</b>
Contractual Allowances	-	112,929	197,822	722	366	311,840
Charity Care	-	271,511	213,988	115	258	485,872
Bad Debt	-	7,848	24,376	959	823	34,006
Total Contractual Allowances and Bad Debt	-	392,288	436,186	1,797	1,448	831,718
Other Patient Revenue	-	149,430	61,371	21,878	52,447	285,126
<b>Net Patient Revenue</b>	-	<b>192,849</b>	<b>94,298</b>	<b>20,110</b>	<b>50,999</b>	<b>358,256</b>
Collection %	-	44.26%	20.10%	0.00%	0.00%	39.59%
Grant Funds	4,052	9,053	5,004	6,112	3,070	27,291
Other Financial Assistance	26,170	62,797	17,576	74,217	30,503	211,263
Other Revenue	-	-	-	-	-	-
Total Other Revenues	30,222	71,850	22,580	80,329	33,573	238,554
<b>Total Revenues</b>	<b>30,222</b>	<b>264,699</b>	<b>116,877</b>	<b>100,439</b>	<b>84,572</b>	<b>596,810</b>
<i>Direct Operational Expenses:</i>						
Salaries and Wages	101,382	239,269	121,089	153,177	71,979	686,897
Benefits	24,320	67,800	34,488	40,699	21,828	189,135
Purchased Services	-	2,573	2,097	2,000	3,087	9,756
Medical Supplies	-	9,753	16,359	-	1,128	27,241
Other Supplies	325	100	97	-	-	522
Drugs	-	-	-	-	-	-
Repairs & Maintenance	-	147	732	147	380	1,406
Lease & Rental	-	27,595	16,290	15,310	14,327	73,522
Utilities	-	1,321	1,321	595	4,175	7,413
Other Expense	-	1,264	3,078	2,356	393	7,091
Insurance	-	-	-	-	122	122
Total Operational Expenses	126,028	349,823	195,551	214,284	117,418	1,003,104
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(95,805)</b>	<b>(85,124)</b>	<b>(78,674)</b>	<b>(113,846)</b>	<b>(32,846)</b>	<b>(406,295)</b>
Depreciation	-	5,840	2,624	2,437	10,778	21,679
<i>Overhead Allocations:</i>						
Risk Mgt	84	284	180	175	85	807
Rev Cycle	-	35,789	22,698	22,093	10,692	91,272
Internal Audit	72	245	155	151	73	698
Home Office Facilities	5,511	-	-	-	-	5,511
Administration	1,286	4,354	2,761	2,688	1,301	12,389
Human Resources	1,777	7,937	4,442	5,331	1,777	21,264
Legal	651	2,202	1,396	1,359	658	6,266
Records	335	1,135	720	701	339	3,230
Compliance	192	651	413	402	194	1,852
Comm Engage Plan	292	990	628	611	296	2,817
IT Operations	2,840	9,611	6,095	5,933	2,871	27,349
IT Security	335	1,133	718	699	338	3,224
IT Applications	1,345	4,552	2,887	2,810	1,360	12,954
Security Services	-	7,649	4,851	4,722	2,285	19,507
IT EPIC	2,471	8,362	5,303	5,162	2,498	23,796
Finance	1,281	4,334	2,749	2,676	1,295	12,334
Public Relations	346	1,170	742	723	350	3,331
Information Technology	412	1,395	885	861	417	3,971
Corporate Quality	255	864	548	534	258	2,460
Project MGMT Office	377	1,276	809	787	381	3,630
Managed Care Contract	-	220	140	136	66	561
Total Overhead Allocations	19,862	94,152	59,121	58,552	27,533	259,222
<b>Total Expenses</b>	<b>145,890</b>	<b>449,816</b>	<b>257,296</b>	<b>275,274</b>	<b>155,729</b>	<b>1,284,005</b>
<b>Net Margin</b>	<b>\$ (115,668)</b>	<b>\$ (185,116)</b>	<b>\$ (140,419)</b>	<b>\$ (174,835)</b>	<b>\$ (71,157)</b>	<b>\$ (687,196)</b>
<b>Capital</b>	-	-	11,098	5,549	-	16,646
<b>Capital Contributions</b>	-	-	-	-	-	-
<b>General Fund Support/ Transfer In</b>	<b>\$ 693,123</b>	-	-	-	-	<b>693,123</b>

