



C. L. Brumback

**Primary Care Clinics**

Health Care District Palm Beach County

## **BOARD OF DIRECTORS**

**October 30, 2019**

**12:45 P.M.**

### **Meeting Location**

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

**West Palm Beach, FL 33401**

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

**BOARD OF DIRECTORS MEETING  
AGENDA  
October 30, 2019  
1515 N Flagler Drive, Suite 101  
West Palm Beach, FL 33401**

**1. Call to Order – James Elder, Chair**

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

**2. Agenda Approval**

- A. Additions/Deletions/Substitutions
- B. Motion to Approve Agenda

**3. Awards, Introductions and Presentations**

- A. “Homeless Coalition Award” video

**4. Disclosure of Voting Conflict**

**5. Public Comment**

**6. Meeting Minutes**

- A. **Staff recommends a MOTION TO APPROVE:**  
Board Meeting Minutes of September 25, 2019. [Pages 1-13]

**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 2019 Internet Posting of District Public Meeting.  
<https://www.hcdpbc.org/resources/public-meetings>

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

Attendance tracking. [Page 14]

**7. Consent Agenda – Motion to Approve Consent Agenda Items (continued)**

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

Proposed Schedule for 2020 Board Meetings. [Pages 15-17]

**B. FINANCE**

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

C. L. Brumback Primary Care Clinics Finance Report September 2019.  
(Joel Snook) [Pages 18-36]

**7B-2 Staff Recommends a MOTION TO APPROVE:**

C. L. Brumback Primary Care Clinics Proposed Budget for FY 2020.  
(Joel Snook) [Pages 37-43]

**8. Regular Agenda**

**A. ADMINISTRATION**

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

Appointment of Tammy Jackson-Moore to the Clinic Board.  
(Thomas Cleare) [Pages 44-45]

**B. EXECUTIVE**

**8B-1 RECEIVE AND FILE:**

Executive Director Informational Update.  
(Dr. Belma Andric) [Pages 46-47]

**C. OPERATIONS**

**8C-1 Staff Recommends a MOTION TO APPROVE:**

Operations Reports – September 2019.  
(Dr. Hyla Fritsch) [Pages 48-68]

**8C-2 Staff Recommends a MOTION TO APPROVE:**

Dental Nominal Fee Survey Assessment.  
(Dr. Hyla Fritsch) [Pages 69-72]

**8. Regular Agenda (continued)**

**D. QUALITY**

**8D-1 Staff Recommends a MOTION TO APPROVE:**

Patient Relations Reports and Dashboard.  
(David Speciale) [Pages 73-86]

**8D-2 Staff Recommends a MOTION TO APPROVE:**

Quality Council Reports.  
(Dr. Ana Ferwerda) [Pages 87-97]

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

**10. Board Member Comments**

**11. Establishment of Upcoming Meetings**

**November 27, 2019 (HCD Board Room)**

12:45pm Board of Directors

**December 18, 2019 (HCD Board Room)**

12:45pm Board of Directors

**12. Motion to Adjourn**



**District Clinic Holdings, Inc.**  
**d.b.a. C.L. Brumback Primary Care Clinics**  
**Board of Directors Meeting**  
**Summary Minutes**  
**9/25/2019**

**Present:** James Elder, Chairperson; John Casey Mullen, Secretary; Irene Figueroa, Julia Bullard, Gary Butler, Lisa Strickland

**Excused:** Mike Smith, Treasurer

**Absent:**

**Staff:** Dr. Belma Andric, CMO, VP & Executive Director of Clinical Services; Valerie Shahriari, General Counsel; Joel Snook, VP & Chief Financial Officer; Dr. Hyla Fritsch, Director of FQHC Practice Operations; Darcy Davis, CEO; Tamelia Lakraj-Edwards, Quality Manager; Ana Szogi, Data Reporting Analyst; Martha Hyacinthe, Director of Risk; Dr. Ana Ferwerda, Medical Director; Andrea Steele, Quality Director; Deborah Hall, VP & Chief Compliance & Privacy Officer; Sarah Gonzalez, Director of Credentialing and Provider Services; David Speciale, Patient Relations Manager; Shauniel Browne, Risk Manager

**Minutes Transcribed By:** Jonathan Dominique

**Meeting Scheduled For:** 12:45 PM

**Meeting Began at:** 12:54 PM

AGENDA ITEM	DISCUSSION	ACTION
<b>1. Call to Order</b>  <b>1A. Roll Call</b>  <b>1B. Affirmation of Mission</b>	Mr. Elder called the meeting to order.  Roll call was taken.	<b>The meeting was called to order at 12:54pm</b>
<b>2. Agenda Approval</b>  <b>2A. Additions/Deletions/Substitutions</b>  <b>2B. Motion to Approve Agenda Items</b>	Mr. Elder called for an approval of the meeting agenda.  The agenda for the September 2019 meeting was approved as sent digitally to board members in the board package.	<b>VOTE TAKEN: Mr. Butler made a motion to approve the agenda. The motion was duly seconded by Mr. Mullen. A vote was called, and the motion passed unanimously.</b>

<b>3. Awards, Introductions and Presentations</b>		<b>No action necessary.</b>
<b>3A. “Rooted In Communities” video</b>	Dr. Andric presented the “Rooted in Communities” Video.	
<b>4. Disclosure of Voting Conflict</b>	None.	<b>No action necessary.</b>
<b>5. Public Comment</b>	None.	<b>No action necessary.</b>
<b>6. Meeting Minutes</b>		
<b>6A Staff Recommends a MOTION TO APPROVE:</b> Board meeting minutes of August 28, 2019	There were no changes or comments to the minutes dated August 28, 2019.	<b>VOTE TAKEN: Mr. Mullen made a motion to approve the Board meeting minutes of August 28, 2019 as presented. The motion was duly seconded by Mr. Butler. A vote was called, and the motion passed unanimously.</b>
<b>7. Consent Agenda – Motion to Approve Consent Agenda Items</b>		<b>VOTE TAKEN: Mr. Mullen made a motion to approve the consent agenda as presented. The motion was duly seconded by Mr. Butler. A vote was called, and the motion passed unanimously.</b>
<b>7A. ADMINISTRATION</b>		
<b>7A-1. Receive &amp; File:</b> September 2019 Internet Posting of District Public Meeting	The meeting notice was posted.	<b>Receive &amp; File. No further action necessary.</b>
<b>7A-2. Receive &amp; File:</b> Attendance tracking	Attendance tracking was updated.	<b>Receive &amp; File. No further action necessary.</b>
<b>7A-3. Receive &amp; File:</b> Education on the Board Officer Positions	Information on the Board Officer Positions was provided.	<b>Receive &amp; File. No further action necessary.</b>
<b>7B. FINANCE</b>		
<b>7B-1. Receive &amp; File:</b>	Finance Report for August 2019 presented and reviewed in the Finance Committee meeting.	<b>Motion referenced above, no further action necessary.</b>

C. L. Brumback Primary Care Clinics Finance Report August 2019.		
<b>7C-1 Receive &amp; File:</b> Clinical Psychology Delineation of Privileges	Information on the Delineation of Privileges for Clinical Psychology was provided.	<b>Receive &amp; File. No further action necessary.</b>
<b>8. REGULAR AGENDA</b>		
<b>8A. ADMINISTRATION</b>		
<b>8A-1. Staff Recommends a MOTION TO APPROVE:</b> Appointments of Melissa Mastrangelo and Marjorie Etienne to the Clinic Board	<p>Thomas Cleare, VP of Strategy Presented the Following candidates.</p> <p>Melissa Mastrangelo and Marjorie Etienne have submitted applications for consideration by the Membership / Nominating Committee to be appointed to the District Clinic Holdings, Inc. Board of Directors.</p> <p>Ms. Mastrangelo is a Nursing student and currently serves as a student ambassador at Palm Beach State College. She plans to serve her community by bridging the gap between our organizations wherever possible. She also has experience working with homeless individuals and is particularly interested in our Mobile Clinic.</p> <p>Ms. Etienne has in depth knowledge of healthcare, specifically Medicare, working as a Benefits Consultant since 2016. She is seeking opportunities to serve her community and has experience working with homeless individuals.</p>	<b>VOTE TAKEN: Mr. Mullen made a motion to approve the appointment of Ms. Mastrangelo and Ms. Etienne to the clinic board as presented. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.</b>
<b>8A-2. Staff Recommends a MOTION TO APPROVE</b> Election of Officers and Committee Appointments	The Clinic Bylaws require the Officers of the Board to be elected each year. This agenda item presents the current Officers of the Board as well as the current committee Appointments.	<b>VOTE TAKEN: Mr. Mullen made a motion to approve the Election of Officers and Committee Appointments as presented. The motion was duly seconded by Ms. Bullard. A vote was</b>

