

### FINANCE COMMITTEE October 27, 2021 12:15 P.M.

Meeting Location 1515 N. Flagler Drive, Suite 101 West Palm Beach, FL 33401

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



### FINANCE COMMITTEE MEETING AGENDA October 27, 2021 12:15 P.M. 1515 N. Flagler Drive, Suite 101 West Palm Beach, FL 33401

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

or

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

- 1. Call to Order
  - A. Roll Call
- 2. Agenda Approval
  - A. Additions/Deletions/Substitutions
  - B. Motion to Approve Agenda
- 3. Awards, Introductions and Presentations
- 4. Disclosure of Voting Conflict
- 5. Public Comment
- 6. Meeting Minutes
  - A. Staff recommends a MOTION TO APPROVE:

Finance Committee Meeting Minutes of September 29, 2021. [Pages 1-5]

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

All matters listed under this item are considered routine and action will be taken by one motion. There will be no separate discussion of these items unless a Commissioner or person so requests, in which the item will be removed from the general order of business and considered on its normal sequence on the Agenda.

### A. **ADMINISTRATION**

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

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

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

### (Consent Agenda cont.)

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

Attendance Tracking. [Page 6]

### 8. Regular Agenda

### A. **FINANCE**

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

C. L. Brumback Primary Care Clinics Financial Report August 2021. (Candice Abbott) [Pages 7-24]

### 8A-2 Staff recommends a MOTION TO APPROVE:

C. L. Brumback Primary Care Clinics Fiscal Year 2022 Adopted Budget (Candice Abbott) [Pages 25-30]

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

### 10. Board Member Comments

### 11. Establishment of Upcoming Meetings

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

12:15 p.m. Finance Committee

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

12:15 p.m. Finance Committee

### 12. Motion to Adjourn

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

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



### DISTRICT CLINIC HOLDINGS, INC. d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS BOARD OF DIRECTORS FINANCE COMMITTEE MEETING MINUTES September 29, 2021 Zoom Webinar Meeting

### 1. Call to Order

Mr. Smith called the meeting to order at 12:16 p.m.

### A. Roll Call

Committee members present: Tammy Jackson-Moore; Mike Smith; Joseph Gibbons

Staff present included: Darcy Davis; Hyla Fritsch; Shannon Wynn; Mina Bayik; Bernabe Icaza; Candice Abbott; Andrea Steele; Heather Bokor; Jessica Cafarelli; Patricia Lavely; Thomas Cleare; Annamarie Hankins; Jonathan Dominique; Shauniel Brown; Martha Hyacinthe; Donald Moniger

Recording/transcribing Secretary: Shannon Wynn

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

### 2. Agenda Approval

A. Additions/Deletions/Substitutions

None.

B. Motion to Approve Agenda

CONCLUSION/ACTION: Mr.Gibbons made a motion to approve the agenda as presented/amended. The motion was duly seconded by Ms. Jackson-Moore. A vote was called, and the motion passed unanimously.

3. Awards and Presentations

None.

4. Disclosure of Voting Conflict

None.

5. Public Comment

None.

District Clinic Holdings, Inc. d.b.a. C.L. Brumback Primary Care Clinics Board of Directors Finance Committee Meeting Minutes September 29, 2021 Page 2 of 5

### 6. Meeting Minutes

### 6A. Staff recommends a MOTION TO APPROVE:

Finance Committee Meeting Minutes of June 23, 2021.

CONCLUSION/ACTION: Mr. Gibbons made a motion to approve the June 2021 minutes as presented/amended. The motion was duly seconded by Ms. Jackson-Moore. A vote was called, and the motion passed unanimously.

### 6B. Staff recommends a MOTION TO APPROVE:

Finance Committee Meeting Minutes of July 28, 2021.

CONCLUSION/ACTION: Mr. Gibbons made a motion to approve the July 2021 minutes as presented/amended. The motion was duly seconded by Ms. Jackson-Moore. A vote was called, and the motion passed unanimously.

### 6C. Staff recommends a MOTION TO APPROVE:

Finance Committee Meeting Minutes of August 25, 2021.

CONCLUSION/ACTION: Mr. Gibbons made a motion to approve the August 2021 minutes as presented/amended. The motion was duly seconded by Ms. Jackson-Moore. A vote was called, and the motion passed unanimously.

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

CONCLUSION/ACTION: Ms. Tammy Jackson-Moore made a motion to approve the Consent Agenda as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

### A. ADMINISTRATION

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

September 2021 Internet Posting of District Public Meeting. <a href="https://www.hcdpbc.org/resources/public-meetings">https://www.hcdpbc.org/resources/public-meetings</a>

### 7A-2 RECEIVE AND FILE:

Attendance Tracking

### **7A-3 RECEIVE AND FILE:**

C.L. Brumback Primary Care Clinics Financial Report May 2021.

### 7A-4 RECEIVE AND FILE:

C.L. Brumback Primary Care Clinics Financial Report June 2021.

District Clinic Holdings, Inc. d.b.a. C.L. Brumback Primary Care Clinics Board of Directors Finance Committee Meeting Minutes September 29, 2021 Page 3 of 5

### 8. Regular Agenda

### A. FINANCE

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

C.L. Brumback Primary Care Clinics Financial Report July 2021.

The July statements represent the financial performance through the tenth month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$6.0M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$1.7M. Total YTD revenue was unfavorable to budget by (\$1.3M) due primarily to timing of COVID-19 stimulus funds. The COVID funds were budgeted for the current year, but due to changing guidance, they were able to be recognized earlier than anticipated in the prior year, thus creating a timing difference. Operational expenses before depreciation were favorable to budget by \$440k due mostly to positive variances in medical supplies \$648k, lease and rental of \$259k, and medical services \$174k. Total YTD net margin was (\$11.6M) compared to budget of (\$11.0M) resulting in an unfavorable variance of (\$595K) or 5.4%.

The Medical clinics' gross patient revenue exceeded budget by \$4.5M. This resulted from the clinics being able to resume patient-facing visits earlier than anticipated. Net patient revenue YTD for the Medical clinics was favorable to budget by \$1.3M. The Medical clinics' total YTD revenue was unfavorable to budget by (\$1.7M). Total operating expenses of \$19.8M were favorable to budget of \$20.2M by \$438k. The main reason for the positive variance of \$438k is primarily due to the delayed timing of medical supply purchases, including COVID-19 test kits. Total YTD net margin was (\$10.4M) compared to budget of (\$9.4M) resulting in an unfavorable variance of (\$1.0M) or 10.9%.

The Dental clinics' total YTD gross patient revenue was favorable to budget by \$1.5M. Net patient revenue YTD for the Dental clinics was favorable to budget by \$396k. Total operating expenses of \$3.3M were slightly favorable to budget by \$1.2k. Total YTD net margin was (\$1.2M) compared to a budget loss of (\$1.6M) for a favorable variance of \$428k or (27.0%).

On the Comparative Statement of Net Position, due from other governments increased from \$5.4M to \$6.2M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M and \$961k respectively for a combined subsidy of \$10.0M.

Ms. Jackson-Moore asked if the revenue on the balance sheet was reflective of the update on Epic.

Ms. Abbott stated that Epic recognizes revenue.

Mr. Gibbons asked how long it would take for Epic to update any data reporting or revenue changes.

Ms. Abbott stated that she thinks it will take about six months to see any changes.

District Clinic Holdings, Inc. d.b.a. C.L. Brumback Primary Care Clinics Board of Directors Finance Committee Meeting Minutes September 29, 2021 Page 4 of 5

Mr. Smith asked to date where would the clinics' be if Covid and the stimulus funds were more timely, and are the clinics waiting on any other funds or grants for this year?

Ms. Abbott said that the clinics were not looking for any more provider relief funds or covid relief funds, but a grant should be coming in August for the clinics.

Mr. Smith asked for a breakdown of each clinic location.

Ms. Abbott stated she would provide a breakdown of each clinic location and bring it back to the Board.

Mr. Smith asked why the clinics' charges never increased.

Ms. Abbott stated that an annual review is needed and she will provide a cost comparison for fees.

Ms. Steele stated that the chargemaster was last reviewed December 2019 and is an HRSA requirement.

Ms. Abbott stated she would provide the top 20 utilizations for the next Board meeting.

CONCLUSION/ACTION: Ms. Jackson-Moore motioned to approve the Financial Report for July 2021 as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

### B. POLICIES

### 8B-1 Staff recommends a MOTION TO APPROVE:

Sliding Fee Discount Program Policy

Ms. Jackson-Moore commented that she was pleased with this policy being updated from six months to twelve months. She feels this will make it easier for the patient.

Ms. Abbott also informed the Board that the policy was changed to match the District Cares eligibility.

CONCLUSION/ACTION: Ms. Jackson-Moore motioned to approve the Sliding Fee Discount Program Policy as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

### 8B-2 **Staff recommends a MOTION TO APPROVE**:

Purchasing Policy

District Clinic Holdings, Inc. d.b.a. C.L. Brumback Primary Care Clinics Board of Directors Finance Committee Meeting Minutes September 29, 2021 Page 5 of 5

CONCLUSION/ACTION: Ms. Jackson-Moore motioned to approve the Purchasing Policy as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

- 9. VP and Executive Director of Clinic Services Comments None.
- 10. Board Member Comments
  None.
- 11. Establishment of Upcoming Meetings

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

12:15 p.m. Finance Committee

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

12:15 p.m. Finance Committee

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

12:15 p.m. Finance Committee

### 12. Motion to Adjourn

Ms. Jackson-Moore made a motion to adjourn. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.

There being no further business,	the meeting	was adjourned	at 12:40 p.m.

DCHI Finance Committee Chair	Date

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

## Attendance Tracking

	1/27/21	1/27/21 2/24/21 3/31/21	3/31/21	4/28/21	5/26/21	6/30/21	7/28/21	8/25/21	9/29/21	10/27/21 11/30/21	11/30/21	12/15/21
James Elder	×	×	ш	×	×							
Michael Smith	×	×	×	×	٧	×	3	X (XOOM)	×			
Tammy Jackson-Moore	×	×	Е	X	×	Х	X	X (ZOOM)	×			
Joseph Gibbons						Х	3	Е	×			

X= Present

C= Cancel

E= Excused

A= Absent

### DISTRICT CLINIC HOLDINGS, INC. FINANCE COMMITTEE October 27, 2021

### 1. Description: District Clinic Holdings, Inc. Financial Report August 2021

### 2. Summary:

The August 2021 financial statements for the District Clinic Holdings, Inc. are presented for Finance Committee review.

### 3. Substantive Analysis:

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

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

	Amount	Budget
Capital Requirements	N/A	Yes No
Annual Net Revenue	N/A	Yes No
Annual Expenditures	N/A	Yes No No

Reviewed for financial accuracy and compliance with purchasing procedure:

Cordici Abott
Candice Abbott
VP & Chief Executive Officer

### 5. Reviewed/Approved by Committee:

N/A	
Committee Name	Date Reviewed/Approved

### DISTRICT CLINIC HOLDINGS, INC FINANCE COMMITTEE October 27, 2021

### 6. Recommendation:

Staff recommends that the Finance Committee approve the District Clinic Holdings, Inc. August 2021 YTD financial statements.

Approved for Legal sufficiency:

DocuSigned by:

Bernabe (caza

Bernabe A Icaza
VP & General Counsel

Candice Abbott

VP & Chief Financial Officer

Dr. Hyla Fritsch
Executive Director of Clinic and Pharmacy

Services



### **MEMO**

To: Finance Committee

From: Candice Abbott

Chief Financial Officer

Date: October 27, 2021

Subject: Management Discussion and Analysis as of August 2021 C.L. Brumback Primary Care Clinic Financial Statements.

The August statements represent the financial performance through the eleventh month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$6.5M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$2.1M. Total YTD revenue was favorable to budget by \$206k. Increased unanticipated grant revenues, as well as patient visits are contributing to this favorable variance. Operational expenses before depreciation were favorable to budget by \$681k due mostly to positive variances in medical supplies \$665k, medical services \$217k, and lease and rental of \$338k. Total YTD net margin was (\$12.1M) compared to budget of (\$13.1M) resulting in a favorable variance of \$1.0M or (8.1%).

The Medical clinics gross patient revenue exceeded budget by \$4.7M. This resulted from the clinics being able to resume in-person visits earlier than anticipated. Net patient revenue YTD for the Medical clinics was favorable to budget by \$1.3M. The Medical clinics total YTD revenue was unfavorable to budget by (\$791k). This unfavorable variance resulted from recognition timing of COVID-19 related stimulus funding. Total operating expenses of \$21.7M were favorable to budget of \$22.3M by \$642k. The positive variance of \$642k is primarily due to purchase timing of medical supplies, including COVID-19 test kits. Total YTD net margin was (\$11.3M) compared to budget of (\$11.3M) resulting in a small variance of \$12k or (.01%).

The Dental clinics total YTD gross patient revenue was favorable to budget by \$1.9M. Net patient revenue YTD for the Dental clinics was favorable to budget by \$771k. Total revenue of \$4.0M exceeded budget by \$997k due to increased patient visits. Total operating expenses of \$3.7M were favorable to budget by \$39k. Total YTD net margin was (\$801k) compared to a budget loss of (\$1.9M) for a favorable variance of \$1.1M or (56.9%).

On the Comparative Statement of Net Position, due from other governments decreased from \$6.2M to \$1.7M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M, and \$961k respectively for a combined subsidy of \$10.0M.

