



C. L. Brumback

**Primary Care Clinics**

Health Care District Palm Beach County

## **BOARD OF DIRECTORS**

**October 26, 2022**

**12:45 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.*

**BOARD OF DIRECTORS MEETING  
AGENDA  
October 26, 2022  
1515 N. Flagler Drive, Suite 101  
West Palm Beach, FL 33401**

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

Via Telephone dial-in access (646) 558 8656 / Meeting ID: 550 789 5592 / Password: 946503

- 1. Call to Order – Melissa Mastrangelo, Chair**
  - A. Roll Call
  - 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
  - B. Motion to Approve Agenda
- 3. Awards, Introductions and Presentations**
  - A. American Heart Association  
(Sheree Wolliston)
  - B. C.L. Brumback Mangonia Park Clinic Overview  
(Ingrid Barlett)
- 4. Disclosure of Voting Conflict**
- 5. Public Comment**
- 6. Meeting Minutes**
  - A. **Staff recommends a MOTION TO APPROVE:**  
Board Meeting Minutes of October 5, 2022 [Pages 1-9]
- 7. Consent Agenda – Motion to Approve Consent Agenda Items**
  - A. ADMINISTRATION**
    - 7A-1 **RECEIVE AND FILE:**  
October 2022 Internet Posting of District Public Meeting  
<https://www.hcdpbc.org/resources/public-meetings>

(Consent Agenda Cont.)

7A-2 **RECEIVE AND FILE:**  
Attendance tracking [Page 10]

7A-3 **Staff Recommends a MOTION TO APPROVE:**  
Addition of William Johnson to the Clinic Board  
(Andrea Steele) [Pages 11-14]

7A-4 **RECEIVE AND FILE:**  
FY 2023 Updated Organizational Chart  
(Dr. Belma Andric) [Page 15-17]

**B. FINANCE**

7B-1 **Staff Recommends a MOTION TO APPROVE:**  
District Clinic Holdings, Inc. Financial Report August 2022 YTD  
(Candice Abbott) [Pages 18-34]

**8. Regular Agenda**

**A. ADMINISTRATION**

8A-1 **Staff Recommends a MOTION TO APPROVE:**  
C.L. Brumback Primary Care Clinics Fiscal Year 2023 Adopted Budget  
(Candice Abbott) [Pages 35-45]

**B. EXECUTIVE**

8B-1 **RECEIVE AND FILE:**  
Executive Director Informational Update  
(Dr. Belma Andric) [Page 46-50]

**C. CREDENTIALING**

8C-1 **Staff Recommends a MOTION TO APPROVE:**  
Licensed Independent Practitioner Credentialing and Privileging  
(Dr. Charmaine Chibar) [Pages 51-53]

**D. QUALITY**

8D-1 **Staff Recommends a MOTION TO APPROVE:**  
Quality Report  
(Dr. Charmaine Chibar) [Pages 54-88]

(Regular Agenda Cont.)

**E. OPERATIONS**

- 8E-1 **Staff Recommends a MOTION TO APPROVE:**  
Operations Report- September 2022  
(Marisol Miranda) [Pages 89-92]

**F. PATIENT RELATIONS**

- 8F-1 **Staff Recommends a MOTION TO APPROVE:**  
Q3 Patient Relations  
(David Speciale) [Pages 93-95]

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

**10. Board Member Comments**

**11. Establishment of Upcoming Meetings**

**November 29, 2022 (HCD Board Room)**

12:45 p.m. Board of Directors

**December 13, 2022 (HCD Board Room)**

12:45 p.m. Board of Directors

**12. Motion to Adjourn**

**District Clinic Holdings, Inc.**  
**d.b.a. C.L. Brumback Primary Care Clinics**  
**Board of Directors Meeting**  
**Summary Minutes**  
**10/05/2022**

**Present:** Melissa Mastrangelo, Chair (Zoom); Julia Bullard, Secretary; Joseph Gibbons, Treasurer; John Casey Mullen; James Elder; Irene Figueroa; Tammy Jackson-Moore; Robert Glass

**Excused:** Mike Smith, Vice-Chair

**Staff:** Darcy Davis; Dr. Belma Andric; Dr. Hyla Fritsch; Bernabe Icaza; Candice Abbott; Dr. Charmaine Chibar; Alexa Goodwin; David Speciale; Jonathan Dominique; Marisol Miranda; Shauniel Brown; Andrea Steele; Elisa Tomas; Jennifer Juarez; Heather Bokor; Macson Florvil; Shannon Wynn

**Minutes Transcribed By:** Shannon Wynn

**The meeting is scheduled for** 12:45 p.m.

**Meeting Began at** 12:53 p.m.

AGENDA ITEM	DISCUSSION	ACTION
<b>1. Call to Order</b>	Ms. Mastrangelo called the meeting to order.	<b>The meeting was called to order at 12:53 p.m.</b>
<b>1A. Roll Call</b>	Roll call was taken.	
<b>1B. Affirmation of Mission</b>	Ms. Mastrangelo read the affirmation of mission.	

<b>2. Agenda Approval</b>		
<b>2A. Additions/Deletions/ Substitutions</b>  <b>2B. Motion to Approve Agenda Items</b>	<p>Dr. Andric and Bernabe Icaza clarified agenda items 12 and 13. The Board of Directors meeting will adjourn immediately after the closed session. Doing so avoids opening and closing meetings.</p> <p>Ms. Mastrangelo called for approval of the meeting agenda.</p>	<b>VOTE TAKEN: Mr. Joseph Gibbons made a motion to approve the agenda. Mr. John Mullen duly seconded the motion. A vote was called and the motion passed unanimously.</b>
<b>3. Awards, Introductions and Presentations</b>  3A. C.L. Brumback Lantana Clinic Overview	<p>Ms. Elisa Tomas and Ms. Jennifer Juarez presented the Lantana clinic overview to the Board.</p>	<b>No action necessary.</b>
<b>4. Disclosure of Voting Conflict</b>	<p>None.</p>	<b>No action necessary.</b>
<b>5. Public Comment</b>	<p>None.</p>	<b>No action necessary.</b>

<b>6. Meeting Minutes</b>  <b>6A-1 staff Recommends a MOTION TO APPROVE:</b> Board meeting minutes of August 24, 2022	There were no changes or comments to the minutes dated August 24, 2022.	<b>VOTE TAKEN:</b> As presented, Mr. Joseph Gibbons made a motion to approve the Board meeting minutes of August 24, 2022. Mr. John Mullen duly seconded the motion. A vote was called, and the motion passed unanimously.
<b>7. Consent Agenda – Motion to Approve Consent Agenda Items</b>		<b>VOTE TAKEN:</b> Ms. Tammy Jackson-Moore motioned to approve the consent agenda. Mr. John Mullen duly seconded the motion. A vote was called, and the motion passed unanimously.
<b>7A. ADMINISTRATION</b>		
<b>7A-1. Receive &amp; File:</b> October 2022 Internet Posting of District Public Meeting	The meeting notice was posted.	<b>Receive &amp; File. No further action is necessary.</b>
<b>7A-2. Receive &amp; File:</b> Attendance tracking	Attendance tracking was updated.	<b>Receive &amp; File. No further action is necessary.</b>
<b>7B. FINANCE</b>		
<b>7B-1. Recommends a MOTION TO APPROVE:</b> District Clinic Holdings, Inc. Financial Report July 2022 YTD	<p>The July financial statements represent the financial performance through the tenth month of the 2022 fiscal year for the C.L. Brumback Primary Care Clinics. On the Comparative Statement of Net Position, cash decreased by \$1.2M as a result of normal operations and will be subsidized in future months.</p> <p>On the Statement of Revenues and Expenses, net patient revenue YTD was unfavorable to budget by (\$1.1M). An increase in actual charity care</p>	<b>VOTE TAKEN:</b> Ms. Tammy Jackson-Moore motioned to approve the District Clinic Holdings, Inc. Financial Report July 2022 agenda. Mr. John Mullen duly seconded the motion. A vote was called, and

	<p>recognized compared to budgeted charity care is contributing to this unfavorable variance. Gross patient revenue YTD was favorable to budget by \$2.7M. Total YTD revenue was unfavorable to budget by (\$1.0M), this was partially due to a timing difference in grant funds recognized. Operational expenses before depreciation were favorable to budget by \$4.3M due mostly to positive variances in salaries, wages, and benefits of \$2.2M, purchased services of \$259k, medical supplies of \$179k, medical services of \$155k, drugs of \$411k, repair and maintenance \$170k, lease and rental of \$751k, and other expense of \$143k. Total YTD net margin was (\$9.3M) compared to the budgeted loss of (\$13.7M) resulting in a favorable variance of \$4.3M or (31.6%).</p> <p>Net patient revenue YTD for the Medical clinics was unfavorable to budget by (\$1.5M). The Medical Clinic YTD gross patient revenue was unfavorable to budget by (\$2.5M). The Medical clinic's total YTD revenue was unfavorable to budget by (\$1.1M). These unfavorable variances resulted from lower net patient revenue than budgeted and a timing difference of revenue recognition for grant funds. Total operating expenses of \$19.5M were favorable to budget of \$23.8M by \$4.2M or 17.9%. The positive variance is mostly due to salaries, wages, and benefits of \$2.1M, purchased services of \$226k, medical supplies of \$217k, medical services of \$155k, drugs of \$411k, repair and maintenance of \$169k, lease and rental of \$697k. Unanticipated staffing shortages, as well as expense timing are driving these favorable variances. Total YTD net margin was favorable to budget by \$4.0M or (31.5%).</p> <p>Net patient revenue YTD for the Dental clinics was favorable to budget by \$266k. The Dental clinic's total YTD gross patient revenue was favorable to budget by \$5.1M. An increase in unanticipated patient volume resulted in higher gross revenue, however, increased charity care and contractual allowances unfavorably impacted net patient revenue results. Total YTD operating expenses of \$3.5M were favorable to budget by \$106k. Total YTD net margin was (\$773k) compared to a budgeted loss of (\$1.1M) for a favorable variance of \$304k or (28.2%).</p>	<p><b>the motion passed unanimously.</b></p>
<b>8. REGULAR AGENDA</b>		
<b>8A. EXECUTIVE</b>		



<b>8A-1. Receive &amp; File:</b> Executive Director Informational Update	Medical Respite  Medical Respite Training  The Clinic Team attended Medical training on September 8, 2022. James Green and Wendy Tippet of Palm Beach County medical respite services division were also in attendance.	<b>Receive &amp; File. No further action is necessary.</b>																				
<b>8B. CREDENTIALING</b>																						
<b>8B-1. Staff Recommends a MOTION TO APPROVE:</b> Licensed Independent Practitioner Credentialing and Privileging	<p>The agenda item represents the licensed independent practitioners recommended for credentialing and privileging by the FQHC Medical Director.</p> <p>The LIPs listed below satisfactorily completed the credentialing and privileges process and met the standards set forth within the approved Credentialing and Privileging Policy. The credentialing and privileging process ensures that all health center practitioners meet specific criteria and standards of professional qualifications. This criterion includes, but is not limited to:</p> <ul style="list-style-type: none"><li>• Current licensure, registration or certification</li><li>• Relevant education, training and experience</li><li>• Current clinical competence</li><li>• Health fitness, or ability to perform the requested privileges</li><li>• Malpractice history (NPDB query)</li><li>• Immunization and PPD status; and</li><li>• Life support training (BLS)</li></ul> <table><tr><th>Last Name</th><th>First Name</th><th>Degree</th><th>Specialty</th><th>Credentialing</th></tr><tr><td>Wilmot</td><td>Althea</td><td>APRN</td><td>Nurse Practitioner</td><td>Initial Credentialing</td></tr><tr><td>Finley</td><td>Nicole</td><td>APRN</td><td>Nurse Practitioner</td><td>Initial Credentialing</td></tr><tr><td>Lara Suarez</td><td>Maria</td><td>APRN</td><td>Nurse Practitioner</td><td>Initial Credentialing</td></tr></table> <p>Primary source and secondary source verifications were performed for credentialing and privileging elements in accordance with state, federal and</p>	Last Name	First Name	Degree	Specialty	Credentialing	Wilmot	Althea	APRN	Nurse Practitioner	Initial Credentialing	Finley	Nicole	APRN	Nurse Practitioner	Initial Credentialing	Lara Suarez	Maria	APRN	Nurse Practitioner	Initial Credentialing	<b>VOTE TAKEN: MS. Tammy Jackson-Moore motioned to approve the initial credentialing and privileging agenda of Althea Wilmot, Nicole Finley, and Maria Lara Suarez. Mr. John Mullen duly seconded the motion. A vote was called, and the motion passed unanimously.</b>
Last Name	First Name	Degree	Specialty	Credentialing																		
Wilmot	Althea	APRN	Nurse Practitioner	Initial Credentialing																		
Finley	Nicole	APRN	Nurse Practitioner	Initial Credentialing																		
Lara Suarez	Maria	APRN	Nurse Practitioner	Initial Credentialing																		

	<p>HRSA requirements. A Nationally accredited Credentials Verification Organization (CVO) was utilized to verify the elements requiring primary source verification.</p> <p>The C.L. Brumback Primary Care Clinics utilized internal Credentialing staff and the FQHC Medical Director to support the credentialing and privileging process.</p> <p>Althea Wilmot, APRN, joined the West Palm Beach clinic in 2022 as a Family Nurse Practitioner. She attended the University of St. Augustine for Health Sciences and is certified as Family Nurse Practitioner by the American Nurses Credentialing Center. She has been in practice for one (1) year.</p>	
<b>8C. QUALITY</b>		
<p><b>8C-1. Staff Recommends a MOTION TO APPROVE:</b> Quality Report</p>	<p>This agenda item presents the updated Quality Improvement &amp; Quality Updates:</p> <ul style="list-style-type: none"> <li>• Quality Council Meeting Minutes September 2022</li> <li>• UDS Report – YTD</li> <li>• Provider Productivity – August 2022</li> </ul> <p><u>PATIENT SAFETY &amp; ADVERSE EVENTS</u> Patient safety and risk, including adverse events, peer review and chart review, are brought to the board “under separate cover” on a quarterly basis.</p> <p><u>PATIENT SATISFACTION AND GRIEVANCES</u> Patient relations are to be presented as a separate agenda item.</p> <p><u>QUALITY ASSURANCE &amp; IMPROVEMENT</u></p> <ul style="list-style-type: none"> <li>• Colorectal cancer screening: Our FIT Test Return rates are increasing across our business units. Our highest return rates were at Belle Glade (61%), Boca Raton (49%), and Lantana (49%).</li> <li>• Breast Cancer Screening: To improve our breast cancer screening rate, the Nurse Educator followed up with patients</li> </ul>	<p><b>VOTE TAKEN: Mr. Joseph Gibbons made a motion to approve the Quality Reports- as presented. Ms. Tammy Jackson_moore duly seconded the motion. A vote was called, and the motion passed unanimously.</b></p>

	<p>that had not completed the mammogram screening to find out why. We found that patients missed their screenings for various reasons, including but not limited to: Not being aware of the order, insurance doesn't cover, time restrictions, forgetting, time restrictions, and others. As a result of these findings, we will work on clarifying the process to make it easier for patients to schedule and follow through with their mammogram orders.</p> <p><u>UTILIZATION OF HEALTH CENTER SERVICES</u> Individual monthly provider productivity is stratified by clinic.</p>	
<b>8D. OPERATIONS</b>		
<p><b>8D-1. Staff Recommends a MOTION TO APPROVE</b> Operations Reports- August 2022</p>	<p>This agenda item provides the following operations reports for August 2022:</p> <ul style="list-style-type: none"> <li>- Clinic Productivity, Payor Mix and Demographics</li> </ul> <p>In August, the clinics had 11,440 visits which were 1,340 more than the month prior and 1,609 more than in August of 2021. 40% of patients were adults in Primary Care, 15% in Pediatrics and 21% in Dental. The Mangonia Clinic had the highest volume, with 1,852 visits, followed by Lantana, with 1,810 visits.</p> <p>Our payer mix for August reflects 55% uninsured, which is 2% lower than the previous month. 39% of patients were Managed Care and 4% were Medicaid.</p> <p>60% of patients were female. 51% of patients reported as White and 39% as Black. Of those patients, 56% reported as Hispanic. Our homeless population increased from the previous month to 20.5%. Agricultural workers remain consistent at 5.7%.</p> <p>In August, the average English speaking was reported at 53%, 30% Spanish and 14% Creole. Patient population languages spoken vary between clinics.</p> <ul style="list-style-type: none"> <li>• In our Lantana Clinic, Spanish was the prominent language at 44%</li> </ul>	<p><b>VOTE TAKEN: Mr. James Elder made a motion to approve the Operations Reports- August 2022 as presented. Mr. Robert Glass duly seconded the motion. A vote was called, and the motion passed unanimously.</b></p>

	<ul style="list-style-type: none"> <li>• The highest percentage of Creole-speaking patients were in the Lantana Clinic at 26%</li> <li>• Jupiter, Boca and Mangonia have the lowest percentages of Creole-speaking</li> <li>• The Boca clinic has the highest percentage of Portuguese-speaking patients at 15%</li> <li>• 97% of the patients in Mangonia reported as English speaking</li> </ul>	
<b>9. AVP and Executive Director of Clinic Services Comments</b>	Dr. Andric informed the Board member that this would be Dr. Fritsch's last board meeting and her last day with the organization is October 7, 2022.	<b>No action necessary.</b>
<b>10. Board Member Comments</b>	The Board members thanked Dr. Fritsch for her extraordinary leadership and wished her luck on her journey.	<b>No action necessary.</b>
<b>11. Establishment of Upcoming Meetings</b>	<p><b><u>October 26, 2022 (HCD Board Room)</u></b> 12:45 p.m. Board of Directors</p> <p><b><u>November 29, 2022 (HCD Board Room)</u></b> 12:45 p.m. Board of Directors</p> <p><b><u>December 14, 2022 (HCD Board Room)</u></b> 12:45 p.m. Board of Directors</p>	<b>No action necessary.</b>
<b>12. Motion to Adjourn</b>	There being no further business, the meeting was adjourned at 1:28p.m.	<b>VOTE TAKEN: Mr. Joseph Gibbons made a motion to adjourn. Ms. Julia Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.</b>

**Minutes Submitted by:** \_\_\_\_\_  
**Signature** **Date**

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

**Board of Directors**

**Attendance Tracking**

	1/26/22	2/23/22	3/30/22	4/27/22	5/25/22	6/29/22	7/27/22	8/24/22	10/05/22	10/26/22	11/29/22	12/13/22
Mike Smith	X	X	X	X	X	X	X	X	E			
Melissa Mastrangelo	X	X (ZOOM)	E	X (ZOOM)	X	X	X	E	X (ZOOM)			
Julia Bullard	X	X	X	X	E	E	X	X	X			
Joseph Gibbons	X	X	X	X	E	X	E	X	X			
John Casey Mullen	X	X	X	X	X	X	E	X	X			
James Elder	X	X	X	X	X	E	X	X	X			
Irene Figueroa	X	X	X	A	X	X	X	X	X			
Tammy Jackson-Moore	X	X	X	X	E	X	X	E	X			
Robert Glass	X (ZOOM)	X (ZOOM)	X (ZOOM)	X	X (ZOOM)	X	X	E	X			

**X= Present**

**C= Cancel**

**E= Excused**

**A= Absent**

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

**1. Description: Addition of William Johnson to the Clinic Board**

**2. Summary:**

This agenda item recommends the appointment of Willian Johnson to the Clinic Board.

**3. Substantive Analysis:**

Mr. William Johnson has submitted an application for consideration for appointment to the District Clinic Holdings, Inc. Board of Directors. Mr. Johnson brings Government, Legislative, Medical, and disaster prep, including homeland security to the Board.

A copy of Mr. Johnson's application is attached to this agenda.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

\_\_\_\_\_  
Candice Abbott  
VP & Chief Financial Officer

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

Nominating Committee

\_\_\_\_\_  
Committee Name

10/5/2022

\_\_\_\_\_  
Date Approved

**6. Recommendation:**

Staff recommends the District Clinic Holdings, Inc. Board to approve the appointment of William Johnson to the District Clinic Holdings, Inc. Board.

Approved for Legal sufficiency:

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

*Bernabe Icaza*

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Bernabe Icaza  
VP & General Counsel

*Andrea M. Steele*

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Andrea Steele  
Executive Director of Corporate Quality

*Belma Andric*

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Dr. Belma Andric  
VP, CMO & Executive Director Clinical Services



The following information has been submitted from the hcdpbc.org:

**Name :** William "Bill" Johnson, RN  
**Address :**  
**City / State :** Boynton Beach  
**Telephone :**  
**Best Time to Call :** daytime  
**Ethnicity :** Non-Hispanic  
**Race :** White  
**Employment :** 2/2022 to present -- U.S. Department of Health and Human Services (DHHS), ASPR, Office of Emergency Management and Medical Operations (EMMO), Washington, D.C. Public Health Advisor.

7/2021 to present -- Early Alert, Inc., Palm City, FL. Incident Management Support Team Member.

4/2010 to 2/2021 -- Palm Beach County, W.P.B., FL. Director, Division of Emergency Management, Public Safety Dept.

\*\*\*full curriculum vitae available on request.

**Other Volunteer Commitments you currently have :** April 2022 to present -- South Florida Fair Board of Directors, West Palm Beach, FL.

- Security Committee member
- Yesteryear Village Committee member
- Volunteer Committee member

August 2021 to present -- Emergency Ventures Advisory Board, West Palm Beach, FL.

**Past or current community Boards serving :** 2006 to present -- Florida Governor's Hurricane Conference Program Planning Committee, Tarpon Springs, FL; Chairman, July 2012 to July 2018, and 2019 to 2021. Palm Beach County Health Care District - Quality, Patient Safety & Compliance Committee -- application currently in the approval process.

July 2018 to February 2021 -- Palm Beach County Criminal Justice Commission's Law Enforcement Planning Council's School Safety Committee.

August 2008 to March 2010 -- Broward County Regional Emergency Medical Services (EMS) Council, Ft. Lauderdale, FL.

**What special contributions would you make as a Board Member? :** With 25+ years of public safety service, I am a team player, a problem-solver, results-driven leader, a good communicator, and a people person. As a nurse, I've

worked for nearly 40 years ensuring that the patients or populations that I served received quality and proficient services. As an Emergency Manager, I worked to build relationships and bring people/groups together to solve problems. I will find it rewarding to continue these efforts and be a contributing force in the Clinic's mission.

**Please check any area(s) of Expertise you bring to the Board :** Government,Legislative,Medical / Therapeutic,Other:disaster prep incl. homeland security

**Languages Spoken :** English

**Are you related to anyone currently employed by the C. L. Brumback Primary Care Clinics and if so, whom? :** No.

**Have you personally experienced by being a member of, have expertise about, or work closely with the following special populations? :** Migrant,Seasonal Farmworkers

**User of C. L. Brumback Primary Care Clinics? :** No

**For Board Use Only**

**Nominee has had a personal meeting with either the Executive Director, Board President, or Nominating Committee Chair :**

**Date of Meeting :**

**Date Reviewed :**

**Nominee attended Board Meeting and Interviewed by Board :**

**Date Attended :**

**Action taken by Board :**

**Date :**

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**OCTOBER 26, 2022**

**1. Description: C.L. Brumback Primary Care Clinic FY 2023 Updated Organizational Chart**

**2. Summary:**

This agenda item provides the following:

- Updated Organizational Chart

**3. Substantive Analysis:**

Attached you will find the updated organizational chart for the C.L. Brumback primary care clinics.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

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Candice Abbott  
VP & Chief Financial Officer

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

N/A

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Committee Name

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Date Approved

**6. Recommendation:**

Staff recommends the Board receive and file the updates to the CLBPCC Organizational Chart.

Approved for Legal sufficiency:



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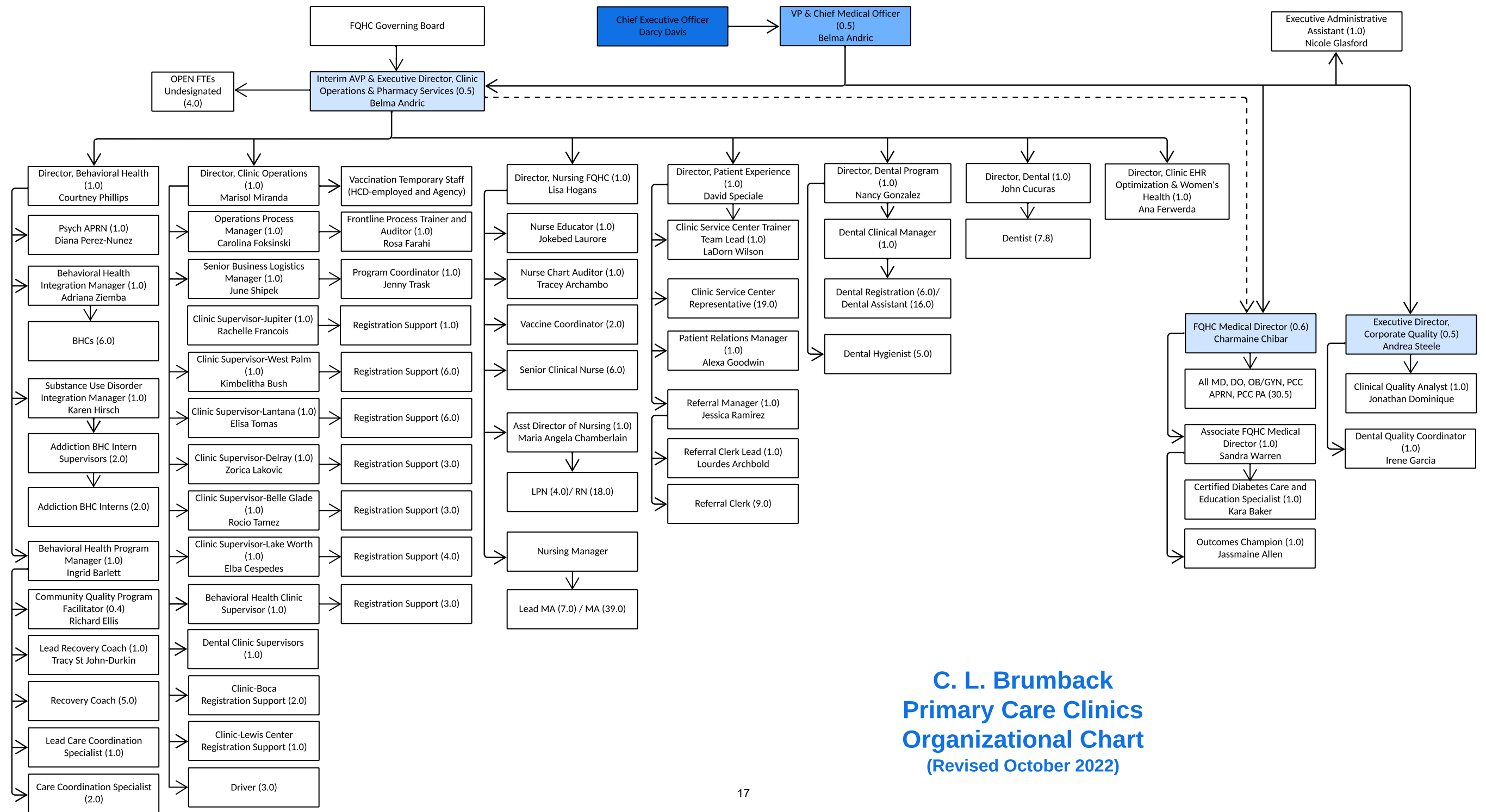
Bernabe Icaza  
VP & General Counsel

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**OCTOBER 26, 2022**

*Belma Andric*

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Dr. Belma Andric  
VP, CMO & Executive Director Clinical Services



**DISTRICT CLINIC HOLDINGS, INC**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

**1. Description: District Clinic Holdings, Inc. Financial Report August 2022**

**2. Summary:**

The August 2022 financial statements for the District Clinic Holdings, Inc. are presented for Board review.