	<p>The Current Board Officers (and members of the Executive Committee) are:</p> <p><b><u>Chairperson</u></b> James Elder</p> <p><b><u>Vice-Chairperson</u></b> Vacant</p> <p><b><u>Secretary</u></b> John Casey Mullen</p> <p><b><u>Treasurer</u></b> Vacant</p> <p>In addition to the Board Officers, the Board also previously appointed the following Committee Memberships / Designations:</p> <p><b><u>Finance Committee:</u></b> James Elder Gary Butler Michael Smith</p> <p><b><u>Membership / Nominating Committee:</u></b> John Casey Mullen Irene Figueroa</p> <p><b><u>Quality Council:</u></b> Julia Bullard</p> <p><b><u>Health Care District Board Member:</u></b> Cory Neering</p> <p><b><u>Planning Committee:</u></b> All Board Members</p>	<p>called, and the motion passed unanimously.</p>
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	<p>The board members voted on each position. All appointments but the following remained the same:</p> <p><b><u>Vice-Chairperson</u></b> Gary Butler</p> <p><b><u>Secretary</u></b> Irene Figueroa</p> <p><b><u>Treasurer</u></b> Michael Smith</p>	
<p><b>8A-3. Staff Recommends a MOTION TO APPROVE</b> Change in Scope &amp; Scope Adjustments – HRSA Form 5A</p>	<p>During an in-depth review of our HRSA Form 5A with our consultants from JSI, the team has reached the conclusion that we will need to submit a formal Change in Scope and two scope adjustments to ensure we are in compliance with the HRSA manual as follows:</p> <ol style="list-style-type: none"> <li>1. <u>CIS00094761</u>: <i>Formal Change in Scope</i> needed to add “Infectious Disease” to Column II under Specialty Services since this is outlined as a service we are contracted with Florida DOH for and we pay them a lump sum.</li> <li>2. <u>CIS00094760</u>: <i>Scope Adjustment</i> needed to update Required Services to remove Florida DOH from General Primary Medical Care, to remove Coverage for Emergencies During and After Hours from Column III, to move Voluntary Family Planning from Column III to Column II, to add Pharmacy to Column II, and to remove Case Management from Column III.</li> <li>3. <u>CIS00094759</u>: <i>Scope Adjustment</i> needed to ensure Nutrition is in Column II, but remove from Column III; to remove Psychiatry and Mental Health from Columns II and III; and to remove the following from Column III: Podiatry,</li> </ol>	<p><b>VOTE TAKEN: Mr. Mullen made a motion to approve the Change in Scope &amp; Scope Adjustments - HRSA Form 5A as presented. The motion was duly seconded by Mr. Butler. A vote was called, and the motion passed unanimously.</b></p>

	Optometry, Recuperative Care, Environmental Services, Occupational Therapy, Additional Enabling, Alternative Medicine, Speech Therapy, and Physical Therapy.	
<b>8A-4. Staff Recommends a MOTION TO APPROVE:</b> Change in Scope – Mangonia Park.	The C. L. Brumback Primary Care Clinics is respectfully requesting approval to proceed with a Change in Scope application with the Health Resources and Services Administration to add a new health center site. The proposed site will be located at 2151 N Congress, Ste. 204, West Palm Beach, Florida and serve patients Monday through Friday from 8am-5pm. This site is a stand-alone clinic that will house our existing, and expanded, Medication Assisted Treatment Program. In addition, we will have an ARNP located at this site to assist patients with their primary medical needs.	<b>VOTE TAKEN: Mr. Mullen made a motion to approve the change to clinic hours as presented. The motion was duly seconded by Ms. Bullard. A vote was called, and the motion passed unanimously.</b>
<b>8A-5. Staff Recommends a MOTION TO APPROVE:</b> Lease Agreement for New Clinic	<p>The CL Brumback Primary Care Clinic have identified a location for a new clinic at 2151 Congress Avenue, Suite 204, West Palm Beach, Florida 33407. This location will co-locate the new clinic adjacent to the planned Addiction Stabilization Center.</p> <p>This location was chosen after both an internal and broker led review of available space in the designated area. The location was selected after balancing the following needs of the clinic:</p> <ul style="list-style-type: none"> <li>• Rent and renovation costs,</li> <li>• Time required for renovations</li> <li>• Close proximity to the planned Addiction Stabilization Center.</li> </ul> <p>The new location is near turn-key ready with minimal renovations being made by the landlord to meet the programming and design needs of the clinic. Based on the minimal renovations required the clinic is anticipated to be operational at the beginning of October.</p>	<b>VOTE TAKEN: Mr. Butler made a motion to approve the Lease agreement for the new Clinic as presented. The motion was duly seconded by Mr. Mullen. A vote was called, and the motion passed unanimously.</b>

	<p><u>Programming</u></p> <ul style="list-style-type: none"> <li>• 1,812 square feet</li> <li>• 4 Exam Rooms</li> <li>• 1 Group Treatment Room</li> <li>• 1 Nurse Intake Room</li> <li>• 1 Waiting Room</li> <li>• \$39,847.50 allowance for the Tenant Improvements</li> </ul> <p>* Floor plan included in the attached agreement</p> <p><u>Summary Lease Details</u></p> <ul style="list-style-type: none"> <li>• \$3,833.89 total monthly rent (base rent and operating expenses)</li> <li>• \$8,473.06 in prepaid rent representing Base Rent and Additional Rent for the first and last calendar months of the Lease Term</li> <li>• \$3,833.89 deposit</li> <li>• 3% base rent annual increase</li> <li>• 10 year lease with option to terminate the lease after 5 years with an early termination fee of \$27,194.14</li> </ul>	
<p><b>8A-6. Staff Recommends a MOTION TO APPROVE:</b> Fourth Amendment to the Belle Glade Clinic Lease Agreement</p>	<p>The District proposes amending the lease to extend the term of the lease by two (2) months. The lease shall end on October 31, 2019.</p>	<p><b>VOTE TAKEN:</b> Mr. Mullen made a motion to approve the Fourth Amendment to the Lease as presented. The motion was duly seconded by Ms. Bullard. A vote was called, and the motion passed unanimously.</p>
<p><b>8A-7. Staff Recommends a MOTION TO APPROVE:</b></p>	<p>The District proposes amending the lease to extend the term of the lease by two (2) months. The lease shall end on December 31, 2019.</p>	<p><b>VOTE TAKEN:</b> Ms. Bullard made a motion to approve the Fifth Amendment to the Lease as presented. The motion was duly</p>

Fifth Amendment to the Belle Glade Clinic Lease Agreement		<b>seconded by Mr. Mullen. A vote was called, and the motion passed unanimously.</b>
<b>8B. EXECUTIVE</b>		
<b>8B-1. Receive &amp; File:</b> Executive Director Informational Update	<p><b>Belle Glade Clinic</b></p> <p>AHCA letter received by architect outlining a few elements that we need to address in order to obtain the Certificate of Occupancy. Unfortunately, we will not be able to open as quickly as we originally hoped, but we will continue to keep you apprised of any changes.</p> <p><b>Substance Use Disorder/Mental Health (SUD-MH) Triannual Report</b></p> <p>The required reporting for our SUD-MH grant was submitted on 9/13/2019.</p> <p><b>New Access Point (NAP) Grant</b></p> <p>We did not receive the NAP grant and only one health center received this award in the State of Florida.</p> <p><b>Oral Health Infrastructure (OHI) Grant</b></p> <p>Awarded \$300,000 for new dental chairs/equipment across three dental clinics and other supplies to implement triple-integrated services in Lantana.</p>	<b>Receive &amp; File. No further action necessary.</b>
<b>8C. OPERATIONS</b>		
<b>8C-1. Staff Recommends a MOTION TO APPROVE:</b> Operations Reports – August 2019	The District is moving towards streamlining the look and feel of all reporting across each Business Unit and have agreed to work towards migrating all data into the Tableau data visualization software. Attached you will find the	<b>VOTE TAKEN: Mr. Mullen made a motion to approve the August Productivity Summary Report as presented. The motion was duly seconded by Ms. Bullard. A vote was</b>



	<p>updated Productivity reports for the overall productivity and each service-line.</p> <p>August 2019 productivity showed that we had a slight increase in our monthly target percentage in Dental Hygiene, Mental Health and Women's Health.</p> <p>YTD productivity b location shows that Lantana continues to have the highest encounter rates overall, as well as highest encounter rates for Dental Hygiene, Pediatric, Mental health and Substance Abuse. We attribute the significant increase in Dental Hygiene in Lantana to the Medical Dental Integration (MDI) program. Substance abuse shows data in Lake Worth, Delray and Belle Glade as a result of Behavioral Health Providers providing coverage across all clinics.</p> <p>West Palm Beach leads Adult Medical and Dental in overall encounters. Lake Worth leads Women's Health in overall encounters.</p>	<p><b>called, and the motion passed unanimously.</b></p>
<p><b>8C-2. Staff Recommends a MOTION TO APPROVE:</b> 2019 Targeted Patient Survey Medical Nominal Fee Assessment.</p>	<p>Although there was a decrease this year in overall satisfaction with the nominal fee, this can be attributed to conversion of a large portion of our patient population from District Cares patients with no previous nominal fee to patients who are now being asked to pay the nominal fee for their visits.</p>	<p><b>VOTE TAKEN: Mr. Mullen made a motion to approve the August Productivity Summary Report as presented. The motion was duly seconded by Ms. Butler. A vote was called, and the motion passed unanimously.</b></p>
<p><b>8D. Credentialing and Privileging</b></p>		
<p><b>8D-1. Staff Recommends a MOTION TO APPROVE</b> Licensed Independent Practitioner Credentialing and Privileging – LIP(s)</p>	<p>Sarah Gonzalez, Director of Credentialing, presented to the Board the credentialing and privileging recommendations for the month:</p> <p>The LIP(s) listed below satisfactorily completed the credentialing and privileges process and met the standards set forth within the approved Credentialing and Privileging Policy. The credentialing and privileging process ensures that all health center practitioners meet</p>	<p><b>VOTE TAKEN: Mr. Mullen made a motion to approve the re-credentialing and renewal privileges of the LIP(s) as presented. The motion was duly seconded by Ms. Bullard A vote was called, and the motion passed unanimously.</b></p>

specific criteria and standards of professional qualifications. This criterion includes, but is not limited to:

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

Last Name	First Name	Degree	Specialty	Credentialing
Jean-Jacques	Fernique	APRN	Nurse Practitioner / Family Medicine	Initial Credentialing
Ziemba	Adrianna	PsyD	Clinical Psychology	Initial Credentialing

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

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

Fernique Jean-Jacques, APRN is joining the Lantana Clinic as a Nurse Practitioner specializing in Family Medicine. She attended Florida Atlantic University and is certified as a Family Nurse Practitioner by the American Nurses Credentialing Center. Ms. Jean-Jacques has been in practice for four years and is fluent in French Creole.