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

				Increase
	Aug 31, 2021	Jul 31, 2021	Ξ)	(Decrease)
Assets				İ
Cash and Cash Equivalents	(4,523,276)	(7,796,102)	❖	3,272,825
Restricted Cash	1	1		1
Accounts Receivable, net	3,359,665	2,408,480		951,185
Due From Other Funds		ı		1
Due from Other Governments	1,646,586	6,162,665		(4,516,079)
Other Current Assets	206,935	251,155		(44,220)
Net Investment in Capital Assets	2,767,117	2,763,457		3,660
Total Assets	\$ 3,457,027	\$ 3,789,655	Υ	(332,629)
Liabilities				
Accounts Payable	317,493	286,986		30,507
Due To Other Governments	•	1		1
Deferred Revenue	834,022	834,022		1
Other Current Liabilities	1,542,692	1,400,585		142,107
Non-Current Liabilities	1,426,124	1,438,384		(12,260)
Total Liabilities	4,120,331	3,959,976		160,355
Deferred Inflows of Resources				
Deferred Inflows- Other Post Employment Benefits	\$ 474	\$ 474	٠	1
Net Position				
Net Investment in Capital Assets	2,767,117	2,763,457		3,660
Unrestricted	(3,430,896)	(2,934,252)		(496,643)
lotal wet Position	(0///500)	(1/0/193)		(492,903)
Total Liabilities, Deferred Inflows of Resources	1	1000	4	
and Net Position	3,457,027	3,789,655	<b>ሉ</b>	(332,629)

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. Statement of Revenues and Expenses FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

	%	22.6%	(114.3%)	(7.1%)	16.1%	(28.5%)	34%	19.8%		42.2%	(58.2%)	17.4%	18.6%		(2.5%)	(8.0%)	(36.7%)	(22.0%)	(30.6%)	31.9%	29.0%	16.8%	8.9%	(2.0%)	(17.7%)	(41.8%)	(2.5%)	(39.7%)
	Variance	3,740,777	(3,617,510)	(401,961)	542,127	(3,477,344)	1,437,091	1,700,524		2,940,460	(1,323,031) 14	1,617,443	3,317,967		(382,554)	(326,030)	(291,991)	(229,412)	(56,129)	319,159	262,290	50,255	111,633	(3,743)	(48,349)	(12,113)	(606,984)	2,710,984
	Prior Year	16,519,083	3,163,847	5,683,431	3,365,822	12,213,100	4,262,020	8,568,002	51.87%	6,964,872	2,274,607	9,314,504	17,882,506		15,410,714	4,067,204	794,554	417,064	183,698	999,062	905,376	299,841	1,256,533	75,299	273,862	28,957	24,712,164	(6,829,658)
Fiscal Year To Date	%	47.3%	(174.5%)	(13.0%)	(47.0%)	(%5.09)	36.2%	25.9%		33.1%	(80.6%)	(14.8%)	1.0%		0.4%	(3.9%)	(81.2%)	50.7%	17.8%	24.2%	0.7%	(135.6%)	22.8%	2.1%	27.5%	13.9%	2.6%	(17.7%)
Fiscal Ye	Variance	6,509,991	(4,310,663)	(701,092)	(903,203)	(5,914,958)	1,514,469	2,109,502		2,460,679	(3,944,012) (420,336)	(1,903,669)	205,834		71,035	(165,510)	(486,919)	664,772	51,971	216,588	4,416	(143,667)	338,287	1,709	122,077	6,604	681,364	887,198
	Budget	13,749,868	2,470,694	5,384,300	1,920,492	9,775,486	4,184,642	8,159,024	59.34%	7,444,654	4,895,588 495,374	12,835,616	20,994,640		15,864,304	4,227,724	599,626	1,311,248	291,798	896,491	647,502	105,919	1,483,187	80,751	444,288	47,674	26,000,512	(5,005,872)
	Actual	20,259,859	6,781,357	6,085,392	2,823,695	15,690,444	5,699,111	10,268,526	20.68%	9,905,333	951,576 75,038	10,931,947	21,200,474		15,793,269	4,393,234	1,086,545	646,476	239,827	679,903	643,086	249,586	1,144,900	79,042	322,211	41,070	25,319,148	(4,118,674)
	%	29.1% Gross Patient Revenue	(170.5%) Contractual Allowances	23.8% Charity Care	100.8% Bad Debt	11.7% Total Contractuals and Bad Debts	(3.8%) Other Patient Revenue	75.9% Net Patient Revenue	Collection %	126.5% Grant Funds	(93.9%) Other Financial Assistance (62.7%) Other Revenue	7.9% Total Other Revenues	33.2% Total Revenues	Direct Operational Expenses:	7.2% Salaries and Wages	(11.6%) Benefits	(12.4%) Purchased Services	(208.5%) Medical Supplies	41.9% Other Supplies	71.6% Medical Services	49.6% Drugs	(93.0%) Repairs & Maintenance	15.9% Lease & Rental	70.2% Utilities	(143.2%) Other Expense	(8.3%) Insurance	6.5% Total Operational Expenses	Net Performance before Depreciation & (190.5%) Overhead Allocations
	Variance	428,311	(628,530)	10,685	753,814	135,969	(15,860)	548,420		709,990	(612,095) (2,339)	95,557	643,977		108,284	(34,820)	(6,248)	(77,092)	14,099	117,632	42,719	(13,590)	19,116	18,124	(34,843)	(310)	153,072	797,049
	Prior Year	1,469,870	368,547	44,970	747,950	1,161,467	414,367	722,770	49.17%	561,075	651,736 3,731	1,216,541	1,939,311		1,498,535	298,886	50,189	36,977	33,647	164,329	86,206	14,612	120,490	25,813	24,332	3,716	2,357,733	(418,421)
Current Month	%	38.0%	(305.0%)	93.6%	103.1%	(5.2%)	(4.5%)	22.3%		2,908.5%	(72.8%)	462.7%	145.6%		4.8%	13.6%	(16.6%)	12.6%	26.3%	47.5%	32.4%	(192.9%)	44.0%	(4.7%)	(51.8%)	7.1%	9.9%	(127.1%)
Curr	Variance	522,283	(750,897)	503,498	196,420	(50,978)	(18,727)	452,578		1,228,815	(106,234) (43,642)	1,078,939	1,531,517		69,823	52,735	(8,023)	16,414	6,970	42,306	20,813	(18,573)	79,594	(348)	(20,202)	308	241,817	1,773,334
	Budget	1,375,898	246,181	537,783	190,556	974,520	417,234	818,612	29.50%	42,249	145,876 45,034	233,159	1,051,771		1,460,073	386,441	48,415	130,483	26,518	89,003	64,299	9,629	180,968	7,341	38,973	4,334	2,446,477	(1,394,706)
	Actual	1,898,181	820'266	34,285	(5,864)	1,025,498	398,507	1,271,190	%26.99	1,271,064	39,642 1,392	1,312,098	2,583,288		1,390,250	333,706	56,438	114,069	19,548	46,697	43,486	28,202	101,374	7,689	59,175	4,026	2,204,660	378,628

## District Clinics Holdings, Inc. Statement of Revenues and Expenses FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

		Curre	Current Month						Fiscal Ye	Fiscal Year To Date			
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
31,096	17,334	(13,762)	(79.4%)	20,995	(10,101)	(48.1%) Depreciation	346,797	190,674	(156,123)	(81.9%)	206,898	(139,900)	(89.29)
						Overhead Allocations:							
2,046	2,875	829	28.8%	(11,117)	(13,163)	118.4% Risk Mgt	34,477	31,624	(2,853)	(%0.6)	8,932	(25,545)	(286.0%)
294,666	206,967	(82,699)	(42.4%)		(294,666)	0.0% Rev Cycle	2,363,175	2,276,638	(86,537)	(3.8%)	1,162,953	(1,200,222)	(103.2%)
1,246	3,852	2,605	%9'.29	•	(1,246)	0.0% Internal Audit	31,025	42,367	11,343	26.8%	40,512	9,488	23.4%
20,987	19,768	(1,219)	(6.2%)	17,315	(3,672)	(21.2%) Home Office Facilities	202,734	217,453	14,719	%8.9	208,635	5,901	2.8%
17,706	33,232	15,526	46.7%	32,060	14,354	44.8% Administration	398,561	365,552	(33,009)	(%0.6)	371,874	(26,687)	(7.2%)
44,579	47,193	2,615	5.5%	34,774	(9,804)	(28.2%) Human Resources	550,179	519,126	(31,052)	(%0.9)	434,460	(115,718)	(26.6%)
70	17,241	17,171	%9.66	25,073	25,003	99.7% Legal	206,896	189,655	(17,241)	(9.1%)	185,103	(21,793)	(11.8%)
2,443		2,606	%9.69	6,798	4,356	64.1% Records	76,260	88,531	12,271	13.9%	74,828	(1,432)	(1.9%)
2,013		4,873	70.8%	5,123	3,110	60.7% Compliance	58,574	75,745	17,171	22.7%	87,891	29,317	33.4%
7,031	7,007	(25)	(0.4%)	,	(7,031)	0.0% Comm Engage Plan	79,662	77,076	(2,587)	(3.4%)	1	(79,662)	%0.0
52,523	82,884	30,361	36.6%	,	(52,523)	0.0% IT Operations	762,530	911,719	149,189	16.4%	,	(762,530)	%0:0
10,402	8,445	(1,957)	(23.2%)	,	(10,402)	0.0% IT Security	95,103	92,898	(2,205)	(2.4%)	,	(95,103)	%0:0
35,527		4,894	12.1%		(35,527)	0.0% IT Applications	434,340	444,630	10,290	2.3%	,	(434,340)	%0:0
48,223	47,251	(972)	(2.1%)		(48,223)	0.0% Security Services	506,614	519,765	13,151	2.5%	,	(506,614)	%0:0
225,929	` '	(104,386)	(82.9%)	,	(225,929)	0.0% IT EPIC	1,121,167	1,336,977	215,810	16.1%	,	(1,121,167)	%0.0
34,115	31,665	(2,450)	(7.7%)	29,815	(4,300)	(14.4%) Finance	323,990	348,310	24,320	7.0%	338,087	14,096	4.2%
5,124	10,057	4,933	49.1%	5,555	431	7.8% Public Relations	77,163	110,626	33,462	30.2%	97,575	20,411	20.9%
35	8,303	8,268	%9.66	160,423	160,388	100.0% Information Technology	69'633	91,330	(8,302)	(9.1%)	1,126,387	1,026,754	91.2%
32		4,730	99.3%		(32)	0.0% Corporate Quality	57,129	52,373	(4,756)	(9.1%)	17,368	(39,760)	(228.9%)
13,101	11,235	(1,866)	(16.6%)	,	(13,101)	0.0% Project MGMT Office	107,935	123,587	15,652	12.7%	59,985	(47,950)	(%6.67)
	1,328	1,328	100.0%	2,007	2,007	100.0% Managed Care Contract	6,415	14,612	8,196	56.1%	27,468	21,052	%9'9'
817,797	720,963	(96,834)	(13.4%)	307,827	(509,970)	(165.7%) Total Overhead Allocations	7,593,563	7,930,595	337,033	4.2%	4,242,056	(3,351,506)	(79.0%)
3,053,553	3,184,774	131,221	4.1%	2,686,555	(366,999)	(13.7%) Total Expenses	33,259,508	34,121,781	862,273	2.5%	29,161,118	(4,098,390)	(14.1%)
\$ (470,265)	(470,265) \$ (2,133,003) \$	\$ 1,662,738	\$ (%0.82)	(747,243) \$	276,978	(37.1%) Net Margin	\$ (12,059,034) \$	(13,127,141) \$	1,068,107	(8.1%)	(8.1%) \$ (11,278,612)	\$ (780,422)	%6.9
22,718	45,000	22,282	49.5%	96,485	73,767	76.5% <b>Capital</b>	22,718	847,210	824,492	97.3%	102,945	80,227	77.9%
· •	\$ 2,177,000 \$	\$ 2,177,000	100.0% \$	\$ 26,792 \$	586,792	100.0% General Fund Support/ Transfer In	\$ 9,987,030	13,984,000 \$	3,996,970	28.6% \$	28.6% \$ 11,174,659	\$ 1,187,629	10.6%