**3. Substantive Analysis:**

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

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

	<b>Current FY Amounts</b>	<b>Total Amounts (Current + Future)</b>	<b>Budget</b>
Capital Requirements	<b>N/A</b>	<b>N/A</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Net Operating Impact	<b>N/A</b>	<b>N/A</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval.

Reviewed for financial accuracy and compliance with purchasing procedure:



\_\_\_\_\_  
Candice Abbott  
VP & Chief Financial Officer

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

N/A

\_\_\_\_\_  
Committee Name

\_\_\_\_\_  
Date

**6. Recommendation:**

Staff recommends the Board approve the August 2022 District Clinic Holdings, Inc. financial statements.

**DISTRICT CLINIC HOLDINGS, INC**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

Approved for Legal sufficiency:



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Bernabe Icaza  
VP & General Counsel



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Candice Abbott  
VP & Chief Financial Officer



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Dr. Belma Andric  
Executive Director of Clinic and Pharmacy  
Services

## MEMO

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To: Finance Committee  
From: Candice Abbott  
Chief Financial Officer  
Date: October 26, 2022

Subject: Management Discussion and Analysis as of August 2022 C.L. Brumback Primary Care Clinic Financial Statements.

The August financial statements represent the financial performance through the eleventh month of the 2022 fiscal year for the C.L. Brumback Primary Care Clinics. On the Comparative Statement of Net Position, cash increased \$303k as a result of normal operations, and the shortfall will be subsidized at year end. Due from Other Governments decreased \$1.5M due to the receipt of LIP funds.

On the Statement of Revenues and Expenses, net patient revenue YTD was unfavorable to budget by (\$1.7M). An increase in actual charity care recognized compared to budgeted charity care is contributing to this unfavorable variance. Gross patient revenue YTD was favorable to budget by \$2.8M. Total YTD revenue was unfavorable to budget by (\$1.7M), which was partially due to a timing difference in grant funds recognized. Operational expenses before depreciation were favorable to budget by \$4.7M due mostly to positive variances in salaries, wages, and benefits of \$2.3M, purchased services of \$260k, medical supplies of \$198k, medical services of \$179k, drugs of \$464k, repair and maintenance of \$187k, lease and rental of \$819k, and other expense of \$181k. Total YTD net margin was (\$11.0M) compared to the budgeted loss of (\$15.0M) resulting in a favorable variance of \$4.0M or (26.7%).

Net patient revenue YTD for the Medical clinics was unfavorable to budget by (\$1.4M). The Medical clinics YTD gross patient revenue was unfavorable to budget by (\$2.9M). The Medical clinics total YTD revenue was unfavorable to budget by (\$1.2M). These unfavorable variances resulted from lower net patient revenue than budgeted, reduced patient volume, and a timing difference of revenue recognition for grant funds. Total operating expenses of \$21.6M were favorable to budget of \$26.1M by \$4.6M or 17.5%. The positive variance is mostly due to salaries, wages, and benefits of \$2.2M, purchased services of \$215k, medical supplies of \$245k, medical services of \$179k, drugs of \$464k, repair and maintenance of \$186k, and lease and rental of \$758k. Unanticipated staffing shortages as well as expense timing are driving these favorable variances. Total YTD net margin was favorable to budget by \$4.3M or (30.9%).

Net patient revenue YTD for the Dental clinics was favorable to budget by \$163k. The Dental clinics total YTD gross patient revenue was favorable to budget by \$5.5M. An increase in unanticipated patient volume resulted in higher gross revenue, however, increased charity care and contractual allowances unfavorably impacted net patient revenue results. Total YTD operating expenses of \$3.9M were favorable to budget by \$119k. Total YTD net margin was (\$1.0M) compared to a budgeted loss of (\$1.2M) for a favorable variance of \$180k or (15.1%).



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

	<u>Aug 31, 2022</u>	<u>Jul 31, 2022</u>	<u>Increase (Decrease)</u>
<b>Assets</b>			
Cash and Cash Equivalents	(1,620,343)	(1,923,090)	\$ 302,747
Accounts Receivable, net	2,288,661	2,261,737	26,924
Due from Other Governments	2,278,017	3,808,079	(1,530,062)
Other Current Assets	230,887	283,663	(52,777)
Net Investment in Capital Assets	2,532,870	2,558,332	(25,462)
<b>Total Assets</b>	<u><u>\$ 5,710,092</u></u>	<u><u>\$ 6,988,722</u></u>	<u><u>\$ (1,278,630)</u></u>
<b>Liabilities</b>			
Accounts Payable	285,478	197,742	87,736
Deferred Revenue	1,357,300	1,339,423	17,876
Other Current Liabilities	1,725,367	1,468,988	256,379
Non-Current Liabilities	1,323,717	1,315,749	7,968
<b>Total Liabilities</b>	<u><u>4,691,862</u></u>	<u><u>4,321,902</u></u>	<u><u>369,960</u></u>
<b>Deferred Inflows of Resources</b>			
Deferred Inflows- Other Post Employment Benefits	<u><u>\$ 2,177</u></u>	<u><u>\$ 2,177</u></u>	<u><u>\$ -</u></u>
<b>Net Position</b>			
Net Investment in Capital Assets	2,532,870	2,558,332	(25,462)
Unrestricted	(1,516,817)	106,311	(1,623,128)
<b>Total Net Position</b>	<u><u>1,016,053</u></u>	<u><u>2,664,643</u></u>	<u><u>(1,648,590)</u></u>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<u><u>\$ 5,710,092</u></u>	<u><u>\$ 6,988,722</u></u>	<u><u>\$ (1,278,630)</u></u>

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

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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
2,162,194	2,029,449	132,745	6.5%	498,159	1,664,035	334.0%	23,762,963	20,913,130	2,849,833	13.6%	20,260,844	3,502,118	17.3%
361,966	483,849	121,883	25.2%	997,078	635,112	63.7%	5,155,004	4,986,167	(168,837)	(3.4%)	6,781,357	1,626,353	24.0%
1,089,727	692,794	(396,933)	(57.3%)	34,285	(1,055,442)	(3,078.4%)	10,178,431	7,138,779	(3,039,652)	(42.6%)	6,085,392	(4,093,039)	(67.3%)
421,793	330,759	(91,034)	(27.5%)	(5,864)	(427,658)	7,292.3%	3,977,635	3,408,665	(568,970)	(16.7%)	2,823,695	(1,153,940)	(40.9%)
1,873,486	1,507,402	(366,084)	(24.3%)	1,025,498	(847,988)	(82.7%)	19,311,070	15,533,611	(3,777,459)	(24.3%)	15,690,444	(3,620,626)	(23.1%)
187,531	490,590	(303,059)	(61.8%)	397,700	(210,168)	(52.8%)	4,304,237	5,055,471	(751,234)	(14.9%)	5,698,126	(1,393,889)	-24%
476,239	1,012,637	(536,398)	(53.0%)	(129,639)	605,878	(467.4%)	8,756,130	10,434,990	(1,678,860)	(16.1%)	10,268,526	(1,512,396)	(14.7%)
22.03%	49.90%			-26.02%			36.85%	49.90%			50.68%		
1,118,835	1,310,452	(191,617)	(14.6%)	1,271,064	(152,229)	(12.0%)	13,579,429	14,414,972	(835,543)	(5.8%)	9,905,333	3,674,096	37.1%
8,124	-	8,124	0.0%	39,642	(31,518)	(79.5%)	884,008	-	884,008	0.0%	951,576	(67,568)	(7.1%)
1,050	10,527	(9,477)	(90.0%)	1,392	(342)	(24.5%)	3,717	109,616	(105,899)	(96.6%)	75,038	(71,321)	(95.0%)
1,128,009	1,320,979	(192,970)	(14.6%)	1,312,098	(184,089)	(14.0%)	14,467,155	14,524,588	(57,433)	(0.4%)	10,931,947	3,535,208	32.3%
1,604,248	2,333,616	(729,368)	(31.3%)	1,182,459	421,789	35.7%	23,223,285	24,959,578	(1,736,293)	(7.0%)	21,200,474	2,022,811	9.5%
Direct Operational Expenses:													
1,593,485	1,674,255	80,770	4.8%	1,390,250	(203,235)	(14.6%)	16,107,633	17,825,594	1,717,961	9.6%	15,793,269	(314,364)	(2.0%)
413,872	462,341	48,469	10.5%	333,706	(80,166)	(24.0%)	4,511,369	5,077,081	565,712	11.1%	4,393,234	(118,135)	(2.7%)
63,619	64,190	571	0.9%	56,438	(7,182)	(12.7%)	621,931	881,525	259,594	29.4%	1,086,545	464,614	42.8%
63,158	82,856	19,698	23.8%	114,069	50,911	44.6%	655,571	853,837	198,266	23.2%	646,476	(9,095)	(1.4%)
38,524	31,083	(7,441)	(23.9%)	19,548	(18,976)	(97.1%)	362,156	474,777	112,621	23.7%	239,827	(122,330)	(51.0%)
44,392	68,290	23,898	35.0%	46,697	2,306	4.9%	524,469	703,807	179,338	25.5%	679,903	155,434	22.9%
40,157	93,061	52,904	56.8%	43,486	3,330	7.7%	495,270	959,104	463,834	48.4%	643,086	147,816	23.0%
35,421	52,542	17,121	32.6%	28,202	(7,219)	(25.6%)	390,523	577,962	187,439	32.4%	249,586	(140,937)	(56.5%)
94,991	162,667	67,676	41.6%	101,374	6,383	6.3%	1,141,991	1,960,526	818,535	41.8%	1,144,900	2,909	0.3%
8,644	8,554	(90)	(1.0%)	7,689	(955)	(12.4%)	81,869	93,882	12,013	12.8%	79,042	(2,827)	(3.6%)
25,707	63,106	37,399	59.3%	59,175	33,468	56.6%	492,407	673,166	180,759	26.9%	322,211	(170,196)	(52.8%)
5,819	4,028	(1,791)	(44.5%)	4,026	(1,793)	(44.5%)	51,460	44,308	(7,152)	(16.1%)	41,070	(10,389)	(25.3%)
2,427,788	2,766,973	339,185	12.3%	2,204,660	(223,128)	(10.1%)	25,436,648	30,125,569	4,688,921	15.6%	25,319,148	(117,500)	(0.5%)
(823,540)	(433,357)	(390,183)	90.0%	(1,022,202)	198,661	(19.4%)	(2,213,363)	(5,165,991)	2,952,628	(57.2%)	(4,118,674)	1,905,311	(46.3%)

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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
25,462	40,833	15,371	37.6%	31,096	5,635	18.1%	Depreciation
Overhead Allocations:							
-	5,619	5,619	100.0%	2,046	2,046	100.0%	Risk Mgt
142,758	211,204	68,446	32.4%	294,666	151,907	51.6%	Rev Cycle
2,089	4,830	2,741	56.7%	1,246	(843)	(67.6%)	Internal Audit
29,778	29,602	(176)	(0.6%)	20,987	(8,791)	(41.9%)	Home Office Facilities
48,402	42,204	(6,197)	(14.7%)	17,706	(30,696)	(173.4%)	Administration
56,162	59,861	3,699	6.2%	44,579	(11,583)	(26.0%)	Human Resources
24,340	24,187	(153)	(0.6%)	70	(24,270)	(34,597.1%)	Legal
3,764	4,453	689	15.5%	2,443	(1,322)	(54.1%)	Records
6,907	8,934	2,027	22.7%	2,013	(4,894)	(243.1%)	Compliance
5,536	8,679	3,143	36.2%	7,031	1,495	21.3%	Comm Engage Plan
82,538	77,132	(5,406)	(7.0%)	52,523	(30,015)	(57.1%)	IT Operations
12,275	13,542	1,267	9.4%	10,402	(1,873)	(18.0%)	IT Security
48,469	50,742	2,273	4.5%	35,527	(12,942)	(36.4%)	IT Applications
51,683	64,734	13,051	20.2%	48,223	(3,460)	(7.2%)	Security Services
218,882	171,319	(47,563)	(27.8%)	225,929	7,047	3.1%	IT EPIC
28,700	32,082	3,382	10.5%	34,115	5,415	15.9%	Finance
6,069	7,670	1,601	20.9%	5,124	(945)	(18.5%)	Public Relations
12,482	12,663	181	1.4%	35	(12,447)	(35,870.7%)	Information Technology
7,907	7,714	(194)	(2.5%)	32	(7,876)	(24,971.0%)	Corporate Quality
10,844	15,014	4,170	27.8%	13,101	2,256	17.2%	Project MGMT Office
-	-	-	0.0%	-	-	0.0%	Managed Care Contract
799,588	852,184	52,597	6.2%	817,797	18,209	2.2%	Total Overhead Allocations
3,252,837	3,659,990	407,153	11.1%	3,053,553	(199,284)	(6.5%)	Total Expenses
\$ (1,648,589)	\$ (1,326,374)	\$ (322,215)	24.3%	\$ (1,871,095)	\$ 222,505	(11.9%)	Net Margin
-	42,740	42,740	100.0%	22,718	22,718	100.0%	Capital
\$ -	\$ 1,328,284	\$ 1,328,284	100.0%	\$ -	\$ -	0.0%	General Fund Support/ Transfer In

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
341,461	449,163	107,702	24.0%	346,797	5,337	1.5%	
67,426	61,807	(5,619)	(9.1%)	34,477	(32,949)	(95.6%)	
1,747,601	2,323,249	575,648	24.8%	2,363,175	615,574	26.0%	
18,296	53,128	34,831	65.6%	31,025	12,728	41.0%	
311,233	325,620	14,387	4.4%	202,734	(108,499)	(53.5%)	
476,821	464,248	(12,573)	(2.7%)	398,561	(78,260)	(19.6%)	
574,477	658,469	83,992	12.8%	550,179	(24,298)	(4.4%)	
193,329	266,055	72,725	27.3%	206,896	13,566	6.6%	
34,496	48,985	14,489	29.6%	76,260	41,764	54.8%	
66,475	98,270	31,795	32.4%	58,574	(7,901)	(13.5%)	
88,925	95,471	6,546	6.9%	79,662	(9,262)	(11.6%)	
873,038	848,448	(24,591)	(2.9%)	762,530	(110,508)	(14.5%)	
129,113	148,959	19,845	13.3%	95,103	(34,010)	(35.8%)	
514,676	558,164	43,488	7.8%	434,340	(80,336)	(18.5%)	
581,560	712,078	130,518	18.3%	506,614	(74,946)	(14.8%)	
2,032,783	1,884,509	(148,274)	(7.9%)	1,121,167	(911,616)	(81.3%)	
340,681	352,901	12,220	3.5%	323,990	(16,691)	(5.2%)	
65,592	84,371	18,779	22.3%	77,163	11,572	15.0%	
110,717	139,290	28,573	20.5%	99,633	(11,084)	(11.1%)	
83,954	84,850	896	1.1%	57,129	(26,825)	(47.0%)	
126,400	165,158	38,758	23.5%	107,935	(18,465)	(17.1%)	
-	-	-	0.0%	6,415	6,415	100.0%	
8,437,592	9,374,027	936,435	10.0%	7,593,563	(844,030)	(11.1%)	
<b>34,215,701</b>	<b>39,948,759</b>	<b>5,733,058</b>	<b>14.4%</b>	<b>33,259,508</b>	<b>(956,193)</b>	<b>(2.9%)</b>	
<b>\$ (10,992,416)</b>	<b>\$ (14,989,181)</b>	<b>\$ 3,996,765</b>	<b>(26.7%)</b>	<b>\$ (12,059,034)</b>	<b>\$ 1,066,618</b>	<b>(8.8%)</b>	
15,628	1,158,290	1,142,662	98.7%	22,718	7,090	31.2%	
<b>\$ 7,924,615</b>	<b>\$ 15,698,338</b>	<b>\$ 7,773,723</b>	<b>49.5%</b>	<b>\$ 9,987,030</b>	<b>\$ 2,062,414</b>	<b>20.7%</b>	

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

	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Year to Date
<b>Gross Patient Revenue</b>	<b>2,112,033</b>	<b>1,969,914</b>	<b>2,121,489</b>	<b>2,081,642</b>	<b>2,080,482</b>	<b>2,287,694</b>	<b>2,424,033</b>	<b>2,318,008</b>	<b>2,353,552</b>	<b>1,851,922</b>	<b>2,162,194</b>	-	<b>23,762,963</b>
Contractual Allowances	1,691,626	1,206,065	(1,213,834)	628,878	508,459	262,082	852,445	23,543	453,108	380,666	361,966	-	5,155,004
Charity Care	36,418	90,974	2,416,799	865,037	871,977	916,848	1,061,019	935,323	944,007	950,302	1,089,727	-	10,178,431
Bad Debt	(155,607)	409,555	727,800	219,498	197,338	715,026	231,736	656,504	170,543	383,449	421,793	-	3,977,635
Other Patient Revenue	444,688	444,688	444,688	299,550	408,404	421,608	471,539	678,611	447,317	55,614	187,531	-	4,304,237
<b>Net Patient Revenue</b>	<b>984,285</b>	<b>708,007</b>	<b>635,413</b>	<b>667,780</b>	<b>911,110</b>	<b>815,346</b>	<b>750,371</b>	<b>1,381,249</b>	<b>1,233,211</b>	<b>193,120</b>	<b>476,239</b>	-	<b>8,756,130</b>
Collections %	46.60%	35.94%	29.95%	32.08%	43.79%	35.64%	30.96%	59.59%	52.40%	10.43%	22.03%	0.00%	36.85%
Grant Funds	1,044,836	1,160,187	1,030,989	1,329,092	1,021,208	1,293,780	1,906,243	1,162,711	1,245,495	1,266,054	1,118,835	-	13,579,429
Other Financial Assistance	-	-	-	-	-	-	-	819,465	50,700	5,720	8,124	-	884,008
Other Revenue	1,087	1,941	12,516	1,815	1,285	(16,626)	(6,665)	616	2,377	4,320	1,050	-	3,717
Total Other Revenues	1,045,922	1,162,128	1,043,505	1,330,907	1,022,494	1,277,154	1,899,579	1,982,792	1,298,572	1,276,095	1,128,009	-	14,467,155
<b>Total Revenues</b>	<b>2,030,207</b>	<b>1,870,135</b>	<b>1,678,918</b>	<b>1,998,686</b>	<b>1,933,604</b>	<b>2,092,500</b>	<b>2,649,949</b>	<b>3,364,041</b>	<b>2,531,783</b>	<b>1,469,214</b>	<b>1,604,248</b>	-	<b>23,223,285</b>
<b>Direct Operational Expenses:</b>													
Salaries and Wages	1,630,191	1,229,547	1,592,418	1,476,762	1,385,221	1,467,535	1,399,148	1,441,754	1,478,608	1,412,965	1,593,485	-	16,107,633
Benefits	415,815	365,414	411,926	436,127	405,473	421,814	406,874	410,126	413,216	410,711	413,872	-	4,511,369
Purchased Services	48,976	47,674	74,906	37,055	74,341	33,228	70,900	58,037	89,798	23,396	63,619	-	621,931
Medical Supplies	32,524	50,842	85,475	72,989	44,574	51,501	59,960	50,244	44,499	99,807	63,158	-	655,571
Other Supplies	13,026	5,890	10,731	23,292	51,222	72,845	44,840	12,933	78,667	10,186	38,524	-	362,156
Medical Services	39,783	40,636	44,092	41,584	32,835	54,767	69,681	54,765	56,566	45,369	44,392	-	524,469
Drugs	50,990	45,545	38,498	41,925	43,387	45,034	47,240	43,001	55,320	44,174	40,157	-	495,270
Repairs & Maintenance	44,211	41,679	38,118	36,605	45,492	25,316	43,814	24,886	(15,339)	25,319	35,421	-	390,523
Lease & Rental	106,427	102,846	102,325	108,509	103,683	112,896	105,469	109,729	96,591	98,523	94,991	-	1,141,991
Utilities	7,937	6,879	6,972	7,354	6,911	7,431	7,091	7,613	7,150	7,887	8,644	-	81,869
Other Expense	39,553	45,691	27,860	14,842	39,224	45,215	69,762	53,688	84,690	46,176	25,707	-	492,407
Insurance	4,026	4,026	4,026	4,026	4,026	4,026	4,026	4,159	7,480	5,819	5,819	-	51,460
Total Operational Expenses	2,433,459	1,986,669	2,482,346	2,301,071	2,236,389	2,341,609	2,328,806	2,270,934	2,397,245	2,230,333	2,427,788	-	25,436,648
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(403,252)</b>	<b>(116,533)</b>	<b>(803,428)</b>	<b>(302,385)</b>	<b>(302,785)</b>	<b>(249,109)</b>	<b>321,144</b>	<b>1,093,107</b>	<b>134,537</b>	<b>(761,118)</b>	<b>(823,540)</b>	-	<b>(2,213,363)</b>
Depreciation	31,642	31,642	31,642	31,642	32,767	31,165	31,007	31,007	31,774	31,712	25,462	-	341,461
<b>Overhead Allocations:</b>													
Risk Mgt	5,725	9,931	9,610	7,813	7,014	7,385	5,784	6,470	7,693	-	-	-	67,426
Rev Cycle	139,350	131,656	198,563	156,448	155,272	177,772	166,392	214,411	128,114	136,865	142,758	-	1,747,601
Internal Audit	283	1,301	1,525	2,520	1,575	1,653	1,743	1,720	1,844	2,043	2,089	-	18,296
Home Office Facilities	28,190	28,849	28,452	37,890	19,057	29,002	28,311	23,329	29,076	29,299	29,778	-	311,233
Administration	39,803	37,815	45,770	42,646	38,891	44,008	48,868	42,683	48,374	39,561	48,402	-	476,821
Human Resources	47,430	69,522	21,174	61,095	43,271	60,578	47,115	55,730	64,343	48,056	56,162	-	574,477
Legal	7,774	9,522	13,852	15,869	12,073	39,718	26,572	15,144	14,385	14,079	24,340	-	193,329
Records	3,029	3,626	2,777	3,556	2,328	3,051	3,166	3,367	2,930	2,901	3,764	-	34,496
Compliance	5,937	5,784	6,338	7,487	5,990	6,342	5,891	6,302	5,549	3,947	6,907	-	66,475
Comm Engage Plan	7,922	7,521	8,490	8,359	7,557	9,014	8,573	8,357	8,762	8,832	5,536	-	88,925
IT Operations	72,556	80,983	102,533	72,644	102,760	73,915	63,338	82,827	76,007	62,937	82,538	-	873,038
IT Security	8,357	13,278	17,327	9,731	8,929	9,253	11,753	16,257	10,845	11,108	12,275	-	129,113
IT Applications	57,793	32,152	55,800	38,470	44,169	65,221	42,962	24,255	55,868	49,515	48,469	-	514,676
Security Services	53,294	48,508	59,855	53,742	52,303	54,938	55,259	54,000	49,302	48,676	51,683	-	581,560
IT EPIC	160,592	140,711	197,854	211,401	233,395	184,580	182,957	177,873	179,063	145,474	218,882	-	2,032,783
Finance	33,898	29,465	34,870	32,359	26,958	29,841	30,722	31,597	27,779	34,492	28,700	-	340,681
Public Relations	7,665	5,024	5,041	5,905	5,240	5,315	6,304	5,893	7,062	6,073	6,069	-	65,592
Information Technology	8,010	8,832	8,455	9,382	7,882	7,994	11,945	12,320	10,069	13,345	12,482	-	110,717
Corporate Quality	7,261	8,513	7,104	7,425	7,217	6,849	7,392	8,326	7,861	7,907	7,907	-	83,954
Project MGMT Office	12,411	11,743	11,412	11,317	9,459	11,993	12,116	11,806	12,742	10,558	10,844	-	126,400
Managed Care Contract	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Overhead Allocations	707,279	684,736	836,803	796,058	791,341	828,421	767,163	802,671	747,907	675,625	799,588	-	8,437,592
<b>Total Expenses</b>	<b>3,172,379</b>	<b>2,703,047</b>	<b>3,350,791</b>	<b>3,128,771</b>	<b>3,060,497</b>	<b>3,201,195</b>	<b>3,126,976</b>	<b>3,104,612</b>	<b>3,176,926</b>	<b>2,937,670</b>	<b>3,252,837</b>	-	<b>34,215,701</b>
<b>Net Margin</b>	<b>\$ (1,142,173)</b>	<b>\$ (832,912)</b>	<b>\$ (1,671,873)</b>	<b>\$ (1,130,085)</b>	<b>\$ (1,126,893)</b>	<b>\$ (1,108,695)</b>	<b>\$ (477,027)</b>	<b>\$ 259,429</b>	<b>\$ (645,143)</b>	<b>\$ (1,468,455)</b>	<b>\$ (1,648,589)</b>	-	<b>\$ (10,992,416)</b>
<b>Capital</b>	<b>100,000</b>	-	-	-	-	-	(100,000)	14,219	1,409	-	-	-	15,628
<b>General Fund Support/ Transfer In</b>	-	-	-	-	-	-	7,268,150	-	656,466	-	-	-	<b>\$ 7,924,615</b>

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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