	<p>Adriana Ziemba, PsyD is joining the Belle Glade Clinic specializing in Clinical Psychology. She attended Albizu University and completed her postdoctoral fellowship at Florida State University, Immokalee Health Education Site. Dr. Ziemba is a recent graduate and is fluent in Spanish.</p>	
<b>8E. Quality</b>		
<p><b>8E-1. Staff Recommends a MOTION TO APPROVE Quality Council Reports</b></p>	<p><u>RISK</u> Patient adverse events, peer review, chart review and patient relations are brought to the board “under separate cover” on a quarterly basis.</p> <p><u>PATIENT RELATIONS &amp; SATISFACTION</u></p> <p>National Health Center Week Campaign began August 4<sup>th</sup>. We have participated by having staff and patients fill out a paper leaf which is being displayed in the clinics to express appreciation for health centers. We had submitted a collage and video and also encouraged both patients and staff to vote this week for the National Health Center Week submissions, an initiative of the National Association of Community Health Centers.</p> <p>We have collected 1,447 responses from our ongoing patient satisfaction survey which ran from June 6, 2019 to August 9, 2019.</p> <p><u>QUALITY</u></p> <p>Of the 14 UDS Measures: 7 exceeded the HRSA Goal and 7 were short of the HRSA Goal. Interventions were defined.</p>	<p><b>VOTE TAKEN: Mr. Mullen made a motion to approve the Quality Council Report as presented. The motion was duly seconded by Ms. Figueroa. A vote was called, and the motion passed unanimously.</b></p>

	<p>We have researched and identified some promising models for care teams, a patient centric concept which incorporates the primary care provider and ancillary staff working together to meet patient specific needs. We are in the process of creating a workflow to implement care team plan with hope of increasing patient satisfaction, warm handoffs to behavioral health, and health outcomes.</p> <p>We have created a Quality Gap Analysis (Provider Report Card) for each provider and each clinic. The gap analysis identifies all the quality metrics and includes both individual provider and individual clinic rates and will be utilized to further define findings and interventions.</p> <p>Performance of each metric can be easily viewed as month to month trends. The clinic analysis will be displayed on the quality boards in the clinics and the individual provider analysis will be presented to that provider during their one on one with Medical Director.</p> <p><u>UTILIZATION</u></p> <p>We are developing a Mobile Clinic productivity dashboard showing homeless vs. non-homeless patients served.</p>	
<b>9. CMO, VP and Executive Director of Clinical Services Comments</b>	Dr. Andric, Chief Medical Officer & VP and Executive Director of Clinic Services thanked Dr. Hyla Fritsch and Dr. Ana Ferwerda for stepping up in their new positions.	<b>No action necessary.</b>
<b>10. Board Member Comments</b>		<b>No action necessary.</b>
<b>11. Closed Risk Meeting</b>	Pursuant to Florida Statute Ch. 768.28, 395.0197, 766.101 and 400.119, 400.147.	
<b>11. Establishment of Upcoming Meetings</b>	<u>October 30, 2019 (HCD Board Room)</u>	<b>No action necessary.</b>

	12:45pm Board of Directors  <u>November 27, 2019 (HCD Board Room)</u> 12:45pm Board of Directors  <u>December 18, 2019 (HCD Board Room)</u> 12:45pm Board of Directors	
<b>13. Motion to Adjourn</b>	There being no further business, the meeting was adjourned at 1:56 pm	<b>Mr. Mullen made a motion to adjourn and seconded by Mr. Butler. The meeting was adjourned.</b>

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

**C. L. Brumback Primary Care Clinics  
Board of Directors**

**Attendance Tracking**

	1/30/19	2/27/19	3/26/19	3/27/19	4/24/19	5/28/19	6/26/19	7/31/19	8/28/19	9/25/19	10/30/19	11/27/19	12/18/19
James Elder	X	X	X	X	X	X	X	X	X	X			
Irene Figueroa	X	X	X	X	A	X	X	X	X	X			
John Casey Mullen	X	X	X	X	X	X	E	X	X	X			
Shanti Howard	E	X	E	X	X	X							
Cory M. Neering	X	E	E	E	X	X	E	X	A				
Joan Roude	X	X											
Joseph Morel	X	X	X	X	X	A	X	E					
Julia Bullard	X	X	X	X	X	X	E	E	X	X			
Mike Smith		X	X	X	X	X	X	X	X	E			
Gary Butler				X	X	X	X	X	X	X			
Lisa Strickland									E	X			
Marjorie Etienne													
Melissa Mastrangelo													

X= Present

C= Cancel

E= Excused

A= Absent

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**1. Description:** Proposed Schedule for 2020 Board Meetings

**2. Summary:**

This agenda item provides the Board with the proposed schedule for Board Meetings taking place in the year 2020. The meetings are scheduled for the last Wednesday of every month.

**3. Substantive Analysis:**

Please also note that the last meeting of the year will be held on the Third Wednesday of the month due to the holidays.

**January 29, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**February 26, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**March 25, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**April 29, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**May 27, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**June 24, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**July 29, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**August 26, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**September 30, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**October 28, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**November 25, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

**December 16, 2019**

- 12:45PM, District Clinic Holdings, Inc. Board Meeting

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

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Joel Snook  
VP & Chief Financial Officer



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**


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


N/A	N/A
_____ Committee Name	_____ Date Approved

**6. Recommendation:**

Staff recommends the Board receive and file the Schedule for 2020 Board Meetings.

Approved for Legal sufficiency:

  
\_\_\_\_\_  
Valerie Shahriari  
VP & General Counsel

  
\_\_\_\_\_  
Belma Andric, MD, MPH  
CMO, VP & Executive Director of Clinical  
Services

**DISTRICT CLINIC HOLDINGS, INC**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**1. Description: District Clinic Holdings, Inc. Financial Report September 2019**

**2. Summary:**

The YTD September 2019 financial statements for the District Clinic Holdings, Inc. are presented for Board review.

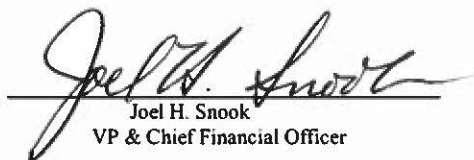
**3. Substantive Analysis:**

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

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

  
Joel H. Snook  
VP & Chief Financial Officer

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

Finance Committee

Committee Name

10/30/2019

Date Approved

**DISTRICT CLINIC HOLDINGS, INC**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**6. Recommendation:**

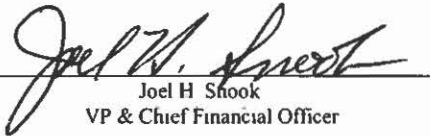
Staff recommends the Board receive and file the YTD September 2019 District Clinic Holdings, Inc. financial statements.

Approved for Legal sufficiency:



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Valerie Shahinari  
VP & General Counsel



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Joel H. Shook  
VP & Chief Financial Officer



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Dr. Belma Andric  
Chief Medical Officer, VP & Executive Director  
of Clinic Services

## MEMO

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**To:** Finance Committee

**From:** Joel H. Snook  
VP & Chief Financial Officer

**Date:** 10/17/2019

**Subject:** Management Discussion and Analysis of September 2019 C.L. Brumback Primary Care Clinic Financial Statements (Unaudited)

The September unaudited statements represent the financial performance for the twelve months of the 2019 fiscal year for C.L. Brumback. Total revenue is favorable to budget by \$6.7M due to the grant recognition, unbudgeted District Care subsidy \$1.1M, Low Income Pool (LIP) award \$2.7M as well as shared savings from Blue Cross Blue Shield "BCBS" of \$2.3M. Expenses before depreciation are better than budget by \$109k or 0.4%. Volumes for medical and dental are behind budget by 13,236 or 9.1% year to date. The volume variances are attributable to the ramp-up of the new strategy of integration of dental visits with medical visits, which is slowing productivity. The District has subsidized a total of \$4.6M to support their operations.