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

	00-1-30	Nov. 30	00000	12 mcl	Fob. 21	20,200	707-21	M 24-21	11m-21	16.53	Λιια.21	Con. 21	4.00
Gross Patient Revenue	1,842,091	1,535,619	1,685,042	1,321,289	1,595,963	1,870,757	2,230,803	2,066,863	2,570,345	1,642,906	1,898,181		20,259,859
Contractual Allowances	509 972	470 624	453 962	303 580	404.818	543 358	562 148	464 663	764 925	1 306 229	820 266		6 781 357
Charity Care	158,009	+70,07+	1,751,178	434,796	538,927	530,618	809,796	782,187	998,787	46,809	34,285		6,085,392
Bad Debt	788,060	799,873	(860,761)	338,348	289,586	402,163	405,392	368,549	331,418	(33,070)	(5,864)		2,823,695
Other Patient Revenue	414,367	286,936	350,651	704,172	439,031	439,031	905,685	513,976	513,976	732,778	398,507		5,699,111
Net Patient Revenue Collections %	<b>800,416</b> 43.45%	<b>552,056</b> 35.95%	<b>691,315</b> 41.03%	<b>948,737</b> 71.80%	<b>801,664</b> 50.23%	<b>833,649</b> 44.56%	<b>1,359,153</b> 60.93%	<b>965,440</b> 46.71%	<b>989,190</b> 38.48%	<b>1,055,716</b> 64.26%	<b>1,271,190</b> 66.97%	- 0.00%	<b>10,268,526</b> 50.68%
Grant Funds Other Financial Assistance	104,059		130,321 588,890	2,271,653	(629,521) 179,158	974,299 5,710	1,566,400 27,883	1,488,547 19,439	1,325,105 10,358	1,403,407 80,496	1,271,064 39,642		9,905,333 951,576
Other Revenue	9,732	1,009	3,302	808	20,467	13)001	14,034	1,5/8	513	1,823	1,392		75,038
Total Other Revenues	113,791	1,689	722,512	2,272,462	(423,876)	993,070	1,608,937	1,509,564	1,335,976	1,485,726	1,312,098		10,931,947
Total Revenues	914,207	553,745	1,413,827	3,221,199	377,788	1,826,719	2,968,090	2,475,004	2,325,166	2,541,441	2,583,288		21,200,474
Direct Operational Expenses:													
Salaries and Wages	1,612,557	1,177,306	1,310,859	1,482,538	1,423,741	1,551,730	1,629,754	1,480,781	1,418,683	1,315,072	1,390,250	,	15,793,269
benefits Purchased Services	35,150	59,883	33.586	71.484	37.746	406,226 151.018	248.133	165.470	118.524	401,983 109.493	56.438		1.086.545
Medical Supplies	19,841	24,253	46,148	84,529	35,626	41,196	28,620	27,504	177,731	46,960	114,069		646,476
Other Supplies	2,686	4,538	8,638	12,332	32,280	4,195	13,176	25,786	26,739	606'68	19,548	•	239,827
Medical Services	92,709	55,338	56,152	45,535	47,251	80,848	55,468	61,653	74,408	63,843	46,697		679,903
Drugs	82,365	73,242	60,219	55,947	59,708	49,636	62,547	51,857	49,570	54,509	43,486	,	643,086
Repairs & Maintenance	6,725	4,061	3,703	7,491	3,518	6,010	14,332	5,264	16,859	153,420	28,202		249,586
Lease & nemal	5.024	10.320	7.438	6.515	6.285	106,287	7.229	6.933	7.242	7.549	7,689		1,144,900 79.042
Other Expense	26,726	23,914	19,350	30,184	26,817	25,554	52,110	12,164	21,251	24,966	59,175		322,211
Insurance	3,716	3,716	2,892	4,649	3,331	3,331	3,331	4,026	4,026	4,026	4,026	1	41,070
Total Operational Expenses	2,387,586	1,900,008	2,050,081	2,310,763	2,199,128	2,432,851	2,639,732	2,396,345	2,425,163	2,372,830	2,204,660		25,319,148
Net Performance before Depreciation & Overhead Allocations	(1.473.379)	(1.346.263)	(636.254)	910.436	(1821,340)	(606.132)	328 358	78,659	(266 66)	168.611	378.628		(4.118.674)
Overliedu Allocations	(T)+(3)3(3)	(1,340,203)	(4626)	910,430	(1,021,340)	(261,000)	920,330	669'07	(166'66)	100,011	370,020		(+/170,014)
Depreciation	20,995	42,335	31,665	31,896	31,706	31,593	31,592	31,525	31,296	31,098	31,096		346,797
Overhead Allocations:													
Risk Mgt	2,012	1,749	1,914	1,899	1,713	4,413	6,192	3,330	5,042	4,167	2,046		34,477
rev Cycle Internal Audit	215,518	2.616	2.029	2.200	1.135	1.246	7.147	2.099	4.462	6.583	1.246		31.025
Home Office Facilities	17,338	17,140	20,876	18,248	17,620	20,104	9,531	18,817	22,018	20,056	20,987		202,734
Administration	23,989	26,119	37,026	49,639	36,008	44,102	45,279	41,444	42,774	34,474	17,706		398,561
Human Kesources	42,681	36,896 17 493	15,799	48,416 13,841	14 400	75,147	3,301	11 084	46,846 18 366	46,8/9	44,5/9	, ,	550,179 206.896
Records	7,126	7,518	8,070	7,478	6,020	8,062	8,127	8,395	9,635	3,387	2,443	,	76,260
Compliance	4,813	5,086	3,125	8,017	5,183	8,271	(1,922)	10,663	12,669	929	2,013		58,574
Comm Engage Plan	6,756	6,116	6,940	6,621	6,060	6,624	7,424	7,980	11,422	6,688	7,031		79,662
IT Security	7,989	5,317	9,366	7,739	6,244	7,634	7,228	7,647	17,290	8,247	10,402	,	95,103
IT Applications	23,045	40,862	27,197	44,176	20,639	34,133	93,419	84,463	50,443	(19,562)	35,527	,	434,340
Security Services IT EPIC	42,428	41,825	46,136 65.588	46,399 81.914	42,607	47,158	46,146 137.495	48,653	46,862 155.840	50,1//	48,223	, ,	506,614
Finance	29,725	28,440	28,580	29,666	24,493	25,741	24,055	26,159	32,441	40,576	34,115	,	323,990
Public Relations	11,466	8,342	3,617	5,257	7,654	9,625	5,644	9,271	5,769	5,395	5,124	,	77,163
Information Technology Corporate Quality	9,827	8,743	9,357	10,810 5.242	11,233	10,196	10,978	11,671 4.933	15,104	1,680	35 32		99,633
Project MGMT Office	2,800	8,679	9,051	9,313	8,472	9,555	10,778	10,897	10,025	10,265	13,101		107,935
Managed Care Contract	1,205	1,157	1,243	1,204	1,096	508	8						6,415
Total Overhead Allocations	568,646	572,859	643,078	686,500	589,359	833,035	723,759	813,878	809,020	535,632	817,797		7,593,563
Total Expenses	2,977,227	2,515,202	2,724,824	3,029,159	2,820,193	3,297,479	3,395,083	3,241,748	3,265,479	2,939,561	3,053,553		33,259,508
Net Margin	\$ (2,063,020) \$	(1,961,457) \$	\$ (1,310,997) \$	192,040 \$	(2,442,405) \$	(1,470,760) \$	(426,994) \$	(766,744) \$	(940,313) \$	\$ (88,119)	(470,265) \$	\$	(12,059,034)
Capital		13,568	3,078	(16,646)		1		•	i	1	22,718		22,718
Capital Contributions								,					
General Fund Support/ Transfer In	2,042,025	,	3,228,001		000,007	,	,	4,017,004	,	,		\$	9,987,030

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District Clinics Holdings, Inc.- Medical Statement of Revenues and Expenses by Location
FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

Administration	Beach Clinic	2 2 1 1 22 4	Clinic	1,245.114	1 257 122	CIINIC	Clinic	CIIIIC	1 024 866	Warrior 7 558	van scout	van Hero	lotal
	2,083,557	3,311,234	1,449,382		1,357,122	2,460,856	1,063,608	1,322,979	1,024,000	222			15,329,200.10
	715,490 583,300 312,205	1,146,378 892,847 418,669	339,492 448,521 224,969	333,166 267,251 152,432	270,999 491,615 515,282	814,100 859,517 162,756	380,238 262,935 71,091	532,932 222,722 55,895	237,822 308,163 436,603	(25,505) 4,024 17,119			4,745,111 4,340,896 2,367,020
	1,610,995	2,457,894	1,012,982	752,849	1,277,895	1,836,373	714,263	811,548	982,589	(4,362)			11,453,027
•	788,534	884,070	454,962	247,882	293,625	509,901	187,449	247,184	221,545	60,415			3,895,568
0.00%	<b>1,261,096</b> 60.53%	<b>1,737,410</b> 52.47%	<b>891,363</b> 61.50%	<b>740,147</b> 59.44%	<b>372,852</b> 27.47%	<b>1,134,384</b> 46.10%	<b>536,794</b> 50.47%	<b>758,615</b> 57.34%	<b>263,822</b> 25.74%	<b>72,335</b> 957.08%	.00:0	<b>2,923</b> 0.00%	<b>7,771,742</b> 50.70%
2,707,931 349,232 11,783	903,196 3,629 10,809	1,206,608 132,235 7,038	559,540 763 12,141	548,939 (6,990) 12,724	248,735 6,530 58	864,474 (24,746) 6,687	364,662 12,267 3,236	387,978 (4,079) 10,534	631,565 (23,024) 13	149,828 31,226	(51,529) 131,246 15	44,778 145,595	8,566,705 753,884 75,038
3,068,945	917,634	1,345,881	572,444	554,674	255,323	846,415	380,165	394,433	608,555	181,055	79,732	190,373	9,395,628
3,068,945	2,178,730	3,083,291	1,463,807	1,294,821	628,175	1,980,799	916,959	1,153,049	872,377	253,389	79,732	193,296	17,167,370
		6										1	
3,622,650	1,494,554 416,976	1,980,526 541,559	941,296 276,057	884,662 258,632	402,150 111,488	1,563,462 447,603	620,254 161,570	645,137 194,567	897,050 251,949	232,144 83,039	47,480 9,547	51,31 <i>/</i> 13,946	13,382,683 3,719,010
709,750	36,896	86,470	33,278	40,637	14,170	52,203	25,537	33,112	21,946	2,537	2,537	2,537	1,061,609
83,308	55,610 14.346	64,833	35,221	46,485 3.874	57,429	53,049 6.714	23,999	21,203	44,684 6.672	7,180	928	1,072	495,001 162.668
24,550	82,076	145,319	73,917	50,549	25,225	152,182	40,471	65,295	20,320	,		,	679,903
- 171	285,524	191,167	87,362	52,022	2 309	16,532	1,798	6,752	586	1,302	- 2 5.40	33	643,076
- ' ' ' ' ' '	3,431	3,430	4,113 81,493	75,692	250	242,295	74,425	108,917	43,228	175	60	185	898,444
	4,032	3,835	1,195	18,402	2,154	12,149	7,660	6,037	4,738	, ,			60,202
175,460	15,133 5,113	25,329 4,730	9,362 3,881	5,834 1,883	6,071 443	16,253 2,544	4,028 1,274	8,104 1,558	10,325 850	5,195 7,341	3,974 4,696	1,607 6,123	286,676 40,435
5,787,593	2,531,952	3,234,830	1,566,002	1,443,357	624,691	2,587,022	970,222	1,103,251	1,307,049	351,271	78,592	82,811	21,668,644
(2,718,648)	(353,222)	(151,539)	(102,195)	(148,536)	3,483	(606,224)	(53,263)	49,798	(434,671)	(97,882)	1,139	110,485	(4,501,275)
5,253	12,743	13,376	1,349	63,583	299	4,071	2,514	4,395	1,688	68,750	12,727	76,566	267,315
5,578	3,202	5,589	2,416	1,968	878	3,521	1,236	1,541	2,103	631	435	443	29,542
5,180	2,882	4,990	2,159	1,759	786	3,147	1,105	1,377	1,879	564	389	396	26,613
182,548		. :	. :	. !		' !	. ;		. !	. ;	. :	. ;	182,548
64,482	37,017	64,630	37,928	31.240	10,153	40,706	14,293	17,812	33,531	7,295	5,023	5,118	341,513 475,410
33,462	19,205	33,639	14,489	11,804	5,268	21,119	7,415	9,241	12,610	3,785	2,606	2,655	177,298
12,733	7,084	12,266	5,307	4,323	1,931	7,736	2,717	3,385	4,618	1,387	956	973	65,417
9,780	5,441 7,409	9,422 12,827	4,076 5,550	3,320 4,521	1,483 2,020	5,942 8,090	2,087	3,540	3,547 4,830	1,065	1,000	/4/ 1,018	50,245 68,323
127,317	70,838	122,651	53,066	43,226	19,309	77,355	27,163	33,852	46,180	13,865	9,557	9,731	654,108
72,520	40,349	69,863	30,226	24,622	10,999	44,062	15,472	19,282	26,304	7,897	5,444	5,543	372,582
19,903 187,197	55,256 104,154	95,673 180,337	41,394 78,024	33,718 63,556	15,062 28,391	60,340 113,737	21,188 39,938	26,406 49,773	36,022 67,900	10,815 20,385	7,455	7,591 14,308	430,822 961,753
54,096	30,098	52,113	22,547	18,366	8,204	32,867	11,541	14,383	19,621	5,891	4,061	4,135	277,923
12,884	7,168	12,412	5,370	4,374	1,954	7,828	2,749	3,426	4,673	1,403	967	985	66,192
9,241	5,303	9,284	6,978	3,260	1,455	5,832	2,048	2,552	3,482	1,045	720	733	48,955
18,022	10,027 728	17,361 1,261	7,511 546	6,119 444	2,733 199	10,949 795	3,845	4,792 348	6,537	1,963 143	1,353	1,377	92,588 5,416
982,756	751,063	1,267,201	556,678	454,163	203,482	809,095	282,412	352,021	485,353	143,976	99,737	101,447	6,489,384
6,775,602	3,295,758	4,515,408	2,124,029	1,961,104	828,472	3,400,188	1,255,148	1,459,667	1,794,090	563,996	191,057	260,824	28,425,343
(3,706,657)	(1,117,028)	(1,432,117) \$	(660,222)	(666,283) \$	\$ (200,297)	\$ (1,419,390) \$	(338,190)	(306,618)	(921,713) \$	(310,607) \$	(111,325)	\$ (67,528) \$	(11,257,973)
,	,			,	,	22,718				,			22,718
9,025,566		\$		\$ .	,	\$			-	\$		\$ .	9,025,566
w   w		- 715,490 - 715,490 - 1,610,995 - 1,610,995 - 1,610,995 - 1,610,995 - 1,610,995 - 1,610,995 - 1,610,995 - 1,610,995 - 1,610,995 - 1,610,995 - 1,620,91 - 1	- 715,490 1,146,378 - 1,610,995 2,457,894 - 1,610,995 2,457,894 - 1,610,995 2,457,894 - 1,2610,995 2,457,894 - 1,2610,995 2,457,894 - 1,261,096 1,737,410 - 6,633% 2,247% 2,707,931 903,196 1,206,608 349,232 3,629 1,235 11,783 1,0809 7,038 3,668,945 2,178,730 3,683,291 3,668,945 2,178,730 3,683,291 17,749 3,434 1,134,65 24,550 4,6976 8,4730 - 4,032 3,632,291 177,49 3,434 1,145,319 - 2,4550 14,346 4,433 - 4,032 3,244,334 - 2,178,7593 2,531,952 3,234,830 - 4,032 3,234,830 - 4,032 3,234,830 117,749 3,434 13,376 - 4,032 3,234,830 12,733 7,084 1,2,266 9,780 5,411 9,402 12,530 5,524 66,854 13,228 7,084 1,2,266 9,780 8,836 12,265 11,337 7,084 1,2,266 9,780 5,441 9,422 112,337 7,084 1,2,265 115,870 8,836 12,265 115,870 8,836 12,265 115,870 8,836 12,263 11,284 7,168 116,199 9,241 5,303 1,267,201 6,775,602 3,295,758 4,142,117	- 1261,095 1,146,378 393492 - 1261,095 2,457,894 1,012,982 - 1,261,095 2,457,894 1,012,982 - 1,261,096 1,737,410 891,363 14,732 1,00,893 1,2235 16,1594 3,068,945 2,178,734 1,345,81 1,463,807 3,668,945 2,178,734 1,345,81 1,241,340,797,931 1,0892 11,783 1,0892 1,206,608 559,540 3,668,945 2,178,734 1,345,81 5,724,44 3,068,945 2,178,734 1,345,81 5,724,44 3,068,945 2,178,734 1,345,81 5,724,44 3,068,945 2,178,734 1,345,81 5,724,44 3,068,945 2,178,734 1,345,81 5,724,44 3,068,945 2,178,734 1,345,81 5,724,44 3,068,945 2,178,734 1,345,81 1,463,807 17,749 3,431 3,465 1,980,526 941,296 17,75,400 1,533 2,544 39 1,135 1,75,400 1,533 2,531,922 3,234,830 1,566,002 5,787,593 2,531,922 3,234,830 1,566,002 5,787,593 2,531,922 3,234,830 1,566,002 1,73,73 7,084 1,2,73 1,267,201 5,561 1,287,204 1,2,284 7,168 1,2,631 5,254 6,518 1,2,611 5,204 1,2,284 7,168 1,2,611 5,561 5,561 1,2,2,61 1,2,2,2,2 1,2,2,2 1,2,2,2,2 1,2,2,2,2	- 715,490 11,145,38 333,462 333,462 - 583,3106 - 583,300 11,145,38 333,462 333,462 - 332,200 11,145,38 333,462 333,462 - 332,200 11,145,38 333,462 - 332,400 - 1,146,38 312,000 12,48 20 12,48 20 12,48 20 12,48 20 12,48 20 12,48 20 12,48 20 12,48 20 12,48 20 12,49 2	7.75,460         1.14,678         3.94,942         3.31,166         2.09,999           7.15,400         1.14,67,884         3.94,949         3.31,166         2.09,999           7.15,400         1.16,378         3.94,999         1.27,422         3.15,282           7.15,100         2.45,526         2.44,969         1.27,422         3.15,282           7.00         1.06,098         2.24,78         61,50%         3.94,448         2.77,783           2.707,310         60,53%         5.24,78         61,50%         3.94,448         2.77,784           3.008,912         1.06,098         5.24,78         61,50%         3.94,448         2.77,741           3.008,912         90,106         1.20,608         5.95,50         5.44,98         2.77,744         3.74,744         3.74,444         3.24,448         3.74,444         3.54,444         3.74,444         3.54,444         3.74,444         3.54,444         3.74,444         3.54,444         3.54,444         3.74,444         3.54,444         3.54,444         3.54,444         3.54,444         3.54,444         3.54,444         3.54,444         3.74,444         3.54,444         3.54,444         3.54,444         3.74,444         3.74,444         3.74,444         3.74,444         3.74,444         3.74	1.754.00         1.744.00         4.18.637         2.83.492         2.83.66         2.05.751         4.01.615         8.99.51.7           1.754.00         4.18.669         2.24,496         1.57.422         1.51.222         4.01.752         4.	1. 711,460         1.14,653         93.92,97         3.33.25         6.005         1.14,650         1.14,650         1.14,650         1.14,650         1.14,650         1.14,150         95.51         95.52	1. 1. 1.0.1.0.1.0.1.0.1.0.1.0.1.0.1.0.1.	1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	1.2.50.00         1.1.46.278         2.3.2.40.0         2.3.2.40	1.7. 1. 1.1.2.0.00         1. Line 1. March	1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,