	Clinic Administration	West Palm Beach Clinic	Lantana Clinic	Delray Clinic	Belle Glade Clinic	Lewis Center	St. Anns Clinic	Lake Worth Clinic	Jupiter Clinic	West Boca Clinic	Subxone Clinic	Mobile Warrior	Mobile Van Scout	Mobile Van Hero	Total
<b>Gross Patient Revenue</b>	-	2,425,085	3,775,981	1,067,867	1,257,613	816,846	15,952	2,465,867	839,945	585,391	862,685	3,288	-	20,092	<b>14,136,611</b>
Contractual Allowances	-	324,310	447,147	269,112	155,495	124,100	1,015	364,204	117,677	195,645	148,047	537	-	3,360	2,150,650
Charity Care	-	1,053,523	1,683,897	380,089	485,842	197,144	776	319,485	319,485	202,533	258,151	361	-	1,431	5,512,979
Bad Debt	-	251,013	518,160	174,571	266,103	368,805	600	380,513	85,866	35,824	342,887	1,281	-	5,540	2,431,163
Total Contractual Allowances and Bad Debt	-	1,628,847	2,649,204	823,772	907,440	690,050	2,391	1,674,465	523,028	434,002	749,085	2,179	-	10,331	10,094,792
Other Patient Revenue	-	657,658	775,825	293,030	256,751	49,460	6,373	442,745	193,461	224,949	97,358	24,642	13,614	13,745	3,049,611
<b>Net Patient Revenue</b>	-	<b>1,453,896</b>	<b>1,902,603</b>	<b>537,125</b>	<b>606,923</b>	<b>176,256</b>	<b>19,935</b>	<b>1,234,146</b>	<b>510,378</b>	<b>376,338</b>	<b>210,958</b>	<b>25,751</b>	<b>13,614</b>	<b>23,506</b>	<b>7,091,430</b>
Collection %	0.00%	59.95%	50.39%	50.30%	48.26%	21.58%	124.97%	50.05%	60.76%	64.29%	24.45%	783.28%	0.00%	116.99%	50.16%
Grant Funds	2,771,722	1,424,741	1,776,550	723,318	738,487	272,551	7,652	1,539,732	529,390	526,272	1,034,389	163,399	51,441	118,135	11,677,777
Other Financial Assistance	312,723	52,404	106,383	26,750	30,720	13,450	1,000	129,872	41,463	15,078	25,940	3,305	6,460	4,000	769,547
Other Revenue	(29,852)	6,288	6,784	2,445	12,294	-	-	2,117	1,834	1,608	-	-	-	-	3,517
Total Other Revenues	3,054,593	1,483,432	1,889,716	752,512	781,500	286,001	8,652	1,671,721	572,688	542,957	1,060,329	166,704	57,901	122,135	12,450,841
<b>Total Revenues</b>	<b>3,054,593</b>	<b>2,937,328</b>	<b>3,792,319</b>	<b>1,289,638</b>	<b>1,388,423</b>	<b>462,257</b>	<b>28,587</b>	<b>2,905,867</b>	<b>1,083,066</b>	<b>919,296</b>	<b>1,271,287</b>	<b>192,454</b>	<b>71,515</b>	<b>145,640</b>	<b>19,542,271</b>
<i>Direct Operational Expenses:</i>															
Salaries and Wages	3,271,332	1,484,151	1,998,479	787,144	836,445	327,734	57,000	1,826,449	633,044	637,687	1,329,060	170,991	50,823	141,209	13,551,548
Benefits	989,924	344,585	553,618	218,409	255,450	91,114	14,350	515,804	163,267	158,527	379,034	40,684	9,791	47,496	3,782,055
Purchased Services	344,406	21,232	54,620	17,962	28,430	10,593	-	36,486	26,532	34,456	25,378	1,227	1,227	1,227	603,777
Medical Supplies	3,506	93,885	66,609	45,075	44,165	34,547	2,887	58,709	24,470	28,215	50,755	5,359	886	935	460,003
Other Supplies	165,684	15,609	5,849	36,564	11,995	1,622	791	15,761	1,433	18,780	29,470	3,511	2,887	2,691	312,648
Medical Services	-	66,784	75,614	40,702	61,587	25,886	1,582	171,692	33,229	22,889	24,504	-	-	-	524,469
Drugs	-	223,029	143,569	56,151	40,973	519	544	9,110	4,379	3,797	12,834	-	22	343	495,270
Repairs & Maintenance	291,358	3,704	2,252	6,767	9,545	2,027	492	7,372	2,839	6,528	16,407	7,797	9,452	2,232	368,769
Lease & Rental	-	118,187	144,917	76,428	83,429	200	145	242,691	76,682	101,769	44,724	170	50	105	889,496
Utilities	-	3,549	4,026	760	18,947	2,262	-	14,132	6,933	7,263	5,826	-	-	-	63,697
Other Expense	334,379	11,594	14,928	7,223	14,699	4,592	520	17,450	5,037	5,954	41,829	3,876	2,236	5,217	469,534
Insurance	-	3,782	5,098	2,788	1,455	1,227	-	1,797	728	1,099	921	10,531	10,531	10,531	50,485
Total Operational Expenses	5,400,588	2,390,091	3,069,579	1,295,974	1,407,119	502,322	78,312	2,917,453	978,572	1,026,962	1,960,743	244,146	87,904	211,987	21,571,752
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(2,345,995)</b>	<b>547,237</b>	<b>722,740</b>	<b>(6,337)</b>	<b>(18,695)</b>	<b>(40,065)</b>	<b>(49,725)</b>	<b>(11,585)</b>	<b>104,494</b>	<b>(107,667)</b>	<b>(689,456)</b>	<b>(51,692)</b>	<b>(16,389)</b>	<b>(66,346)</b>	<b>(2,029,481)</b>
Depreciation	2,042	12,893	12,248	188	65,481	299	-	4,658	2,299	3,195	4,064	62,500	12,727	76,566	259,160
<i>Overhead Allocations:</i>															
Risk Mgt	8,861	7,054	9,429	4,915	3,817	1,821	277	6,592	2,253	2,882	6,071	1,698	690	1,593	57,954
Rev Cycle	-	213,925	285,933	149,049	115,767	55,227	8,387	199,912	68,336	87,412	184,119	51,491	20,925	48,312	1,488,795
Internal Audit	2,405	1,914	2,558	1,334	1,036	494	75	1,789	611	782	1,647	461	187	432	15,726
Home Office Facilities	281,456	-	-	-	-	-	-	-	-	-	-	-	-	-	281,456
Administration	62,666	49,885	66,677	34,757	26,996	12,879	1,956	46,618	15,935	20,384	42,935	12,007	4,880	11,266	409,840
Human Resources	90,534	57,295	63,636	37,176	34,989	13,121	2,187	50,515	19,681	24,055	59,263	15,308	6,560	17,495	491,815
Legal	25,408	20,226	27,035	14,092	10,946	5,222	793	18,901	6,461	8,265	17,408	4,868	1,978	4,568	166,172
Records	4,534	3,609	4,824	2,515	1,953	932	141	3,373	1,153	1,475	3,106	869	353	815	29,650
Compliance	8,736	6,955	9,296	4,846	3,764	1,795	273	6,499	2,222	2,842	5,986	1,674	680	1,571	57,137
Comm Engage Plan	11,687	9,303	12,435	6,482	5,035	2,402	365	8,694	2,972	3,801	8,007	2,239	910	2,101	76,433
IT Operations	114,738	91,338	122,083	63,639	49,428	23,580	3,581	85,355	29,177	37,322	78,612	21,985	8,934	20,627	750,399
IT Security	16,969	13,508	18,055	9,411	7,310	3,487	530	12,623	4,315	5,519	11,626	3,251	1,321	3,051	110,976
IT Applications	67,641	53,846	71,970	37,516	29,139	13,901	2,111	50,319	17,200	22,002	46,343	12,961	5,267	12,160	442,377
Security Services	-	71,532	95,610	49,839	38,710	18,467	-	66,847	22,850	29,229	61,566	17,218	6,997	16,155	495,020
IT EPIC	267,157	212,671	284,257	148,176	115,089	54,904	8,338	198,741	67,935	86,900	183,040	51,189	20,803	48,029	1,747,229
Finance	44,774	35,642	47,640	24,833	19,288	9,202	1,397	33,308	11,386	14,564	30,676	8,579	3,486	8,049	292,824
Public Relations	8,620	6,862	9,172	4,781	3,714	1,772	269	6,413	2,192	2,804	5,906	1,652	671	1,550	56,378
Information Technology	14,551	11,583	15,482	8,070	6,268	2,990	454	10,825	3,700	4,733	9,969	2,788	1,133	2,616	95,164
Corporate Quality	11,034	8,783	11,740	6,120	4,753	2,268	344	8,208	2,806	3,589	7,560	2,114	859	1,984	72,160
Project MGMT Office	16,612	13,224	17,675	9,214	7,156	3,414	518	12,358	4,224	5,404	11,382	3,183	1,294	2,986	108,644
Total Overhead Allocations	1,058,383	889,157	1,175,506	616,765	485,158	227,876	31,996	827,889	285,410	363,962	775,221	215,534	87,930	205,360	7,246,148
<b>Total Expenses</b>	<b>6,461,013</b>	<b>3,292,142</b>	<b>4,257,333</b>	<b>1,912,928</b>	<b>1,957,758</b>	<b>730,497</b>	<b>110,308</b>	<b>3,749,999</b>	<b>1,266,282</b>	<b>1,394,119</b>	<b>2,740,028</b>	<b>522,180</b>	<b>188,561</b>	<b>493,912</b>	<b>29,077,061</b>
<b>Net Margin</b>	<b>\$ (3,406,421)</b>	<b>\$ (354,813)</b>	<b>\$ (465,014)</b>	<b>\$ (623,290)</b>	<b>\$ (569,335)</b>	<b>\$ (268,240)</b>	<b>\$ (81,721)</b>	<b>\$ (844,132)</b>	<b>\$ (183,215)</b>	<b>\$ (474,823)</b>	<b>\$ (1,468,741)</b>	<b>\$ (329,726)</b>	<b>\$ (117,046)</b>	<b>\$ (348,272)</b>	<b>\$ (9,534,790)</b>
<b>Capital</b>	15,628	-	-	-	-	-	-	-	-	-	-	-	-	-	15,628
<b>General Fund Support/ Transfer In</b>	<b>\$ 7,319,275</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>\$ -</b>	<b>\$ 7,319,275</b>

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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

Current Month								Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%	
1,269,177	1,651,697	(382,520)	(23.2%)	495,274	773,902	156.3%	Gross Patient Revenue	14,136,611	17,022,786	(2,886,175)	(17.0%)	13,954,824	181,787	1.3%	
(21,933)	414,601	436,534	105.3%	692,520	714,453	103.2%	Contractual Allowances	2,150,650	4,272,998	2,122,348	49.7%	4,745,111	2,594,461	54.7%	
585,299	517,679	(67,620)	(13.1%)	3,032	(582,267)	(19,206.2%)	Charity Care	5,512,979	5,335,335	(177,644)	(3.3%)	4,340,896	(1,172,083)	(27.0%)	
(54,454)	300,539	354,993	118.1%	18,368	72,821	396.5%	Bad Debt	2,431,163	3,097,440	666,277	21.5%	2,367,020	(64,143)	(2.7%)	
508,912	1,232,819	723,907	58.7%	713,919	205,007	28.7%	Total Contractuals and Bad Debts	10,094,792	12,705,773	2,610,981	20.5%	11,453,027	1,358,235	11.9%	
125,473	404,175	(278,702)	(69.0%)	206,927	(81,454)	(39.4%)	Other Patient Revenue	3,049,611	4,165,508	(1,115,897)	(26.8%)	3,894,584	(844,973)	(21.7%)	
885,738	823,053	62,685	7.6%	(11,718)	897,456	(7,659.0%)	Net Patient Revenue	7,091,430	8,482,521	(1,391,091)	(16.4%)	6,396,381	695,049	10.9%	
69.79%	49.83%			-2.37%			Collection %	50.16%	49.83%		45.84%				
956,535	1,103,321	(146,786)	(13.3%)	1,070,595	(114,060)	(10.7%)	Grant Funds	11,677,777	12,136,531	(458,754)	(3.8%)	8,566,705	3,111,071	36.3%	
8,124	-	8,124	0.0%	-	8,124	0.0%	Other Financial Assistance	769,547	-	769,547	0.0%	753,884	15,662	2.1%	
1,050	10,527	(9,477)	(90.0%)	1,392	(342)	(24.5%)	Other Revenue	3,517	109,616	(106,099)	(96.8%)	75,038	(71,521)	(95.3%)	
965,709	1,113,848	(148,139)	(13.3%)	1,071,987	(106,278)	(9.9%)	Total Other Revenues	12,450,841	12,246,147	204,694	1.7%	9,395,628	3,055,213	32.5%	
1,851,447	1,936,901	(85,454)	(4.4%)	1,060,270	791,177	74.6%	Total Revenues	19,542,271	20,728,668	(1,186,397)	(5.7%)	15,792,009	3,750,262	23.7%	
Direct Operational Expenses:															
1,355,334	1,435,348	80,014	5.6%	1,191,300	(164,035)	(13.8%)	Salaries and Wages	13,551,548	15,243,144	1,691,596	11.1%	13,382,683	(168,864)	(1.3%)	
349,276	394,170	44,894	11.4%	284,289	(64,987)	(22.9%)	Benefits	3,782,055	4,333,032	550,977	12.7%	3,719,010	(63,045)	(1.7%)	
63,090	51,456	(11,634)	(22.6%)	53,947	(9,143)	(16.9%)	Purchased Services	603,777	818,602	214,825	26.2%	1,061,609	457,832	43.1%	
40,611	68,417	27,806	40.6%	88,260	47,649	54.0%	Medical Supplies	460,003	705,128	245,125	34.8%	495,001	34,998	7.1%	
29,263	26,781	(2,482)	(9.3%)	18,352	(10,912)	(59.5%)	Other Supplies	312,648	427,455	114,807	26.9%	162,668	(149,981)	(92.2%)	
44,392	68,290	23,898	35.0%	46,697	2,306	4.9%	Medical Services	524,469	703,807	179,338	25.5%	679,903	155,434	22.9%	
40,157	93,061	52,904	56.8%	43,486	3,330	7.7%	Drugs	495,270	959,104	463,834	48.4%	643,076	147,807	23.0%	
33,987	50,392	16,405	32.6%	27,766	(6,221)	(22.4%)	Repairs & Maintenance	368,769	554,312	185,543	33.5%	238,936	(129,834)	(54.3%)	
72,551	133,910	61,359	45.8%	78,964	6,413	8.1%	Lease & Rental	889,496	1,647,789	758,293	46.0%	898,444	8,948	1.0%	
6,987	6,945	(42)	(0.6%)	5,903	(1,084)	(18.4%)	Utilities	63,697	76,299	12,602	16.5%	60,202	(3,495)	(5.8%)	
24,326	59,171	34,845	58.9%	56,405	32,079	56.9%	Other Expense	469,534	629,881	160,347	25.5%	286,676	(182,858)	(63.8%)	
5,729	3,940	(1,789)	(45.4%)	3,938	(1,790)	(45.5%)	Insurance	50,485	43,340	(7,145)	(16.5%)	40,435	(10,050)	(24.9%)	
2,065,703	2,391,881	326,178	13.6%	1,899,309	(166,395)	(8.8%)	Total Operational Expenses	21,571,752	26,141,893	4,570,141	17.5%	21,668,644	96,892	0.4%	
Net Performance before Depreciation															
(214,256)	(454,980)	240,724	(52.9%)	(839,039)	624,783	(74.5%)	& Overhead Allocations	(2,029,481)	(5,413,225)	3,383,744	(62.5%)	(5,876,635)	3,847,154	(65.5%)	

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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
18,017	31,250	13,233	42.3%	24,104	6,086	25.3%	Depreciation	259,160	343,750	84,590	24.6%	267,315	8,155	3.1%
Overhead Allocations:														
-	4,830	4,830	100.0%	1,723	1,723	100.0%	Risk Mgt	57,954	53,125	(4,830)	(9.1%)	29,542	(28,413)	(96.2%)
121,617	179,927	58,310	32.4%	248,779	127,162	51.1%	Rev Cycle	1,488,795	1,979,193	490,398	24.8%	1,995,174	506,379	25.4%
1,796	4,151	2,356	56.7%	1,069	(727)	(68.0%)	Internal Audit	15,726	45,665	29,938	65.6%	26,613	10,887	40.9%
26,929	26,770	(159)	(0.6%)	18,897	(8,032)	(42.5%)	Home Office Facilities	281,456	294,467	13,010	4.4%	182,548	(98,908)	(54.2%)
41,603	36,276	(5,327)	(14.7%)	14,913	(26,689)	(179.0%)	Administration	409,840	399,033	(10,807)	(2.7%)	341,513	(68,327)	(20.0%)
48,081	51,247	3,166	6.2%	38,144	(9,937)	(26.1%)	Human Resources	491,815	563,722	71,907	12.8%	475,410	(16,405)	(3.5%)
20,921	20,789	(132)	(0.6%)	70	(20,851)	(29,723.0%)	Legal	166,172	228,681	62,509	27.3%	177,298	11,127	6.3%
3,236	3,828	592	15.5%	2,095	(1,140)	(54.4%)	Records	29,650	42,104	12,454	29.6%	65,417	35,767	54.7%
5,937	7,679	1,742	22.7%	1,727	(4,210)	(243.8%)	Compliance	57,137	84,465	27,328	32.4%	50,246	(6,891)	(13.7%)
4,759	7,460	2,701	36.2%	6,019	1,261	20.9%	Comm Engage Plan	76,433	82,060	5,627	6.9%	68,323	(8,110)	(11.9%)
70,943	66,297	(4,647)	(7.0%)	45,055	(25,889)	(57.5%)	IT Operations	750,399	729,262	(21,136)	(2.9%)	654,108	(96,290)	(14.7%)
10,551	11,639	1,089	9.4%	8,922	(1,629)	(18.3%)	IT Security	110,976	128,034	17,058	13.3%	81,579	(29,397)	(36.0%)
41,661	43,614	1,954	4.5%	30,475	(11,185)	(36.7%)	IT Applications	442,377	479,756	37,379	7.8%	372,582	(69,795)	(18.7%)
43,992	55,101	11,109	20.2%	41,008	(2,984)	(7.3%)	Security Services	495,020	606,116	111,096	18.3%	430,822	(64,198)	(14.9%)
188,135	147,253	(40,882)	(27.8%)	193,805	5,670	2.9%	IT EPIC	1,747,229	1,619,784	(127,445)	(7.9%)	961,753	(785,476)	(81.7%)
24,668	27,575	2,907	10.5%	29,264	4,596	15.7%	Finance	292,824	303,328	10,503	3.5%	277,923	(14,901)	(5.4%)
5,216	6,593	1,376	20.9%	4,395	(821)	(18.7%)	Public Relations	56,378	72,519	16,141	22.3%	66,192	9,814	14.8%
10,728	10,884	156	1.4%	35	(10,694)	(30,817.7%)	Information Technology	95,164	119,723	24,560	20.5%	85,380	(9,784)	(11.5%)
6,797	6,630	(167)	(2.5%)	32	(6,765)	(21,449.1%)	Corporate Quality	72,160	72,931	770	1.1%	48,955	(23,205)	(47.4%)
9,321	12,905	3,584	27.8%	11,238	1,917	17.1%	Project MGMT Office	108,644	141,957	33,313	23.5%	92,588	(16,056)	(17.3%)
-	-	-	0.0%	-	-	0.0%	Managed Care Contract	-	-	-	0.0%	5,416	5,416	100.0%
686,890	731,447	44,558	6.1%	697,667	10,777	1.5%	Total Overhead Allocations	7,246,148	8,045,923	799,774	9.9%	6,489,384	(756,765)	(11.7%)
2,770,611	3,154,578	383,968	12.2%	2,621,079	(149,531)	(5.7%)	Total Expenses	29,077,061	34,531,566	5,454,505	15.8%	28,425,343	(651,718)	(2.3%)
\$ (919,164)	\$ (1,217,677)	\$ 298,514	(24.5%)	\$ (1,560,810)	\$ 641,646	(41.1%)	Net Margin	\$ (9,534,790)	\$ (13,802,898)	\$ 4,268,108	(30.9%)	\$ (12,633,334)	\$ 3,098,544	(24.5%)
-	37,740	37,740	100.0%	22,718	22,718	100.0%	Capital	15,628	1,023,290	1,007,662	98.5%	22,718	7,090	31.2%
\$ -	\$ 1,224,171	\$ 1,224,171	100.0%	\$ -	\$ -	0.0%	General Fund Support/ Transfer In	\$ 7,319,275	\$ 14,482,476	\$ 7,163,201	49.5%	\$ 9,025,566	\$ 1,706,291	18.9%

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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Portable Clinic Dental Clinic	Total
<b>Gross Patient Revenue</b>	-	<b>3,293,495</b>	<b>2,990,855</b>	<b>1,659,735</b>	<b>1,433,697</b>	<b>2,268</b>	<b>9,380,050</b>
Contractual Allowances	-	1,086,985	684,578	322,789	677,915	761	2,773,029
Charity Care	-	1,438,657	1,834,263	788,189	519,992	149	4,581,249
Bad Debt	-	467,347	210,773	310,727	163,947	(17)	1,152,776
Total Contractual Allowances and Bad Debt	-	2,992,989	2,729,614	1,421,705	1,361,854	893	8,507,054
Other Patient Revenue	-	444,776	344,174	231,722	221,820	261	1,242,752
<b>Net Patient Revenue</b>	-	<b>745,282</b>	<b>605,415</b>	<b>469,752</b>	<b>293,663</b>	<b>1,636</b>	<b>2,115,749</b>
Collection %	-	22.63%	20.24%	28.30%	20.48%	72.14%	22.56%
Grant Funds	266,451	736,464	457,251	201,864	239,622	-	1,901,652
Other Financial Assistance	31,403	41,216	29,937	-	11,905	-	114,462
Other Revenue	-	-	200	-	-	-	200
Total Other Revenues	297,854	777,679	487,389	201,864	251,528	-	2,016,314
<b>Total Revenues</b>	<b>297,854</b>	<b>1,522,961</b>	<b>1,092,804</b>	<b>671,616</b>	<b>545,191</b>	<b>1,636</b>	<b>4,132,063</b>
<i>Direct Operational Expenses:</i>							
Salaries and Wages	414,388	974,468	584,252	274,078	308,898	-	2,556,085
Benefits	126,412	249,427	147,929	101,045	104,502	-	729,314
Purchased Services	-	3,312	2,930	1,633	10,279	-	18,154
Medical Supplies	-	71,302	51,656	40,009	32,600	-	195,568
Other Supplies	283	20,193	14,695	9,174	5,163	-	49,508
Repairs & Maintenance	-	6,297	9,515	3,913	2,028	-	21,753
Lease & Rental	-	101,098	60,002	61,050	30,345	-	252,495
Utilities	-	4,549	4,026	760	8,837	-	18,172
Other Expense	5,550	7,233	5,638	3,428	1,024	-	22,873
Insurance	-	-	-	-	975	-	975
Total Operational Expenses	546,632	1,437,880	880,643	495,089	504,651	-	3,864,896
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(248,778)</b>	<b>85,081</b>	<b>212,160</b>	<b>176,527</b>	<b>40,540</b>	-	<b>267,167</b>
Depreciation	-	28,441	10,410	8,898	34,551	-	82,300
<i>Overhead Allocations:</i>							
Risk Mgt	937	3,073	2,115	2,144	1,202	-	9,472
Rev Cycle	-	93,191	64,130	65,029	36,458	-	258,807
Internal Audit	254	834	574	582	326	-	2,570
Home Office Facilities	29,777	-	-	-	-	-	29,777
Administration	6,630	21,731	14,954	15,164	8,502	-	66,981
Human Resources	6,560	29,303	20,556	19,681	6,560	-	82,662
Legal	2,688	8,811	6,063	6,148	3,447	-	27,158
Records	480	1,572	1,082	1,097	615	-	4,846
Compliance	924	3,030	2,085	2,114	1,185	-	9,338
Comm Engage Plan	1,236	4,053	2,789	2,828	1,586	-	12,492
IT Operations	12,139	39,789	27,381	27,765	15,566	-	122,640
IT Security	1,795	5,884	4,049	4,106	2,302	-	18,137
IT Applications	7,156	23,456	16,142	16,368	9,177	-	72,299
Security Services	-	31,161	21,444	21,744	12,191	-	86,540
IT EPIC	28,264	92,645	63,754	64,648	36,244	-	285,554
Finance	4,737	15,527	10,685	10,835	6,074	-	47,857
Public Relations	912	2,989	2,057	2,086	1,169	-	9,214
Information Technology	1,539	5,046	3,472	3,521	1,974	-	15,553
Corporate Quality	1,167	3,826	2,633	2,670	1,497	-	11,793
Project MGMT Office	1,757	5,761	3,964	4,020	2,254	-	17,756
Total Overhead Allocations	108,954	391,682	269,929	272,551	148,328	-	1,191,444
<b>Total Expenses</b>	<b>655,586</b>	<b>1,858,003</b>	<b>1,160,981</b>	<b>776,539</b>	<b>687,531</b>	-	<b>5,138,640</b>
<b>Net Margin</b>	<b>\$ (357,732)</b>	<b>\$ (335,041)</b>	<b>\$ (68,178)</b>	<b>\$ (104,923)</b>	<b>\$ (142,340)</b>	<b>\$ 1,636</b>	<b>\$ (1,006,578)</b>
<b>Capital</b>	-	-	-	-	-	-	-
<b>General Fund Support/ Transfer In</b>	<b>\$ 605,340</b>	-	28	-	-	-	<b>605,340</b>



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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
792,545	377,752	414,793	109.8%	2,885	789,660	27,371.8%	Gross Patient Revenue	9,380,050	3,890,344	5,489,706	141.1%	3,754,279	5,625,771	149.8%
186,662	69,248	(117,414)	(169.6%)	304,558	117,896	38.7%	Contractual Allowances	2,773,029	713,169	(2,059,860)	(288.8%)	2,036,246	(736,783)	(36.2%)
453,705	175,115	(278,590)	(159.1%)	31,253	(422,452)	(1,351.7%)	Charity Care	4,581,249	1,803,444	(2,777,805)	(154.0%)	1,744,496	(2,836,753)	(162.6%)
125,075	30,220	(94,855)	(313.9%)	(24,232)	(149,307)	616.2%	Bad Debt	1,152,776	311,225	(841,551)	(270.4%)	456,675	(696,102)	(152.4%)
765,442	274,583	(490,859)	(178.8%)	311,579	(453,863)	(145.7%)	Total Contractuals and Bad Debts	8,507,054	2,827,838	(5,679,216)	(200.8%)	4,237,417	(4,269,637)	(100.8%)
59,683	86,415	(26,732)	(30.9%)	190,772	(131,089)	(68.7%)	Other Patient Revenue	1,242,752	889,963	352,789	39.6%	1,803,542	(560,790)	(31.1%)
86,787	189,584	(102,797)	(54.2%)	(117,922)	204,709	(173.6%)	Net Patient Revenue	2,115,749	1,952,469	163,280	8.4%	1,320,405	795,344	60.2%
10.95%	50.19%			-4087.49%			Collection %	22.56%	50.19%		35.17%			
162,300	207,131	(44,831)	(21.6%)	200,469	(38,169)	(19.0%)	Grant Funds	1,901,652	2,278,441	(376,789)	(16.5%)	1,338,627	563,025	42.1%
-	-	-	0.0%	39,642	(39,642)	(100.0%)	Other Financial Assistance	114,462	-	114,462	0.0%	197,692	(83,230)	(42.1%)
-	-	-	0.0%	-	-	0.0%	Other Revenue	200	-	200	0.0%	-	200	0.0%
162,300	207,131	(44,831)	(21.6%)	240,111	(77,811)	(32.4%)	Total Other Revenues	2,016,314	2,278,441	(262,127)	(11.5%)	1,536,319	479,995	31.2%
249,087	396,715	(147,628)	(37.2%)	122,189	126,898	103.9%	Total Revenues	4,132,063	4,230,910	(98,847)	(2.3%)	2,856,724	1,275,339	44.6%
Direct Operational Expenses:														
238,151	238,907	756	0.3%	198,951	(39,200)	(19.7%)	Salaries and Wages	2,556,085	2,582,450	26,365	1.0%	2,410,585	(145,500)	(6.0%)
64,596	68,171	3,575	5.2%	49,417	(15,179)	(30.7%)	Benefits	729,314	744,049	14,735	2.0%	674,224	(55,090)	(8.2%)
530	12,734	12,204	95.8%	2,491	1,962	78.7%	Purchased Services	18,154	62,923	44,769	71.1%	24,936	6,783	27.2%
22,547	14,439	(8,108)	(56.2%)	25,809	3,262	12.6%	Medical Supplies	195,568	148,709	(46,859)	(31.5%)	151,475	(44,093)	(29.1%)
9,260	4,302	(4,958)	(115.3%)	1,196	(8,065)	(674.5%)	Other Supplies	49,508	47,322	(2,186)	(4.6%)	77,159	27,651	35.8%
1,434	2,150	716	33.3%	435	(998)	(229.5%)	Repairs & Maintenance	21,753	23,650	1,897	8.0%	10,650	(11,103)	(104.3%)
22,440	28,757	6,317	22.0%	22,410	(30)	(0.1%)	Lease & Rental	252,495	312,737	60,242	19.3%	246,455	(6,039)	(2.5%)
1,657	1,609	(48)	(3.0%)	1,786	129	7.2%	Utilities	18,172	17,583	(589)	(3.3%)	18,840	669	3.5%
1,381	3,935	2,554	64.9%	2,770	1,389	50.2%	Other Expense	22,873	43,285	20,412	47.2%	35,535	12,662	35.6%
90	88	(2)	(2.6%)	88	(3)	(3.0%)	Insurance	975	968	(7)	(0.7%)	635	(340)	(53.5%)
362,085	375,092	13,007	3.5%	305,352	(56,733)	(18.6%)	Total Operational Expenses	3,864,896	3,983,676	118,780	3.0%	3,650,504	(214,392)	(5.9%)
Net Performance before														
(112,998)	21,623	(134,621)	(622.6%)	(183,163)	70,165	(38.3%)	Depreciation & Overhead Allocations	267,167	247,234	19,933	8.1%	(793,780)	1,060,946	(133.7%)