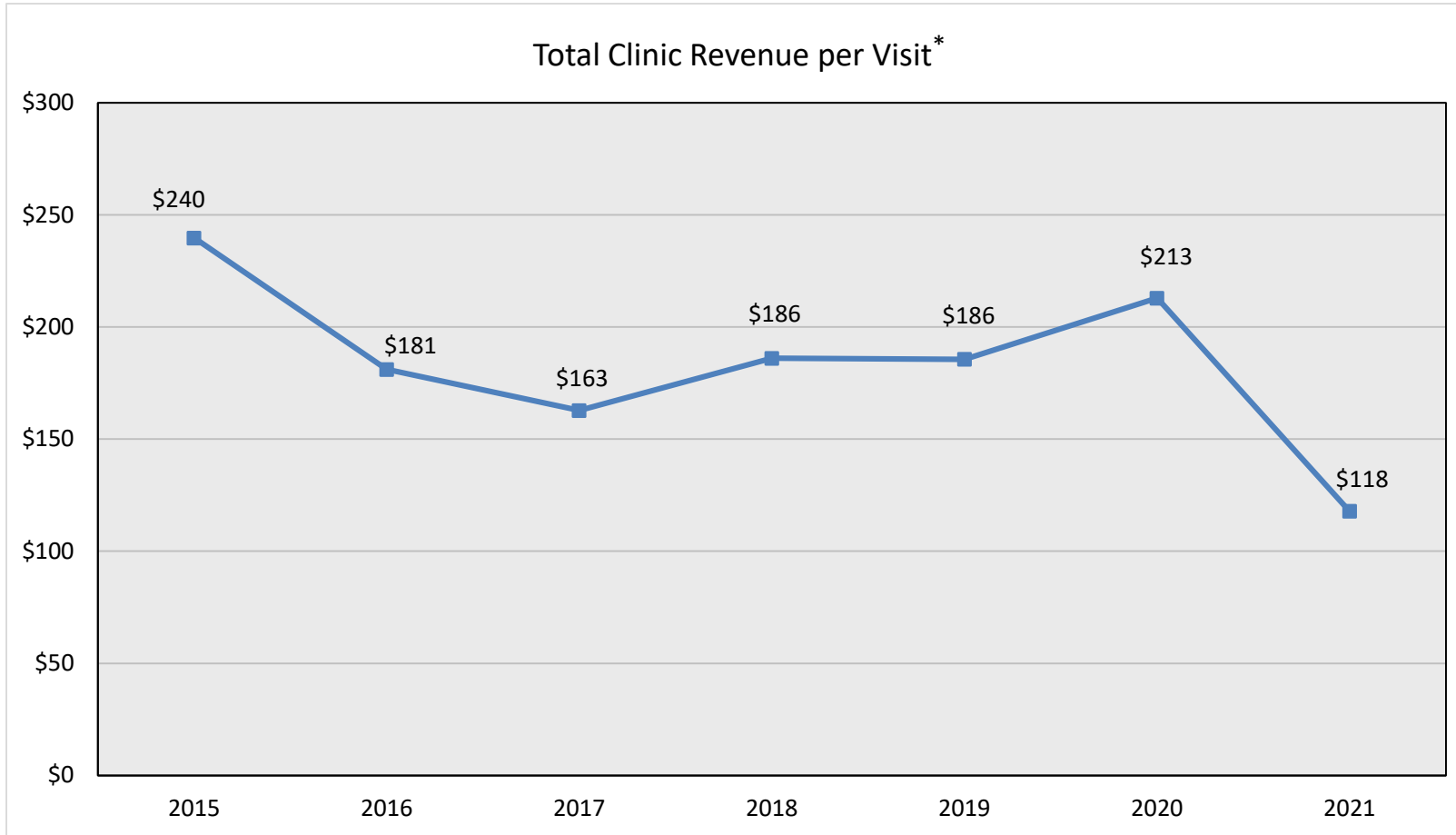


	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
<b>Clinic Visits - Adults and Pediatrics</b>																
West Palm Beach	1,227	929	1,068										3,224	1,570	105.4%	5,054
Delray	1,061	883	989										2,933	1,790	63.9%	3,405
Lantana	1,738	1,282	1,379										4,399	4,535	(3.0%)	4,905
Belle Glade	616	395	661										1,672	1,217	37.4%	2,608
Lewis Center	786	695	807										2,288	463	394.2%	750
Lake Worth & Women's Health Care	1,153	979	958										3,090	1,892	63.3%	4,017
Jupiter Clinic	602	407	468										1,477	1,013	45.8%	1,497
West Boca & Women's Health Care	786	679	730										2,195	1,027	113.7%	2,422
Mobile Van	16	-	-										16	38	(57.9%)	424
Mobile 2 Clinic	-	-	-										-	38	(100.0%)	
Mobile 3 Hero	-	-	-										-	38	(100.0%)	
Mangonia Park	259	203	198										660	249		125
Mangonia Park-Substance	-	-	-										-	330	(100.0%)	1,451
<b>Total Clinic Visits</b>	<b>8244</b>	<b>6,452</b>	<b>7,258</b>	-	-	-	-	-	-	-	-	-	<b>21,954</b>	<b>14,200</b>	<b>54.6%</b>	<b>26,658</b>
<b>Dental Visits</b>																
West Palm Beach	467	334	427										1,228	1,257	(2.3%)	2,529
Lantana	447	358	473										1,278	1,773	(27.9%)	1,844
Delray	-	-	-										-	916	(100.0%)	1,771