District Clinic Holdings, Inc.- Medical Statement of Revenue and Expenses FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

%	86.6	(74.5%)	(3.6%)	25.6%	(13.5%)	24.5%	11.2%		49.4%	(61.5%) 0.0%	21.0%	16.3%		(4.2%)	(10.0%)	(51.8%)	(123.5%)	(2.7%)	31.9%	29.0%	8.4%	8.3%	(11.6%)	(15.0%)	(41.5%)	(4.3%)	(25.2%)
Variance	1,379,559	(2,026,446)	(152,418)	813,544	(1,365,319)	766,855	781,094		2,831,804	(1,202,493) 14	1,629,325	2,410,419		(538,942)	(338,634)	(362,050)	(273,541)	(8,770)	319,159	262,080	21,895	81,357	(6,258)	(37,338)	(11,857)	(892,900)	1,517,518
Prior Year	13,949,641	2,718,665	4,188,478	3,180,564	10,087,708	3,128,714	6,990,647	50.11%	5,734,901	1,956,378 75,025	7,766,303	14,756,951		12,843,741	3,380,376	893'669	221,460	153,898	999,062	905,157	260,830	979,801	53,944	249,338	28,578	20,775,744	(6,018,793)
Fiscal Year To Date	43.6%	(141.2%)	(20.0%)	(37.3%)	(26.7%)	27.0%	20.8%		39.6%	(84.6%) (84.9%)	(18.5%)	(4.4%)		0.3%	(3.1%)	(88.1%)	57.5%	22.5%	24.2%	%9.0	(197.2%)	26.5%	8.9%	25.0%	14.4%	2.9%	3.4%
Fiscal Yes	4,652,447	(2,777,471)	(722,078)	(643,114)	(4,142,663)	829,117	1,338,902		2,431,928	(4,141,704) (420,336)	(2,130,111)	(791,209)		38,765	(110,459)	(497,367)	670,493	47,355	216,588	3,686	(158,548)	323,534	5,886	95,684	6,788	642,404	(148,806)
Budget	10,676,753	1,967,640	3,618,818	1,723,906	7,310,364	3,066,451	6,432,840	60.25%	6,134,777	4,895,588 495,374	11,525,739	17,958,579		13,421,448	3,608,551	564,242	1,165,494	210,023	896,491	646,762	80,388	1,221,978	66,088	382,360	47,223	22,311,048	(4,352,469)
Actual	15,329,200	4,745,111	4,340,896	2,367,020	11,453,027	3,895,568	7,771,742	50.70%	8,566,705	753,884 75,038	9,395,628	17,167,370		13,382,683	3,719,010	1,061,609	495,001	162,668	679,903	643,076	238,936	898,444	60,202	286,676	40,435	21,668,644	(4,501,275)
%	(12.3%) Gross Patient Revenue	(98.8%) Contractual Allowances	0.0% Charity Care	97.5% Bad Debt	34.4% Total Contractuals and Bad Debts	(39.4%) Other Patient Revenue	10.2% Net Patient Revenue	Collection %	208.7% Grant Funds	(100.0%) Other Financial Assistance (62.7%) Other Revenue	20.9% Total Other Revenues	16.4% Total Revenues	Direct Operational Expenses:	5.9% Salaries and Wages	(12.6%) Benefits	(22.9%) Purchased Services	(331.5%) Medical Supplies	(20.9%) Other Supplies	71.6% Medical Services	49.6% Drugs	(136.7%) Repairs & Maintenance	17.3% Lease & Rental	60.0% Utilities	(134.6%) Other Expense	(7.2%) Insurance	4.9% Total Operational Expenses	Net Performance before Depreciation (76.8%) & Overhead Allocations
Variance	(172,492)	(344,143)	(3,032)	721,642	374,467	(135,183)	66,792		723,740	(535,807) (2,339)	185,595	252,387		74,359	(31,850)	(10,043)	(62,805)	(3,176)	117,632	42,719	(16,037)	16,526	8,862	(32,359)	(263)	98,566	350,953
Prior Year	1,400,114	348,377	,	740,009	1,088,387	342,918	654,646	46.76%	346,855	535,807 3,731	886,392	1,541,038		1,265,659	252,440	43,904	20,455	15,175	164,329	86,206	11,729	95,490	14,765	24,047	3,675	1,997,875	(456,836)
Current Month	15.3%	(254.5%)	99.2%	89.2%	1.5%	(31.6%)	12.1%		2,915.2%	(100.0%) (96.9%)	373.5%	106.1%		3.6%	13.8%	(19.9%)	23.7%	3.9%	47.5%	32.3%	(279.9%)	48.8%	1.7%	(88.2%)	8.3%	9.7%	(91.4%)
Cur Variance	162,965	(497,185)	355,802	152,218	10,836	(26,097)	77,704		1,035,088	(145,876) (43,642)	845,570	923,274		43,927	45,519	(8,953)	27,457	741	42,306	20,737	(20,458)	75,335	105	(22,925)	355	204,144	1,127,419
Budget	1,064,657	195,335	358,834	170,586	724,755	303,832	643,734	60.46%	35,507	145,876 45,034	226,417	870,151		1,235,227	329,808	44,994	115,717	19,093	89,003	64,223	7,308	154,299	800′9	33,480	4,293	2,103,453	(1,233,302)
Actual	1,227,622	692,520	3,032	18,368	713,919	207,735	721,438	28.77%	1,070,595	1,392	1,071,987	1,793,425		1,191,300	284,289	53,947	88,260	18,352	46,697	43,486	27,766	78,964	5,903	56,405	3,938	1,899,309	(105,883)

District Clinic Holdings, Inc.- Medical Statement of Revenue and Expenses FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

				Current Month	;					Fiscal Yea	Date	;		
Actual		Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
2,	24,104	12,917	(11,187)	(89.98)	15,379	(8,725)	(56.7%) Depreciation	267,315	142,087	(125,228)	(88.1%)	152,769	(114,546)	(75.0%)
							Overhead Allocations:							
	1,723	2,464	740	30.0%	(9,142)	(10,866)	118.9% Risk Mgt	29,542	27,100	(2,442)	(%0.6)	7,345	(22,196)	(302.2%)
248		174,743	(74,036)	(42.4%)		(248,779)	0.0% Rev Cycle	1,995,174	1,922,177	(72,997)	(3.8%)	944,673	(1,050,501)	(111.2%)
	1,069	3,301	2,232	%9'.29		(1,069)	0.0% Internal Audit	26,613	36,306	69'6	26.7%	33,317	6,703	20.1%
1,	18,897	17,713	(1,184)	(8.7%)	15,474	(3,423)	(22.1%) Home Office Facilities	182,548	194,845	12,297	6.3%	186,462	3,914	2.1%
1,		28,478	13,565	47.6%	26,366	11,453	43.4% Administration	341,513	313,258	(28,254)	(80.6)	305,822	(35,691)	(11.7%)
ñ		40,768	2,625	6.4%	28,467	(2,677)	(34.0%) Human Resources	475,410	448,453	(26,957)	(8.0%)	355,662	(119,748)	(33.7%)
	70	14,775	14,705	99.5%	20,620	20,550	99.7% Legal	177,298	162,524	(14,775)	(9.1%)	152,225	(25,074)	(16.5%)
. •	2,095	6,897	4,802	%9.69	5,591	3,496	62.5% Records	65,417	75,866	10,449	13.8%	61,537	(3,880)	(8:3%)
	1,727	5,901	4,174	70.7%	4,213	2,486	59.0% Compliance	50,246	64,910	14,664	22.6%	72,280	22,034	30.5%
-	6,019	900'9	(15)	(0.2%)	,	(6,019)	0.0% Comm Engage Plan	68,323	090'99	(2,273)	(3.4%)	,	(68,323)	%0.0
4	45,055	71,027	25,972	36.6%	,	(45,055)	0.0% IT Operations	654,108	781,293	127,185	16.3%	,	(654,108)	%0:0
	8,922	7,237	(1,685)	(23.3%)	,	(8,922)	0.0% IT Security	81,579	609'62	(1,971)	(2.5%)	,	(81,579)	%0:0
36	30,475	34,638	4,163	12.0%	,	(30,475)	0.0% IT Applications	372,582	381,023	8,441	2.2%	,	(372,582)	%0:0
4	41,008	40,184	(824)	(2.1%)	,	(41,008)	0.0% Security Services	430,822	442,024	11,202	2.5%	,	(430,822)	%0.0
19	193,805	104,156	(89,649)	(86.1%)		(193,805)	0.0% IT EPIC	961,753	1,145,716	183,963	16.1%	1	(961,753)	%0.0
2.	29,264	27,135	(2,129)	(7.8%)	24,519	(4,745)	(19.4%) Finance	277,923	298,483	20,560	%6.9	278,036	113	%0.0
•	4,395	8,618	4,223	49.0%	4,568	173	3.8% Public Relations	66,192	94,800	28,609	30.2%	80,244	14,052	17.5%
	35	7,115	7,080	99.5%	131,929	131,894	100.0% Information Technology	85,380	78,265	(7,115)	(9.1%)	926,319	840,939	8.06
	32	4,080	4,049	99.2%	,	(32)	0.0% Corporate Quality	48,955	44,881	(4,075)	(9.1%)	14,283	(34,672)	(242.7%)
Ţ.	11,238	9,628	(1,610)	(16.7%)	,	(11,238)	0.0% Project MGMT Office	92,588	105,908	13,319	12.6%	49,331	(43,258)	(87.7%)
	,	1,122	1,122	100.0%	1,630	1,630	100.0% Managed Care Contract	5,416	12,337	6,920	56.1%	22,312	16,896	75.7%
.69	9 292,667	615,984	(81,683)	(13.3%)	254,235	(443,432)	(174.4%) Total Overhead Allocations	6,489,384	6,775,826	286,442	4.2%	3,489,847	(2,999,536)	(86.0%)
2,62	2,621,079 2,7	2,732,354	111,275	4.1%	2,267,489	(353,591)	(15.6%) Total Expenses	28,425,343	29,228,961	803,618	2.7%	24,418,360	(4,006,983)	(16.4%)
\$ (82)	(827,654) \$ (1.8	(1.862.203) \$	1.034.549	\$ (82.6%)	(726.451) \$	\$ (101.203)	13.9% Net Margin	\$ (11.257.973) \$	(11.270.382) \$	12.409	(0.1%)	(0.1%) \$ (9.661.409) \$ (1.596.564)	(1.596.564)	16.5%
		45,000	73 787				451 7% Canital		II	۱ °	%E ZB		(22 718)	%U O
1		200/51	202/22	86.6	(001/0)	(57,1,0)	COLUMN TO THE PARTY OF THE PART	27,77	017,710	204,420	86.70		(25,7,70)	
\$	- \$ 1,9	1,910,000 \$	1,910,000	100.0% \$	336,232	\$ 336,232	100.0% General Fund Support/ Transfer In	\$ 9,025,566 \$	12,165,000 \$	3,139,434	25.8% \$	25.8% \$ 9,508,641 \$	483,075	5.1%