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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
7,444	9,583	2,139	22.3%	6,993	(452)	(6.5%)	82,300	105,413	23,113	21.9%	79,483	(2,818)	(3.5%)
Overhead Allocations:													
-	789	789	100.0%	323	323	100.0%	9,472	8,682	(789)	(9.1%)	4,935	(4,536)	(91.9%)
21,141	31,278	10,136	32.4%	45,886	24,745	53.9%	258,807	344,056	85,249	24.8%	368,001	109,194	29.7%
293	678	385	56.7%	177	(116)	(65.6%)	2,570	7,463	4,893	65.6%	4,411	1,841	41.7%
2,849	2,832	(17)	(0.6%)	2,090	(759)	(36.3%)	29,777	31,153	1,376	4.4%	20,186	(9,591)	(47.5%)
6,799	5,929	(871)	(14.7%)	2,793	(4,007)	(143.5%)	66,981	65,215	(1,766)	(2.7%)	57,048	(9,933)	(17.4%)
8,081	8,613	532	6.2%	6,435	(1,646)	(25.6%)	82,662	94,747	12,086	12.8%	74,769	(7,893)	(10.6%)
3,419	3,398	(22)	(0.6%)	-	(3,419)	0.0%	27,158	37,374	10,216	27.3%	29,597	2,440	8.2%
529	626	97	15.5%	347	(181)	(52.3%)	4,846	6,881	2,035	29.6%	10,843	5,997	55.3%
970	1,255	285	22.7%	286	(684)	(239.0%)	9,338	13,804	4,466	32.4%	8,328	(1,010)	(12.1%)
778	1,219	441	36.2%	1,012	234	23.2%	12,492	13,411	920	6.9%	11,339	(1,152)	(10.2%)
11,594	10,835	(759)	(7.0%)	7,468	(4,126)	(55.3%)	122,640	119,185	(3,454)	(2.9%)	108,421	(14,218)	(13.1%)
1,724	1,902	178	9.4%	1,481	(244)	(16.5%)	18,137	20,925	2,788	13.3%	13,524	(4,613)	(34.1%)
6,809	7,128	319	4.5%	5,051	(1,757)	(34.8%)	72,299	78,408	6,109	7.8%	61,757	(10,542)	(17.1%)
7,691	9,633	1,942	20.2%	7,214	(476)	(6.6%)	86,540	105,962	19,422	18.3%	75,792	(10,748)	(14.2%)
30,747	24,066	(6,681)	(27.8%)	32,124	1,377	4.3%	285,554	264,725	(20,829)	(7.9%)	159,415	(126,139)	(79.1%)
4,032	4,507	475	10.5%	4,851	819	16.9%	47,857	49,574	1,717	3.5%	46,067	(1,790)	(3.9%)
853	1,077	225	20.9%	729	(124)	(17.0%)	9,214	11,852	2,638	22.3%	10,972	1,758	16.0%
1,753	1,779	25	1.4%	-	(1,753)	0.0%	15,553	19,567	4,014	20.5%	14,253	(1,300)	(9.1%)
1,111	1,084	(27)	(2.5%)	-	(1,111)	0.0%	11,793	11,919	126	1.1%	8,173	(3,620)	(44.3%)
1,523	2,109	586	27.8%	1,863	339	18.2%	17,756	23,200	5,444	23.5%	15,347	(2,409)	(15.7%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	999	999	100.0%
112,698	120,737	8,039	6.7%	120,130	7,432	6.2%	1,191,444	1,328,105	136,661	10.3%	1,104,179	(87,265)	(7.9%)
482,227	505,412	23,185	4.6%	432,474	(49,753)	(11.5%)	5,138,640	5,417,194	278,553	5.1%	4,834,165	(304,475)	(6.3%)
\$ (233,140)	\$ (108,697)	\$ (124,443)	114.5%	\$ (310,285)	\$ 77,145	(24.9%)	\$ (1,006,578)	\$ (1,186,284)	\$ 179,706	(15.1%)	\$ (1,977,441)	\$ 970,864	(49.1%)
-	5,000	5,000	100.0%	-	-	0.0%	-	135,000	135,000	100.0%	-	-	0.0%
\$ -	\$ 104,113	\$ 104,113	100.0%	\$ -	\$ -	0.0%	\$ 605,340	\$ 1,215,862	\$ 610,522	50.2%	\$ 961,464	\$ 356,124	37.0%
Capital													
General Fund Support/ Transfer In													

# District Clinic Holdings, Inc.- Behavioral Health Statement of Revenues and Expenses by Location

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

	Portable Behavioral Health	West Palm Beach Behavioral Health	Lantana Behavioral Health	Delray Behavioral Health	Belle Glade Behavioral Health	Lewis Center Behavioral Health	West Boca Behavioral Health	Mangonia Behavioral Health	Lake Worth Behavioral Health	Total
<b>Gross Patient Revenue</b>	-	92	207	40	54	(8,081)	-	253,873	117	246,301
Contractual Allowances	-	1,001	51	-	563	10,608	16	219,088	-	231,326
Charity Care	-	61	57	-	166	10,837	-	73,062	19	84,202
Bad Debt	-	(24)	81	61	681	62,925	-	329,916	55	393,695
Total Contractual Allowances and Bad Debt	-	1,037	189	61	1,411	84,370	16	622,066	74	709,224
Other Patient Revenue	-	-	-	-	130	652	-	11,091	-	11,874
<b>Net Patient Revenue</b>	-	(945)	18	(21)	(1,226)	(91,799)	(16)	(357,103)	43	(451,049)
Collection %	-	-1030.37%	8.79%	-53.48%	-2264.28%	1135.92%	0.00%	-140.66%	36.68%	-183.13%
Grant Funds	-	-	-	-	-	-	-	-	-	-
Other Financial Assistance	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-
Total Other Revenues	-	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	-	(945)	18	(21)	(1,226)	(91,799)	(16)	(357,103)	43	(451,049)
<i>Direct Operational Expenses:</i>										
Salaries and Wages	-	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-	-	-
Medical Supplies	-	-	-	-	-	-	-	-	-	-
Other Supplies	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-
Lease & Rental	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-
Other Expense	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-
Total Operational Expenses	-	-	-	-	-	-	-	-	-	-
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	-	(945)	18	(21)	(1,226)	(91,799)	(16)	(357,103)	43	(451,049)
Depreciation	-	-	-	-	-	-	-	-	-	-
<i>Overhead Allocations:</i>										
Risk Mgt	-	-	-	-	-	-	-	-	-	-
Rev Cycle	-	-	-	-	-	-	-	-	-	-
Internal Audit	-	-	-	-	-	-	-	-	-	-
Home Office Facilities	-	-	-	-	-	-	-	-	-	-
Administration	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-
Records	-	-	-	-	-	-	-	-	-	-
Compliance	-	-	-	-	-	-	-	-	-	-
Comm Engage Plan	-	-	-	-	-	-	-	-	-	-
IT Operations	-	-	-	-	-	-	-	-	-	-
IT Security	-	-	-	-	-	-	-	-	-	-
IT Applications	-	-	-	-	-	-	-	-	-	-
Security Services	-	-	-	-	-	-	-	-	-	-
IT EPIC	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-
Public Relations	-	-	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-	-	-	-
Corporate Quality	-	-	-	-	-	-	-	-	-	-
Project MGMT Office	-	-	-	-	-	-	-	-	-	-
Total Overhead Allocations	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	-	-	-	-	-	-	-	-	-	-
<b>Net Margin</b>	\$ -	\$ (945)	\$ 18	\$ (21)	\$ (1,226)	\$ (91,799)	\$ (16)	\$ (357,103)	\$ 43	\$ (451,049)
<b>Capital</b>	-	-	-	-	-	-	-	-	-	-
<b>General Fund Support/ Transfer In</b>	\$ -	-	-	31	-	-	-	-	-	-

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022

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**FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2022**

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	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
<b>Clinic Visits - Adults and Pediatrics</b>																
West Palm Beach	1,394	1,108	1,197	1,288	1,315	1,515	1,413	1,331	1,397	1,098	1,442	-	14,498	18,437	(21.4%)	11,291
Delray	477	563	541	473	500	631	636	606	722	591	725	-	6,465	13,482	(52.0%)	7,700
Lantana	1,821	1,554	1,450	1,408	1,721	1,764	1,662	1,553	1,839	1,767	1,895	-	18,434	17,584	4.8%	16,927
Belle Glade	691	610	688	648	692	835	688	718	715	718	878	-	7,881	9,158	(13.9%)	6,551
Lewis Center	488	507	432	245	358	286	304	348	147	94	146	-	3,355	2,742	22.4%	6,758
Lake Worth & Women's Health Care	1,334	1,119	1,180	1,054	1,223	1,270	1,062	1,056	1,105	950	1,076	-	12,429	15,195	(18.2%)	12,374
Jupiter Clinic	447	410	438	494	485	554	515	565	556	528	591	-	5,583	5,527	1.0%	5,499
West Boca & Women's Health Care	407	305	365	407	392	356	301	345	325	242	404	-	3,850	9,481	(59.4%)	6,989
St Ann Place	-	-	44	96	53	71	44	40	49	44	17	-	458	570	(19.6%)	-
Clb Mob 1 Warrior	658	1,415	941	169	23	33	-	-	-	-	-	-	3,239	1,649	96.4%	2,602
Clb Mob 2 Scout	416	365	756	575	425	200	-	7	-	-	-	-	2,745	911	201.3%	1,674
Clb Mob 3 Hero	178	331	2,467	1,955	39	20	11	-	-	55	-	-	5,056	911	455.0%	1,052
Mangonia Park	128	197	272	196	162	285	314	365	47	-	-	-	1,966	6,061	(67.6%)	3,293
<b>Total Clinic Visits</b>	<b>8,439</b>	<b>8,484</b>	<b>10,772</b>	<b>9,008</b>	<b>7,389</b>	<b>7,820</b>	<b>6,950</b>	<b>6,934</b>	<b>6,902</b>	<b>6,087</b>	<b>7,174</b>	<b>-</b>	<b>85,959</b>	<b>101,138</b>	<b>(15.0%)</b>	<b>82,710</b>
<b>Dental Visits</b>																
West Palm Beach	736	762	831	776	754	864	824	904	969	839	941	-	9,200	9,005	2.2%	4,999
Lantana	708	891	1,032	774	953	1,018	812	773	755	685	695	-	9,096	7,064	28.8%	5,412
Delray	439	391	373	415	400	536	405	455	499	403	450	-	4,766	5,465	(26.3%)	1,889
Belle Glade	338	357	340	331	406	417	356	436	475	441	369	-	4,267	3,530	20.9%	1,501
Lake Worth	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-
West Boca	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-
<b>Total Dental Visits</b>	<b>2,221</b>	<b>2,401</b>	<b>2,576</b>	<b>2,296</b>	<b>2,513</b>	<b>2,835</b>	<b>2,397</b>	<b>2,568</b>	<b>2,699</b>	<b>2,368</b>	<b>2,455</b>	<b>-</b>	<b>27,329</b>	<b>26,066</b>	<b>4.8%</b>	<b>13,801</b>
<b>Total Medical and Dental Visits</b>	<b>10,660</b>	<b>10,885</b>	<b>13,348</b>	<b>11,304</b>	<b>9,902</b>	<b>10,655</b>	<b>9,347</b>	<b>9,502</b>	<b>9,601</b>	<b>8,455</b>	<b>9,629</b>	<b>-</b>	<b>113,288</b>	<b>127,204</b>	<b>(10.9%)</b>	<b>96,511</b>
<b>Mental Health Counselors (non billable)</b>																
West Palm Beach	103	106	103	117	144	303	197	148	178	148	217	-	1,764	1,711	3.1%	143
Delray	69	114	135	136	143	205	162	166	119	163	144	-	1,556	1,336	16.5%	149
Lantana	-	-	-	-	-	-	-	-	-	-	-	-	-	5,695	(100.0%)	43
Belle Glade	71	81	85	81	51	128	102	130	121	105	121	-	1,077	613	75.7%	332
Mangonia Park	511	320	326	403	458	404	333	344	47	-	-	-	3,146	1,077	192.1%	3,851
Lewis Center	866	787	845	907	890	927	917	997	130	-	-	-	7,266	2,380	205.3%	7,180
Lake Worth	179	162	120	184	170	227	177	192	207	175	188	-	1,981	1,810	9.4%	324
Jupiter	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-
West Boca	-	-	-	-	-	-	-	4	-	-	-	-	4	-	0.0%	-
Mobile Van	-	-	-	-	-	-	-	-	-	-	-	-	-	903	(100.0%)	-
<b>Total Mental Health Screenings</b>	<b>1,799</b>	<b>1,570</b>	<b>1,615</b>	<b>1,828</b>	<b>1,856</b>	<b>2,194</b>	<b>1,888</b>	<b>1,981</b>	<b>802</b>	<b>591</b>	<b>670</b>	<b>-</b>	<b>16,794</b>	<b>15,526</b>	<b>8.2%</b>	<b>12,022</b>
<b>GRAND TOTAL</b>	<b>12,459</b>	<b>12,455</b>	<b>14,963</b>	<b>13,132</b>	<b>11,758</b>	<b>12,849</b>	<b>11,235</b>	<b>11,483</b>	<b>10,403</b>	<b>9,046</b>	<b>10,299</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>108,533</b>

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

**1. Description: C. L. Brumback Primary Care Clinics Fiscal Year 2023 Adopted Budget**

**2. Summary:**

This item presents the fiscal year 2023 budget for the C.L. Brumback Primary Care Clinics adopted by the Health Care District Board.

**3. Substantive Analysis:**

The fiscal year 2023 budget, which was previously adopted by the Health Care District Board on September 27, 2022, is attached for your review. The budget includes total expenditures and capital of \$48,861,907 and District support of \$26,500,000.

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

	<b>Current FY Amounts</b>	<b>Total Amounts (Current + Future)</b>	<b>Budget</b>
Capital Requirements	<b>\$1,844,284</b>	<b>N/A</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Net Operating Impact	<b>(\$26,023,155)</b>	<b>N/A</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval.

Reviewed for financial accuracy and compliance with purchasing procedure:



Candice Abbott  
VP & Chief Financial Officer

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

Health Care District Board and  
Finance and Audit Committee

Committee Name

9/27/2022

Date Approved

**6. Recommendation:**

Staff recommends the Board approve the adoption of the fiscal year 2023 budget.

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

Approved for Legal sufficiency:



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Bernabe Icaza  
VP & General Counsel



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Candice Abbott  
VP & Chief Financial Officer



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Dr. Belma Andric  
VP & Chief Medical Officer





# Health Care District of Palm Beach County

*Dedicated to the health of our community*

**CL Brumback Clinic's FY23 Budget  
Presented by Candice Abbott, VP and CFO**

October 26, 2022



# Agenda

- FY23 Adopted Budget for CL Brumback Clinics
  - Revenue Summary
  - Expense Summary
  - Capital Summary
  
- Departmental Version FY23 Adopted Budget



# Revenue Summary All Programs

- FY23 budgeted total revenue is \$21M or 17.29% lower than FY22 annualized actual of \$25.4M

	2022 Projected Actual	2023 Adopted Budget	Variance from 2022 Projected	
			\$	%
<b>Gross Patient Revenue</b>	<b>24,877,325</b>	<b>25,298,438</b>	<b>421,113</b>	<b>1.69%</b>
Contractual Allowances	6,770,861	6,584,939	(185,922)	-2.75%
Charity	10,274,883	10,802,592	527,710	5.14%
Bad Debt	3,356,599	3,577,313	220,714	6.58%
Total Contractual Allowances and Bad Debt	20,402,342	20,964,844	562,502	2.76%
Other Patient Revenue	4,900,838	5,583,700	682,862	13.93%
<b>Net Patient Revenue</b>	<b>9,375,821</b>	<b>9,917,294</b>	<b>541,473</b>	<b>5.78%</b>
Collection Percentage	37.69%	39.20%	1.51%	
Grant Funds	14,897,907	10,666,516	(4,231,391)	-28.40%
Other Financial Assistance	1,079,950	381,143	(698,807)	-64.71%
Interest Earnings	-	-	-	-
Other Revenue	29,735	29,515	(220)	-0.74%
Total Other Revenues	16,007,592	11,077,174	(4,930,418)	-30.80%
<b>Total Revenues</b>	<b>25,383,413</b>	<b>20,994,468</b>	<b>(4,388,945)</b>	<b>-17.29%</b>

Increase primarily due to:  
Other Patient Revenue \$683k  
Outpatient Revenue \$421k

Decrease primarily due to:  
Grants \$4.2M  
Other Financial Assistance \$699k



## Expense Summary All Programs

- Adopted FY23 budgeted total expense is \$36.8M or 27.9% higher than FY22 Annualized Actual of \$28.7M.

	2022 Projected Actual	2023 Adopted Budget	Variance from 2022 Projected	
			\$	%
<b><i>Direct Operational Expenses:</i></b>				
Salaries and Wages	18,232,832	23,017,409	4,784,577	26.24%
Benefits	4,883,413	5,810,130	926,717	18.98%
Purchased Services	664,799	765,437	100,638	15.14%
Medical Supplies	752,278	1,237,000	484,722	64.43%
Other Supplies	404,944	719,603	314,659	77.70%
Medical Services	556,100	901,920	345,820	62.19%
Drugs	539,437	587,500	48,063	8.91%
Repairs & Maintenance	630,149	644,210	14,061	2.23%
Lease & Rental	1,343,070	1,984,011	640,941	47.72%
Utilities	90,800	138,259	47,459	52.27%
Other Expense	591,527	906,915	315,388	53.32%
Insurance	50,411	48,990	(1,421)	-2.82%
<b>Total Operational Expenses</b>	<b>28,739,761</b>	<b>36,761,384</b>	<b>8,021,622</b>	<b>27.91%</b>

Salaries and Wages **\$4.8M**  
Benefits **\$927k**

Lease and Rental **\$641k**  
Medical Supplies **\$485k**



## Capital Summary All Programs

- FY23 budgeted Capital is \$1.8M; \$855k higher than FY22 Annualized Actual of \$989k

	2022 Projected Actual	2023 Proposed Budget	Variance from 2022 Projected	
			\$	%
Capital	989,419	1,844,284	854,865	86.40%

Leasehold Improvements (Atlantis, Delray) **\$1.06M**

Office and Furniture Equipment **\$450k**

Major Moveable Equipment **\$221k**

Information Technology (Network cabling and Phreesia Hardware) **\$120k**



# Revenue Summary - Medical

	2022 Projected Actual	2023 Proposed Budget	Variance from 2022 Projected	
			\$	%
<b>Gross Patient Revenue</b>	<b>15,155,346</b>	<b>15,415,750</b>	<b>260,404</b>	<b>1.72%</b>
Contractual Allowances	3,226,564	3,974,512	747,948	23.18%
Charity	5,717,404	6,086,245	368,841	6.45%
Bad Debt	2,814,551	2,458,485	(356,066)	-12.65%
Total Contractual Allowances and Bad Debt	11,758,518	12,519,242	760,724	6.47%
Other Patient Revenue	3,484,017	4,288,918	804,901	23.10%
<b>Net Patient Revenue</b>	<b>6,880,845</b>	<b>7,185,426</b>	<b>304,581</b>	<b>4.43%</b>
Collection Percentage	45.40%	46.61%	1.21%	
Grant Funds	12,504,478	9,110,930	(3,393,548)	-27.14%
Other Financial Assistance	915,470	381,143	(534,327)	-58.37%
Interest Earnings	-	-	-	-
Other Revenue	29,255	29,515	260	0.89%
Total Other Revenues	13,449,203	9,521,588	(3,927,615)	-29.20%
<b>Total Revenues</b>	<b>20,330,048</b>	<b>16,707,014</b>	<b>(3,623,034)</b>	<b>-17.82%</b>

Increase primarily due to:  
Other Patient Revenue \$805k  
Outpatient Revenue \$260k

Decrease primarily due to:  
Grants \$3.4M  
Other Financial Assistance \$534k





# Expense Summary - Medical

	2022 Projected Actual	2023 Proposed Budget	Variance from 2022 Projected	
			\$	%
<b><i>Direct Operational Expenses:</i></b>				
Salaries and Wages	15,366,431	19,452,810	4,086,379	26.59%
Benefits	4,077,076	4,933,035	855,959	20.99%
Purchased Services	642,419	689,957	47,538	7.40%
Medical Supplies	533,900	1,003,750	469,850	88.00%
Other Supplies	328,964	611,493	282,529	85.88%
Medical Services	556,100	714,000	157,900	28.39%
Drugs	539,437	587,500	48,063	8.91%
Repairs & Maintenance	607,514	619,385	11,871	1.95%
Lease & Rental	1,073,030	1,649,591	576,561	53.73%
Utilities	70,500	108,219	37,719	53.50%
Other Expense	555,189	845,255	290,066	52.25%
Insurance	49,360	47,910	(1,450)	-2.94%
<b>Total Operational Expenses</b>	<b>24,399,920</b>	<b>31,262,905</b>	<b>6,862,984</b>	<b>28.13%</b>

Salaries and Wages **\$4.1M**  
Benefits **\$856k**

Lease and Rental **\$577k**  
Medical Supplies **\$470k**



# Revenue Summary - Dental

	2022 Projected Actual	2023 Proposed Budget	Variance from 2022 Projected	
			\$	%
<b>Gross Patient Revenue</b>	<b>9,721,979</b>	<b>9,882,688</b>	<b>160,709</b>	<b>1.65%</b>
Contractual Allowances	3,544,297	2,610,427	(933,870)	-26.35%
Charity	4,557,479	4,716,347	158,868	3.49%
Bad Debt	542,048	1,118,828	576,780	106.41%
Total Contractual Allowances and Bad Debt	8,643,824	8,445,602	(198,222)	-2.29%
Other Patient Revenue	1,416,821	1,294,782	(122,039)	-8.61%
<b>Net Patient Revenue</b>	<b>2,494,976</b>	<b>2,731,868</b>	<b>236,892</b>	<b>9.49%</b>
Collection Percentage	25.66%	27.64%	1.98%	
Grant Funds	2,393,429	1,555,586	(837,843)	-35.01%
Other Financial Assistance	164,480	-	(164,480)	-100.00%
Other Revenue	480	-	(480)	-100.00%
Total Other Revenues	2,558,389	1,555,586	(1,002,803)	-39.20%
<b>Total Revenues</b>	<b>5,053,365</b>	<b>4,287,454</b>	<b>(765,911)</b>	<b>-15.16%</b>

Increase primarily due to:  
Outpatient Revenue **\$161k**

Decrease primarily due to:  
Grants **\$838k**  
Other Financial Assistance **\$164k**





# Expense Summary - Dental

	2022 Projected Actual	2023 Proposed Budget	Variance from 2022 Projected	
			\$	%
<b>Direct Operational Expenses:</b>				
Salaries and Wages	2,866,401	3,564,599	698,198	24.36%
Benefits	806,337	877,095	70,758	8.78%
Purchased Services	22,380	75,480	53,100	237.27%
Medical Supplies	218,378	233,250	14,872	6.81%
Other Supplies	75,980	108,110	32,130	42.29%
Medical Services	-	187,920	-	-
Drugs	-	-	-	-
Repairs & Maintenance	22,635	24,825	2,190	9.68%
Lease & Rental	270,040	334,420	64,380	23.84%
Utilities	20,300	30,040	9,740	47.98%
Other Expense	36,338	61,660	25,322	69.68%
Insurance	1,052	1,080	28	2.70%
<b>Total Operational Expenses</b>	<b>4,339,841</b>	<b>5,498,479</b>	<b>1,158,638</b>	<b>26.70%</b>

Salaries and Wages \$698k  
Benefits \$71k

Lease and Rental \$64k  
Purchased Services \$53k

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

**1. Description: Executive Director Informational Update**

**2. Summary:**

New AVP, Executive Director of Clinics & Pharmacy Services hired and substance Abuse Disorder Training summary provided.

**3. Substantive Analysis:**

AVP, Executive Director of Clinics & Pharmacy Services

Alicia Ottmann from Arizona was offered and has accepted the position and will start on 1/9/2023. She is currently undergoing credentialing as a Family Medicine Physician Assistant.

Substance Abuse Disorder (SUD) Training

Here is the summary of the training provided.

- 1638 total hours of training to staff
- 277 hours of CME awarded
- 121 hours of Social Work CE awarded

Overall evaluation ratings (0-5 highest rating):

- All Staff average: 4.6
- Prescriber average: 4.7
- Clinician average: 4.7

Also, see attached report.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

N/A

\_\_\_\_\_  
Candice Abbott  
VP & Chief Financial Officer

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

N/A

\_\_\_\_\_  
Committee Name

\_\_\_\_\_  
Date Approved

**6. Recommendation:**

Staff recommends Board receive and file the Executive Director Informational Update.

Approved for Legal sufficiency:



\_\_\_\_\_  
Bernabe Icaza  
VP & General Counsel



\_\_\_\_\_  
Dr. Belma Andric  
VP, CMO & Executive Director Clinical Services

## Develop and deliver training

## Staff Training

The HMA team, in collaboration with the Brumback team, developed and delivered trainings for all staff, prescribers and behavioral health clinicians. The trainings were designed to increase understanding substance use disorders (SUD) and evidence-based treatments for SUD. We provided training via live webinars on the first Thursday of each month from February 2022 through September 2022. The HMA team delivered 5 all staff trainings, 6 clinician trainings and 7 prescriber trainings in total. CME and social work CE were offered. We provided a total of 1638 total hours of training to staff with 277 hours of CME and 121 hours of Social Work CE granted. The trainings section in this report provides a complete list of all trainings offered, number attended, CME and CE granted and corresponding evaluations.