Belle Glade	-	-	-										-	473	(100.0%)	954
<b>Total Dental Visits</b>	<b>914</b>	<b>692</b>	<b>900</b>	-	-	-	-	-	-	-	-	-	<b>2,506</b>	<b>4,419</b>	<b>(43.3%)</b>	<b>7,098</b>
<b>Total Medical and Dental Visits</b>	<b>9158</b>	<b>7,144</b>	<b>8,158</b>	-	-	-	-	-	-	-	-	-	<b>24,460</b>	<b>18,619</b>	<b>31.4%</b>	<b>33,756</b>
<b>Key Ratios</b>																
Collection Ratio													14%			
Bad debt write off as a percentage of total billing													0%			
Collections per visit													3,482			
Charges Per Visit													171			
Percentage of A/R less than 120 days													65%			
Days in AR													59			
<b>Mental Health Counselors (non-billable)</b>																
West Palm Beach	-	2	-										2	160	(98.8%)	443
Delray	60	41	22										123	177	(30.5%)	299
Lantana	-	36	2										38	662	(94.3%)	1,547
Belle Glade	26	18	41										85	82	3.7%	297
Mangonia Park	458	205	225										888	291	205.2%	499
Lewis Center	308	381	544										1,233	229	438.4%	628
Lake Worth	12	-	1										13	180	(92.8%)	513
Jupiter	-	-	-										-	-	0.0%	-
West Boca	-	-	-										-	-	0.0%	4
Mobile Van	-	-	-										-	88	(100.0%)	243
<b>Total Mental Health Screenings</b>	<b>864</b>	<b>683</b>	<b>835</b>	-	-	-	-	-	-	-	-	-	<b>2,382</b>	<b>1,869</b>	<b>27.4%</b>	<b>4,473</b>