Within the medical clinics, revenue is ahead of budget by \$6.1M YTD which is primarily attributed to the Health Resources and Services Administration (HRSA) grant of \$1.9M, net patient revenue of \$1.6M and unbudgeted \$2.3M of shared savings from BCBS. Positive variance in net patient revenue is a result of unanticipated LIP revenue of \$1.9M and unbudgeted District Cares subsidy payment of \$923k for clinic visits. Effective May 1, 2019, the District Cares subsidy ended. Expenses in the medical clinics are \$198k above budget. Significant savings are in salaries and benefits of \$296k; these expenses are related to higher vacancy rates than budgeted. Medical services has a positive variance of \$174k which is attributable to lower than anticipated laboratory services expenses due to the change of provider. However, there are unfavorable variances that offset the positive variance. Purchased services has a negative variance of \$81k primarily due to higher collection fees from Athena, higher consulting fees related to grant writing and UDS report writing totaling \$34k in professional services, security services of \$32k, and contracted personal services of \$29k. Repairs and maintenance is unfavorable by \$245k due to higher than anticipated software maintenance costs related to transitioning from Allscripts to Athena.

The dental clinics' revenue is ahead of budget by \$576k YTD primarily attributable to the HRSA grant of \$76k and net patient revenue of \$509k. This positive variance is caused by unanticipated LIP revenue of \$813k, and unbudgeted District Cares subsidy payment of \$226k for clinic visits. Total expenses of \$4.5M are under budget by \$307k due mainly to lower than budgeted salaries and benefits.

On the Comparative Statement of Net Position, due from other governments increased as result of LIP anticipated payment of approximately \$649k from AHCA State Fiscal Year 2019-2020. The District subsidy year to date for the clinic is \$4.6M.

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

	<u>Sep 30, 2019</u>	<u>Aug 31, 2019</u>	<u>Increase (Decrease)</u>
<b>Assets</b>			
Cash and Cash Equivalents	81,298	1,061,669	\$ (980,372)
Accounts Receivable, net	1,353,200	1,840,342	(487,141)
Due From Other Funds	-	-	-
Due from Other Governments	667,377	491,541	175,837
Other Current Assets	128,479	131,008	(2,529)
Net Investment in Capital Assets	1,951,920	1,951,920	-
<b>Total Assets</b>	<u>\$ 4,182,275</u>	<u>\$ 5,476,480</u>	<u>\$ (1,294,205)</u>
<b>Liabilities</b>			
Accounts Payable	459,040	479,600	(20,561)
Due To Other Governments	-	-	-
Deferred Revenue	48,220	50,975	(2,755)
Other Current Liabilities	1,097,544	970,405	127,140
Non-Current Liabilities	798,817	798,817	-
<b>Total Liabilities</b>	<u>2,403,620</u>	<u>2,299,796</u>	<u>103,824</u>
<b>Deferred Inflows of Resources</b>			
Deferred Inflows- Other Post Employment Benefits	<u>\$ 612</u>	<u>\$ 612</u>	<u>\$ -</u>
<b>Net Position</b>			
Net Investment in Capital Assets	1,951,920	1,951,920	-
Unrestricted	(173,878)	1,224,152	(1,398,029)
<b>Total Net Position</b>	<u>1,778,043</u>	<u>3,176,072</u>	<u>(1,398,029)</u>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<u>\$ 4,182,275</u>	<u>\$ 5,476,480</u>	<u>\$ (1,294,205)</u>

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

**FOR THE TWELVETH MONTH ENDED SEPTEMBER 30, 2019**

22

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

FOR THE TWELVETH MONTH ENDED SEPTEMBER 30, 2019

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
-	20,385	20,385	100.0%	17,256	17,256	100.0%	Depreciation
Overhead Allocations:							
2,989	12,709	9,720	76.5%	9,810	6,822	69.5%	Risk Mgt
67,054	91,073	24,019	26.4%	64,150	(2,905)	(4.5%)	Rev Cycle
5,276	5,527	251	4.5%	5,528	252	4.6%	Internal Audit
18,086	20,788	2,702	13.0%	16,675	(1,412)	(8.5%)	Home Office Facilities
24,114	24,918	805	3.2%	22,093	(2,021)	(9.1%)	Administration
29,548	34,267	4,719	13.8%	26,729	(2,819)	(10.5%)	Human Resources
12,736	12,736	-	0.0%	24,589	11,853	48.2%	Legal
9,099	8,444	(655)	(7.8%)	(4,745)	(13,844)	291.7%	Records
8,825	11,668	2,843	24.4%	4,311	(4,514)	(104.7%)	Compliance
-	1,436	1,436	100.0%	(2,788)	(2,788)	100.0%	Planning/Research
26,555	34,895	8,341	23.9%	28,382	1,827	6.4%	Finance
19,784	13,131	(6,653)	(50.7%)	10,985	(8,800)	(80.1%)	Public Relations
102,829	99,692	(3,136)	(3.1%)	122,873	20,044	16.3%	Information Technology
-	-	-	0.0%	-	-	0.0%	Budget & Decision Support
2,089	2,695	606	22.5%	(5,144)	(7,232)	140.6%	Corporate Quality
3,362	5,745	2,383	41.5%	(1,958)	(5,320)	271.7%	Managed Care Contract
332,344	379,725	47,381	12.5%	321,487	(10,857)	(3.4%)	Total Overhead Allocations
2,526,652	2,399,493	(127,159)	(5.3%)	2,326,896	(199,756)	(8.6%)	Total Expenses
\$ (1,398,029)	\$ (976,323)	\$ (421,706)	43.2%	\$ (1,351,954)	\$ (46,075)	3.4%	Net Margin
-	-	-	0.0%	-	-	0.0%	Capital
\$ 497,012	\$ 1,087,500	\$ 590,488	54.3%	\$ -	\$ (497,012)	0.0%	General Fund Support/ Transfer In

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
145,298	253,197	107,899	42.6%	206,940	61,642	29.8%	
31,026	152,574	121,548	79.7%	120,273	89,246	74.2%	
1,068,791	1,092,810	24,019	2.2%	534,139	(534,652)	(100.1%)	
63,180	66,676	3,496	5.2%	40,581	(22,599)	(55.7%)	
246,743	249,445	2,702	1.1%	275,668	28,924	10.5%	
289,158	299,071	9,913	3.3%	292,779	3,621	1.2%	
406,243	410,962	4,719	1.1%	350,624	(55,619)	(15.9%)	
152,799	152,799	-	0.0%	141,861	(10,938)	(7.7%)	
81,380	101,328	19,948	19.7%	68,534	(12,846)	(18.7%)	
112,328	140,346	28,018	20.0%	69,997	(42,331)	(60.5%)	
5,697	17,144	11,447	66.8%	15,464	9,767	63.2%	
358,624	418,718	60,095	14.4%	327,857	(30,767)	(9.4%)	
121,318	157,770	36,452	23.1%	94,244	(27,075)	(28.7%)	
1,166,866	1,196,161	29,295	2.4%	1,012,243	(154,623)	(15.3%)	
-	-	-	0.0%	13,118	13,118	100.0%	
29,648	32,549	2,901	8.9%	33,706	4,058	12.0%	
43,779	69,149	25,370	36.7%	57,922	14,143	24.4%	
4,177,581	4,557,503	379,922	8.3%	3,449,008	(728,573)	(21.1%)	
29,477,653	30,074,393	596,740	2.0%	26,816,754	(2,660,898)	(9.9%)	
\$ (4,792,890)	\$ (12,057,012)	\$ 7,264,122	(60.2%)	\$ (2,380,594)	\$ (2,412,296)	(101.3%)	
-	1,221,688	1,221,688	100.0%	-	-	0.0%	
\$ 4,647,592	\$ 13,050,000	\$ 8,402,408	64.4%	\$ 2,370,000	\$ (2,277,592)	(96.1%)	