<b>Staff Trainings: Evidence Based Evaluation and Treatment for Substance Use Disorders</b>	<b>Number Of Attendees/ Hours of Education Provided</b>	<b>Total CME Awarded</b>	<b>Total CE Awarded</b>
A1: Substance Use Disorder (SUD) is a Chronic Brain Disease	189	54	27
A2: Stigma, Myth Busters, & Engagement Strategies	282	45	4
A3: Boundaries for Providers Treating Patients with Substance Use Disorder Treatment	260	58	18
A4: Monitoring Substance Use Disorders (SUD) and SUD Treatment	198	5	2
A5: Resiliency for Healthcare Workers	189	40	6
P1: Medications for Opioid Use Disorder-When To Use Each Agent & Why	23	15	n/a
P2: Buprenorphine Induction and Dosing	24	8	n/a
P3: Medications for Addiction Treatment in Pregnancy and Postpartum	97	18	n/a
P4: Medication Assisted Treatment for Substance Use Disorders (MAT) Across the Lifespan	51	4	n/a
P5: Alcohol Withdrawal Assessment and Management	42	8	n/a
P6: Medications for Alcohol Use Disorder (AUD)	58	17	n/a
P7: Benzodiazepines	5	5	n/a
C1: Medication for Opioid Use Disorder (OUD) and Alcohol Use Disorder (AUD)	44	n/a	7
C2: Screening, Assessment and Level of Care Determination: An Overview	68	n/a	32
C3: Harm Reduction	33	n/a	7
C4: Evidence Based Practices for SUD including Motivational Interviewing and Motivational Enhanced Therapy Techniques	18	n/a	2
C5: Cognitive Behavior Therapy/Dialectic Behavior Therapy	24	n/a	7
C6: Mutual Support Options	33	n/a	9
<b>Totals:</b>	<b>1638</b>	<b>277</b>	<b>121</b>

## Evaluation Results for Staff Trainings

<b>A1: Substance Use Disorder (SUD) is a Chronic Brain Disease</b>	
Overall average score:	4.6

<b>C1: Medication for Opioid Use Disorder (OUD) and Alcohol Use Disorder (AUD)</b>	
Overall average score:	4.9

<b>P1: Medications for Opioid Use Disorder-When To Use Each Agent &amp; Why</b>	
Overall average score:	4.6

<b>A2: Stigma, Myth Busters, &amp; Engagement Strategies</b>	
Overall average score:	4.6

<b>C2: Screening, Assessment and Level of Care Determination: An Overview</b>	
Overall average score:	4.7

<b>P2: Buprenorphine Induction and Dosing</b>	
Overall average score:	4.9

<b>A3: Boundaries for Providers Treating Patients with Substance Use Disorder Treatment</b>	
Overall average score:	4.7

<b>C3: Harm Reduction</b>	
Overall average score:	4.6

<b>P3: Medications for Addiction Treatment in Pregnancy and Postpartum</b>	
Overall average score:	4.7

<b>A4: Monitoring Substance Use Disorders (SUD) and SUD Treatment</b>	
Overall average score:	4.5

<b>C4: Motivational Interviewing</b>	
Overall average score:	4.7

<b>P4: Medication Assisted Treatment for Substance Use Disorders (MAT) Across the Lifespan</b>	
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<b>Overall average score:</b>	<b>4.7</b>
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<b>A5: Resiliency for Healthcare Workers</b>	
<b>Overall average score:</b>	<b>4.6</b>

<b>C5: Cognitive Behavior Therapy/Dialectic Behavior Therapy</b>	
<b>Overall average score:</b>	<b>4.9</b>

<b>P5: Alcohol Withdrawal Assessment and Management</b>	
<b>Overall average score:</b>	<b>4.9</b>

<b>C6: What SUD Providers Need to Know About Mutual / Peer Support Groups</b>	
<b>Overall average score:</b>	<b>4.5</b>

<b>P6: Medications for Alcohol Use Disorder (AUD)</b>	
<b>Overall average score:</b>	<b>4.6</b>

<b>P7: Sedative, Hypnotic and Anxiolytic Drugs: Benzodiazepines, GHB, and the Z hypnotics</b>	
<b>Overall average score:</b>	<b>4.6</b>

Summary of all evaluations:

- All Staff average: 4.6
- Prescriber average: 4.7
- Clinician average: 4.7

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

**1. Description: Licensed Independent Practitioner Credentialing and Privileging**

**2. Summary:**

The agenda item represents the licensed independent practitioners recommended for credentialing and privileging by the FQHC Medical Director.

**3. Substantive Analysis:**

The LIPs listed below satisfactorily completed the credentialing and privileges process and met the standards set forth within the approved Credentialing and Privileging Policy. The credentialing and privileging process ensures that all health center practitioners meet specific criteria and standards of professional qualifications. This criterion includes, but is not limited to:

- Current licensure, registration or certification
- Relevant education, training and experience
- Current clinical competence
- Health fitness, or ability to perform the requested privileges
- Malpractice history (NPDB query)
- Immunization and PPD status; and
- Life support training (BLS)

Last Name	First Name	Degree	Specialty	Credentialing
Abreu	Mariana	DMD	General Dentistry	Initial Credentialing
Donnell	Mason	PA	Physician Assistant	Initial Credentialing
Peter	Amanda	APRN	Nurse Practitioner	Initial Credentialing

Primary source and secondary source verifications were performed for credentialing and privileging elements in accordance with state, federal and HRSA requirements. A Nationally accredited Credentials Verification Organization (CVO) was utilized to verify the elements requiring primary source verification.

The C.L. Brumback Primary Care Clinics utilized internal Credentialing staff and the FQHC Medical Director to support the credentialing and privileging process.

Mariana Abreu, DMD, joined the Delray Clinic in 2022, specializing in General Dentistry. She attended Tufts University School of Dental Medicine. Dr. Abreu has been in practice for four years and is fluent in Spanish.

Mason Donnell, PA, joined the Delray Beach Clinic in 2022 as a Physician Assistant. He attended Chatham University. Mr. Donnell is certified as a Physician Assistant by the National Commission on Certification of Physician Assistants.

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**October 26, 2022**

Amanda Peter joined the West Palm Beach Beach Clinic in 2022 as a Psychiatric Nurse Practitioner. She attended Nova Southeastern University. Ms. Peter is certified as a Psychiatric-Mental Health Nurse Practitioner by the American Nurses Credentialing Center.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

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Candice Abbott  
VP & Chief Financial Officer

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

N/A

\_\_\_\_\_  
Committee Name

\_\_\_\_\_  
Date Approved

**6. Recommendation:**

Staff recommends the Board approve the Initial Credentialing and privileging of Mariana Abreu, DMD, General Dentistry.

Staff recommends the Board approve the Initial Credentialing and privileging of Mason Donnell, PA, Physician Assistant.

Staff recommends the Board approve the Initial Credentialing and privileging of Amanda Peter, APRN, Psychiatry Nurse Practitioner.

Approved for Legal sufficiency:



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Bernabe Icaza  
VP & General Counsel



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**



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Dr. Charmaine Chibar  
FQHC Medical Director



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Dr. Belma Andric  
VP, CMO & Executive Director Clinical Services

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**OCTOBER 26, 2022**

**1. Description: Quality Report**

**2. Summary:**

This agenda item presents the updated Quality Improvement & Quality Updates:

- Quality Council Meeting Minutes October 2022
- UDS Report – YTD
- Provider Productivity – September 2022

**3. Substantive Analysis:**

PATIENT SAFETY & ADVERSE EVENTS

Patient safety and risk, including adverse events, peer review and chart review are brought to the board “under separate cover” on a quarterly basis.

PATIENT SATISFACTION AND GRIEVANCES

Patient relations to be presented as separate agenda item.

QUALITY ASSURANCE & IMPROVEMENT

**Breast Cancer Screening:** We are continuing work on the Breast Cancer Initiative quality improvement project in collaboration with American Cancer Society. Met with our local American Cancer Society (ACS) staff partner on 9/14/2022 to facilitate a process mapping session for the breast cancer initiative project. The ideas from this process mapping session will be used to create and implement a PDCA to increase breast cancer screening rates for our patients.

UTILIZATION OF HEALTH CENTER SERVICES

Individual monthly provider productivity stratified by clinic.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

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Candice Abbott  
VP & Chief Financial Officer

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**OCTOBER 26, 2022**


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

<p>N/A</p> <hr style="border: 0; border-top: 1px solid black; margin: 0;"/> <p>Committee Name</p>	<hr style="border: 0; border-top: 1px solid black; margin: 0;"/> <p>Date Approved</p>
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**6. Recommendation:**


Staff recommends the Board approve the updated Quality Report.

Approved for Legal sufficiency:

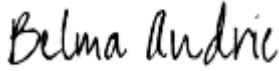
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Bernabe Icaza  
VP & General Counsel

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Dr. Charmaine Chibar  
FQHC Medical Director

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Dr. Belma Andric  
VP, CMO & Executive Director of Clinic Services

## Quality Council Meeting Minutes

Date: October 5, 2022

Time: 8:00AM – 10:00AM

**Attendees:** Andrea Steele – Executive Director of Corporate Quality; Maria Chamberlin – Nurse Manager; Shauniel Brown – Senior Risk Manager; Dr. Sandra Warren – Associate Medical Director; David Speciale – Patient Experience Director; Alexa Goodwin – Patient Relations Manager; Marisol Miranda – Director of Clinic Operations, Jonathan Dominique – Clinic Quality Analyst; Dr. Charmaine Chibar – FQHC Medical Director; Dr. Valena Grbic, Medical Director, District Cares; Dr. Hyla Fritsch – AVP, Executive Director of Clinic Operations & Pharmacy Services; Belma Andric – Chief Medical Officer; Nancy Gonzalez – Dental Manager; Irene Garcia – Dental Quality Coordinator;

**Excused:** Carolina Foksinski, Operations Process Manager; Dr. Courtney Phillips - Director of Behavioral Health; Dr. John Cucuras – FQHC Dental Director;

**Minutes by:** Jonathan Dominique

<u>AGENDA ITEM</u>	<u>DISCUSSION / RECOMMENDATIONS</u>	<u>ACTION ITEMS (AI)</u>	<u>RESPONSIBLE PARTY</u>	<u>DATE</u>																																																						
UTILIZATION																																																										
OPERATIONS	<u>Productivity</u> The Clinics continue to see an increase in overall total billable visits since the start of the pandemic,																																																									
	<table><tr><th colspan="6">Productivity September 2022</th></tr><tr><th>Service Line</th><th colspan="2">Target</th><th colspan="2">Seen</th><th>% of goal</th></tr><tr><td></td><th>AM</th><th>PM</th><th>AM</th><th>PM</th><th>Total</th></tr><tr><td>Adult Care</td><td>2,694</td><td>1,563</td><td>2,550</td><td>1,309</td><td>91%</td></tr><tr><td>Pediatrics</td><td>857</td><td>525</td><td>1,047</td><td>501</td><td>112%</td></tr><tr><td>Women's Health</td><td>366</td><td>210</td><td>329</td><td>150</td><td>83%</td></tr><tr><td>Behavioral Health</td><td>514</td><td>302</td><td>366</td><td>360</td><td>89%</td></tr><tr><td>Substance Use</td><td>456</td><td>282</td><td>490</td><td>317</td><td>109%</td></tr><tr><td>Dental</td><td>1,067</td><td>650</td><td>1,070</td><td>455</td><td>89%</td></tr></table>				Productivity September 2022						Service Line	Target		Seen		% of goal		AM	PM	AM	PM	Total	Adult Care	2,694	1,563	2,550	1,309	91%	Pediatrics	857	525	1,047	501	112%	Women's Health	366	210	329	150	83%	Behavioral Health	514	302	366	360	89%	Substance Use	456	282	490	317	109%	Dental	1,067	650	1,070	455	89%
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Dental Hygiene	394	214	294	325	102%
Residents	476	240	350	198	77%
Total	6,824	3,985	6,496	3,615	94%

#### Medical Payer Mix

Self-Pay – 51%

Managed Care – 41%

Pending Medicaid – 3%

Medicare – 2%

Medicaid – 3%

#### Dental Payer Mix

Self-Pay – 49%

Managed Care – 48%

Medicaid – 2%

Medicare – 0%

Pending Medicaid – 1%

There were 6,942 unique patients seen in the clinics during September. The largest age group served was from 30-39. Mangonia had the highest volume, with Lantana coming in second and west palm beach coming in third. Mangonia/Lewis has the highest concentration of homeless patients (50%). Lantana (32%) and Lake Worth (21%) follow second and third, respectively. LIPIDs, CBCs, and Comprehensive Metabolic Panels make up the majority of lab orders in the clinics. Dr. Andric reminded Marisol that the clinic admin team needs to plan out the launch of the booster Vaccines for COVID-19.

Meeting scheduled to plan out booster deployment.

Marisol

11/1/22

	<p>Based on current metrics, staff will consider changes in the number of providers and possibly increase targets for specific provider types.</p> <p><b><i>(Clinic productivity report with graphs was presented.)</i></b></p>	Staff will consider the clinics' needs and have suggestions ready for the provider staffing discussion.	Clinic Admin	11/1/22
	<p><b><u>Walk-ins</u></b> Medical (incl. Adult, PEDs, WH, BH/SA)</p> <ul style="list-style-type: none"> <li>Scheduled: 6,157</li> <li>Walk-Ins: 1,837</li> </ul> <p>Dental:</p> <ul style="list-style-type: none"> <li>Scheduled: 1,807</li> <li>Walk-Ins: 337</li> </ul>			
	<p><b><u>No Show Rates</u></b> Unfortunately, no-show rates are now trending upward and are at a rate of 21%. While this is 6% less than last year's, it is up 2% from last month.</p> <p><b>(Report with graph presented.)</b></p>	No-show rates will be discussed during the registration and clinic supervisor meeting.	Marisol	11/1/22
<b>PATIENT RELATIONS</b>				
<b>GRIEVANCES, COMPLAINTS &amp; COMPLIMENTS</b>	<p><b><u>Patient Relations Dashboard</u></b> For August 2022, there were a total of 15 Patient Relations Occurrences that occurred between 4 Clinics and Clinic Administration. Of the 15 occurrences, there were 2 Grievances and 13 Complaints. The top 5 categories were Referrals, Care &amp; Treatment, Respect Related, Communication and Finance. The top subcategory was Referral Communication, with 3</p>			

	<p>occurrences. Bad Attitude/Rude followed with 2 occurrences. There were also 73 compliments received across 6 Clinics and Clinic Administration.</p> <p><b><i>(Patient Relations Report &amp; Patient Relations Dashboard with Graphs presented.)</i></b></p>			
<b>SURVEY RESULTS</b>	<p><b><u>Patient Satisfaction Survey – August 2022</u></b></p> <p>From March 1 thru August 31, the clinics sent 59,900 Patient Satisfaction surveys to patients, of which 20.8% of the surveys were opened, and 3.5% were completed. The August return rate improved by 37% from the previous month. Of all surveys conducted, 79% were scored Promoters and 7% detractors. Promoters improved by 1% and detractors remained the same compared to last month. Trends over time presented as a clinic roll-up, by individual questions and by clinic location.</p> <p>Highest Promoters (* scores are at an all-time high YTD):</p> <ul style="list-style-type: none"> <li>• Things explained in a way you could understand*</li> <li>• Care and concern of our nurses/medical assistants</li> <li>• Quality of your Medical Care*</li> <li>• Instructions were given regarding medication/follow-up care*</li> <li>• Our Practice*</li> </ul> <p>Highest Detractors (** scores are at an all-time low YTD):</p> <ul style="list-style-type: none"> <li>• Being informed about delays**</li> <li>• Appointment available within a reasonable amount of time</li> <li>• Your ability to contact us after hours</li> <li>• Your phone calls were answered promptly</li> <li>• Waiting time in the reception area</li> <li>• Waiting time in the exam room</li> </ul>			

	<p>For August 2022, there were 529 Patient Satisfaction Surveys completed which is a 32% increase from the previous month and represents 5% of total patient visits. The top 5 and lowest 5 scored questions were presented. The Boca Clinic had the most significant rate of return at 13% of all visits provided. August data presented rates of return and scores by clinic and survey question. The Boca clinic had the highest rate of return and highest rate of Promoter scores. Monthly benchmarks to like organizations and patient comments by clinics.</p> <p>Clinic YTD scorecards presented. Promoter trends compared to the previous month:</p> <ul style="list-style-type: none"> <li>• Belle Glade – declined by 4%</li> <li>• Boca Raton – improved by 2%</li> <li>• Delray Beach – improved by 12%</li> <li>• Jupiter – improved by 2%</li> <li>• Lake Worth – declined 9%</li> <li>• Lantana – improved by 5%</li> <li>• Lewis Center – declined by 10%</li> <li>• Mangonia Park – remained the same</li> <li>• West Palm Beach – declined by 1%</li> </ul> <p>PDCAs in the process of improving scores for 2022. Presentation to be shared with Clinic Coordinators and Clinic Teams. <b><i>(Patient Satisfaction Survey PowerPoint presented.)</i></b></p>			
<b>OUTBOUND CALL CAMPAIGNS</b>	<p><b><u>Provider Reschedules:</u></b></p> <p>In September 2022, The Clinic Service Center contacted 458 patients to reschedule their appointment. This was due to the provider being on PTO, provider unavailable, provider on Jury Duty, and clinic closure due to Hurricane</p>			



	<p>lan. This was a 41% increase from the previous month when we rescheduled 323 patients. The Clinic Service Center also rescheduled 102 appointments for West Palm Beach dental patients due to the provider being unavailable.</p> <p><b><u>Outbound Campaigns</u></b></p> <p><i>Breast Cancer Screening – All Clinics</i></p> <p>In September 2022, The Clinic Service Center contacted 660 patients in an attempt to schedule them for their required Breast Cancer Screening appointment. Of the patients who called, 57 were scheduled, and 56 had upcoming appointments.</p> <p><b><u>Boca Scheduling Initiatives</u></b></p> <p>In September, the CSC team offered 18 patients a sooner appointment at the Boca location. (no graph shown)</p> <p><b><u>After-Hours Call Return Summary Report – September 2022</u></b></p> <p>In September 2022, the Clinic Service Center returned 199 calls from the After-Hours service. This was a 42% increase from the previous month. After-hours calls by Type, by the clinic, and by Department presented. Of the 199 after-hours calls received, 42 (21%) of the calls were paged out to the on-call provider for a clinical issue. All the clinical problems were paged out. Trends over time reported.</p> <p><b><i>(Outbound Campaign PowerPoint presented.)</i></b></p>			
<b>NEXT THIRD AVAILABLE</b>	<p><b><u>Next Third Available</u></b></p> <p>The Next Third Available (NTA) report as of September 30, 2022, was presented by the Clinic location and included all</p>			

	<p>Departments associated and clinics. The report excludes "same day" appointment slots available each Monday through Friday. Monthly data and trends are presented for each clinic and service line over time. A "decrease" is an improvement in NTA, whereas an "increase" is a lengthening of days to wait for an appointment. Covering providers (*) are excluded from the analysis. Trends over time presented. The next Third available is generally decreasing (improving across all clinics)</p> <p><b><u>Women's Health:</u></b>  <b>LW:</b> between 2 and 9 days. <b>Decreased</b> from last month (0/28 days)  <b>BG:</b> 29 days wait. <b>Increased</b> from last month (12 days)</p> <p><b><u>Belle Glade PCC*:</u></b>  <b>Providers:</b> between 6 and 23 days wait. <b>Decreased</b> compared to last month (13/32 days wait)  <b>Residents:</b> between 3 and 66. <b>Decreased</b> from last month (9/46 days wait)</p> <p><b><u>Boca PCC:</u></b>0 days wait. <b>Decreased</b> compared to last month (0/2 days wait)</p> <p><b><u>Delray Beach PCC:</u></b> Between 5 and 32 days wait. Increased compared to last month (1/25 days wait)</p> <p><b><u>Jupiter PCC:</u></b> Between 5 and 76days wait. <b>Decreased</b> compared to last month (49/101 days wait)</p> <p><b><u>Lake Worth PCC:</u></b> Between 20 and 74 days wait. <b>Decreased</b> from last month (33/80 days wait)</p>			
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	<p><b><u>Lantana PCC:</u></b>  <b>Adults:</b> Between 40 and 94 days wait. Increased from last month (7/81 days wait)  <b>Peds:</b> Between 26 and 45 days wait. Increased from last month (16/34 days wait)</p> <p><b><u>Lewis Center PCC:</u></b> Ten (10) day wait. The increase from last month (5 days). The covering provider is an outlier at 76 days.</p> <p><b><u>Mangonia Park PCC:</u></b> Between 3 and 9 days wait.  <b>Decreased</b> from last month (4/10 days wait)</p> <p><b><u>WPB PCC:</u></b>  <b>Adults:</b> Between 1 and 45 days wait. <b>Decreased</b> compared to last month (4/57 days wait)  <b>Peds:</b> Between 15 and 30 days wait. Increased from last month (15/23 days wait)</p> <p><b><u>Behavioral Health:</u></b>  <b>Mangonia Park:</b> Between 0 and 19 days wait. <b>Decreased</b> compared to last month (0/44 days wait)  <b>Other Locations:</b> 0 days. Decreased from last month (1 day)</p> <p><b><u>Dental:</u></b>  <b><u>New Adult (Comps)</u></b>  <b>BG:</b> 0 days wait. Same as last month  <b>DB:</b> 34 days wait. <b>Decreased</b> from 41 days  <b>WPB:</b> 57 days wait. Increased from last month</p> <p><b><u>New Peds (Comps)</u></b>  <b>BG:</b> 0-day wait. <b>Decreased</b> from last month</p>			
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	<p><b>LAN:</b> Between 2/26 days wait. <b>Decreased</b> from last month. (1/41)</p> <p><b>WPB:</b> 42 days wait. <b>Decreased</b> from last month (57 days wait)</p> <p><b>Dental Procedures</b></p> <p><b>BG:</b> Between 0 and 6 days wait. <b>Increased</b> from last month (0 days)</p> <p><b>DB:</b> 0 days wait. Same as last month</p> <p><b>LAN:</b> 0 days wait. Same as last month</p> <p><b>WPB:</b> Between 0 and 2 days wait. Same as last month</p> <p><b>Hygiene:</b></p> <p><b>BG:</b> Between 3/27 days wait. <b>Decreased</b> from last month (1/52)</p> <p><b>DB:</b> Between 2/77 days wait. <b>Decreased</b> from last month (0/102)</p> <p><b>LAN:</b> Between 0/3 days wait. Increased from last month (0/1)</p> <p><b>WPB:</b> Zero (0) day wait. <b>Decreased</b> from last month (0/1)</p> <p><i>(Third Next Available PowerPoint presented.)</i></p>			
<b>QUALITY</b>				
<b>QUALITY AUDITS</b>				
<b>MEDICAL</b>	<p><b>Hemoglobin A1C/Point of Care Testing</b></p> <p>Shows:</p> <p>The diabetes measure data for January-August 2022 shows that our patients are currently controlled at 71% while 26% are uncontrolled (from 3,626 diabetic patients total) and 3 % of patients need data. HRSA's goal is to have 67% of patients with controlled diabetes. There were 3,110 POC A1Cs done (86% of Diabetic Patients). There</p>			

	was an increase in A1C POC testing compared to 84% in the previous month. The majority of controlled patients had 71% and uncontrolled 29% patients had the A1c done at POC vs. lab. West Palm Beach Clinic (23%), Belle Glade Clinic (16%) and Lantana Clinic (12%) - had the highest percentage of untested patients in November. 121 patients did not have data, 27% already had a future appointment, and 73% of patients did not have a scheduled future appointment. Less than 1% had telemedicine appointment set.																																																																									
	<p><b>Colorectal Cancer Screening</b></p> <p>Colorectal cancer screening YTD - AUGUST 2022</p> <table><tr><th>Clinics</th><th>Eligible Population</th><th>Satisfied</th><th colspan="4">Needs Data</th></tr><tr><th></th><th></th><th></th><th colspan="2"># Patients with FIT Test Ordered</th><th colspan="2"># Missed Patients</th></tr><tr><td>Belle Glade</td><td>909</td><td>409 45%</td><td>368</td><td>40%</td><td>132</td><td>15%</td></tr><tr><td>Boca</td><td>537</td><td>276 51%</td><td>186</td><td>35%</td><td>75</td><td>14%</td></tr><tr><td>Delray Beach</td><td>1056</td><td>436 41%</td><td>530</td><td>50%</td><td>90</td><td>9%</td></tr><tr><td>Jupiter</td><td>786</td><td>315 40%</td><td>306</td><td>39%</td><td>165</td><td>21%</td></tr><tr><td>Lake Worth</td><td>1200</td><td>520 43%</td><td>562</td><td>47%</td><td>118</td><td>10%</td></tr><tr><td>Lantana</td><td>1190</td><td>520 44%</td><td>543</td><td>46%</td><td>127</td><td>11%</td></tr><tr><td>Lewis Center</td><td>130</td><td>9 7%</td><td>68</td><td>52%</td><td>53</td><td>41%</td></tr><tr><td>Mangonia Park</td><td>203</td><td>34 17%</td><td>113</td><td>56%</td><td>56</td><td>28%</td></tr></table>	Clinics	Eligible Population	Satisfied	Needs Data							# Patients with FIT Test Ordered		# Missed Patients		Belle Glade	909	409 45%	368	40%	132	15%	Boca	537	276 51%	186	35%	75	14%	Delray Beach	1056	436 41%	530	50%	90	9%	Jupiter	786	315 40%	306	39%	165	21%	Lake Worth	1200	520 43%	562	47%	118	10%	Lantana	1190	520 44%	543	46%	127	11%	Lewis Center	130	9 7%	68	52%	53	41%	Mangonia Park	203	34 17%	113	56%	56	28%			
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Mobile	32	0 0%	25 78%	7 22%			
West Palm Beach	1262	543 43%	577 46%	142 11%			
Total	7,367	3,063	3,308 45%	996 14%			
			4,304				
58%							
The clinics remain somewhat similar to the trends from last month.							
Satisfied: 3,063 (42%) Not Met: 4,304 (58%)							
<b><u>Cervical Cancer Screening</u></b> Satisfied: 4,378 (49%) Not Met / Needs Data: 4644 (51%)  The metric satisfaction rate has progressively increased over the last year. The rate of patients that met the metric increased from 47% to 49% over the last month. The number of patients that did not meet the metric decreased from 17% last month to 16%. The number of patients that were missed has steadily decreased to 35% (down 1% from 36% in the previous month)  Boca (66%), Lake worth (65%) and Lantana (66%) have the highest rates for patients meeting the metric. While Delray (35%), Jupiter (35%), and West Palm Beach (28%) have the lowest.					Dr. Warren is following up with the Department of Health to provide PAPs once patient consent is provided. She will also explore the list to determine the Clinics options.	Dr. Warren	11/1/22

	Of the patients not meeting the measure (n= 4,413), 55% had no future appt scheduled (2531), while 45% (2113) do have a future appointment.									
	<b><u>Breast Cancer Screening</u></b> (n=4,008) Satisfied screenings – 53% Unsatisfied Screenings – 47% <ul style="list-style-type: none"><li>• Not Met with order – 37%</li><li>• Not Met (Patient Missed) – 10%</li></ul> Jan-August: Satisfaction improved from 52% to 53%, while the number of patients who did not meet orders maintained at 37%, which is relatively consistent with the last couple of months. The number of patients who were short, however, decreased from 11%-10%.									
					Not Met					
	Clinics	Eligible Population	Met		With Order	Missed Patient				
	Belle Glade	502	344	69%	130	28				
	Boca	306	205	67%	61	40				
	Delray	569	302	53%	245	22				
	Jupiter	396	167	42%	150	79				
	Lake Worth	746	429	58%	282	35				
	Lantana	694	386	56%	263	45				
	Lewis	44	1	2%	16	27				
	Mangonia	50	8	16%	27	15				
	St Ann	14	0	0%	2	12				
	West Palm	679	287	42%	284	108				
	Total	4,008	2,129	53%	1,463 1,879	416 47%				

	<p>Compared to the other clinics, the lowest performers were West Palm Beach and Jupiter; however, they increased their percentages from the previous month. Everywhere else increased their percentages except for Delray, which maintained its position. Many patients are not returning the tests, even when orders are placed. There are 810 patients with orders but with no insurance. Patients were contacted and provided with information with instructions on how to access cheaper alternatives for mammograms.</p>	<p>Of the 810 patients, 340 (42%) have completed mammograms. There are several others left to schedule. It is anticipated that the clinic admin team will be able to push several more patients before the end of the year.</p>	Dr. Warren / Jasmine	11/1/22
DENTAL	<p><b><u>Dental Sealants</u></b></p> <p>96% (n=480) {Jan-Aug 2022}</p> <p>95%(n=115) {August 2022}</p>			
	<p><b><u>Same-Day Extractions</u></b> (Limited Exams)</p> <p>Limited Exams (n= 350)</p> <p>Same Day Extractions: 161 (46% n=350)</p> <p>Returns (Follow-Up): Patients with a future extraction appointment type– 32 (9% n=350)</p> <p>Returned within 21 days for extraction</p> <p>25 (78% n=32)</p> <p>Antibiotics Given: Patients without a future extraction appointment type</p> <p>99 (28% n=350)</p> <p>Extraction not needed: non-emergent</p> <p>58 (17% n=350)</p>			