District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses by Location FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

ad De pt 1		Administration	ion	Dental Clinic	Dental Clinic	Dental Clinic	Dental Clinic	otal
Maintenance   688   687   688   687   688   687   688   687   688   687   688   68	Gross Patient Revenue			1,829,604	1,783,319	746,174	571,563	4,930,659
Tributional blockers and Biot Detri	Contractual Allowances Charity Care Bad Debt			698,635 814,893 107,173	801,667 478,466 286,200	265,231 320,440 43,581	270,713 130,697 19,720	2,036,246 1,744,496 456,675
1,000,701   2,552/2   2,646/1   1,000,70	lotal Contractual Allowances and Bad Debt			1,620,702	1,566,333	629,252	421,129	4,237,417
1,000,001   1,00	Uther Patient Revenue			/91,/99	395,572	282,891	333,280	1,803,542
13,6,44   50,75   50,40   27,749   20,214   20	Net Patient Revenue Collection %			<b>1,000,701</b> 54.69%	<b>612,558</b> 34.35%	<b>399,813</b> 53.58%	<b>483,713</b> 84.63%	<b>2,496,785</b> 50.64%
133,255   1,566,442   596,357   369,322   19,104	srant Funds Other Financial Assistance Other Revenue	1	34,644 (1,389) -	503,978 64,763 -	309,408 28,930 -	277,489 91,833	113,109 13,555	1,338,627 197,692
133.255   1,560,442   590,966   769,135   66,136   66,1	Fotal Other Revenues	1	33,255	568,741	338,337	369,322	126,664	1,536,319
1,200   24,286   24,586   24,586   24,286   24	Fotal Revenues	1	33,255	1,569,442	950,896	769,135	610,376	4,033,104
of sources         87,10d         245,54         13,201         14,20G           Supplies         6,89         6,89         4,286         4,286           Supplies         6,89         14,444         1,290         2,70           opplies         4,88         3,491         4,650         2,70           Rental         2,282         1,397         2,608         2,502           perse         2,282         1,398         8,06         2,502           perse         413,492         1,305,827         7,70,26         7,34           cardional Expenses         413,492         1,306,827         770,26         7,34           d Allocations         1,282         2,636         1,701         2,50           d Allocations         1,282         2,636         1,701         2,22           d Allocations         1,282         2,636         1,702         1,702           d Allocations         1,282         2,636         1,703         2,50           d Allocations         5,128         1,205         1,702         1,702           credion         5,238         1,205         1,703         1,703           d Allocations         6,248         1,205	Direct Operational Expenses: salaries and Wages	6	23,618	847,769	512,586	209,600	216,922	2,410,585
Supplies         5,097         6,189         4,288           Supplies         5,097         6,189         4,288           Supplies         5,093         1,464         15,907           Rental         1,007         34,091         1,464         15,907           Rental         1,007         3,931         2,648         2,502           Rental         1,007         3,931         2,648         2,502           Pormace         2,282         1,388         8,206         7,742           pormace before Depreciation &         (280,236)         2,636         1,712         2,66           dofficerions         5,282         1,305,827         770,256         3,74           dofficerions         5,283         1,305,827         1,712         1,722           e         4/4         1,305,827         1,722         3,83           dofficerions         5,233         2,034         1,520         9,284           dofficerions         5,233         2,045         1,725         3,83           e         4,184         2,790         1,726         1,734           e         4,184         2,790         1,426         2,445           e	Senefits		87,104	244,544	132,301	142,905	67,370	674,224
Submittee         488         3-231         14-304         15-90           Rental         2,997         2,648         2,502           Rental         1,098         25.837         2,502           Rental         2,997         2,648         2,502           Pennse         2,282         113.888         8.26.06         7,732           Pennse         2,282         113.888         8.206         7,732           Pennse         413,492         1,305.827         770,056         770,256         3           Ind Mocations         (280,236)         26,546         1,099         1,071         2           Allocations         2,282         1,305.827         770,056         770,256         3           Allocations         1,175         1,175         10,031         9,284         3           Allocations         1,175         1,144,299         91,516         9,284         3           Audit         4,100         1,177         3,810         2,417         9,284         3           Audit         4,100         1,177         3,825         1,447         9,284         1,374         1,334           Audit         2,233         2,005         1,47	Purchased Services			5,097	6,189	4,288	9,362	24,936
Remain         7         2 <td>viedical Supplies Other Supplies</td> <td></td> <td>488</td> <td>34,091</td> <td>46,504 14,464</td> <td>15,907</td> <td>12,209</td> <td>77,159</td>	viedical Supplies Other Supplies		488	34,091	46,504 14,464	15,907	12,209	77,159
& Maintenance         1,297         2,648         5,502           Returnal         2,971         2,948         5,603           perree         10,098         5,981         4,955         1,715           perree         13,891         4,955         1,715         3,921           e errational Expenses         413,492         1,305,827         770,226         3           and Micrations         (280,236)         263,616         163,800         (4,091)         2,984           d Allocations         512         1,305,827         1,099         1,071         2,984           d Allocations         512         1,305,827         1,031,4         9,284         1,071           idn         4Allocations         1,306         1,071         2,041         3,071           int         5,923         2,036         1,550         91,516         89,077           ration         6,924         1,550         91,516         89,077         1,400           decourses         5,923         2,040         1,400         4,725         1,280         1,280           flower         1,117         3,073         1,400         4,725         1,280         1,280           flower </td <td>Orugs</td> <td></td> <td></td> <td></td> <td>7</td> <td>2</td> <td></td> <td>6</td>	Orugs				7	2		6
1,715   2,282   3,991   4,355   1,715   2,732   2,73	kepairs & Maintenance Pase & Rental			7,997	2,648	205,2	2,502	10,650
per la contracte de la contrac	Utilities		,	3,991	4,355	1,715	8,780	18,840
Case	Other Expense		2,282	13,888	8,206	7,342	3,817	35,535
ormanice before Depreciation & G280,236)         263,616         165,800         (1,091)         2           dofllocations:         21,415         10,314         9,284         1,071         9,284         1,071         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,072         1,074         1	otal Operational Expenses	4	13,492	1,305,827	787,096	770,226	373,864	3,650,504
1,135   1,031   9,284	let Performance before Depreciation & Overhead Allocations	(5	80,236)	263,616	163,800	(1,091)	236,513	382,600
of Allocations:         512         1,735         1,099         1,071           chaldit         -         144,299         91,516         89,077           Audit         458         1,550         983         957           Audit         20,186         1,550         983         957           Ffice Facilities         2,923         2,065         12,366         12,380           Accounces         3,073         1,0403         6,592         6,423         6,433           Reacounces         3,073         1,0403         6,592         6,423         1,807           Reacounces         3,073         1,0403         6,592         6,423         1,807           Repair         1,177         3,885         2,577         1,807         1,807           Repair         1,177         3,885         2,577         2,440         2,351           Actions         6,412         1,702         13,764         1,3397         2,340           Services         1,139         3,855         2,445         2,380         1,774           Actions         1,139         3,855         3,445         2,380         1,774           Action Contract         4,783 <td< td=""><td>epreciation</td><td></td><td>,</td><td>21,415</td><td>10,314</td><td>9,284</td><td>38,469</td><td>79,483</td></td<>	epreciation		,	21,415	10,314	9,284	38,469	79,483
Figure 1,735 1,099 1,071  Audit free Facilities	verhead Allocations:							
e         144,299         91,516         89,77           Addith         458         1,550         983         957           ffice Facilities         20,186         1,550         983         957           ration         5,933         20,051         1,2706         12,380           Resources         6,248         27,908         1,560         18,744           Resources         1,126         3,810         2,417         2,352           Respectable         1,126         3,810         2,417         2,352           Respectable         1,126         3,810         2,417         2,352           Respectable         1,126         3,810         2,417         2,352           Intons         1,126         3,810         2,416         2,351           Intons         1,140         4,752         3,014         2,351           Services         1,404         4,752         3,014         2,394           Services         1,551         5,019         3,528         34,581           Services         1,551         5,019         3,745         3,033           Required         1,580         5,010         3,174         3,033	isk Mgt		512	1,735	1,099	1,071	518	4,935
Adual         1,550         983         957           Adual         Adual         1,550         983         957           Adual         1,550         983         957           Tration         5,923         20,051         1,706         12,380           Assources         5,923         20,051         1,2706         12,380           Assources         3,073         10,403         6,592         6,423           Ince         865         2,927         1,807         2,352           Ince         1,177         3,810         2,417         2,460           Inches         1,177         3,985         2,527         2,460           Inches         1,177         3,985         2,527         2,460           Inches         1,177         3,985         2,577         2,934           Astrices         1,177         3,176         13,397         3,456           Services         1,177         3,174         3,397         3,456           Services         1,139         3,855         2,445         2,380           Inches         1,139         3,855         2,445         2,380           Inches         1,293 <t< td=""><td>tev Cycle</td><td></td><td>, !</td><td>144,299</td><td>91,516</td><td>89,077</td><td>43,109</td><td>368,001</td></t<>	tev Cycle		, !	144,299	91,516	89,077	43,109	368,001
ration 6,248 20,051 12,706 12,380 Agources 6,248 27,908 15,620 18,744 Agources 1,1,26 2,927 1,865 1,807 Rigage Plan 11,177 3,985 2,527 2,460 Agources 11,257 3,985 2,527 2,380 Agources 1,480 2,719 1,8848 18,346 Agources 1,581 3,610 3,174 3,099 Agource 1,593 3,420 3,329 Agource 1,593 3,420 3,329 Agource 1,593 1,727,911 1,049,419 1,028,368 Bin 5,5273 5,109 2,52,009 248,858 Bin 6,5273 5,610 3,5274 5,029 2,48,858 Bin 6,5273 5,610 3,5274 5,5233 5,89 Bin 6,5273 5,610 3,5274 5,629 Bin 7,527,911 1,049,419 1,028,368 Bin 6,5273 5,610 3,5274 5,629,333 5,89 Bin 6,5273 5,610 3,5274 5,629,333 5,89 Bin 6,5273 5,610 3,6273 5,810 Bin 6,5273 5,810 Bin 6,423 Bin 6,5273 5,810 Bin 6,5273 5,810 Bin 6,5273 5,810 Bin 6,423 Bin 6,5273 5,810 Bin 6,423 Bin 6,5273 5,810 Bin 6,5273 5,810 Bin 6,423 Bin 6,5273 5,810 Bin 6,5273 5,810 Bin 6,423 Bin 6,5273 5,810 Bin 6,423 Bin 7,425 Bin 7,	nternal Audit Jome Office Facilities		458	1,550	983	756	463	4,411 20 186
Resources         6,248         27,908         15,620         18,744           nce         3,073         10,403         6,592         6,433           nce         865         1,126         2,977         1,876         1,807           ngage Plan         1,177         3,985         2,527         2,460           tions         1,1257         38,100         2,4163         2,3519           tions         1,1257         38,100         2,4163         2,3519           stions         6,412         2,1702         3,014         2,393           services         1,540         2,1702         18,448         18,346           Services         1,551         56,019         35,528         34,581           services         1,139         3,855         2,445         2,380           services         1,139         3,855         2,445         2,380           services         1,139         5,019         35,528         34,581         1,774           MGMT Office         1,593         5,393         3,420         2,48         2,43           chare Contract         85,037         400,670         252,009         248         2,22	Administration		5,923	20.051	12.706	12.380	5.988	57,048
1,126   3,1073   10,403   6,592   6,423     1,126   3,810   2,417   2,332     1,126   3,810   2,417   2,332     1,127   3,985   2,527   2,460     1,127   3,985   2,527   2,460     1,404   4,752   3,014   2,334     1,404   4,752   3,014   2,334     1,404   4,752   3,014   2,334     1,404   4,752   3,014   2,334     1,404   4,752   3,014   2,334     1,404   4,752   3,014   1,339     1,139   2,9,719   1,8,848   18,346     1,139   2,9,719   1,8,848   18,346     1,139   2,019   3,5,528   3,4,581     1,139   3,855   2,445   2,380     1,774   3,093     1,774   40,670   252,009   248,858     1,028,368   5     1,028,368   5     1,028,368   5     1,028,368   5     1,028,368   5     1,028,328   5	Human Resources		6,248	27,908	15,620	18,744	6,248	74,769
1,126   3,810   2,417   2,332     1,126   3,810   2,417   2,332     1,127   3,985   2,527   2,460     1,127   3,985   2,527   2,946     1,444   4,752   3,014   2,944     1,444   4,752   3,014   2,944     1,444   4,752   3,014   2,944     1,444   4,752   3,014   2,944     1,444   4,752   3,014   2,944     1,139   3,528   34,581     1,139   3,855   2,445   2,380     1,139   3,855   2,445   2,380     1,139   3,855   2,445   2,380     1,139   3,855   2,445   2,380     1,139   3,855   2,445   2,380     1,139   3,855   2,445   2,380     1,139   3,855   2,445   2,380     1,139   3,855   2,445   3,093     1,139   3,855   2,445   3,093     1,134   3,993   3,420   3,329     1,134   3,993   3,420   3,329     1,134   3,993   3,420   3,329     1,134   3,033   3,420   3,329     1,134   3,033   3,420   3,329     1,135   3,239   3,420   3,329     1,135   3,239   3,420   3,329     1,135   3,239   3,420   3,329     1,135   3,239   3,420   3,329     1,135   3,239   3,420   3,329     1,138   3,430   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,329     1,138   3,420   3,420     1,138   3,420   3,329     1,138   3,420   3,420     1,138   3,420   3,329     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420     1,138   3,420   3,420     1,138   3,420   3,420     1,138   3,420     1,138   3,420     1,138   3,420     1,138   3,420	egal		3,073	10,403	6,592	6,423	3,107	29,597
receive         865         2,527         1,450         1,807           regale Plan         1,137         3,985         2,527         2,460           tons         1,104         4,752         3,014         2,394           toth         1,404         4,752         3,014         2,394           actions         6,412         21,702         13,64         13,397           services         1,651         21,702         13,64         13,397           services         16,551         5,019         18,848         18,346           services         1,139         3,650         2,445         2,380           alations         1,139         3,855         2,445         2,380           a Coulity         849         2,873         3,174         3,093           d Care Contract         1,593         5,393         3,420         3,329           ache ad Allocations         85,037         400,670         252,009         248,858         1           gin         \$         (1,728,469) \$         (1,628,284) \$         1	(ecords		1,126	3,810	2,417	2,352	1,138	10,843
tions	ompilance Tomm Engage Plan		1 177	3 985	1,856	1,807	1 190	8,328
try	T Operations		11,257	38,100	24,163	23,519	11,382	108,421
ations 6,412 21,702 13,764 13,397  Services 16,551 5,000 18,848 18,346  16,551 5,019 18,848 18,346  16,51 5,019 3,528 34,581  4,783 16,188 10,267 9,993  10,267 9,993  10,279 1,480 1,745 1,380  10,270 3,174 3,093  10,280 1,774  10,849 1,774 1,774  11,774 1,774  11,774 1,774  11,	T Security		1,404	4,752	3,014	2,934	1,420	13,524
Services         29,719         18,848         18,346           Services         16,551         5,019         15,828         34,581           dations         4,783         16,188         10,267         9,993           ion Technology         1,480         5,010         3,174         3,093           te Quality         849         2,873         1,820         1,774           VGMT Office         1,593         2,873         1,820         1,774           d Care Contract         3,933         3,420         3,329           ethead Allocations         85,037         400,670         252,009         248,858         1           penses         498,529         1,727,911         1,049,419         1,028,368         5           gin         \$         (365,273) \$         (188,469) \$         (98,524) \$         (259,233) \$	T Applications		6,412	21,702	13,764	13,397	6,483	61,757
16,551 56,019 35,228 34,581	ecurity Services			29,719	18,848	18,346	8,879	75,792
lations 1,188 10,267 9,993 1,794 1,774 1,7	T EPIC		16,551	56,019	35,528	34,581	16,735	159,415
## 1,139 5,7830 2,745 7,580   ## 1,139 5,7830 2,745 7,580   ## 1,139 5,783 3,793   ## 1,593 5,793 1,820 1,774   ## 1,593 5,793 1,820 1,774   ## 1,593 5,393 1,820 1,774   ## 1,593 5,393 1,820 1,774   ## 1,593 5,393 1,820 1,774   ## 1,774 3,093	inance		4,783	16,188	10,267	9,993	4,836	46,067
te Quality  Ly49U 5,01U 3,174 1,774 49 5,01U 3,174 1,774 40GMT Office  1,593 6 Care Contract  85,037 400,670 252,009 248,858 1,774 400,670 252,009 248,858 1 penses  498,529 1,777,911 1,049,419 1,028,368 5 gin  \$	ublic Kelations		1,139	3,855	2,445	2,380	1,152	10,972
Violent Office         1,593         5,393         3,420         3,774           Violent Office         1,593         5,393         3,420         3,774           and Care Contract         85,037         400,670         252,009         248,858         1           penses         498,529         1,727,911         1,049,419         1,028,368         5           gin         \$         (365,273) \$         (158,469) \$         (98,524) \$         (259,233) \$	ntormation Technology		1,480	5,010	3,1/4	3,093	1,496	14,253
d Care Contract         392         248         242           erhead Allocations         85,037         400,670         252,009         248,858         1           penses         498,529         1,727,911         1,049,419         1,028,368         5           gin         \$ (365,273) \$ (158,469) \$ (98,524) \$ (259,233) \$	Project MGMT Office		1,593	5,393	3,420	3,329	1,611	15,347
erhead Allocations 85,037 400,670 252,009 248,858 1 penses 498,529 1,727,911 1,049,419 1,028,368 5 gin \$\$ (365,273) \$ (158,469) \$ (98,524) \$ (259,233) \$	Managed Care Contract			392	248	242	117	666
penses 498,529 1,727,911 1,049,419 1,028,368 5 gin \$ (186,273) \$ (158,469) \$ (98,524) \$ (259,233) \$	Fotal Overhead Allocations		85,037	400,670	252,009	248,858	117,604	1,104,179
gin \$ (365,273) \$ (158,469) \$ (98,524) \$ (259,233) \$	Fotal Expenses	4	98,529	1,727,911	1,049,419	1,028,368	529,937	4,834,165
	Net Margin	\$ (3	65,273) \$			\$ (259,233)	80,439 \$	(801,061)
	apital							
General Fund Support/Transfer In \$ 961 464 .	Seneral Find Sunnort/ Transfer In	σ.	61 464					961 464