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

	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Year to Date
<b>Gross Patient Revenue</b>	<b>1,946,640</b>	<b>1,491,722</b>	<b>2,006,898</b>	<b>1,645,818</b>	<b>1,905,360</b>	<b>1,935,491</b>	<b>2,020,946</b>	<b>1,900,160</b>	<b>1,754,116</b>	<b>1,951,339</b>	<b>1,980,107</b>	<b>1,685,795</b>	<b>22,224,392</b>
Contractual Allowances	629,927	523,761	955,352	869,362	704,192	909,476	911,498	435,326	377,830	400,680	424,955	102,142	7,244,502
Charity Care	522,280	370,440	411,855	348,213	541,362	394,786	472,106	689,798	641,710	751,177	770,012	505,834	6,419,573
Bad Debt	209,421	136,222	187,946	107,004	224,566	85,698	183,544	283,556	273,154	270,824	239,329	405,162	2,606,427
<b>Other Patient Revenue</b>	<b>185,546</b>	<b>460,636</b>	<b>346,606</b>	<b>1,379,115</b>	<b>478,512</b>	<b>490,512</b>	<b>602,746</b>	<b>335,800</b>	<b>335,800</b>	<b>180,451</b>	<b>602,019</b>	<b>385,820</b>	<b>5,783,560</b>
<b>Net Patient Revenue</b>	<b>770,557</b>	<b>921,934</b>	<b>798,350</b>	<b>1,700,355</b>	<b>913,751</b>	<b>1,036,042</b>	<b>1,056,544</b>	<b>827,279</b>	<b>797,222</b>	<b>709,109</b>	<b>1,147,830</b>	<b>1,058,477</b>	<b>11,737,450</b>
Collections %	39.58%	61.80%	39.78%	103.31%	47.96%	53.53%	52.28%	43.54%	45.45%	36.34%	57.97%		52.81%
Grant Funds	574,778	606,454	690,034	1,616,221	1,355,777	1,496,682	1,128,976	1,688,647	1,190,138	41,755	65,083	64,778	10,519,323
Other Revenue	4,645	8,821	24,768	6,149	3,627	9,704	3,328	4,680	17,480	3,501	2,335,320	5,368	2,427,990
<b>Total Other Revenues</b>	<b>579,423</b>	<b>615,275</b>	<b>714,802</b>	<b>1,622,369</b>	<b>1,359,404</b>	<b>1,506,386</b>	<b>1,132,304</b>	<b>1,693,328</b>	<b>1,207,618</b>	<b>45,256</b>	<b>2,400,403</b>	<b>70,146</b>	<b>12,947,313</b>
<b>Total Revenues</b>	<b>1,349,980</b>	<b>1,537,209</b>	<b>1,513,151</b>	<b>3,322,725</b>	<b>2,273,156</b>	<b>2,542,428</b>	<b>2,189,447</b>	<b>2,520,606</b>	<b>2,004,840</b>	<b>754,365</b>	<b>3,548,234</b>	<b>1,128,623</b>	<b>24,684,763</b>
<b>Direct Operational Expenses:</b>													
Salaries and Wages	1,387,450	1,190,417	1,317,029	1,213,339	1,197,291	1,332,097	1,362,818	1,459,040	1,175,441	1,327,764	1,339,919	1,338,697	15,641,302
Benefits	339,645	322,045	314,881	366,759	347,313	365,610	372,476	372,646	355,232	371,088	370,714	355,083	4,253,491
Purchased Services	65,028	68,614	50,770	82,094	51,993	54,666	66,875	128,618	79,133	26,293	70,467	89,158	833,708
Medical Supplies	41,828	27,305	14,573	29,201	46,174	32,270	37,924	47,947	44,650	37,819	26,940	26,274	412,906
Other Supplies	34,148	3,947	2,672	28,292	36,989	36,467	53,003	133,496	32,979	7,498	61,336	72,754	503,581
Contracted Physician Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	58,809	(461)	19,144	25,930	78,155	25,831	33,980	22,612	86,370	86,933	78,865	59,361	575,527
Drugs	47,555	37,534	36,129	31,431	37,448	32,329	72,032	68,819	67,541	187,348	70,540	117,787	806,493
Repairs & Maintenance	29,881	36,555	32,150	30,986	31,031	41,024	50,051	39,735	69,365	25,770	23,925	(21,112)	389,362
Lease & Rental	109,171	104,594	104,526	114,021	108,872	133,369	111,536	114,139	117,871	110,647	115,673	118,503	1,362,921
Utilities	4,568	6,558	5,313	5,904	4,092	4,376	5,138	8,883	5,686	8,155	9,960	3,538	72,171
Other Expense	15,526	(576)	24,682	22,887	23,732	33,511	20,962	10,156	21,928	31,295	43,479	31,913	279,493
Insurance	2,425	2,170	2,170	2,170	2,170	2,170	(990)	2,214	2,214	2,377	2,377	2,353	23,819
<b>Total Operational Expenses</b>	<b>2,136,034</b>	<b>1,798,702</b>	<b>1,924,039</b>	<b>1,953,014</b>	<b>1,965,259</b>	<b>2,093,719</b>	<b>2,185,804</b>	<b>2,408,304</b>	<b>2,058,410</b>	<b>2,222,987</b>	<b>2,214,194</b>	<b>2,194,308</b>	<b>25,154,774</b>
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(786,055)</b>	<b>(261,492)</b>	<b>(410,887)</b>	<b>1,369,711</b>	<b>307,896</b>	<b>448,708</b>	<b>3,643</b>	<b>112,302</b>	<b>(53,570)</b>	<b>(1,468,622)</b>	<b>1,334,039</b>	<b>(1,065,685)</b>	<b>(470,011)</b>
Depreciation	17,256	17,256	5,158	13,224	13,157	13,156	13,156	13,156	13,232	13,379	13,167	-	145,298
<b>Overhead Allocations:</b>													
Risk Mgt	9,302	16,111	8,246	(15,331)	1,744	2,172	2,233	407	293	318	2,541	2,989	31,026
Rev Cycle	86,904	98,059	124,187	100,095	94,850	42,307	91,067	91,067	91,067	88,382	93,752	67,054	1,068,791
Internal Audit	5,120	5,120	5,120	5,120	5,222	5,718	5,389	5,406	5,141	5,274	5,274	5,276	63,180
Home Office Facilities	17,032	16,269	16,141	23,398	19,430	20,583	18,956	18,734	19,969	21,543	36,601	18,086	246,743
Administration	24,974	26,124	21,164	26,766	23,790	26,720	24,923	24,884	24,941	24,929	15,829	24,114	289,158
Human Resources	33,486	34,265	34,863	38,678	32,527	31,650	31,103	35,165	32,479	37,191	35,288	29,548	406,243
Legal	6,468	11,903	8,094	34,857	15,627	(551)	12,733	12,733	12,733	12,733	12,733	12,736	152,799
Records	6,520	6,452	6,067	6,656	5,239	6,258	5,727	7,156	6,245	6,949	9,013	9,099	81,380
Compliance	5,776	7,197	3,605	6,283	4,168	12,918	4,550	7,033	7,134	10,516	34,324	8,825	112,328
Planning/Research	1,340	1,281	1,209	1,325	426	0	-	-	-	115	-	-	5,697
Finance	24,095	32,875	22,630	39,695	23,194	26,486	37,644	30,964	26,415	28,580	39,491	26,555	358,624
Public Relations	6,478	6,365	8,336	7,466	7,077	8,264	9,126	11,862	8,464	16,408	11,688	19,784	121,318
Information Technology	80,379	69,273	97,329	86,977	82,158	90,638	86,782	125,735	91,245	124,734	128,787	102,829	1,166,866
Budget & Decision Support	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Quality	3,986	3,764	2,150	2,591	2,015	1,778	1,647	1,828	1,648	3,350	2,803	2,089	29,648
Managed Care Contract	3,421	4,019	3,039	3,676	3,234	3,502	3,233	4,500	3,223	3,670	4,900	3,362	43,779
<b>Total Overhead Allocations</b>	<b>315,282</b>	<b>339,079</b>	<b>362,180</b>	<b>368,255</b>	<b>320,701</b>	<b>278,442</b>	<b>335,113</b>	<b>377,474</b>	<b>330,996</b>	<b>384,692</b>	<b>433,023</b>	<b>332,344</b>	<b>4,177,581</b>
<b>Total Expenses</b>	<b>2,468,573</b>	<b>2,155,037</b>	<b>2,291,377</b>	<b>2,334,492</b>	<b>2,299,117</b>	<b>2,385,318</b>	<b>2,534,074</b>	<b>2,798,935</b>	<b>2,402,638</b>	<b>2,621,057</b>	<b>2,660,383</b>	<b>2,526,652</b>	<b>29,477,653</b>
<b>Net Margin</b>	<b>\$ (1,118,593)</b>	<b>\$ (617,827)</b>	<b>\$ (778,226)</b>	<b>\$ 988,232</b>	<b>\$ (25,961)</b>	<b>\$ 157,110</b>	<b>\$ (344,627)</b>	<b>\$ (278,328)</b>	<b>\$ (397,799)</b>	<b>\$ (1,866,692)</b>	<b>\$ 887,850</b>	<b>\$ (1,398,023)</b>	<b>\$ (4,792,890)</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>(13,581)</b>	<b>13,581</b>	<b>1,752</b>	<b>(1,752)</b>	<b>-</b>	<b>112,074</b>	<b>(220,227)</b>	<b>108,153</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>General Fund Support/ Transfer In</b>	<b>1,101,337</b>	<b>596,437</b>	<b>930,086</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,522,720</b>	<b>-</b>	<b>497,012</b>	<b>\$ 4,647,592</b>