	<p><b>MDI/WHO – August 2022</b></p> <ul style="list-style-type: none"> <li>– Total Pediatric Patients 157 <ul style="list-style-type: none"> <li>○ Excluded from MDI 59 (38% n=157)</li> <li>○ No MDI_8 (8% n=98);</li> <li>○ MDI 89 (91% n=98)</li> <li>○ Missing answer 1 (1% n=98)</li> </ul> </li> </ul> <p>WHO 31 (35% n=89) No WHO 58 (65% n=89)</p> <p>Patients seen by Pediatric Dentists 22(71%; n=31)</p>			
<b>WOMEN'S HEALTH</b>	<p><b><u>HPV</u></b></p> <p>YTD Number of eligible patients (n=1599) Distribution of patient doses goes as follows (805 vaccines from Jan-August 2022)</p> <ul style="list-style-type: none"> <li>• Dose 1 – 534</li> <li>• Dose 2 – 245</li> <li>• Dose 3 – 26</li> </ul> <p>There were 448 patients seen that were previously vaccinated for HPV. 310 Patients were Seen with No HPV vaccine or refusal consent on file. The percentage of patients with no refusal and no consent has decreased, which is progress from where we started at the beginning of the year. 9 Y/O and 18 Y/O make up the majority of the No refusal no Consent on file.</p>			
<b>NURSING</b>	<p><b><u>Higher Level of Care</u></b></p> <p>99 ER referrals/94 patients were sent to the ER in August. The breakdown of the referrals is as follows:</p> <ul style="list-style-type: none"> <li>– WH- 18 (18%)</li> <li>– Peds- 25 (25%)</li> <li>– Adult- 53 (54%)</li> </ul>			

	<ul style="list-style-type: none"> <li>– Adult Crisis- 2 (2 %)</li> <li>– Urgent Care- 1 (1%) (this order was D/C. Shouldn't see these in the data)</li> <li>– Peds Crisis-0</li> </ul> <p>There were 5 patients with multiple orders in August; 1 adult, 3 WH and 1 peds. All were reviewed. The Director of Women's Health will review one chart to see if the appropriate referral type was used. Others were reviewed and appropriate.</p> <p><b>ADULT REFERRALS-</b> Dr. Perez (also in June) and Dr. Florez (also in June) were the highest for adult referrals, with 6 and 4, respectively. WPB and Lantana had the highest number of adult ER referrals, with 15 (15%) and 14 (14%), respectively.</p> <p><b>HOSPITAL REFERRAL-</b> These are from the WH department. Jennifer Casanova had 10 referrals for August (10%). Some of the referrals from WH this month were Emergency Medicine referrals for medical concerns vs. WH concerns.</p> <p><b>PEDS REFERRALS-</b> the highest producer was Dr. Clarke- 22 (22%) of the peds referrals. Dr. Lazaro had 1 and Dr. Marzouca had 2.</p> <p>The incorrect referral type was used 6 times for a pediatric referral, all by the same pediatrician- Dr. Clarke.</p> <p><b>URGENT CARE/ER REFERRAL-</b></p>			
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	<p>This referral type was discontinued in July and removed from the Provider preference list. <b>We will have 1 referral for August. Not sure how.</b></p> <p>Inter-clinic transport is not reflected for August. A decision is needed on which referral to be used.</p>			
QUALITY METRICS				
<p align="center"><b>UDS YTD October 2022</b></p> <p align="center">Of the 17 UDS Measures: 10 Exceeded the HRSA Goal and 7 were short of the HRSA Goal (<i>Clinic Score/ HRSA Goal / Healthy People Goal</i>)</p>				
<b>Medical UDS Report</b>	<b>Adult Weight screening and follow up:</b> (70% / 90%)			
	<b>Breast Cancer Screening:</b> (54%/60%)			
	<b>Cervical Cancer Screening:</b> (51% /65%)			
	<b>Childhood immunization:</b> (22%/ 60%)	Litza is currently looking to link historical vaccines as a means of reconciling patient vaccinations	Litza / Dr. Chibar / Lisa	11/1/22
	<b>Colorectal Cancer Screening:</b> (44% / 82%)			
	<b>Coronary Artery Disease CAD:</b> (83% / 81%)			
	<b>Dental Sealants:</b> (95% / 75% )			
	<b>Depression Remission:</b> (21% / 14% )			
	<b>Diabetes:</b> (71% / 67% )			
	<b>Diabetes (Migrant):</b> (71%/67%)			
	<b>HIV Screening:</b> (33% / 32%)			
	<b>Hypertension:</b> (70% / 80% )			
	<b>Ischemic Vascular Disease (IVD):</b> (74% / 86%)			
	<b>Depression screening:</b> (92% / 83% )			
	<b>Depression screening (Homeless):</b> (89% / 83% )			

	<b>Tobacco use screening &amp; cessation: (92% / 93%)</b>			
	<b>Weight assessment, Children &amp; Adolescents:</b> (92% / 90%)			
National Quality Award	<b>Goals and Targets</b> The team has several National Quality Leader awards for the next year; however, this year. The goal that appears to be in reach is the National Quality Leader for Behavioral health.	The team intends to maintain a behavioral health course and will plan ways to better approach diabetes and heart health in 2023.	Clinic Administration	1/1/2023
<b>Meeting Adjourned: 10:00 AM</b>				

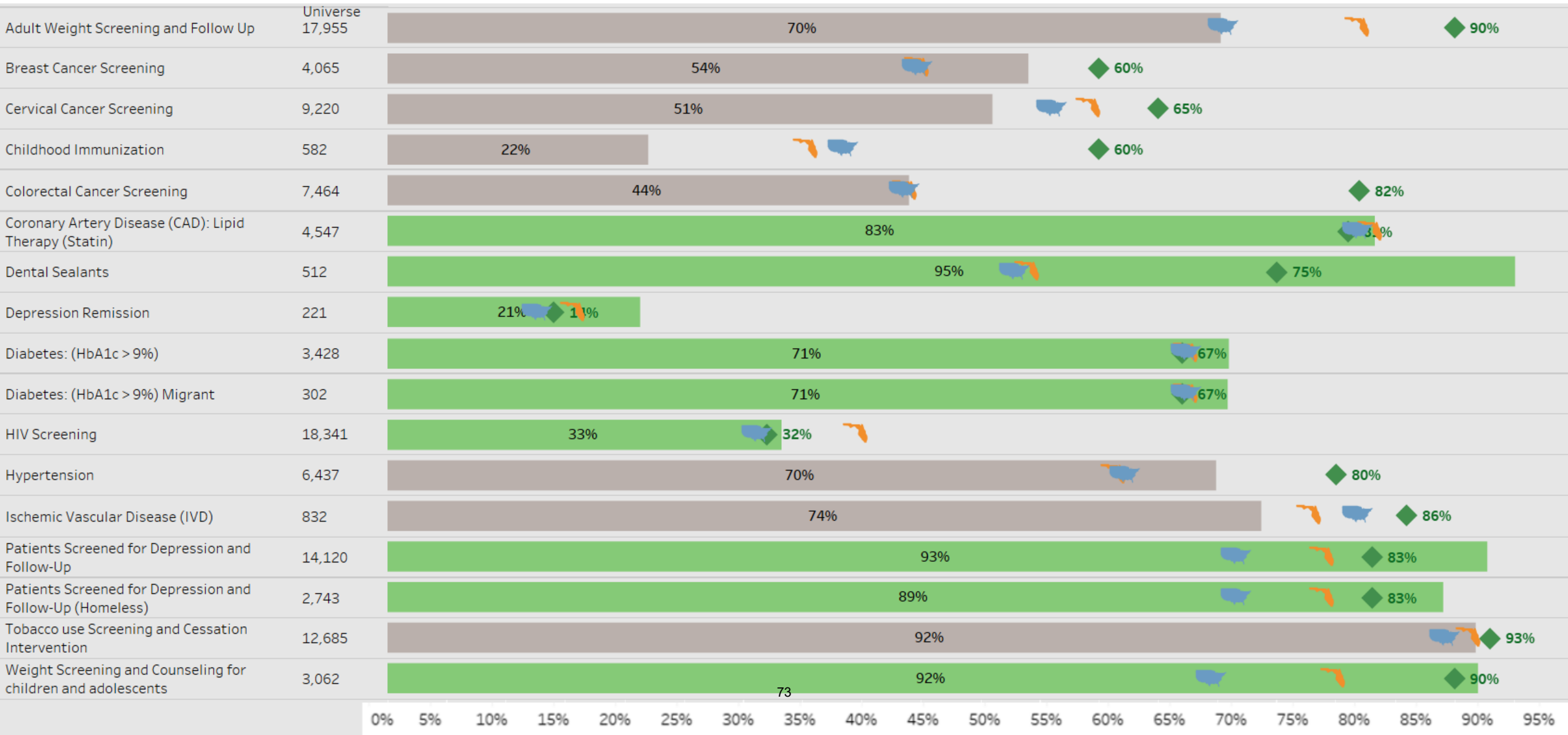
# UDS PROVIDER LEVEL QUALITY MEASURES 2022

Load Date  
10/3/2022

Filters

## OVERALL PERFORMANCE

■ MET ■ Not Met ◆ HRSA Goal 🇺🇸 National Average 🇫🇷 State Average



# PRODUCTIVITY REPORT SEP 2022

ALL PROVIDERS

AS 09/30/2022 Based on Completed Appointments

<51%

>=51% and < 80%

>= 80% and <100%

>= 100%

ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen		% Monthly Target Achieved		Daily Average
			AM	PM	Total	AM	PM	Total		
ALFONSO PUENTES, RAMIRO	12 / 17 Modified Target	15.0	139	70	210	135	63	198	94%	13.2
BUI, THY	17	19.5	212	122	334	180	108	288	86%	14.8
CASTIGLIA, SARAH	17	18.0	194	116	309	127	67	194	63%	10.8
DABU, DARNEL	17	11.5	122	68	190	100	49	149	78%	13.0
DORCE-MEDARD, JENNIFER	17	0.5	9	0	9	4	0	4	44%	8.0
FERNANDEZ SANCHEZ, MARCO	15	12.5	117	72	189	116	80	196	104%	15.7
FLOREZ, GLORIA	12 ***	18.0	135	78	213	148	79	227	106%	12.6
HARBERGER, SENECA	14 ***	16.0	133	88	221	124	75	199	90%	12.4
JEAN-JACQUES, FERNIQUE	15	7.0	71	36	107	76	26	102	95%	14.6
KOOPMAN, REBECCA	15	18.0	164	98	262	230	96	326	124%	18.1
LAM, MINH DAI	15	16.5	151	85	236	177	60	237	100%	14.4
LANGLEY, TAMARA	12	17.0	122	82	204	117	84	201	99%	11.8
LARA SUAREZ, MARIA	3 **	4.0	10	6	16	10	6	16	100%	4.0
NAVARRO, ELSY	15	18.0	179	96	275	195	78	273	99%	15.2
NOUKELAK, GERMAINE	11 ***	18.0	116	78	194	119	80	199	103%	11.1
PEREZ, DANIEL JESUS	10 Belle Glade * / 17	6.5	59	43	102	63	37	100	98%	15.4
PHILISTIN, KETELY	12 / 15 Modified Target	19.5	164	92	256	129	79	208	81%	10.7
PIERRE LOUIS, JOANN	12 / 15 Modified Target	16.5	141	78	219	135	55	190	87%	11.5
ST VIL, CARLINE	15	17.0	161	96	257	150	82	232	90%	13.6
STANEK, EWELINA	7 ***	18.0	81	51	132	62	40	102	77%	5.7
TAHERI, NERGESS	5 Belle Glade * / 17	4.5	20	9	29	17	8	25	86%	5.6
WARREN, SANDRA	17	1.5	14	7	21	6	5	11	52%	7.3
WILKINSON, SARAH	15	16.0	152	90	242	117	51	168	69%	10.5
WILMOT, ALTHEA	2 **	1.0	1	1	2	1	1	2	100%	2.0
ZITO, AMALINETTE	17	1.5	27	0	27	12	0	12	44%	8.0
ADULT CARE TOTALS		311.5	2694	1563	4257	2,550	1,309	3,859	91%	

\* Avg Target for Belle Glade Primary \*\*Avg New Provider \*\*\*Avg Share Target

RESIDENCY PROGRAM										
PY1	6	26.5	79	72	151	74	73	147	97%	5.5
PY2	10	20.5	162	56	218	121	44	165	76%	8.0
PY3	14	24.5	235	112	347	155	81	236	68%	9.6
RESIDENTS TOTAL		71.5	476	240	716	350	198	548	77%	

PEDIATRIC CARE										
CLARKE-AARON, NOELLA	17	17.5	184	116	299	202	114	316	106%	18.1
DESSALINES, DUCLOS	17	13.5	143	88	231	176	81	257	111%	19.0
LAZARO RIVERA, NANCY	17	14.5	163	88	252	223	93	316	126%	21.8
MARZOUCA, KISHA F.	17	18.0	173	117	290	200	106	306	110%	17.0
NORMIL-SMITH, SHERLOUNE	17	18.0	194	116	309	246	107	353	114%	19.6
PEDIATRIC CARE TOTALS		81.5	857	525	1381	1,047	501	1,548	112%	

WOMEN'S HEALTH CARE										
CASANOVA, JENNIFER	15	13.5	135	72	207	139	65	204	99%	15.1
FERWERDA, ANA	17	6.0	48	22	70	49	16	65	93%	10.8
PROPHETE, JOYCE	17	17.5	184	116	299	141	69	210	70%	12.0
WOMEN'S HEALTH CARE TOTALS		37	366	210	576	329	150	479	83%	

BEHAVIORAL HEALTH INTEGRATION										
LEQUERICA ZIEMBA, ADRIANA	6	15.5	54	36	90	62	50	112	124%	7.2
CALDERON, NYLSA	10	17.5	108	68	176	65	87	152	86%	8.7
JONES, KIARA	10	18.5	119	68	187	104	74	178	95%	9.6
LUCCHESI, KAREN	10	14.5	103	48	151	67	66	133	88%	9.2
CUSIMANO, ANGELA	12	17.5	130	82	211	68	83	151	71%	8.6
BH INTEGRATION TOTALS		83.5	514	302	815	366	360	726	89%	

BEHAVIORAL HEALTH ADDICTION										
PHILLIPS, COURTNEY	8	11.0	52	30	82	44	23	67	82%	6.1
MILETA, SNJEZANA	10	14.5	90	56	146	102	77	179	123%	12.3
MITCHELL, ANGELA	10	18.5	114	72	186	121	73	194	104%	10.5
REXACH, CLAUDIA	10	19.5	115	72	187	134	76	210	112%	10.8
LAWRENCE, MELISSA	10	14.5	85	52	137	89	68	157	115%	10.8
BH ADDICTION TOTALS		78	456	282	738	490	317	807	109%	

DENTAL										
ALWEHAIB, ARWA	13 ***	18.5	156	99	255	179	86	265	104%	14.3
ALI, BUSHRA	11 ***	18.0	128	78	206	121	44	165	80%	9.2
BOWEN, BEVERLY	16	17.5	173	109	282	184	85	269	96%	15.4
CUCURAS, JOHN N	12 / 16 Modified Target	8.0	83	45	128	90	31	121	95%	15.1
SEMINARIO, ADA	12 / 16 Modified Target	15.0	140	83	223	127	43	170	76%	11.3
SOFIANOS, MICHAEL	16	16.5	163	102	266	168	65	233	88%	14.1
ZANGENEH, YASMINE	12 / 16 Modified Target	14.5	127	80	207	112	50	162	78%	11.2
WILLIAMS, RICHARD	12 / 16 Modified Target	11.0	97	54	151	89	51	140	93%	12.7
DENTAL TOTALS		119.0	1067	650	1718	1,070	455	1,525	89%	

\*\*Avg New Provider \*\*\*Avg Share Target

DENTAL HYGIENE										
MOZER NASCIMENTO, ARIANNE	8	18.5	91	58	149	86	44	130	87%	7.0
HARDCASTLE, CORINA	8	17.5	86	54	141	77	69	146	104%	8.3
MASON, SHERRY	8	16.5	82	51	133	61	53	114	86%	6.9
PETERSEN, PATRICE	8 / 16 MDI	11.5	134	51	186	70	159	229	123%	19.9
DENTAL HYGIENE TOTALS		64.0	394	214	608	294	325	619	102%	

GRAND TOTAL		846.0	6824	3985	10809	6,496	3,615	10,111	94%	
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# PRODUCTIVITY REPORT SEP 2022

ALL CLINICS

AS 09/30/2022 Based on Completed Appointments

<51%

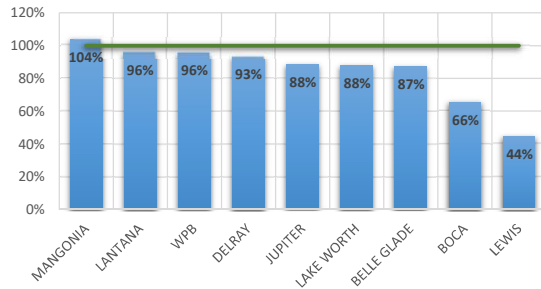
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>= 80% and <100%

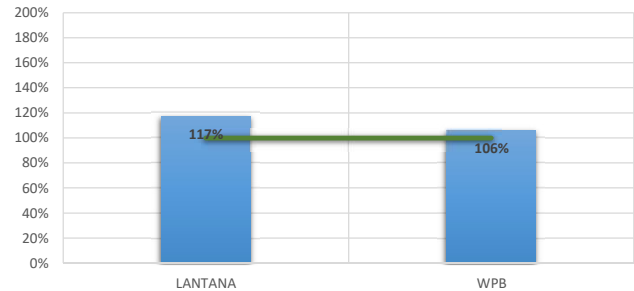
>= 100%

Category	Target for the Month			Total for the Month Seen			% Monthly Target Achieved
AS 09/30/2022	AM	PM	Total	AM	PM	Total	
ADULT CARE	2,694	1,563	4,257	2,550	1,309	3,859	91%
PEDIATRIC CARE	857	525	1,381	1,047	501	1,548	112%
WOMEN'S HEALTH CARE	366	210	576	329	150	479	83%
BH INTEGRATION	514	302	815	366	360	726	89%
BH ADDICTION	456	282	738	490	317	807	109%
DENTAL HEALTH	1,067	650	1,718	1,070	455	1,525	89%
DENTAL HYGIENE	394	214	608	294	325	619	102%
RESIDENCY PROGRAM	476	240	716	350	198	548	77%
Grand Total	6,824	3,985	10,809	6,496	3,615	10,111	94%

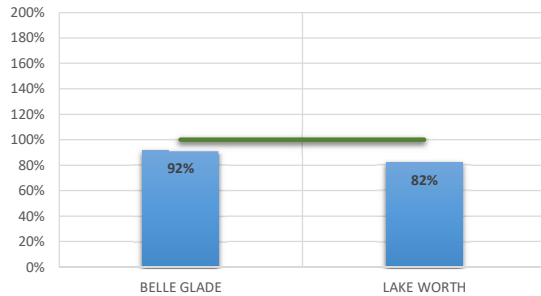
Adult Care



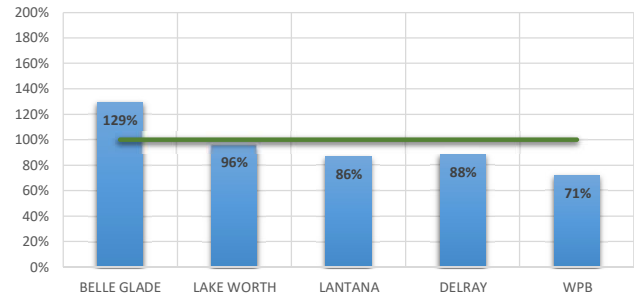
Pediatric Care



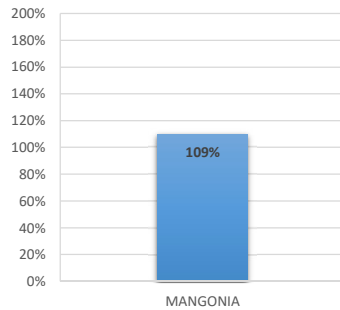
Women's Health Care



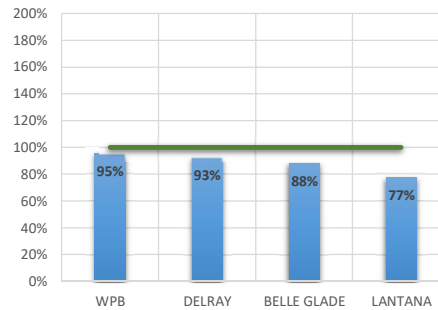
BH Integration



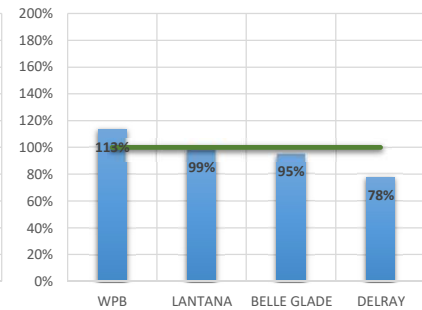
BH Addiction



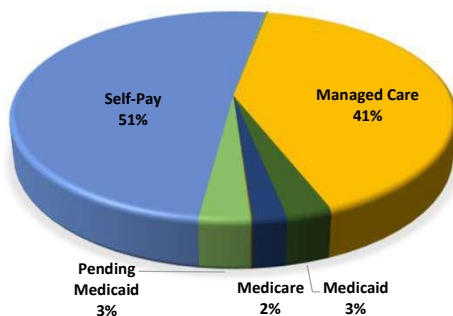
Dental



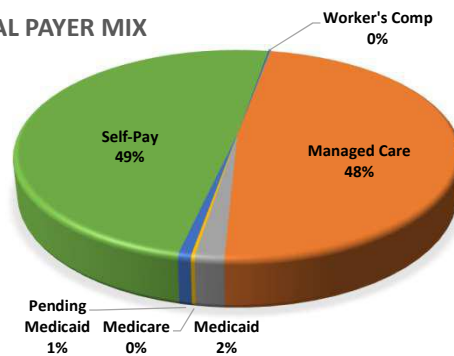
Dental Hygiene



MEDICAL PAYER MIX



DENTAL PAYER MIX



ADULT CARE	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
ALFONSO PUENTES, RAMIRO	83%	95%	77%	90%	80%	87%	96%	94%	90%	92%	92%	94%
BUI, THY										105%	104%	86%
DABU, DARNEL	90%	99%	82%	83%	83%	91%	102%	102%	97%	93%	95%	78%
DORCE-MEDARD, JENNIFER	89%	67%	111%	111%	67%	67%	83%	133%	83%	100%	106%	44%
CASTIGLIA, SARAH										100%	56%	63%
FLOREZ, GLORIA	99%	98%	78%	91%	93%	95%	87%	90%	94%	93%	91%	106%
HARBERGER, SENECA				100%	100%	100%	100%	100%	95%	83%	92%	90%
JEAN-JACQUES, FERNIQUE	96%	106%	96%	96%	102%	87%	100%	102%	105%	101%	102%	95%
KOOPMAN, REBECCA	62%	70%	63%	69%	98%	87%	86%	99%	111%	112%	105%	124%
LAM, MINH DAI	125%	116%	108%	108%	104%	104%	106%	107%	113%	115%	111%	100%
LANGLEY, TAMARA										100%	88%	99%
PIERRE LOUIS, JOANN	89%	100%	81%	95%	97%	95%	105%	97%	97%	89%	97%	87%
NAVARRO, ELSY	92%	103%	93%	92%	103%	97%	97%	99%	101%	99%	94%	99%
PEREZ, DANIEL JESUS				81%	95%	97%	88%	86%	100%	91%	100%	98%
PHILISTIN, KETELY	91%	98%	87%	101%	102%	90%	92%	88%	99%	99%	87%	81%
WILKINSON, SARAH									55%	79%	76%	87%
FERNANDEZ SANCHEZ, MARCO A.	149%	168%	118%	76%	100%	83%	83%	95%	111%	109%	117%	117%
STANEK, EWELINA											59%	77%
ST VIL, CARLINE	77%	92%	98%	83%	87%	84%	92%	95%	101%	85%	102%	90%
WARREN, SANDRA	78%	100%	70%		100%	85%	100%	68%	74%	89%	63%	52%
ZITO, AMALINNETTE	100%	89%	81%	104%	100%	100%	92%	122%	85%	64%	81%	44%
LARA SUAREZ, MARIA												100%
NOUKELAK, GERMAINE												103%
STANEK, EWELINA												77%



WILMOT, ALTHEA												100%
RESIDENTS				75%	64%	72%	71%	78%	75%	68%	85%	77%

PEDIATRIC CARE	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
CLARKE-AARON, NOELLA	92%	89%	85%	89%	97%	98%	104%	102%	111%	118%	107%	106%
CHIBAR, CHARMAINE	61%	100%	100%	100%				100%	108%	100%	103%	
DESSALINES, DUCLOS	120%	126%	108%	107%	121%	119%	113%	121%	109%	119%	114%	111%
LAZARO RIVERA, NANCY	130%	136%	113%	115%	128%	128%	120%	126%	117%	119%	122%	126%
MARZOUCA, KISHA F.	90%	88%	85%	99%	95%	101%	100%	110%	110%	130%	110%	110%
NORMIL-SMITH, SHERLOUNE	116%	106%	106%	108%	113%	112%	106%	116%	98%	115%	119%	114%

WOMEN'S HEALTH CARE	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
CASANOVA, JENNIFER	107%	133%	107%	121%	137%	123%	120%	134%	143%	114%	108%	99%
FERWERDA, ANA	110%	102%	84%	92%	114%	106%	99%	103%	122%	91%	94%	93%

BEHAVIORAL HEALTH INTEGRATION	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
CALDERON, NYLSA	90%	97%	84%	92%	97%	91%	91%	93%	99%	89%	87%	86%
JONES, KIARA	98%	101%	89%	96%	98%	100%	99%	98%	104%	97%	98%	95%
GREEN, ASHLEY						118%	105%	61%		80%		
LUCCHESI, KAREN	43%	67%	65%	70%	89%	86%	95%	83%	92%	83%	83%	88%
CUSIMANO, ANGELA		116%	50%	70%	79%	89%	75%	71%	81%	82%	86%	71%
LEQUERICA ZIEMBA, ADRIANA	79%	84%	84%	90%	109%	113%	105%	137%	105%	114%	118%	124%

BEHAVIORAL HEALTH ADDICTION	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
DRAYTON, RENEISHA						105%	92%	118%	105%	108%		
HIRSCH, KAREN	86%	98%	81%	70%	131%	117%	105%	115%	122%	86%	90%	
MILETA, SNJEZANA	93%	124%	100%	93%	93%	96%	86%	109%	81%	98%	89%	123%
MITCHELL, ANGELA	110%	105%	93%	94%	92%	97%	85%	114%	106%	106%	106%	104%
LAWRENCE, MELISSA		129%	89%	103%	125%	105%	105%	121%	103%	84%	107%	115%
PHILLIPS, COURTNEY	153%	53%	87%	166%	121%	132%	100%	94%	109%	116%	103%	82%

# DENTAL

Oct-21 Nov-21 Dec-21 Jan-22 Feb-22 Mar-22 Apr-22 May-22 Jun-22 Jul-22 Aug-22 Sep-22