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

FOR THE ELEVENTH MONTH ENDED AUGUST 31, 2021

**Current Month** 

Fiscal Year To Date

73.7% 22.6% (158.9%) 59.1% 58.3% 8.8% 29.0% %0.0 95.8% 72.7% 10.9% 11.8% (16.7%)(146.5%)(0.8%)(44.9%)7.3% 1.8% (147.2%)(357.4%)(99.4%)% 108,656 (120,537) 12,604 70,059 44,129 (47,359) (11,010) (256) 285,917 1,193,465 (1,591,064)(11,881)30,276 2,515 2,361,218 (249,543)(271,417)(2,112,025)28,361 670,237 919,430 907,548 Variance (810,865)686,828 94,996 195,604 29,800 61.39% 445,182 1,494,953 318,229 39,011 276,731 21,355 24,525 2,569,441 219 2,125,392 1,133,306 1,577,355 1,229,971 3,125,556 3,936,421 185,257 1,548,201 2,566,973 Prior Year 60.4% 61.3% 2.2% 0.0% 0.0% 17.3% 29.5% (3.9%) 5.6% 0.0% 98.8% (28.5%)1.1%1.2% 44.6% 32.8% (8.9%) 2.6% 42.6% (158.6%)(304.8%)(132.3%)(71.9%)% 10,448 (5,721) 4,616 14,881 14,754 (4,177) (1,533,192)(260,089)(1,772,295)28,750 197,692 (55,051)1,036,003 1,857,544 20,986 26,393 38,960 770,601 997,043 731 685,351 226,442 Variance 56.17% (653,403)35,384 145,754 81,775 25,531 261,209 3,073,115 503,054 196,586 1,309,877 740 14,663 61,928 2,465,122 1,118,191 1,726,184 619,173 1,765,482 1,309,877 3,036,061 2,442,856 3,689,464 50.64% 24,936 151,475 77,159 197,692 10,650 246,455 18,840 35,535 382,600 4,930,659 4,033,104 635 2,036,246 1,744,496 4,237,417 1,803,542 2,496,785 1,338,627 1,536,319 3,650,504 456,675 2,410,585 Actual 1,161.3% Depreciation & Overhead Allocations (326.4%) Total Contractuals and Bad Debts Direct Operational Expenses: 15.1% Total Operational Expenses (65.8%) Other Financial Assistance Net Performance before (1,409.9%) Contractual Allowances 84.9% Repairs & Maintenance 861.3% Gross Patient Revenue 167.0% Other Patient Revenue (27.3%) Total Other Revenues 707.0% Net Patient Revenue 14.6% Salaries and Wages 60.4% Purchased Services (56.2%) Medical Supplies 0.0% Medical Services 98.3% Total Revenues 0.0% Other Revenue 93.5% Other Supplies 10.4% Lease & Rental (871.8%) Other Expense 30.5% Charity Care Collection % (6.4%) Grant Funds (115.7%) Insurance 405.2% Bad Debt (6.4%) Benefits 83.8% Utilities 0.0% Drugs % (284,388) 13,717 (13,751) (76,288) (2,970) 3,795 (9,287) 17,276 2,448 (2,485)32,173 119,323 481,628 (80'06)9,262 (47)54,507 600,803 (238,499) 391,590 446,096 Variance 97.66% 214,220 115,929 2,883 38,415 20,170 44,970 6,286 16,522 18,472 7,940 73,080 71,449 68,124 11,048 359,858 330,149 398,273 46,447 232,876 **Prior Year** 2,873.4% 0.0% 82.5% 68.2% 27.2% (74.8%) 83.9% 100.0% 221.3% 214.4% 334.9% 0.0% 81.3% 16.0% (34.0%)49.6% 11.0% 115.4% (400.2%)(499.0%)(24.7%)0.0% 3,461.4% % (453) 2,723 (253,712) 930 (11,043) 6,229 193,727 39,642 1,886 147,696 (61,814)77,370 374,874 645,915 359,318 44,202 233,369 608,243 37,672 Variance 56.19% 6,742 3,421 14,766 7,425 178,949 19,970 113,402 174,878 6,742 181,620 56,633 26,669 1,333 343,024 (161,404)224,846 2,321 5,493 311,241 249,765 81.98% 304,558 31,253 2,491 25,809 1,196 435 22,410 1,786 2,770 190,772 39,642 (24,232)305,352 484,511 670,559 311,579 549,752 200,469 789,863 240,111 Actual