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

FOR THE TWELVETH MONTH ENDED SEPTEMBER 30, 2019

	Clinic Administration	West Palm Beach Clinic	Lantana Clinic	Delray Clinic	Belle Glade Clinic	Jerome Golden Center	Lewis Center	Rams Clinic	Lake Worth Clinic	Jupiter Clinic	West Boca Clinic	Subxone Clinic	Mobile Van	Total
Gross Patient Revenue	-	3,495,627	3,780,021	2,682,196	1,692,851	-	793,302	-	2,673,497	1,152,556	1,581,315	-	365,286	18,216,651
Contractual Allowances	-	1,368,234	1,096,182	1,056,200	675,388	659	314,096	250	840,801	352,741	569,806	-	118,508	6,392,864
Charity Care	-	917,773	1,089,794	501,104	297,507	3,585	248,018	(79)	795,302	280,545	321,947	-	100,475	4,555,969
Bad Debt	-	408,110	694,983	425,981	322,734	5,711	152,932	(328)	191,863	56,029	100,000	-	94,237	2,452,252
Total Contractual Allowances and Bad Debt	-	2,694,117	2,880,959	1,983,284	1,295,629	9,955	715,045	(157)	1,827,966	689,314	991,753	-	313,220	13,401,085
Other Patient Revenue	-	859,775	862,478	537,686	362,539	2,926	166,409	-	680,890	219,757	330,908	-	80,316	4,103,683
Net Patient Revenue	-	1,661,285	1,761,540	1,236,597	759,761	(7,029)	244,666	157	1,526,421	682,999	920,470	-	132,382	8,919,249
Collection %	0.00%	47.52%	46.60%	46.10%	44.88%	0.00%	30.84%	0.00%	57.09%	59.26%	58.21%	0.00%	36.24%	48.96%
Grant Funds	1,143,931	1,138,259	1,101,676	950,815	1,385,602	-	266,663	-	1,093,146	370,766	489,274	306,849	383,660	8,630,642
Other Revenue	34,081	288,037	101,735	239,227	81,559	-	22,607	-	481,165	643,917	515,896	16,306	3,228	2,427,757
Total Other Revenues	1,178,011	1,426,296	1,203,411	1,190,041	1,467,161	-	289,271	-	1,574,311	1,014,683	1,005,171	323,154	386,889	11,058,399
Total Revenues	1,178,011	3,087,581	2,964,951	2,426,639	2,226,922	(7,029)	533,936	157	3,100,732	1,697,682	1,925,640	323,154	519,270	19,977,648
<b>Direct Operational Expenses:</b>														
Salaries and Wages	2,047,992	1,948,091	1,830,014	1,578,015	1,042,732	-	430,036	-	1,791,713	655,295	797,976	453,625	282,604	12,858,093
Benefits	415,080	482,691	514,708	488,078	273,755	-	112,755	-	541,395	191,362	228,132	119,507	91,211	3,458,674
Purchased Services	88,668	112,831	72,567	64,528	73,014	-	10,207	-	126,517	74,004	85,287	-	7,625	715,247
Medical Supplies	-	24,410	63,441	16,496	12,543	-	8,941	-	25,882	7,392	9,373	-	1,164	169,643
Other Supplies	39,586	42,631	43,900	13,508	88,473	-	4,974	-	22,176	20,345	23,972	43,881	8,735	352,182
Contracted Physician Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	95,684	91,559	82,477	70,377	-	12,202	-	138,840	20,514	63,874	-	-	575,527
Drugs	-	208,444	226,276	148,041	72,106	-	7,808	-	54,440	24,587	26,255	34,666	2,517	805,138
Repairs & Maintenance	-	55,684	53,269	54,835	38,042	-	10,807	-	56,095	22,723	32,835	3,600	11,890	339,780
Lease & Rental	50	138,627	159,849	92,225	198,592	5,013	5,011	-	242,937	79,525	124,909	-	-	1,046,738
Utilities	-	1,119	4,077	1,096	24,855	-	2,010	-	13,736	8,587	7,229	-	-	62,710
Other Expense	146,840	14,258	14,182	9,405	16,717	-	5,486	-	14,728	5,551	9,060	250	7,728	244,205
Insurance	-	4,424	3,348	3,542	1,211	148	-	-	1,443	355	387	-	8,466	23,325
Total Operational Expenses	2,738,216	3,128,894	3,077,190	2,552,245	1,912,417	5,161	610,237	-	3,029,903	1,110,240	1,409,289	655,529	421,941	20,651,262
Net Performance before Depreciation & Overhead Allocations	(1,560,204)	(41,313)	(112,239)	(125,607)	314,505	(12,190)	(76,300)	157	70,830	587,441	516,351	(332,375)	97,330	(673,615)
Depreciation	7,712	5,282	4,285	1,647	2,299	742	1,180	125	6,654	4,698	4,395	-	68,750	107,769
<b>Overhead Allocations:</b>														
Risk Mgt	3,180	3,419	3,416	3,019	1,940	-	718	-	3,985	1,365	2,048	1,278	576	24,943
Rev Cycle	-	133,113	132,996	117,539	75,523	-	27,944	-	155,131	53,154	79,725	49,774	22,405	847,304
Internal Audit	6,475	6,962	6,956	6,147	3,950	-	1,462	-	8,114	2,780	4,170	2,603	1,172	50,792
Home Office Facilities	219,513	-	-	-	-	-	-	-	-	-	-	-	-	219,513
Administration	29,634	31,861	31,838	28,137	18,077	-	6,694	-	37,140	12,727	19,086	11,916	5,361	232,471
Human Resources	25,209	52,102	48,910	43,703	25,209	-	8,399	-	48,068	18,494	31,935	16,810	6,726	325,564
Legal	15,661	16,837	16,824	14,868	9,554	-	3,535	-	19,624	6,723	10,085	6,296	2,834	122,840
Records	8,341	8,967	8,960	7,918	5,088	-	1,883	-	10,451	3,581	5,371	3,353	1,510	65,424
Compliance	11,513	12,378	12,368	10,930	7,023	-	2,599	-	14,426	4,942	7,414	4,628	2,084	90,304
Planning/Research	584	628	627	554	356	-	132	-	732	251	376	235	106	4,580
Finance	36,756	39,518	39,485	34,895	22,423	-	8,296	-	46,057	15,779	23,671	14,777	6,652	288,309
Public Relations	12,434	13,368	13,357	11,804	7,585	-	2,807	-	15,581	5,338	8,007	4,999	2,250	97,531
Information Technology	119,594	128,580	128,475	113,538	72,957	-	26,994	-	149,858	51,342	77,018	48,079	21,645	938,080
Budget & Decision Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Quality	3,038	3,267	3,265	2,884	1,856	-	687	-	3,804	1,302	1,956	1,223	548	23,830
Managed Care Contract	-	5,452	5,448	4,814	3,094	-	1,145	-	6,355	2,177	3,266	2,039	918	34,707
Total Overhead Allocations	491,932	456,452	452,926	400,750	254,635	-	93,294	-	519,325	179,955	274,129	168,008	74,785	3,366,191
Total Expenses	3,237,859	3,590,629	3,534,401	2,954,643	2,169,350	5,904	704,710	125	3,555,882	1,294,894	1,687,813	823,537	565,476	24,125,223
Net Margin	\$ (2,059,848)	\$ (503,048)	\$ (569,450)	\$ (528,004)	\$ 57,572	\$ (12,933)	\$ (170,774)	\$ 32	\$ (455,150)	\$ 402,788	\$ 237,827	\$ (500,383)	\$ (46,206)	\$ (4,147,575)
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 4,647,592	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,647,592

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

FOR THE TWELVETH MONTH ENDED SEPTEMBER 30, 2019

Current Month								Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%	
1,380,238	1,624,936	(244,698)	(15.1%)	1,380,050	188	0.0%	Gross Patient Revenue	18,216,651	19,813,333	(1,596,682)	(8.1%)	18,498,402	(281,751)	(1.5%)	
60,054	393,378	333,324	84.7%	654,737	594,683	90.8%	Contractual Allowances	6,392,864	4,767,897	(1,624,967)	(34.1%)	8,798,825	2,405,961	27.3%	
397,609	594,067	196,458	33.1%	278,070	(119,540)	(43.0%)	Charity Care	4,555,969	7,262,482	2,706,513	37.3%	2,901,754	(1,654,215)	(57.0%)	
345,807	180,459	(165,348)	(91.6%)	116,040	(229,767)	(198.0%)	Bad Debt	2,452,252	2,206,082	(246,170)	(11.2%)	1,910,897	(541,355)	(28.3%)	
803,470	1,167,904	364,434	31.2%	1,048,846	245,376	23.4%	Total Contractuals and Bad Debts	13,401,085	14,236,461	835,376	5.9%	13,611,476	210,391	1.5%	
276,001	148,128	127,873	86.3%	143,957	132,044	91.7%	Other Patient Revenue	4,103,683	1,777,210	2,326,473	130.9%	6,121,466	(2,017,784)	(33.0%)	
852,770	605,160	247,610	40.9%	475,161	377,608	79.5%	Net Patient Revenue	8,919,249	7,354,082	1,565,167	21.3%	11,008,393	(2,089,144)	(19.0%)	
61.78%	37.24%			34.43%			Collection %	48.96%	37.12%			59.51%			
64,778	502,645	(437,867)	(87.1%)	279,760	(214,982)	(76.8%)	Grant Funds	8,630,642	6,381,905	2,248,737	35.2%	5,905,811	2,724,831	46.1%	
5,368	12,133	(6,765)	(55.8%)	13,578	(8,210)	(60.5%)	Other Revenue	2,427,757	150,737	2,277,020	1,510.6%	1,895,420	532,336	28.1%	
70,146	514,778	(444,632)	(86.4%)	293,338	(223,192)	(76.1%)	Total Other Revenues	11,058,399	6,532,642	4,525,757	69.3%	7,801,232	3,257,167	41.8%	
922,916	1,119,938	(197,022)	(17.6%)	768,499	154,417	20.1%	Total Revenues	19,977,648	13,886,724	6,090,924	43.9%	18,809,625	1,168,023	6.2%	
Direct Operational Expenses:															
1,094,806	1,028,774	(66,032)	(6.4%)	879,061	(215,744)	(24.5%)	Salaries and Wages	12,858,093	12,952,765	94,672	0.7%	11,943,929	(914,164)	(7.7%)	
290,785	290,454	(331)	(0.1%)	255,350	(35,435)	(13.9%)	Benefits	3,458,674	3,659,988	201,314	5.5%	3,194,929	(263,746)	(8.3%)	
71,115	52,153	(18,962)	(36.4%)	33,198	(37,917)	(114.2%)	Purchased Services	715,247	634,300	(80,947)	(12.8%)	802,703	87,456	10.9%	
16,853	18,548	1,695	9.1%	33,986	17,133	50.4%	Medical Supplies	169,643	223,276	53,633	24.0%	186,330	16,687	9.0%	
58,479	13,762	(44,717)	(324.9%)	59,457	978	1.6%	Other Supplies	352,182	206,164	(146,018)	(70.8%)	168,247	(183,935)	(109.3%)	
-	-	-	0.0%	-	-	0.0%	Contracted Physician Expense	-	-	-	0.0%	15,355	15,355	100.0%	
59,361	62,219	2,858	4.6%	-	(59,361)	0.0%	Medical Services	575,527	750,000	174,473	23.3%	-	(575,527)	0.0%	
117,769	50,114	(67,655)	(135.0%)	64,317	(53,453)	(83.1%)	Drugs	805,138	603,616	(201,522)	(33.4%)	516,286	(288,852)	(55.9%)	
(20,815)	4,778	25,593	535.6%	93,329	114,145	122.3%	Repairs & Maintenance	339,780	94,946	(244,834)	(257.9%)	515,066	175,287	34.0%	
91,827	71,494	(20,333)	(28.4%)	50,400	(41,427)	(82.2%)	Lease & Rental	1,046,738	958,930	(87,808)	(9.2%)	964,162	(82,576)	(8.6%)	
5,202	5,502	300	5.5%	5,721	519	9.1%	Utilities	62,710	66,035	3,325	5.0%	63,847	1,137	1.8%	
26,999	18,921	(8,078)	(42.7%)	46,700	19,701	42.2%	Other Expense	244,205	275,150	30,945	11.2%	263,883	19,678	7.5%	
2,322	2,296	(26)	(1.1%)	1,808	(514)	(28.4%)	Insurance	23,325	27,982	4,657	16.6%	21,143	(2,182)	(10.3%)	
1,814,701	1,619,015	(195,686)	(12.1%)	1,523,327	(291,374)	(19.1%)	Total Operational Expenses	20,651,262	20,453,152	(198,110)	(1.0%)	18,655,880	(1,995,383)	(10.7%)	
Net Performance before Depreciation															
(891,786)	(499,077)	(392,708)	78.7%	(754,828)	(136,958)	18.1%	& Overhead Allocations	(673,615)	(6,566,428)	5,892,814	(89.7%)	153,745	(827,359)	(538.1%)	