### Primary Care Clinics Funding Sources

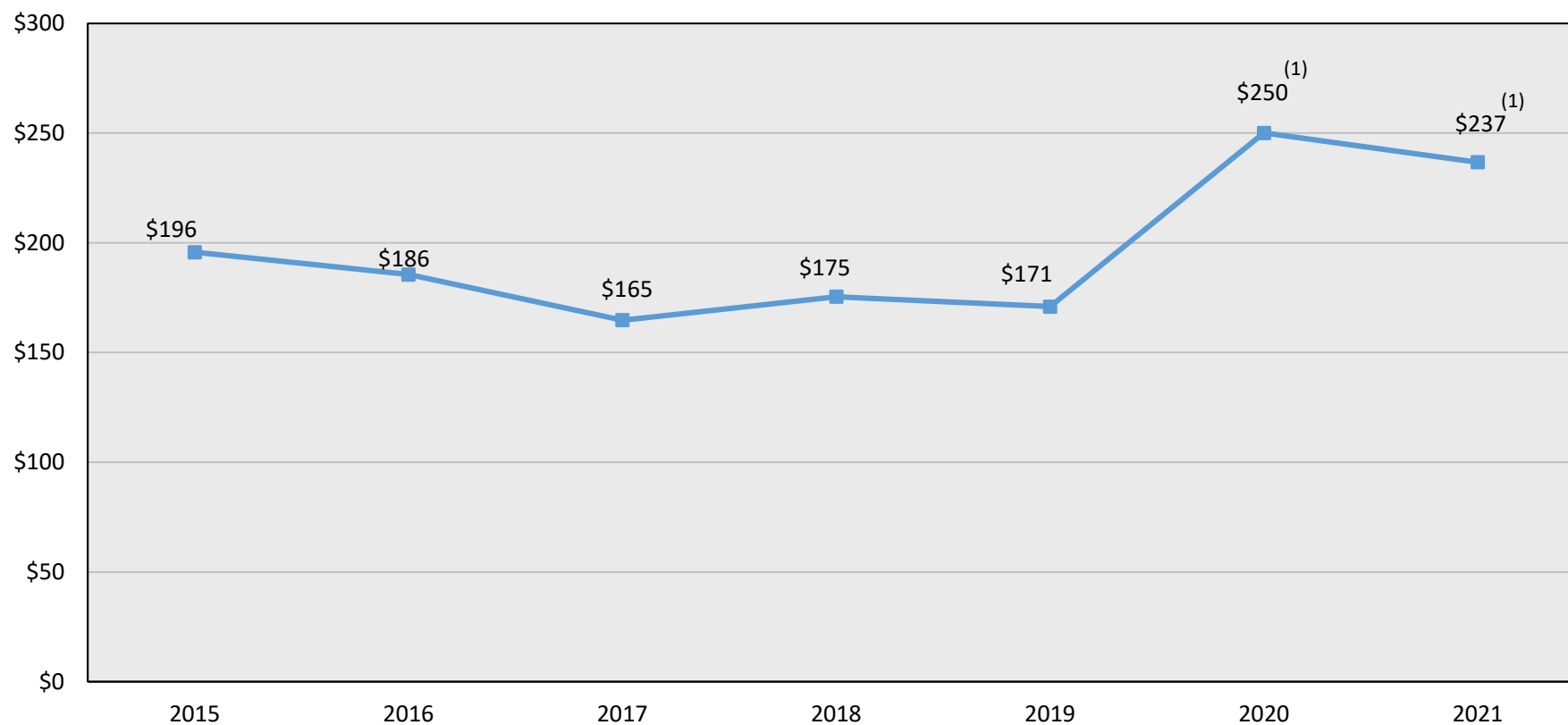


Fiscal YTD December 2021 Total Revenues \$8,151,804



\* Based on total medical and dental visits

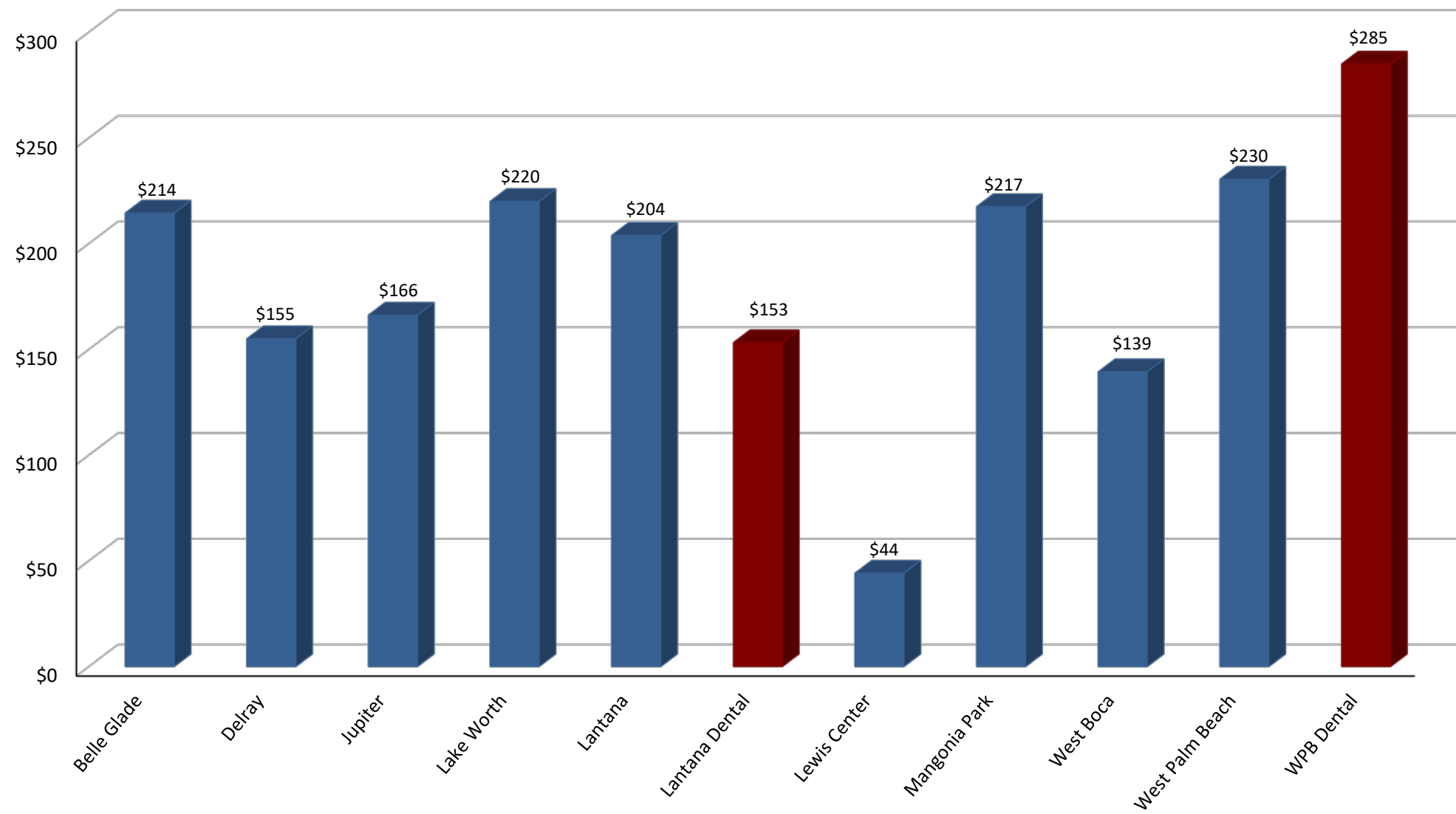
Total Clinic Operating Expense per Visit\*



(1) Increase in expense per visit is due to lower visits in fiscal years 2020 and 2021 related to operational changes for Covid-19

\* Based on total medical, dental, and mental health visits

Total Operating Expenses per Visit by Clinic



\*Based on Fiscal Year-to-Date December 2021 total operating expenses

\*\* Visits for the medical clinics include medical and mental health visits