# District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses FOR THE ELEVENTH MONTH ENDED AUGUST 33, 2021

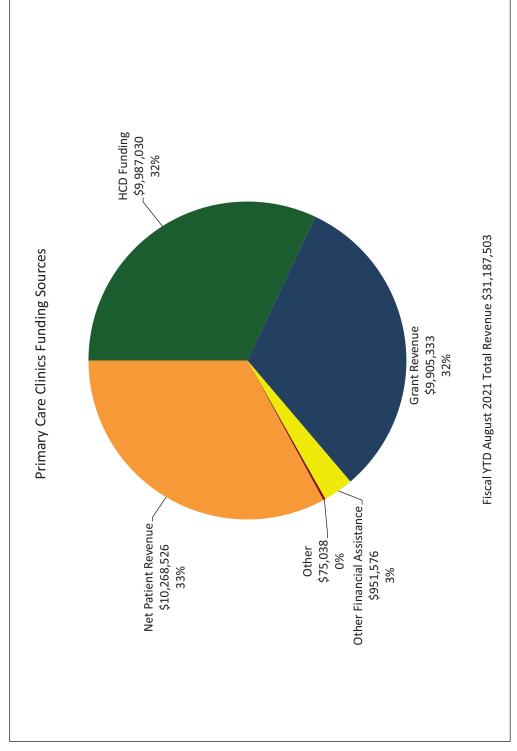
**Current Month** 

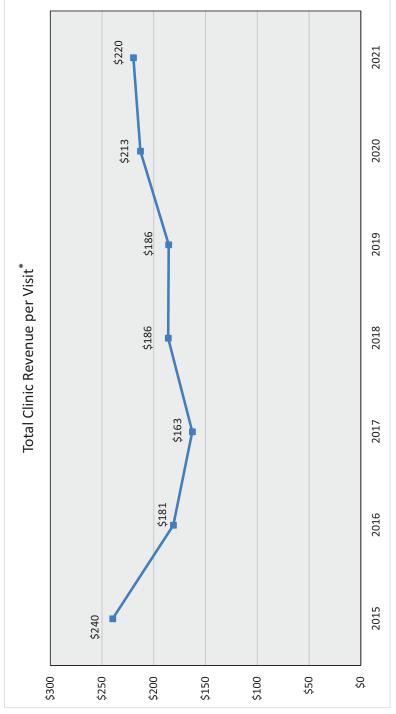
Fiscal Year To Date

Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
6,993	4,417	(2,576)	(58.3%)	5,616	(1,377)	(24.5%) Depreciation	79,483	48,587	(30,896)	(63.6%)	54,129	(25,353)	(46.8%)
323	411	88	21.6%	(1,975)	(2,297)	Overhead Allocations: 116.3% Risk Mgt	4,935	4,524	(411)	(9.1%)	1,586	(3,349)	(211.1%)
45,886	32,224	(13,662)	(42.4%)	. '	(45,886)	0.0% Rev Cycle	368,001	354,462	(13,539)	(3.8%)	218,279	(149,722)	(88.6%)
177	551	374	67.8%	,	(177)	0.0% Internal Audit	4,411	6,061	1,650	27.2%	7,196	2,784	38.7%
2,090	2,055	(34)	(1.7%)	1,840	(249)	(13.6%) Home Office Facilities	20,186	22,608	2,423	10.7%	22,174	1,988	%0.6
2,793	4,754	1,961	41.3%	5,695	2,902	51.0% Administration	57,048	52,294	(4,754)	(9.1%)	66,052	9,004	13.6%
6,435	6,425	(10)	(0.2%)	6,307	(128)	(2.0%) Human Resources	74,769	70,674	(4,095)	(2.8%)	78,798	4,030	5.1%
	2,466	2,466	100.0%	4,454	4,454	100.0% Legal	29,597	27,131	(2,466)	(9.1%)	32,878	3,280	10.0%
347	1,151	804	%8.69	1,208	860	71.2% Records	10,843	12,665	1,822	14.4%	13,291	2,448	18.4%
286	985	669	70.9%	910	624	68.5% Compliance	8,328	10,836	2,507	23.1%	15,611	7,283	46.7%
1,012	1,002	(10)	(1.0%)		(1,012)	0.0% Comm Engage Plan	11,339	11,026	(313)	(5.8%)	,	(11,339)	%0.0
7,468	11,857	4,389	37.0%		(7,468)	0.0% IT Operations	108,421	130,426	22,004	16.9%		(108,421)	%0:0
1,481	1,208	(2/3)	(22.6%)		(1,481)	0.0% II Security	13,524	13,289	(235)	(1.8%)		(13,524)	0.0%
5,051	5,782	/31	12.6%		(5,051)	0.0% II Applications	61,757	63,606	1,849	2.9%		(61,757)	0.0%
32 124	7,067	(147)	(2.1%)		(7,214)	0.0% Security Services	75,792	191,741	1,949	2.5% 16.7%		(75,792)	% % 0:0 0:0
7 851	4 530	(321)	(7.1%)	5 296	445	8 4% Finance	46.067	49.828	3.761	7 2%	60.051	13 984	23.3%
922	1 439	710	49.4%	987	258	26 2% Public Relations	10 972	15.825	4 854	30.7%	17 331	6.359	36.7%
	1 188	1 188	100.0%	28 494	28 494	100 0% Information Technology	14 253	13.065	(1 188)	(9 1%)	200 002	185.815	%5.25
	681	681	100.0%	101	101	0.0% Corporate Quality	8.173	7.492	(681)	(9.1%)	3.085	(5.088)	(164.9%)
1.863	1.607	(256)	(15.9%)	,	(1.863)	0.0% Project MGMT Office	15,347	17,680	2,333	13.2%	10,654	(4,692)	(44.0%)
	207	207	100.0%	377	377	100.0% Managed Care Contract	666	2,275	1,276	56.1%	5,156	4,157	80.6%
000	0.00	7	(708 8 6)		1001		7	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	000	/00 0	000	(000 110)	(700 04)
120,130	104,979	(15,15)	(14.4%)	186,56	(86,538)	(124.2%) Iotal Overnead Allocations	1,104,179	1,154,769	065,05	4.4%	752,209	(351,970)	(46.8%)
432,474	452,420	19,946	4.4%	419,066	(13,408)	(3.2%) Total Expenses	4,834,165	4,892,820	58,655	1.2%	4,742,759	(91,406)	(1.9%)
\$ 357,389 \$	\$ (270,800) \$	\$ 628,189	(232.0%) \$	\$ (20,792)	378,181	(1,818.9%) Net Margin	\$ (801,061) \$	\$ (1,856,759)	1,055,698	(26.9%)	\$ (1,617,203)	\$ 816,142	(20.5%)
			%00	102 945	102 945	100 0% Canital		,		%00	102 945	102 945	100 0%
				0.00	0,000	Sales Control					2	0000	
			%0.0			0.0% Capital Contributions	1		1	0.0%		1	%0.0
\$ -	\$ 267,000 \$	\$ 267,000	100.0% \$	\$		0.0% General Fund Support/ Transfer In	\$ 961,464 \$	1,819,000 \$	857,536	47.1%	47.1% \$ 1,666,019 \$	\$ 704,555	42.3%

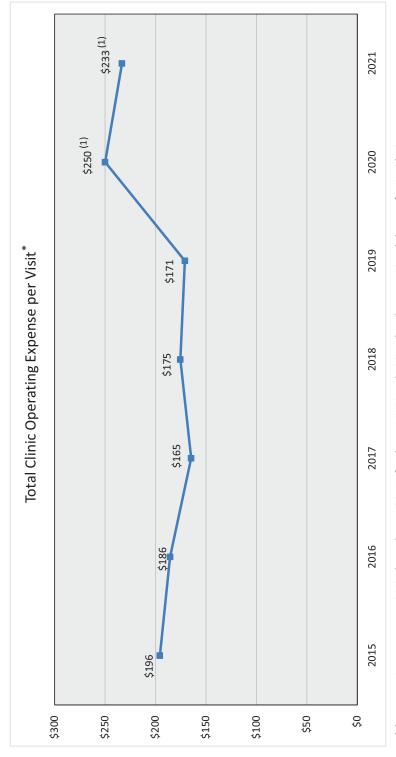
Primary Care Clinics Health Care District Palm Beach County										
Clinic Visits - Adults and Pediatrics	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21

Color   Colo	Clinic Visits - Adults and Pediatrics West Palm Beach	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Total	Budget	Budget	Lotal
1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,	West Palm Beach								100		****						
1,001   1,00		1,227	929	1,068	836	879	1,119	1,138	1,00,1	1,173	911	1,004		11,291	6,319	78.7%	12,993
through the part of the part o	Delray	1,061	883	686	176	582	723	009	541	260	457	528		7,700	6,813	13.0%	9,215
Hole Wilson, Hole Mile Mile Mile Mile Mile Mile Mile Mi	Lantana	1,738	1,282	1,379	1,374	1,480	1,638	1,799	1,695	1,832	1,258	1,452		16,927	17,637	(4.0%)	15,343
Total Montes (residue)         155         695         897         657         695         697         695         697         695         697         695         697         695         697         697         695         697         697         737         437         436         456         5797         437         4597	Belle Glade	616	395	661	451	555	929	622	995	616	621	792		6,551	4,621	41.8%	6,275
Ortical Symmetry leach Circle         11153         979         958         969         959         959         1329	Lewis Center	786	695	807	662	969	685	584	541	648	227	427		6,758	1,833	268.7%	2,690
On Minichal Marketing Registry         662         477         488         485         529         481         659         4879         48	Lake Worth & Women's Health Care	1,153	979	928	206	953	1,339	1,206	1,222	1,409	1,002	1,246		12,374	7,591	63.0%	11,386
0.0000 No.0000	Jupiter Clinic	602	407	468	450	527	929	501	415	533	484	456		5,499	4,117	33.6%	3,966
15 ct. 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	West Boca & Women's Health Care	786	629	730	641	999	798	741	637	562	354	395		6,989	4,679	49.4%	6,648
25 Second 115 Second 1	Clb Mob 1 Warrior	16	,	•	1			•	,	,	351	2,234		2,602	136	1,813.2%	1,087
The part of the pa	Clb Mob 2 Scout	•	,	,	,	,	,	,	,	,	559	1,115		1,674	136	1,130.9%	
Part	Clb Mob 3 Hero		,		,				,	,	592	460		1,052	136	673.5%	
1,000   1,00	Mangonia Park	259	203	198	224	261	447	208	523	554	64	52		3,293	1,368		1,904
Market	Mangonia Park-Substance		,		,					,				. •	1,809	(100.0%)	2,338
worker         Worker         Worker         Worker         Worker         4099         4721         172         1199         1799         693         691         705         469         703         4,999         4,71         702         703         4,999         4,71         703	Total Ginic Visits	8244	6,452	7,258	6,322	6,599	8,061	7,699	7,147	7,887	6,880	10,161		82,710	57,195	44.6%	73,845
a fine Beach	Dental Visits																
March   Marc	West Palm Beach	467	334	427	172	159	179	693	691	705	469	703		4 999	4 721	%6 5	5 465
Second Head Head Head Head Head Head Head Hea	lantana	447	358	473	466	495	85.5	553	473	561	475	603		5 412	7 032	(23.0%)	3,026
lande lander lan	Delray		)		2		) '	306	480	403	33.0	362		1 889	3 369	(43.9%)	3 171
Federal and Denial Visits	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0				c			200	02.6	246	202	275		1,503	0,000	(19.3%)	1,1,0
redical and Dental Visits	ספונע סופתע				7		.	707	7/0	240	201	0/0		1,001	1,050	(0.0.07)	2,001
Headical and Dental Visits	Total Dental Visits	914	692	006	640	654	737	1,753	1,864	2,015	1,589	2,043		13,801	16,960	(18.6%)	13,743
titos           Toward         T	Total Medical and Dental Visits	9158	7,144	8,158	6,962	7,253	8,798	9,452	9,011	9,902	8,469	12,204		96,511	74,155	30.1%	87,588
1946   2146	Key Ratios																
bt wirte off as a percentage of fotal billing loss per visit per per per visit per per per visit per	Collection Ratio													21%			
Specific to the following per visit specified being so to the following per visit spervisit sper	Continued to the second													100			
Second	bad debt write oil as a percentage of total billing													% 0			
126   126	Collections per visit													5.23			
AR Health Course lors of the set of AR less than 120 days  AR Health Course lors of the set of the	Charges Per Visit													126			
AR           Health Counselors from-billable)         2         1         3         2         -         1         9         -         143         850         (8           all Beach         60         41         22         1         3         2         -         1         9         -         149         671         (7)           all Beach         60         41         22         1         2         1         9         -         43         2,806         (9           all Beach         60         41         22         1         4         2         1         9         -         43         2,806         (9           all Beach         60         41         2         1         4         2         1         9         -         43         2,806         (9           all Beach         458         205         225         214         205         311         441         387         409         463         533         3,801         1,732         55           orth         1         1         1         1         2         1         1         1         1         1         1<	Percentage of A/R less than 120 days													2%			
Health Course ors	Days in AR													47			
Health Counselots   Formal Industrial	3																
alm Beach	Mental Health Counselors (non-billable)																
a 60 41 22 1 3 2 - 1 19 - 149 671 (7 7 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	West Palm Beach		2	•	1	,	,	,	,	,	54	98		143	820	(83.2%)	1,345
ark 286 2 1 1 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Delray	09	41	22	1	3	2	,	,	1	19	,		149	671	(77.8%)	852
ark 45 26 18 41 21 14 21 18 15 11 67 80 332 315 315 ark 458 205 225 214 205 311 441 387 409 463 533 3.811 1,231 2.	Lantana		36	2		1	,	,	3	1	,			43	2,806	(98.5%)	4,392
ark 458 205 225 214 205 311 441 387 409 463 533 3,851 1,231 2. 3	Belle Glade	26	18	41	21	14	21	18	15	11	29	80		332	315	5.4%	871
7308 381 544 678 709 838 729 625 677 764 927 7,180 1,172 55 17 174 324 895 (6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Mangonia Park	458	205	225	214	205	311	441	387	409	463	533		3,851	1,231	212.8%	2,052
12 . 1	Lewis Center	308	381	544	678	709	838	729	625	229	764	927		7,180	1,172	512.6%	1,377
	Lake Worth	12	,	1	,	,	,	,	,	,	137	174		324	895	(63.8%)	1,205
449 (10	Jupiter							,			,	,				0.0%	1
130	West Boca			٠		,	,	,	,	,	,	,		,	,	%0:0	11
4) (-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1	Mobile Van	,	,		,	,	,	,	,	,	,	,		,	449	(100 0%)	362
000 CEVEE 000 COV 000 CEVEE COV 360 COV	Hoolie vali	770	603	200	1 10		111	1 100	000	000	100	0001		11000	0000	(0/0:001)	13 460





\* Based on total medical and dental visits



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

<sup>\*</sup> Based on total medical, dental, and mental health visits

\$261

\$221

 $^*$  Based on Fiscal Year-to-Date August 2021 total operating expenses (excludes depreciation, overhead allocations, and capital)

legued 8dM

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

### DISTRICT CLINIC HOLDINGS, INC. FINANCE COMMITTEE October 27, 2021

### 1. Description: C. L. Brumback Primary Care Clinics Fiscal Year 2022 Adopted Budget

### 2. Summary:

This item presents the fiscal year 2022 budget for the C.L. Brumback Primary Care Clinics adopted by the Health Care District Board.