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

FOR THE TWELVETH MONTH ENDED SEPTEMBER 30, 2019

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
-	6,072	6,072	100.0%	9,764	9,764	100.0%	Depreciation	107,769	72,864	(34,905)	(47.9%)	63,896	(43,873)	(68.7%)
Overhead Allocations:														
2,403	10,228	7,825	76.5%	7,696	5,294	68.8%	Risk Mgt	24,943	122,659	97,716	79.7%	94,355	69,412	73.6%
53,159	72,204	19,045	26.4%	49,719	(3,439)	(6.9%)	Rev Cycle	847,304	866,349	19,045	2.2%	413,981	(433,323)	(104.7%)
4,242	4,444	202	4.6%	4,337	95	2.2%	Internal Audit	50,792	53,603	2,811	5.2%	31,836	(18,956)	(59.5%)
16,090	18,493	2,402	13.0%	14,274	(1,816)	(12.7%)	Home Office Facilities	219,513	221,916	2,402	1.1%	235,978	16,465	7.0%
19,386	20,037	651	3.2%	17,332	(2,054)	(11.8%)	Administration	232,471	240,433	7,961	3.3%	228,535	(3,936)	(1.7%)
23,680	27,464	3,784	13.8%	20,171	(3,509)	(17.4%)	Human Resources	325,564	329,348	3,784	1.1%	267,014	(58,550)	(21.9%)
10,244	10,244	-	0.0%	19,290	9,047	46.9%	Legal	122,840	122,840	-	0.0%	111,578	(11,261)	(10.1%)
7,315	6,782	(533)	(7.9%)	(1,575)	(8,890)	564.4%	Records	65,424	81,461	16,037	19.7%	55,889	(9,535)	(17.1%)
7,094	9,384	2,290	24.4%	3,382	(3,713)	(109.8%)	Compliance	90,304	112,828	22,525	20.0%	55,458	(34,846)	(62.8%)
-	1,155	1,155	100.0%	922	922	100.0%	Planning/Research	4,580	13,783	9,203	66.8%	12,417	7,837	63.1%
21,348	28,060	6,712	23.9%	22,266	918	4.1%	Finance	288,309	336,621	48,312	14.4%	259,503	(28,806)	(11.1%)
15,905	10,544	(5,361)	(50.8%)	8,617	(7,288)	(84.6%)	Public Relations	97,531	126,836	29,305	23.1%	74,497	(23,035)	(30.9%)
82,667	80,146	(2,521)	(3.1%)	96,395	13,728	14.2%	Information Technology	938,080	961,631	23,551	2.4%	794,123	(143,957)	(18.1%)
-	-	-	0.0%	-	-	0.0%	Budget & Decision Support	-	-	-	0.0%	8,068	8,068	100.0%
1,679	2,176	497	22.8%	(2,993)	(4,672)	156.1%	Corporate Quality	23,830	26,167	2,338	8.9%	27,485	3,655	13.3%
2,665	4,560	1,895	41.6%	(1,518)	(4,183)	275.6%	Managed Care Contract	34,707	54,819	20,112	36.7%	44,893	10,186	22.7%
267,876	305,919	38,043	12.4%	258,317	(9,560)	(3.7%)	Total Overhead Allocations	3,366,191	3,671,292	305,101	8.3%	2,715,609	(650,582)	(24.0%)
2,082,578	1,931,007	(151,571)	(7.8%)	1,791,408	(291,170)	(16.3%)	Total Expenses	24,125,223	24,197,309	72,086	0.3%	21,435,385	(2,689,838)	(12.5%)
\$ (1,159,662)	\$ (811,069)	\$ (348,594)	43.0%	\$ (1,022,909)	\$ (136,753)	13.4%	Net Margin	\$ (4,147,575)	\$ (10,310,585)	\$ 6,163,010	(59.8%)	\$ (2,625,761)	\$ (1,521,814)	(58.0%)
-	-	-	0.0%	-	-	0.0%	Capital	-	450,000	450,000	100.0%	-	-	0.0%
\$ 497,012	\$ 1,087,500	\$ 590,488	54.3%	\$ -	\$ (497,012)	0.0%	General Fund Support/ Transfer In	\$ 4,647,592	\$ 13,050,000	\$ 8,402,408	64.4%	\$ 2,370,000	\$ (2,277,592)	(96.1%)

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

FOR THE TWELVETH MONTH ENDED SEPTEMBER 30, 2019

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Total
<b>Gross Patient Revenue</b>	-	1,361,953	1,163,450	1,009,083	473,256	4,007,741
Contractual Allowances	-	295,020	220,192	203,118	133,308	851,638
Charity Care	-	554,137	587,314	543,890	178,264	1,863,604
Bad Debt	-	17,868	101,040	34,569	699	154,176
<b>Total Contractual Allowances and Bad Debt</b>	-	867,024	908,546	781,577	312,270	2,869,417
<b>Other Patient Revenue</b>	-	582,908	448,049	422,814	226,106	1,679,877
<b>Net Patient Revenue</b>	-	1,077,837	702,953	650,320	387,091	2,818,201
<b>Collection %</b>	-	79.14%	60.42%	64.45%	81.79%	70.32%
Grant Funds	159,341	544,116	458,422	387,272	339,531	1,888,681
Other Revenue	-	-	-	-	233	233
<b>Total Other Revenues</b>	159,341	544,116	458,422	387,272	339,764	1,888,914
<b>Total Revenues</b>	<b>159,341</b>	<b>1,621,953</b>	<b>1,161,375</b>	<b>1,037,592</b>	<b>726,855</b>	<b>4,707,115</b>
<i><b>Direct Operational Expenses:</b></i>						
Salaries and Wages	274,100	843,439	729,124	606,719	329,826	2,783,209
Benefits	60,795	255,135	192,454	189,590	96,843	794,817
Purchased Services	-	28,666	23,116	22,586	44,094	118,461
Medical Supplies	-	79,336	68,599	56,912	38,416	243,263
Other Supplies	(12)	31,672	36,903	23,848	58,987	151,398
Contracted Physician Expense	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-
Drugs	-	106	362	615	272	1,355
Repairs & Maintenance	-	11,648	13,476	13,401	11,058	49,583
Lease & Rental	-	114,906	65,776	61,608	73,893	316,183
Utilities	-	1,806	3,158	1,830	2,667	9,461
Other Expense	2,761	13,981	8,699	2,269	7,579	35,288
Insurance	-	-	-	-	493	493
<b>Total Operational Expenses</b>	<b>337,644</b>	<b>1,380,694</b>	<b>1,141,667</b>	<b>979,378</b>	<b>664,129</b>	<b>4,503,512</b>
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(178,303)</b>	<b>241,259</b>	<b>19,708</b>	<b>58,213</b>	<b>62,726</b>	<b>203,604</b>
Depreciation	-	13,023	6,207	9,365	8,934	37,529
<i><b>Overhead Allocations:</b></i>						
Risk Mgt	394	1,915	1,681	1,298	795	6,083
Rev Cycle	-	74,538	65,441	50,537	30,972	221,488
Internal Audit	803	3,899	3,423	2,643	1,620	12,388
Home Office Facilities	27,230	-	-	-	-	27,230
Administration	3,663	17,845	15,664	12,101	7,414	56,687
Human Resources	3,358	25,209	23,536	18,494	10,084	80,679
Legal	1,943	9,429	8,277	6,393	3,917	29,959
Records	1,035	5,022	4,408	3,405	2,086	15,956
Compliance	1,428	6,932	6,085	4,700	2,880	22,024
Planning/Research	72	352	309	238	146	1,117
Finance	4,560	22,130	19,427	15,004	9,193	70,315
Public Relations	1,542	7,486	6,572	5,076	3,110	23,787
Information Technology	14,836	72,007	63,211	48,820	29,913	228,786
Budget & Decision Support	-	-	-	-	-	-
Corporate Quality	380	1,827	1,606	1,243	763	5,818
Managed Care Contract	-	3,053	2,680	2,070	1,268	9,072
<b>Total Overhead Allocations</b>	<b>61,245</b>	<b>251,642</b>	<b>222,320</b>	<b>172,022</b>	<b>104,160</b>	<b>811,389</b>
<b>Total Expenses</b>	<b>398,888</b>	<b>1,645,360</b>	<b>1,370,194</b>	<b>1,160,765</b>	<b>777,223</b>	<b>5,352,430</b>
<b>Net Margin</b>	<b>\$ (239,547)</b>	<b>\$ (23,407)</b>	<b>\$ (208,819)</b>	<b>\$ (123,173)</b>	<b>\$ (50,368)</b>	<b>\$ (645,315)</b>
<b>Capital</b>	-	-	-	-	-	-
<b>General Fund Support/ Transfer In</b>					\$	-