ALWEHAIB, ARWA	100%	105%	89%	97%	104%	104%	99%	99%	113%	108%	109%	104%
CUCURAS, JOHN N	90%	140%	96%	102%	113%	94%	103%	106%	103%		100%	95%
BOWEN, BEVERLY								110%	74%	87%	89%	96%
SEMINARIO, ADA	75%	112%	94%	77%	102%	90%	90%	78%	87%	87%	76%	76%
SILVA, MICHELLE	78%	102%	81%	92%	108%	94%	89%	97%	92%	103%	99%	
SOFIANOS, MICHAEL						101%	106%	96%	85%	100%	103%	88%
ZANGENEH, YASMINE	70%	107%	80%	73%	104%	82%	80%	97%	86%	83%	69%	78%
WILLIAMS, RICHARD	63%	95%	78%	70%	84%	82%	83%	84%	81%	83%	82%	93%
PARRISH, ROSARIO								116%	96%	95%		
HARDCASTLE, CORINA	78%	89%	88%	83%	88%	92%	94%	96%	98%	100%	86%	104%
MASON, SHERRY	60%	78%	59%	69%	72%	89%	84%	89%	76%	87%	93%	86%
GONZALEZ, NANCY		63%	75%			98%	106%	150%				
PETERSEN, PATRICE	54%	83%	90%	88%	111%	100%	102%	108%	101%	96%	109%	123%

<51%

>=51% and <80%

>= 80% and <100%

>= 100%

ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
DORCE-MEDARD, JENNIFER	17	0.5	9	0	9	4	0	4	44%	8.0
PEREZ, DANIEL JESUS	17	2.5	9	23	32	7	23	30	94%	12.0
PHILISTIN, KETELY	12	0.5	8	0	8	9	0	9	113%	18.0
TAHERI, NERCESS	4	4.5	20	9	29	17	8	25	86%	5.6
<b>ADULT CARE TOTALS</b>		<b>8.0</b>	<b>46</b>	<b>32</b>	<b>78</b>	<b>37</b>	<b>31</b>	<b>68</b>	<b>87%</b>	

RESIDENCY PROGRAM										
PY1	8	26.5	79	72	151	74	73	147	97%	5.5
PY2	12	20.5	162	56	218	121	44	165	76%	8.0
PY3	12	24.5	235	112	347	155	81	236	68%	9.6
<b>RESIDENTS TOTALS</b>		<b>71.5</b>	<b>476</b>	<b>240</b>	<b>716</b>	<b>350</b>	<b>198</b>	<b>548</b>	<b>77%</b>	

WOMEN'S HEALTH CARE										
FERWERDA, ANA	17	3.5	41	20	61	42	14	56	92%	16.0
<b>WOMEN'S HEALTH CARE TOTALS</b>		<b>3.5</b>	<b>41</b>	<b>20</b>	<b>61</b>	<b>42</b>	<b>14</b>	<b>56</b>	<b>92%</b>	

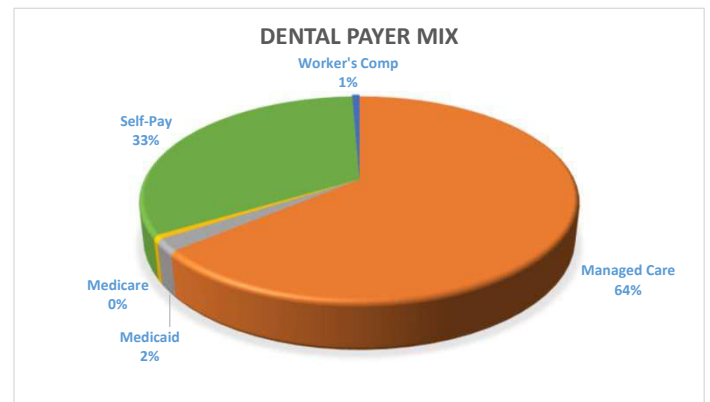
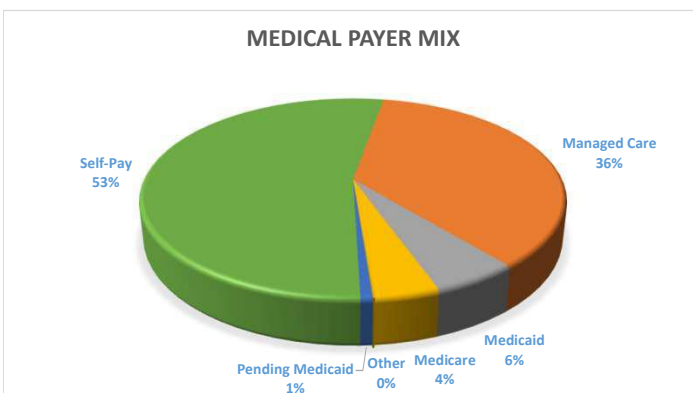
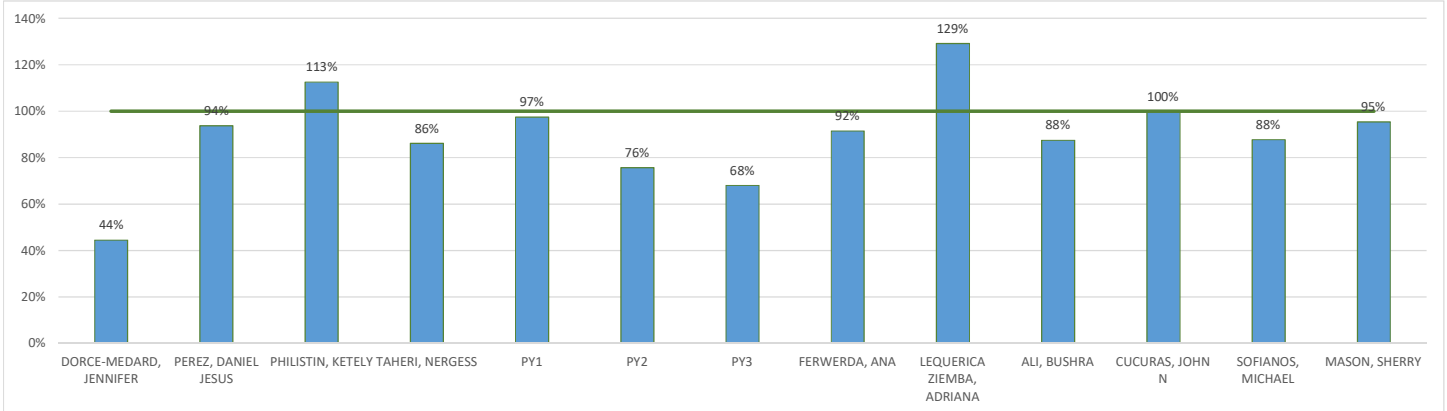
BEHAVIORAL HEALTH INTEGRATION										
LEQUERICA ZIEMBA, ADRIANA	6	13.5	48	31	79	55	47	102	129%	7.6
<b>BH INTEGRATION TOTALS</b>		<b>13.5</b>	<b>48</b>	<b>31</b>	<b>79</b>	<b>55</b>	<b>47</b>	<b>102</b>	<b>129%</b>	

BEHAVIORAL HEALTH ADDICTION										
<b>BH ADDICTION TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

DENTAL										
ALI, BUSHRA	11 ***	1.0	10	6	16	11	3	14	88%	14.0
CUCURAS, JOHN N	16	0.0	8	0	8	8	0	8	100%	#DIV/0!
SOFIANOS, MICHAEL	16	16.5	163	102	266	168	65	233	88%	14.1
<b>DENTAL TOTALS</b>		<b>17.5</b>	<b>181</b>	<b>109</b>	<b>290</b>	<b>187</b>	<b>68</b>	<b>255</b>	<b>88%</b>	

DENTAL HYGIENE										
MASON, SHERRY	8	7.5	38	22	61	34	24	58	95%	7.7
<b>DENTAL HYGIENE TOTALS</b>		<b>7.5</b>	<b>38</b>	<b>22</b>	<b>61</b>	<b>34</b>	<b>24</b>	<b>58</b>	<b>95%</b>	

<b>GRAND TOTAL</b>	<b>121.5</b>	<b>830</b>	<b>455</b>	<b>1,284</b>	<b>705</b>	<b>382</b>	<b>1,087</b>	<b>85%</b>		
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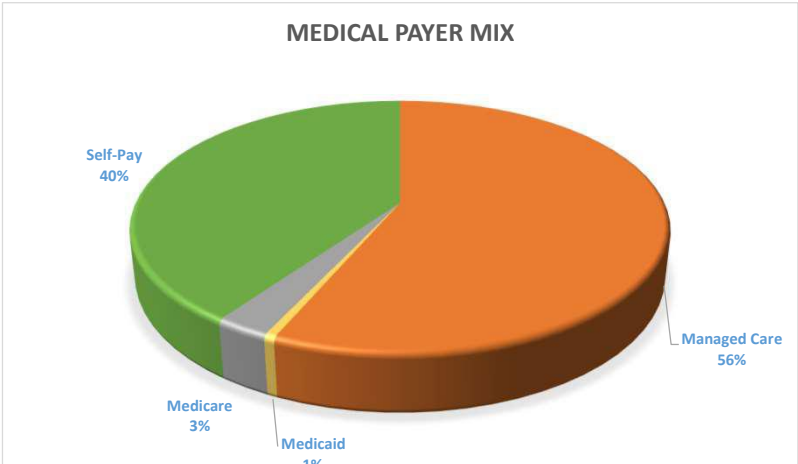




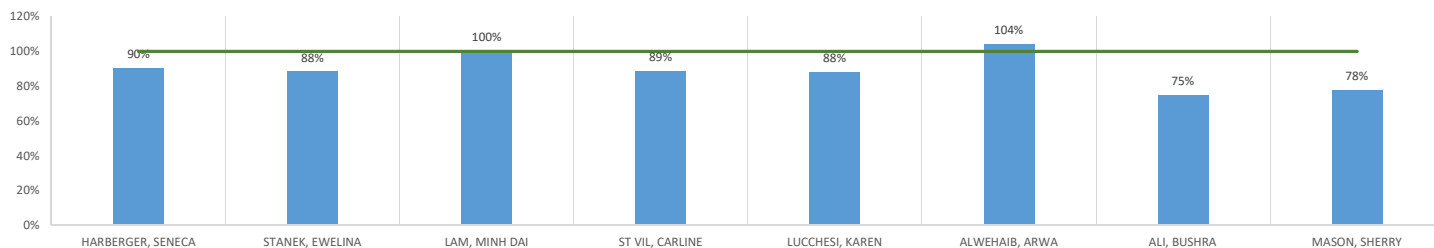
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
WILKINSON, SARAH	15	15.5	144	90	234	112	50	162	69%	10.5
CASTIGLIA, SARAH	17	18.0	194	116	309	127	67	194	63%	10.8
ADULT CARE TOTALS		33.5	338	206	543	239	117	356	66%	

BEHAVIORAL HEALTH ADDICTION										
BH ADDICTION TOTALS		0.0	0	0	0	0	0	0		

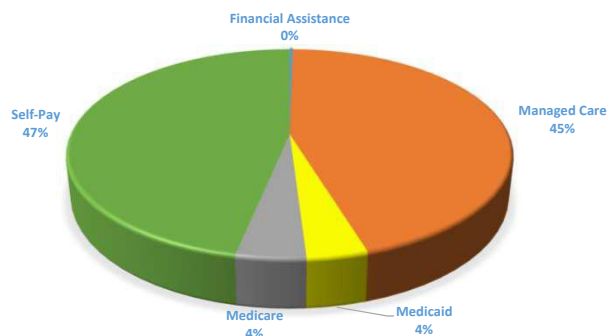
GRAND TOTAL	33.5	338	206	543	239	117	356	66%	
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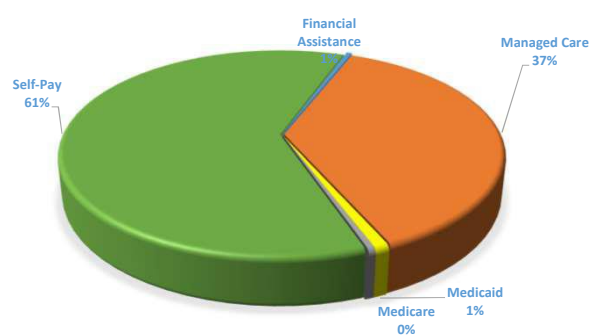
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
HARBERGER, SENECA	12 ***	16	133	88	221	124	75	199	90%	12.4
STANEK, EWELINA	9 ***	8	31	20	51	27	18	45	88%	5.6
LAM, MINH DAI	14	17	151	85	236	177	60	237	100%	14.4
ST VIL, CARLINE	15	10.0	98	54	152	88	47	135	89%	13.5
ADULT CARE TOTALS		50.5	412	248	660	416	200	616	93%	
***Avg Share Target										
BEHAVIORAL HEALTH INTEGRATION										
LUCCHESI, KAREN	10	14.5	103	48	151	67	66	133	88%	9.2
BH INTEGRATION TOTALS		14.5	103	48	151	67	66	133	88%	
BEHAVIORAL HEALTH ADDICTION										
BH ADDICTION TOTALS		0	0	0	0	0	0	0		
DENTAL										
ALWEHAIB, ARWA	12 ***	18.5	156	99	255	179	86	265	104%	14.3
ALI, BUSHRA	11 ***	15	102	60	162	89	32	121	75%	8.1
DENTAL TOTALS		33.5	258	159	417	268	118	386	93%	
***Avg Share Target										
DENTAL HYGIENE										
MASON, SHERRY	8	9	43	29	72	27	29	56	78%	6.2
DENTAL HYGIENE TOTALS		9	43	29	72	27	29	56	78%	
GRAND TOTAL		108	816	484	1,300	778	413	1,191	92%	



MEDICAL PAYER MIX



DENTAL PAYER MIX

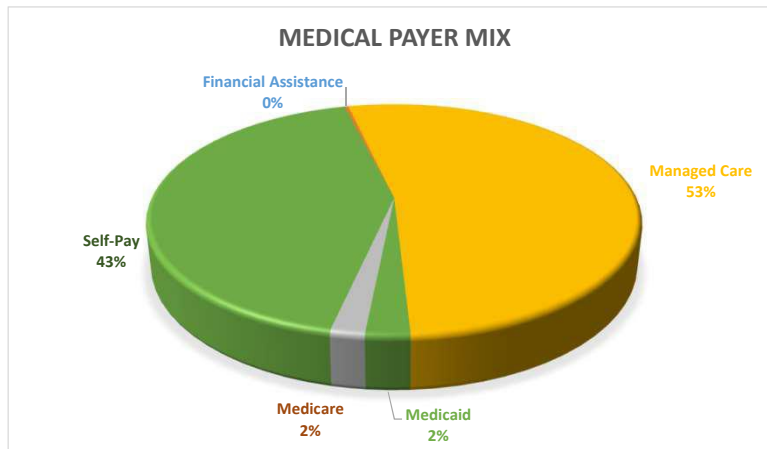
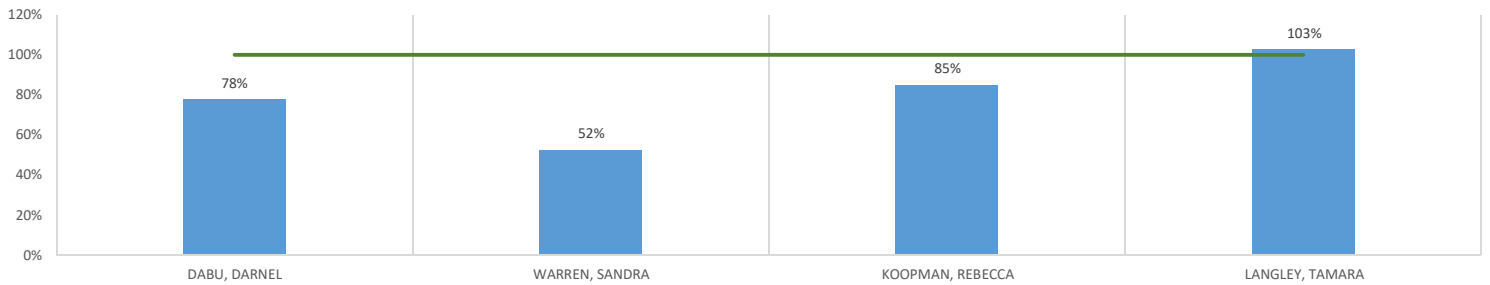


ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
DABU, DARNEL	16	11.0	113	68	181	92	49	141	78%	12.8
WARREN, SANDRA	11	1.5	14	7	21	6	5	11	52%	7.3
KOOPMAN, REBECCA	10	2.0	12	8	20	11	6	17	85%	8.5
LANGLEY, TAMARA	12	16.0	115	77	192	115	82	197	103%	12.3
ADULT CARE TOTALS		30.5	255	160	414	224	142	366	88%	

BEHAVIORAL HEALTH INTEGRATION										
BH INTEGRATION TOTALS		0	0	0	0	0	0	0		

BEHAVIORAL HEALTH ADDICTION										
BH ADDICTION TOTALS		0	0	0	0	0	0	0		

GRAND TOTAL	30.5	255	160	414	224	142	366	88%		
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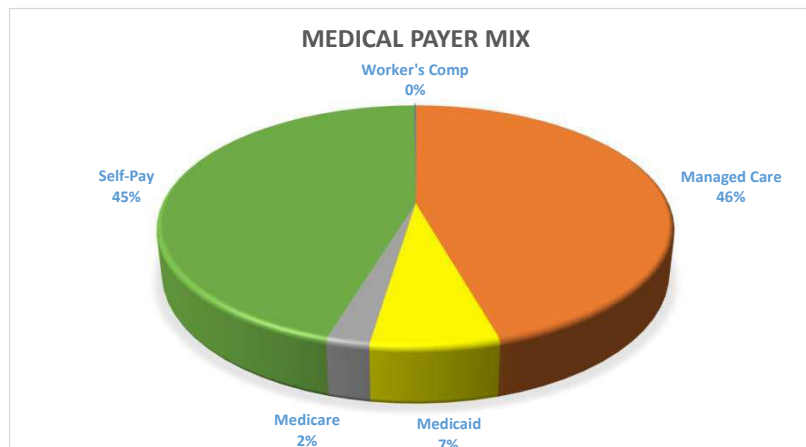
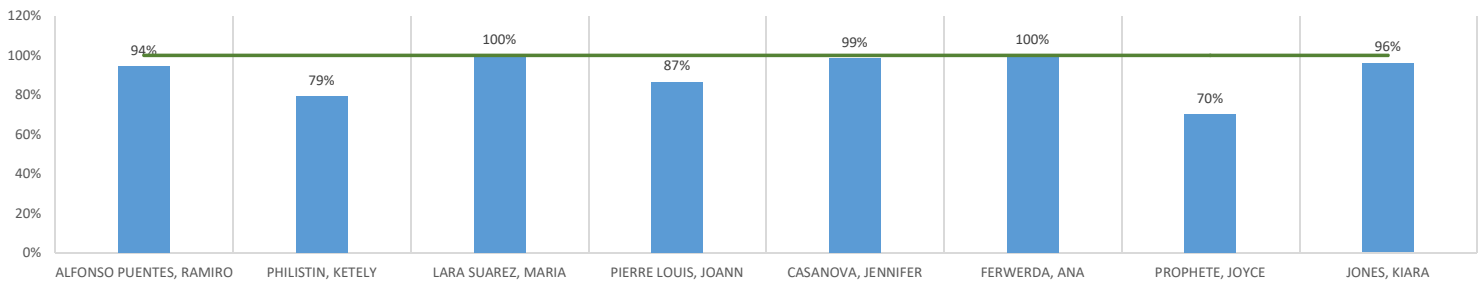
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
ALFONSO PUENTES, RAMIRO	13	15.0	139	70	210	135	63	198	94%	13.2
PHILISTIN, KETELY	12	13.5	102	62	164	73	57	130	79%	9.6
LARA SUAREZ, MARIA	3	4.0	10	6	16	10	6	16	100%	4.0
PIERRE LOUIS, JOANN	13	16.5	141	78	219	135	55	190	87%	11.5
<b>ADULT CARE TOTALS</b>		<b>49.0</b>	<b>392</b>	<b>217</b>	<b>609</b>	<b>353</b>	<b>181</b>	<b>534</b>	<b>88%</b>	

WOMEN'S HEALTH CARE										
CASANOVA, JENNIFER	15	13.5	135	72	207	139	65	204	99%	15.1
FERWERDA, ANA	17	2.5	7	2	9	7	2	9	100%	3.6
PROPHETE, JOYCE	17	17.5	184	116	299	141	69	210	70%	12.0
<b>WOMEN'S HEALTH CARE TOTALS</b>		<b>33.5</b>	<b>326</b>	<b>190</b>	<b>515</b>	<b>287</b>	<b>136</b>	<b>423</b>	<b>82%</b>	

BEHAVIORAL HEALTH INTEGRATION										
JONES, KIARA	10	18	114	68	182	101	74	175	96%	9.7
<b>BH INTEGRATION TOTALS</b>		<b>18</b>	<b>114</b>	<b>68</b>	<b>182</b>	<b>101</b>	<b>74</b>	<b>175</b>	<b>96%</b>	

BEHAVIORAL HEALTH ADDICTION										
<b>BH ADDICTION TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

<b>GRAND TOTAL</b>		<b>100.5</b>	<b>832</b>	<b>474</b>	<b>1,306</b>	<b>741</b>	<b>391</b>	<b>1,132</b>	<b>87%</b>	
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ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
PEREZ, DANIEL JESUS	17	4.0	50	20	70	56	14	70	100%	17.5
JEAN-JACQUES, FERNIQUE	15	7.0	71	36	107	76	26	102	95%	14.6
NAVARRO, ELSY	15	18.0	179	96	275	195	78	273	99%	15.2
ST VIL, CARLINE	15	7.0	63	42	105	62	35	97	92%	13.9
WILMOT, ALTHEA	2 **	0.5	1	0	1	1	0	1	100%	2.0
STANEK, EWELINA	9 ***	1.5	12	2	14	3	5	8	57%	5.3
<b>ADULT CARE TOTALS</b>		<b>38</b>	<b>376</b>	<b>196</b>	<b>572</b>	<b>393</b>	<b>158</b>	<b>551</b>	<b>96%</b>	

\*\*\*Avg Share Target

PEDIATRIC CARE										
DESSALINES, DUCLOS	17	13.5	143	88	231	176	81	257	111%	19.0
LAZARO RIVERA, NANCY	17	14.5	163	88	252	223	93	316	126%	21.8
NORMIL-SMITH, SHERLOUNE	17	18	194	116	309	246	107	353	114%	19.6
<b>PEDIATRIC CARE TOTALS</b>		<b>46</b>	<b>500</b>	<b>292</b>	<b>792</b>	<b>645</b>	<b>281</b>	<b>926</b>	<b>117%</b>	

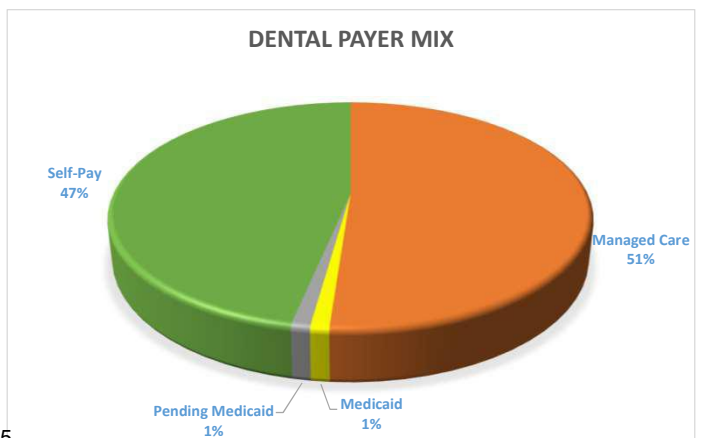
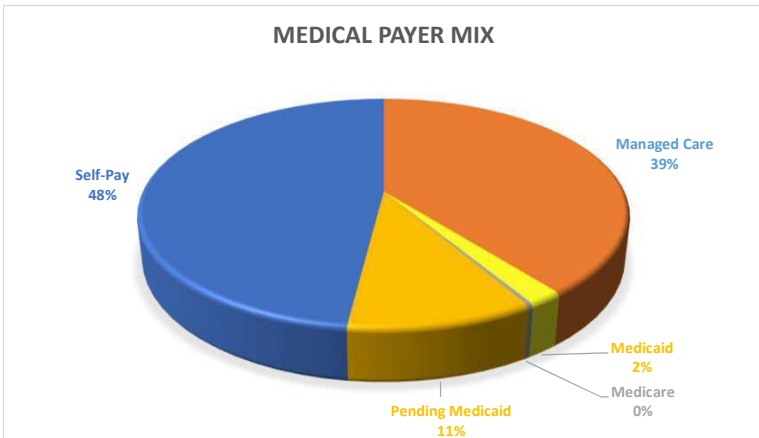
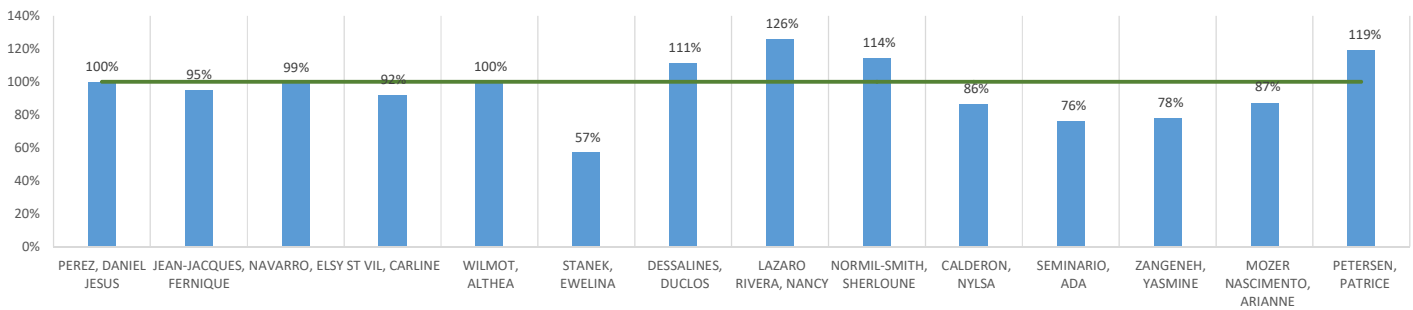
BEHAVIORAL HEALTH INTEGRATION										
CALDERON, NYLSA	10	17.5	108	68	176	65	87	152	86%	8.7
<b>BH INTEGRATION TOTALS</b>		<b>17.5</b>	<b>108</b>	<b>68</b>	<b>176</b>	<b>65</b>	<b>87</b>	<b>152</b>	<b>86%</b>	

BEHAVIORAL HEALTH ADDICTION										
<b>BH ADDICTION TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

DENTAL										
SEMINARIO, ADA	12 / 16 Modified Target	15	140	83	223	127	43	170	76%	11.3
ZANGENEH, YASMINE	12 / 16 Modified Target	14.5	127	80	207	112	50	162	78%	11.2
<b>DENTAL TOTALS</b>		<b>29.5</b>	<b>267</b>	<b>163</b>	<b>430</b>	<b>239</b>	<b>93</b>	<b>332</b>	<b>77%</b>	