### 3. Substantive Analysis:

The fiscal year 2022 budget, which the Health Care District Board previously adopted on September 28, 2021, is attached for your review. The budget includes total expenditures and capital of \$43,854,839 and District support of \$16,700,000.

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

	Amount	Budget
Capital Requirements	\$1,201,050	Yes No
Annual Net Revenue	\$27,176,127	Yes No 🗌
Annual Expenditures	\$42,653,789	Yes No 🗌

Reviewed for financial accuracy and compliance with purchasing procedure:

Cardier About
Candice Abbott VP & Chief Financial Officer
VI & Cilici I manetar Officer

### 5. Reviewed/Approved by Committee:

Health Care District Board and	9/28/2021
Finance and Audit Committee	
Committee Name	Date Approved

### DISTRICT CLINIC HOLDINGS, INC. FINANCE COMMITTEE October 27, 2021

### 6. Recommendation:

Staff recommends the Finance Committee approve the adoption of the fiscal year 2022 budget.

Approved for Legal sufficiency:

DocuSigned by:

Bernabe Icaza \_0290c6c02014479

Bernabe Icaza

VP & General Counsel

Candice Abbott

VP & Chief Financial Officer

Dr. Hyla Fritsch

Executive Director of Clinic and Pharmacy

Services



## District Clinic Holdings, Inc.

Fiscal Year 2022 Budget

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# Docusign Envelope ID: 68B4CFEA-4378-4946-96A1-0400543047B7 Primary Care Clinics Trended Performance

				2021	2022		
	2018 Actual	2019 Actual	2020 Actual	Projected Actual	ProposedBudget	Variance from 2021 Projected \$	21 Projected %
Gross Patient Revenue	22,427,858	22,224,392	18,294,850	20,773,607	22,710,078	1,936,471	9.32%
Contractual Allowances	9,877,568	7,132,374	3,629,389	5,406,906	5,414,142	7,236	0.13%
Charity	4,444,727	6,419,573	5,797,489	7,308,711	7,753,183	444,472	9.08%
Bad Debt	2,298,002	2,908,424	4,393,095	3,568,388	3,700,866	132,478	3.71%
Total Contractual Allowances and Bad Debt	16,620,297	16,460,371	13,819,973	16,284,005	16,868,191	584,186	3.59%
Other Patient Revenue	9,388,261	5,604,055	4,725,920	6,068,354	5,489,757	(578,597)	-9.53%
Net Patient Revenue	15,195,822	11,368,076	9,200,798	10,557,956	11,331,644	773,688	7.33%
Collection Percentage	67.75%	51.15%	50.29%	20.82%	49.90%	-0.93%	
Grant Funds	7,310,918	10,526,621	8,143,988	11,022,910	15,725,393	4,702,483	42.66%
Other Financial Assistance		1	2,421,186	911,081		(911,081)	-100.00%
Interest Earnings	1	8,515	1,300	ı	1	1	•
Other Revenue	1,929,420	2,404,782	577,073	119,090	119,090		0.00%
Total Other Revenues	9,240,338	12,939,917	11,143,546	12,053,081	15,844,483	3,791,402	31.46%
Total Revenues	24,436,160	24,307,993	20,344,344	22,611,037	27,176,127	4,565,090	20.19%
Direct Operational Expenses:							
Salaries and Wages	14,600,308	15,726,103	17,206,257	18,148,910	19,341,061	1,192,152	6.57%
Benefits	3,973,342	4, 265, 707	4,479,585	4,921,895	5,281,345	359,449	7.30%
Purchased Services	984,482	900,124	872,041	1,225,826	945,201	(280,625)	-22.89%
Medical Supplies	488,562	429,051	500,203	675,000	927,170	252,170	37.36%
Other Supplies	218,830	546,725	167,960	249,503	505,831	256,328	102.74%
Contracted Physician Expense	15,355		,	,	•	•	'
Medical Services		559,907	1,076,791	750,000	764,000	14,000	1.87%
Drugs	527,296	808,151	989,744	782,121	1,041,130	259,009	33.12%
Repairs & Maintenance	286,669	399, 137	316,713	278,381	630,551	352,170	126.51%
Lease & Rental	1,358,420	1,380,020	1,345,490	1,256,735	2,125,314	868,579	69.11%
Utilities	73,840	73,139	83,710	89,750	102,520	12,770	14.23%
Other Expense	311,538	287,612	319,921	381,867	715,100	333,233	87.26%
Insurance	22,163	23,819	32,673	46,865	48,314	1,449	3.09%
Total Operational Expenses	23,160,807	25,399,496	27,391,089	28,806,852	32,427,537	3,620,685	12.57%
Net Performance before Overhead							
Allocations & Depreciation	1,275,353	(1,091,503)	(7,046,745)	(6,195,816)	(5,251,410)	944,406	15.24%
Depreciation	206,940	158,465	236,878	380,381	490,000	109,619	28.82%
Total Overhead Allocations	3,449,008	4,177,581	4,534,880	7,413,247	10,226,252	2,813,005	37.95%
Total Expenses	26,816,754	29,735,542	32,162,847	36,600,480	43,143,789	6,543,309	17.88%
Net Margin	\$ (2,380,594) \$	(5,427,549)	\$ (11,818,503) \$	(13,989,444)	\$ (15,967,662)	\$ (1,978,218)	-14.14%
Capital Contribution	,	5.893		,	,	,	
Capital	-	-	-	34,756	1,201,050	1,166,294	3355.65%
F	, 000 offi		28,555	1000	700 000	*	

# Docusign Envelope ID: 68B4CFEA-4378-4946-96A1-0400543047B7 Primary Care Clinics - Medical - Trended Performance

Gross Patient Revenue Contractual Allowances	ZOTO	2013			Dag Constant	variance from 2021 Projected	
Gross Patient Revenue Contractual Allowances	Actual	Actual	Actual	Actual	Budget	\$	% % %
Contractual Allowances	18,498,402	18,216,651	15,476,662	16,853,162	18,478,691	1,625,529	9.65%
	8,798,825	6,278,688	3,134,856	4,326,577	4,638,459	311,882	7.21%
Charity	2,901,754	4,555,969	4,188,478	5,541,328	5,791,648	250,320	4.52%
Bad Debt	1,910,897	2,745,131	4,168,423	3,210,450	3,362,355	151,905	4.73%
Total Contractual Allowances and Bad Debt	13,611,476	13,579,788	11,491,757	13,078,355	13,792,462	714,107	5.46%
Other Patient Revenue	6,121,466	3,985,951	3,438,753	4,272,767	4,521,776	249,009	5.83%
Net Patient Revenue	11,008,393	8,622,814	7,423,658	8,047,574	9,208,005	1,160,431	14.42%
Collection Percentage	59.51%	47.33%	47.97%	47.75%	49.83%	2.08%	
Grant Funds	5,905,811	8,630,642	6,710,257	9,033,482	13,239,833	4,206,351	46.56%
Other Financial Assistance			1,920,733	647,090	1	(647,090)	-100.00%
Interest Earnings		8,515	1,300	i	1		
Other Revenue	1,895,420	2,404,548	577,073	119,090	119,090	1	0.00%
Total Other Revenues	7,801,232	11,043,705	9,209,363	9,799,662	13,358,923	3,559,261	36.32%
Total Revenues	18,809,625	19,666,519	16,633,021	17,847,236	22,566,928	4,719,692	26.44%
Direct Operational Expenses:							
Salaries and Wages	11,943,929	12,929,614	14,365,557	15,332,232	16,427,236	1,095,004	7.14%
Benefits	3,194,929	3,469,984	3,731,106	4,161,908	4,462,406	300,498	7.22%
Purchased Services	802,703	780,554	772,218	1,194,083	870,240	(323,843)	-27.12%
Medical Supplies	186,330	176,286	296,745	518,950	765,425	246,475	47.49%
Other Supplies	168,247	392,357	137,824	162,253	454,218	291,965	179.94%
Contracted Physician Expense	15,355	,	,	,	1	1	·
Medical Services		559,907	1,076,791	750,000	764,000	14,000	1.87%
Drugs	516,286	806,796	905'686	781,708	1,041,130	259,422	33.19%
Repairs & Maintenance	515,066	349,554	272,423	265,481	604,737	339,256	127.79%
Lease & Rental	964,162	1,063,998	1,043,975	987,475	1,783,353	795,878	80.60%
Utilities	63,847	64,034	59,389	69,551	83,340	13,789	19.83%
Other Expense	263,883	252,085	294,056	331,500	206'299	336,407	101.48%
Insurance	21,143	23,325	32,253	46,377	47,262	882	1.91%
Total Operational Expenses	18,655,880	20,868,494	23,071,844	24,601,516	27,971,254	3,369,737	13.70%
Net Performance before Overhead Allocations & Depreciation	153,745	(1, 201, 975)	(6,438,822)	(6,754,280)	(5,404,326)	1,349,955	19.99%
Depreciation	63,896	117,632	173,775	292,739	375,000	82,261	28.10%
Total Overhead Allocations	2,715,609	3,366,191	3,732,165	6,337,239	8,777,405	2,440,167	38.51%
Total Expenses	21,435,385	24,352,317	26,977,783	31,231,494	37,123,659	5,892,165	18.87%
Net Margin	\$ (2,625,761) \$	(4,685,798) \$	(10,344,762)	\$ (13,384,258)	\$ (14,556,731)	\$ (1,172,473)	-8.76%
Capital Contribution Capital		5,893			1.061.050	1.061.050	
General Eund Sunnort / Transfer In	\$ 000 025 C \$	A 798 A53	429 9 582 293 ¢	13 100 000	\$ 15.250.000	\$ 2.150.000	16.41%

# Docusign Envelope ID: 68B4CFEA-4378-4946-96A1-0400543047B7 Primary Care Clinics - Dental - Trended Performance

				2021	2022		
	2018	2019	2020	Projected	₽.	Variance from 2021 Projected	21 Projected
	Actual	Actual	Actual	Actual	Budget	v	%
Gross Patient Revenue	3,929,455	4,007,741	2,818,188	3,920,445	4,231,387	310,942	7.93%
Contractual Allowances	1,078,743	853,687	494,533	1,080,329	775,683	(304,646)	-28.20%
Charity	1,542,973	1,863,604	1,609,010	1,767,383	1,961,535	194,152	10.99%
Bad Debt	387,105	163,293	224,672	357,938	338,511	(19,427)	-5.43%
Total Contractual Allowances and Bad Debt	3,008,821	2,880,583	2,328,216	3,205,650	3,075,729	(129,921)	-4.05%
Other Patient Revenue	3,266,795	1,618,104	1,287,168	1,795,587	967,981	(827,606)	-46.09%
Net Patient Revenue	4,187,429	2,745,262	1,777,140	2,510,382	2,123,639	(386,743)	-15.41%
Collection Percentage	106.57%	68.50%	63.06%	64.03%	50.19%	-13.85%	
Grant Funds	1,405,106	1,895,979	1,433,731	1,989,428	2,485,560	496,132	24.94%
Other Financial Assistance	1	ı	500,452	263,990	1	(263,990)	-100.00%
Other Revenue	34,000	233	1	1		1	1
Total Other Revenues	1,439,106	1,896,212	1,934,183	2,253,419	2,485,560	232,141	10.30%
Total Revenues	5,626,536	4,641,474	3,711,323	4,763,801	4,609,199	(154,602)	-3.25%
Direct Operational Expenses:							
Salaries and Wages	2,656,379	2,796,489	2,840,700	2,816,678	2,913,825	97,147	3.45%
Benefits	778,414	795,724	748,479	759,987	818,939	58,951	7.76%
Purchased Services	181,778	119,570	99,824	31,743	74,961	43,218	136.15%
Medical Supplies	302,233	252,765	203,458	156,050	161,745	5,695	3.65%
Other Supplies	50,583	154,369	30,136	87,250	51,613	(35,637)	-40.84%
Drugs	11,009	1,355	238	413		(413)	-100.00%
Repairs & Maintenance	71,603	49,583	44,290	12,900	25,814	12,914	100.11%
Lease & Rental	394,259	316,023	301,515	269,260	341,961	72,701	27.00%
Utilities	9,994	9,105	24,321	20,199	19,180	(1,019)	-5.04%
Other Expense	47,656	35,527	25,865	50,367	47,193	(3,174)	-6.30%
Insurance	1,020	493	420	488	1,052	564	115.57%
Total Operational Expenses	4,504,927	4,531,002	4,319,245	4,205,336	4,456,283	250,947	2.97%
Net Performance before Overhead Allocations							
& Depreciation	1,121,609	110,472	(607,922)	558,465	152,916	(405,549)	-72.62%
Depreciation	143,044	40,833	63,103	87,642	115,000	27,358	31.22%
Total Overhead Allocations	733,398	811,389	802,715	1,076,009	1,448,847	372,838	34.65%
Total Expenses	5,381,369	5,383,225	5,185,063	5,368,986	6,020,130	651,144	12.13%
Net Margin	\$ 245,166 \$	(741,751) \$	(1,473,741) \$	(605,185) \$	(1,410,931)	\$ (805,746)	-133.14%
Capital	,		1	34,756	140,000	105,244	302.81%
General Fund Support/Transfer In	\$ - \$	- 30\$	\$ 610,999	\$ 000'525	1,450,000	\$ 875,000	152.17%
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