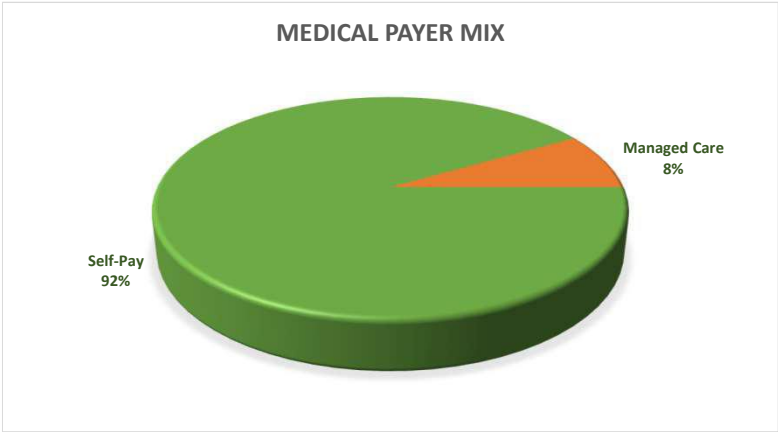
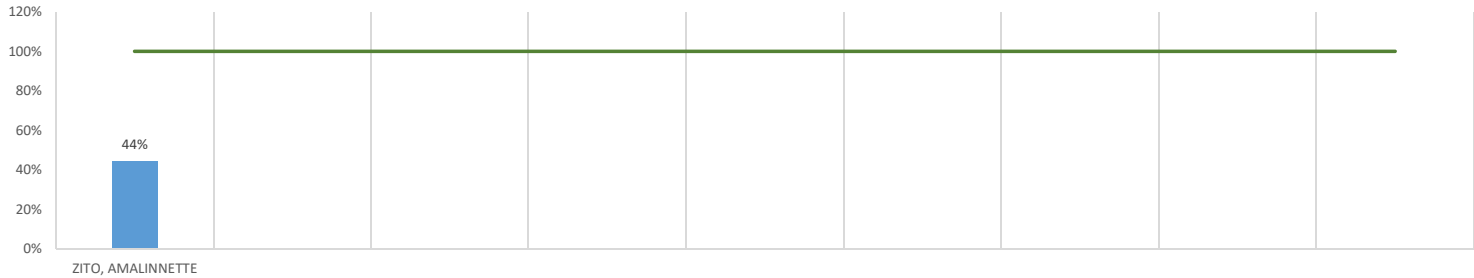
DENTAL HYGIENE										
MOZER NASCIMENTO, ARIANNE	8	18.5	91	58	149	86	44	130	87%	7.0
PETERSEN, PATRICE	16	5.0	58	26	83	17	82	99	119%	19.8
<b>DENTAL HYGIENE TOTALS</b>		<b>23.5</b>	<b>149</b>	<b>83</b>	<b>232</b>	<b>103</b>	<b>126</b>	<b>229</b>	<b>99%</b>	

<b>GRAND TOTAL</b>		<b>154.5</b>	<b>1,400</b>	<b>803</b>	<b>2,203</b>	<b>1,445</b>	<b>745</b>	<b>2,190</b>	<b>99%</b>	
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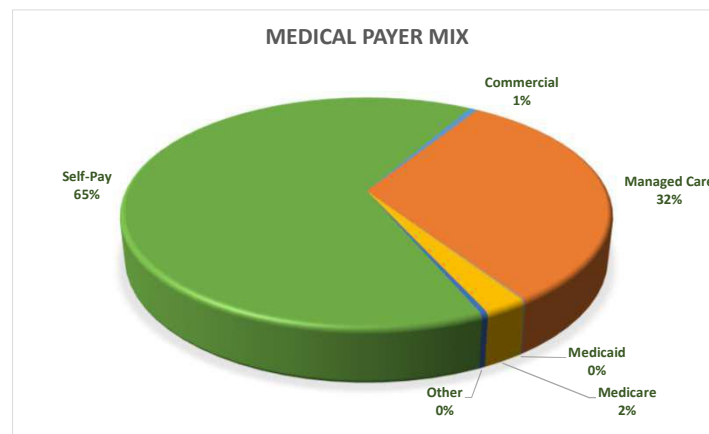
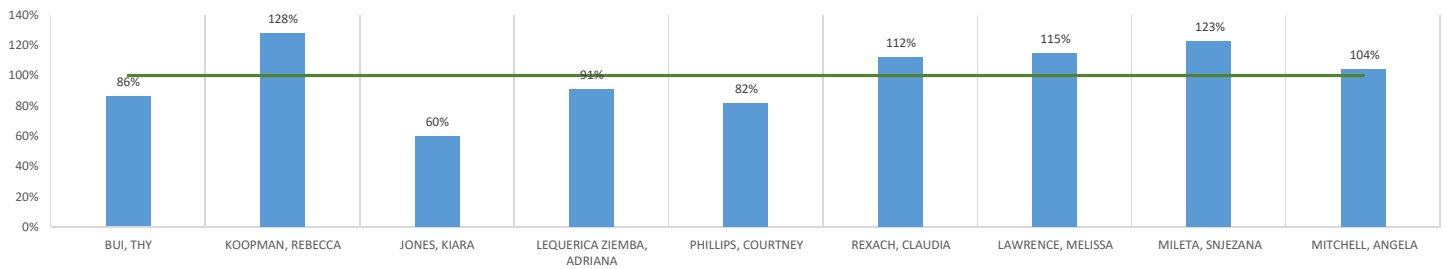




ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
ZITO, AMALINETTE	9	1.5	27	0	27	12	0	12	44%	8.0
ADULT CARE TOTALS		1.5	27	0	27	12	0	12	44%	
BEHAVIORAL HEALTH INTEGRATION										
BH INTEGRATION TOTALS		0	0	0	0	0	0	0		
BEHAVIORAL HEALTH ADDICTION										
BH ADDICTION TOTALS		0	0	0	0	0	0	0		
GRAND TOTAL		1.5	27	0	27	12	0	12	44%	



ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
BUI, THY	17	19.5	212	122	334	180	108	288	86%	14.8
KOOPMAN, REBECCA	15	16.0	152	90	242	219	90	309	128%	19.3
FERNANDEZ SANCHEZ, MARCO	15	12.5	117	72	189	116	80	196	104%	15.7
ADULT CARE TOTALS		48.0	481	284	765	515	278	793	104%	
BEHAVIORAL HEALTH INTEGRATION										
JONES, KIARA	10	0.5	5	0	5	3	0	3	60%	6.0
LEQUERICA ZIEMBA, ADRIANA	6	2.0	6	5	11	7	3	10	91%	5.0
BH INTEGRATION TOTALS		2.5	11	5	16	10	3	13	81%	
BEHAVIORAL HEALTH ADDICTION										
PHILLIPS, COURTNEY	7	11.0	52	30	82	44	23	67	82%	6.1
REXACH, CLAUDIA	25	3.0	115	72	187	134	76	210	112%	70.0
LAWRENCE, MELISSA	9	14.5	85	52	137	89	68	157	115%	10.8
MILETA, SNJEZANA	10	14.5	90	56	146	102	77	179	123%	12.3
MITCHELL, ANGELA	10	18.5	114	72	186	121	73	194	104%	10.5
BH ADDICTION TOTALS		61.5	456	282	738	490	317	807	109%	
GRAND TOTAL		112.0	948	571	1,519	1,015	598	1,613	106%	



# WEST PALM BEACH PRODUCTIVITY REPORT SEP 2022

AS 09/30/2022 Based on Completed Appointments

<51%

>=51% and < 80%

>= 80% and <100%

>= 100%

ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			AM	PM	Total	AM	PM	Total		
FLOREZ, GLORIA	12 ***	18.0	135	78	213	148	79	227	106%	12.6
DABU, DARNEL	17	0.5	9	0	9	8	0	8	89%	16.0
WILKINSON, SARAH	15	0.5	8	0	8	5	1	6	75%	12.0
PHILISTIN, KETELY	15	5.5	54	30	84	47	22	69	82%	12.5
NOUKELAK, GERMAINE	10 ***	18.0	116	78	194	119	80	199	103%	11.1
STANEK, EVELINA	8 **	8.5	38	29	67	32	17	49	73%	5.8
WILMOT, ALTHEA	2 ***	0.5	0	1	1	0	1	1	100%	2.0
LANGLEY, TAMARA	12	1.0	7	5	12	2	2	4	33%	4.0
ADULT CARE TOTALS			368	220	588	361	202	563	96%	

\*\*Avg New Provider \*\*\*Avg Share Target

PEDIATRIC CARE										
CLARKE-AARON, NOELLA	17	17.5	184	116	299	202	114	316	106%	18.1
MARZOUKA, KISHA F.	16	18.0	173	117	290	200	106	306	110%	17.0
PEDIATRIC CARE TOTALS			357	232	589	402	220	622	106%	

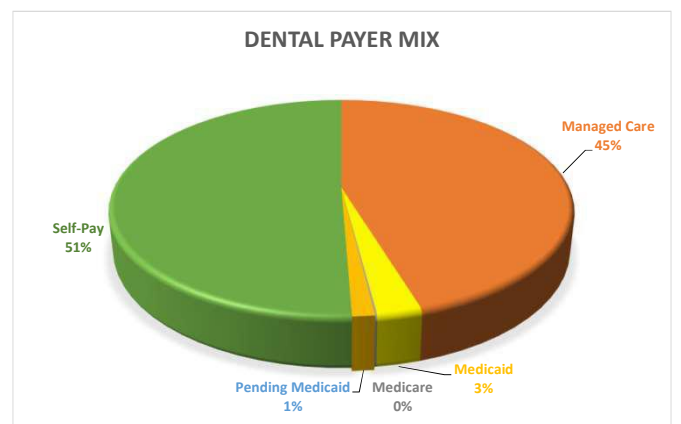
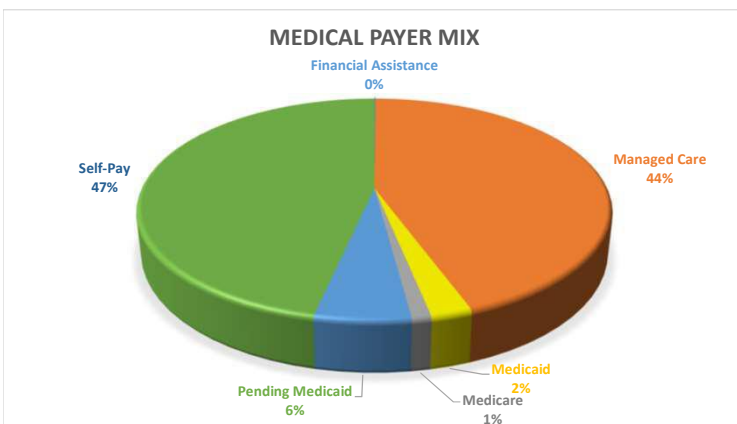
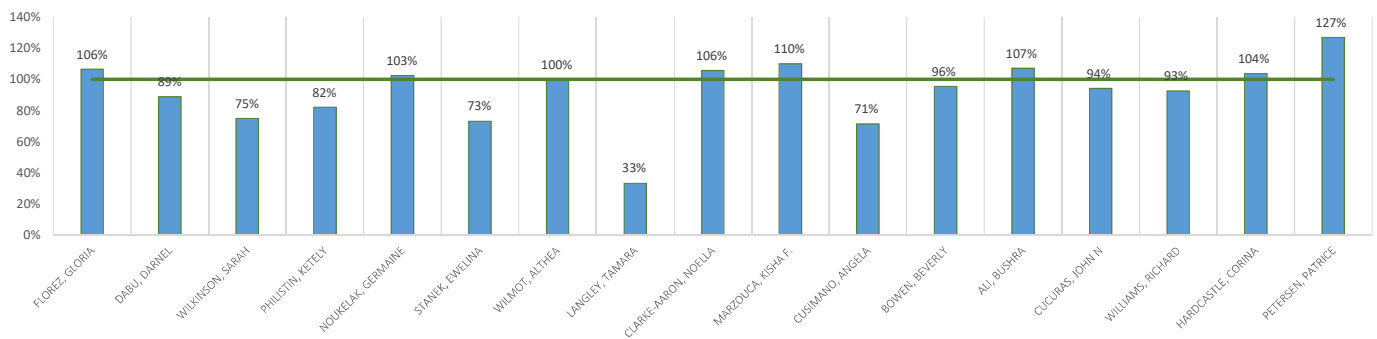
BEHAVIORAL HEALTH INTEGRATION										
CUSIMANO, ANGELA	12	17.5	130	82	211	68	83	151	71%	8.6
BH INTEGRATION TOTALS			130	82	211	68	83	151	71%	

BEHAVIORAL HEALTH ADDICTION										
BH ADDICTION TOTALS			0	0	0	0	0	0		

DENTAL										
BOWEN, BEVERLY	16	17.5	173	109	282	184	85	269	96%	15.4
ALI, BUSHRA	16	2.0	17	11	28	21	9	30	107%	15.0
CUCURAS, JOHN N	14	8.0	75	45	120	82	31	113	94%	14.1
WILLIAMS, RICHARD	12 / 16 Modified Target	11.0	97	54	151	89	51	140	93%	12.7
DENTAL TOTALS			362	219	581	376	176	552	95%	

DENTAL HYGIENE										
HARDCASTLE, CORINA	8	17.5	86	54	141	77	69	146	104%	8.3
PETERSEN, PATRICE	8 / 16 MDI	6.5	77	26	102	53	77	130	127%	20.0
DENTAL HYGIENE TOTALS			163	80	243	130	146	276	113%	

GRAND TOTAL		168.0	1,380	833	2,213	1,337	827	2,164	98%	
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**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

**1. Description: Operations Reports – September 2022**

**2. Summary:**

This agenda item provides the following operations reports for September 2022:

- Clinic Productivity, Payor Mix and Demographics

**3. Substantive Analysis:**

In September, the clinics had 10,019 visits which was 1,421 less than the month prior and 121 less than in September of 2021. 39% of patients were adults in Primary Care, 15% in Pediatrics and 21% in Dental. The Mangonia Clinic had the highest volume, with 1,645 visits, followed by Lantana, with 1,536 visits.

Our payer mix for September remains consistent with the previous month at 54% uninsured, 40% of patients were Managed Care and 4% Medicaid.

61% of patients were female. 51% of patients reported as White and 39% as Black. Of those patients, 41% reported as Hispanic, which is 15% less than the previous month. 5.5% of patients reported as agricultural workers.

Our average homeless population increased from the previous month to 21.7%. We served 1,563 unique homeless patients. Of those patients, 67% reported doubling up, 8% reported being in permanent supportive housing, and 8% in the street. In September, the average number of visits per homeless patient was 1.7, which was 0.3% more than a non-homeless patient.

The percentage of homeless patients varies per clinic. Mangonia and Lewis Center have the highest reported percentage of homeless patients at 53%. For that clinic, only 17% reported doubling up, 24% are in a homeless shelter and 28% are in the street. The lowest reported homeless population was in our Jupiter clinic with 7%. 70% of those patients reported as doubling up.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

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Candice Abbott  
VP & Chief Financial Officer

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

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

N/A

\_\_\_\_\_  
Committee Name

\_\_\_\_\_  
Date Approved

**6. Recommendation:**

Staff recommends that the Board approve the Operations Reports for September 2022.

Approved for Legal sufficiency:



\_\_\_\_\_  
Bernabe Icaza  
VP & General Counsel



\_\_\_\_\_  
Marisol Miranda  
Director of Clinic Operations



\_\_\_\_\_  
Dr. Belma Andric  
VP & Chief Medical office



Unique  
Patients  
6,944

Patient  
Visits  
10,019

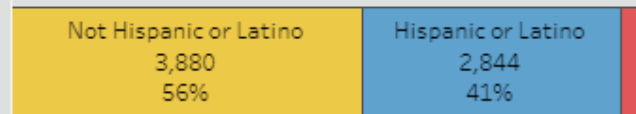
## Monthly Productivity September 2022

### DEMOGRAPHICS

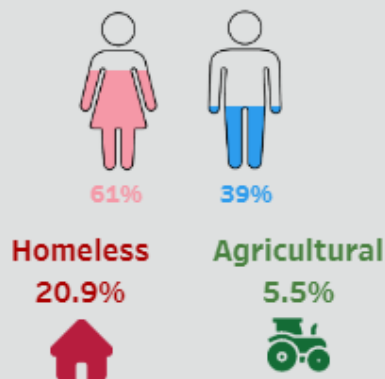
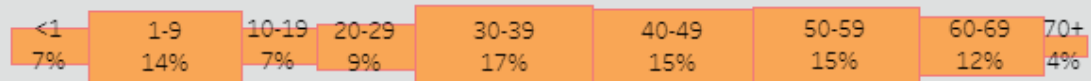
#### RACE



#### ETHNICITY

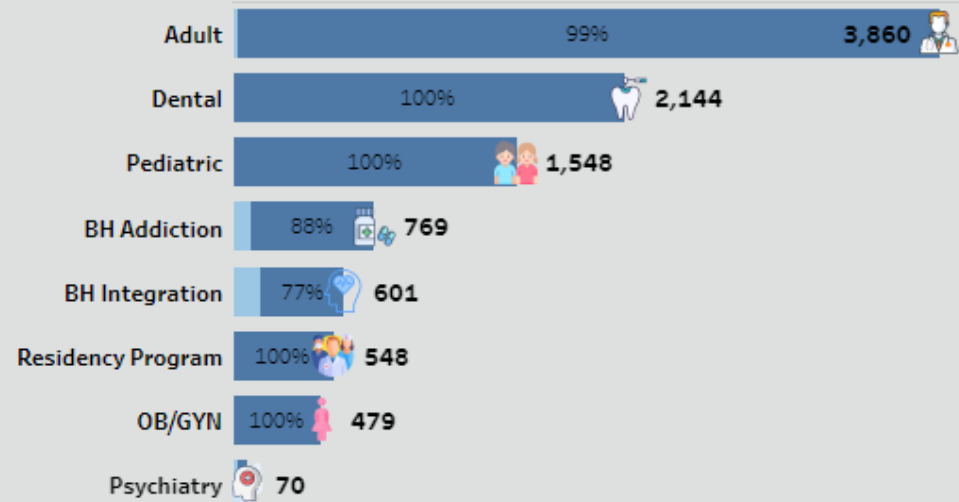


#### AGE GROUP

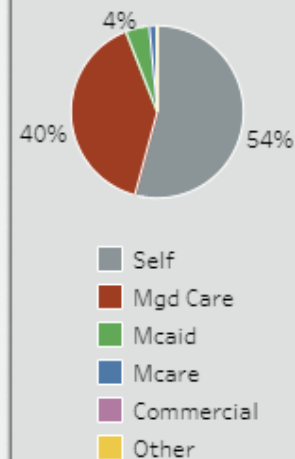


### VISIT TYPE

In Person  
Tele Health

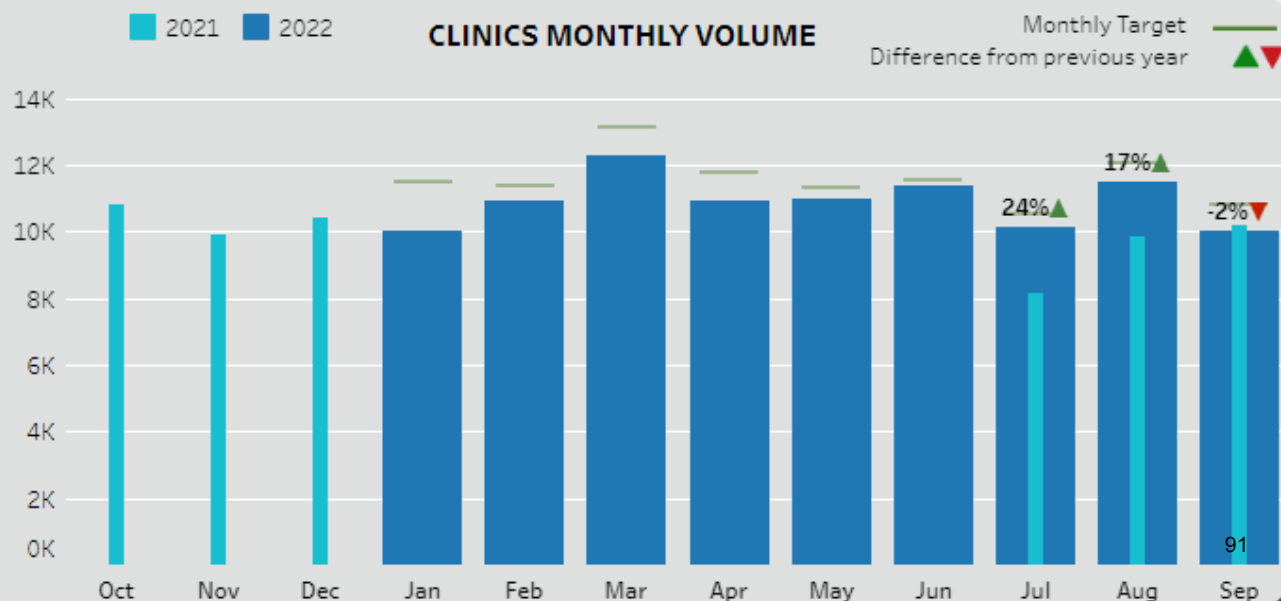


### PAYOR MIX

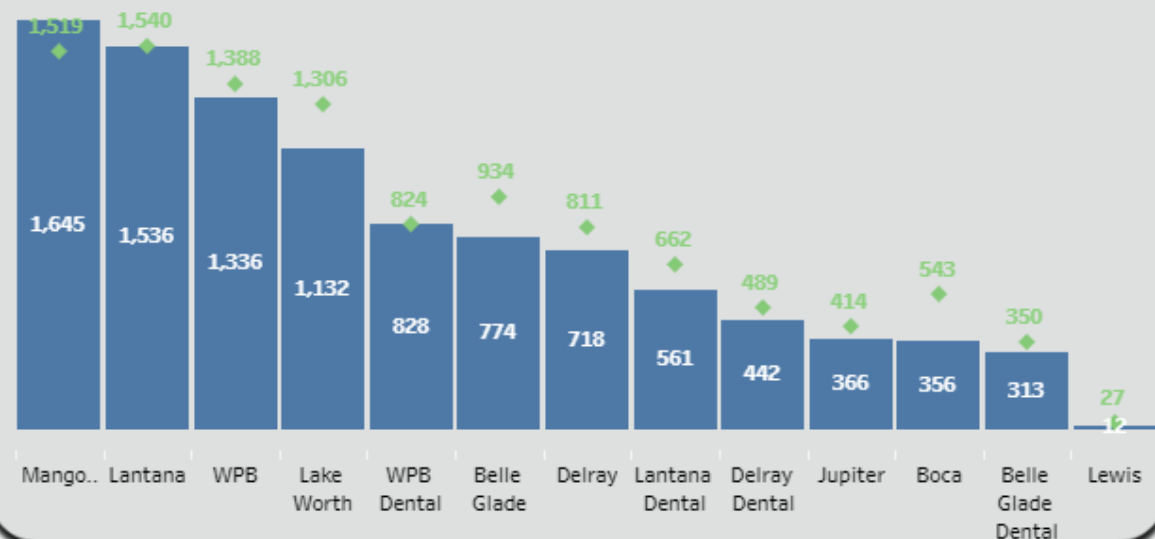


### CLINICS MONTHLY VOLUME

Monthly Target  
Difference from previous year



### VOLUME BY CLINIC



# HOMELESS BREAKDOWN BY CLINIC

9/1/2022 - 9/30/2022



## Unique Patients

1,563

21.7%



Mobile Clinics

11%

Belle Glade

## Average Visits per Patient

### Homeless

No

Yes



1.4



1.7

Mobile Clinics

7%

Jupiter

53%

Mangonia/  
Lewis

15%

WPB

21%

Lake Worth

33%

Lantana

13%

Delray

Boca

92

14%

## HOMELESS VISITS OVER TIME

2022

25%



Sep

## HOMELESS TYPE OVER TIME

2022

67%

Doubling Up



Homeless  
Shelter

7%



Other

3%



Permanent  
Supportive ..

8%



Street

8%



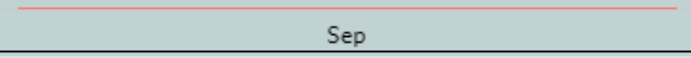
Transitional

3%



Unknown

3%



Sep



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

**1. Description: Patient Relations Dashboard Report**

**2. Summary:**

This agenda item provides the following:

Quarterly Patient Relations Dashboard Q3 - 2022

**3. Substantive Analysis:**

For Quarter 3 2022, there were a total of 40 Patient Relations Occurrences that occurred between 7 Clinics and Clinic Administration. Of the 40 occurrences, there were 4 Grievances and 36 Complaints. The top 5 categories were Care & Treatment, Finance, Referrals, Communication and Respect Related issues. The top subcategory was Billing Issues, with 6 occurrences. This was followed by Inappropriate Care and Referral Communication, with 4 occurrences each.

There was also a total of 236 Compliments received across 8 Clinics and Clinic Administration. Of the 236 Compliments, 228 were patient compliments and 8 were employee-to-employee Thumbs-Up compliments.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

\_\_\_\_\_  
N/A  
Candice Abbott  
VP & Chief Financial Officer

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

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

\_\_\_\_\_  
Date Approved

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 26, 2022**

**6. Recommendation:**

Staff recommends the Board approve the Quarterly Patient Relations Dashboard for Q3 2022.

Approved for Legal sufficiency:

*Bernabe Icaza*

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Bernabe Icaza  
VP & General Counsel

*David Speciale*

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David Speciale  
Director of Patient Experience

*Belma Andric*

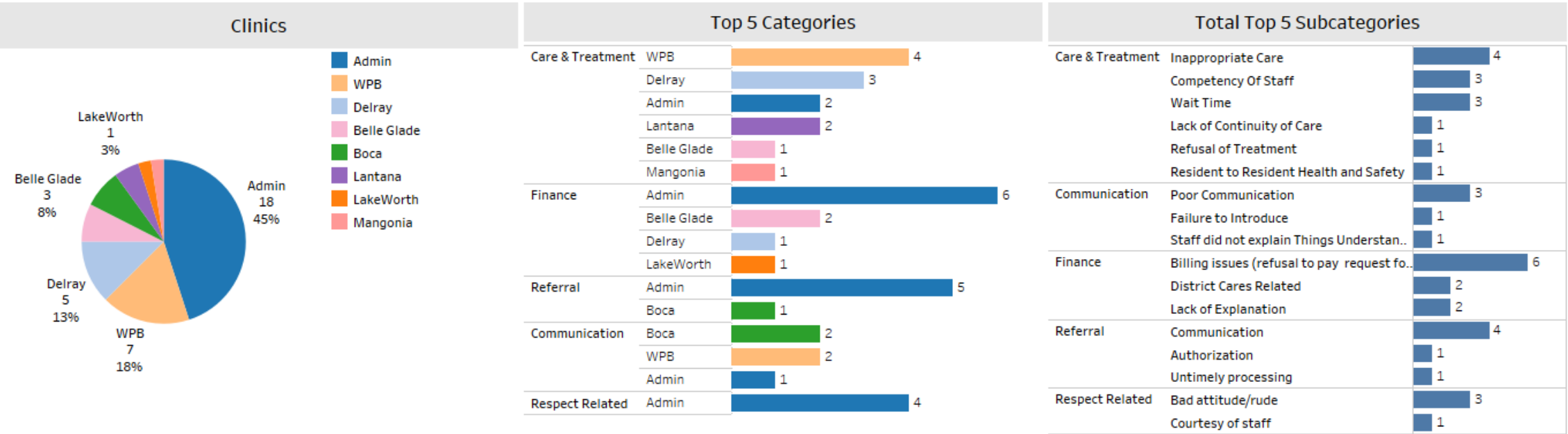
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Dr. Belma Andric  
VP, CMO & Executive Director Clinical Services

2022 Q3

7/1/22 to 9/30/22

Dept Desc All Provider All Total Complaints and Grievances 40 Late Entries: 2 Clinic All



Total Compliments 236 Late Entries: 15 Complaints/Grievances Prev 4 Quarters 187