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

FOR THE TWELVETH MONTH ENDED SEPTEMBER 30, 2019

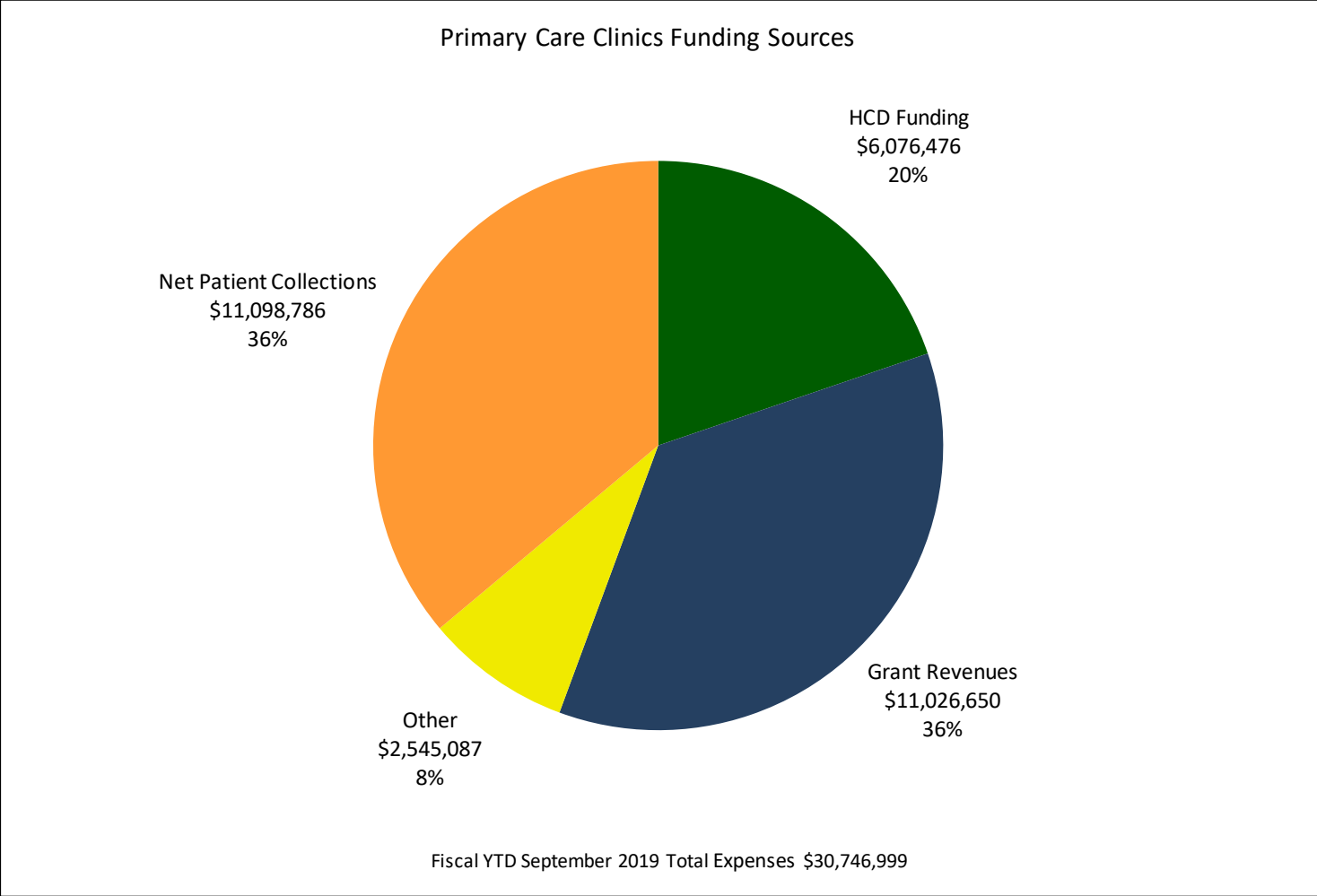
Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
305,557	358,252	(52,696)	(14.7%)	306,243	(687)	(0.2%)	4,007,741	4,379,625	(371,884)	(8.5%)	3,929,455	78,286	2.0%
42,088	74,794	32,706	43.7%	89,486	47,397	53.0%	851,638	914,349	62,711	6.9%	1,078,743	227,105	21.1%
108,225	166,504	58,280	35.0%	134,248	26,024	19.4%	1,863,604	2,035,493	171,889	8.4%	1,542,973	(320,631)	(20.8%)
59,355	15,674	(43,681)	(278.7%)	5,800	(53,556)	(923.5%)	154,176	191,632	37,456	19.5%	387,105	232,930	60.2%
209,668	256,972	47,304	18.4%	229,533	19,865	8.7%	2,869,417	3,141,474	272,057	8.7%	3,008,821	139,404	4.6%
109,819	89,249	20,570	23.0%	110,474	(655)	(0.6%)	1,679,877	1,070,896	608,981	56.9%	3,266,795	(1,586,918)	(48.6%)
205,707	190,529	15,178	8.0%	187,184	18,523	9.9%	2,818,201	2,309,047	509,154	22.1%	4,187,429	(1,369,228)	(32.7%)
67.32%	53.18%			61.12%			70.32%	52.72%			106.57%		
-	109,866	(109,866)	(100.0%)	19,259	(19,259)	(100.0%)	1,888,681	1,787,610	101,071	5.7%	1,405,106	483,575	34.4%
-	2,837	(2,837)	(100.0%)	-	-	0.0%	233	34,000	(33,767)	(99.3%)	34,000	(33,767)	(99.3%)
-	112,703	(112,703)	(100.0%)	19,259	(19,259)	(100.0%)	1,888,914	1,821,610	67,304	3.7%	1,439,106	449,808	31.3%
205,707	303,232	(97,525)	(32.2%)	206,443	(736)	(0.4%)	4,707,115	4,130,657	576,458	14.0%	5,626,536	(919,421)	(16.3%)
Direct Operational Expenses:													
243,891	232,852	(11,039)	(4.7%)	231,003	(12,888)	(5.6%)	2,783,209	2,931,985	148,776	5.1%	2,656,379	(126,830)	(4.8%)
64,298	67,643	3,345	4.9%	63,715	(583)	(0.9%)	794,817	852,322	57,505	6.7%	778,414	(16,403)	(2.1%)
18,043	9,894	(8,149)	(82.4%)	80,345	62,303	77.5%	118,461	136,387	17,926	13.1%	181,778	63,317	34.8%
9,421	26,773	17,352	64.8%	23,382	13,961	59.7%	243,263	314,629	71,366	22.7%	302,233	58,970	19.5%
14,275	10,771	(3,504)	(32.5%)	20,508	6,232	30.4%	151,398	130,220	(21,178)	(16.3%)	50,583	(100,815)	(199.3%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
18	1,872	1,854	99.0%	33	15	45.0%	1,355	21,967	20,612	93.8%	11,009	9,654	87.7%
(296)	1,955	2,251	115.2%	9,922	10,218	103.0%	49,583	58,207	8,624	14.8%	71,603	22,020	30.8%
26,676	24,397	(2,279)	(9.3%)	27,524	848	3.1%	316,183	314,108	(2,075)	(0.7%)	394,259	78,076	19.8%
(1,664)	736	2,400	326.1%	865	2,529	292.3%	9,461	8,964	(497)	(5.5%)	9,994	532	5.3%
4,914	3,419	(1,495)	(43.7%)	7,454	2,540	34.1%	35,288	41,047	5,759	14.0%	47,656	12,367	26.0%
31	56	25	44.7%	75	44	58.7%	493	705	212	30.0%	1,020	526	51.6%
379,606	380,368	761	0.2%	464,825	85,219	18.3%	4,503,512	4,810,541	307,029	6.4%	4,504,927	1,415	0.0%
Net Performance before													
(173,899)	(77,136)	(96,764)	125.4%	(258,382)	84,483	(32.7%)	203,604	(679,884)	883,487	(129.9%)	1,121,609	(918,005)	(81.8%)

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

FOR THE TWELVETH MONTH ENDED SEPTEMBER 30, 2019

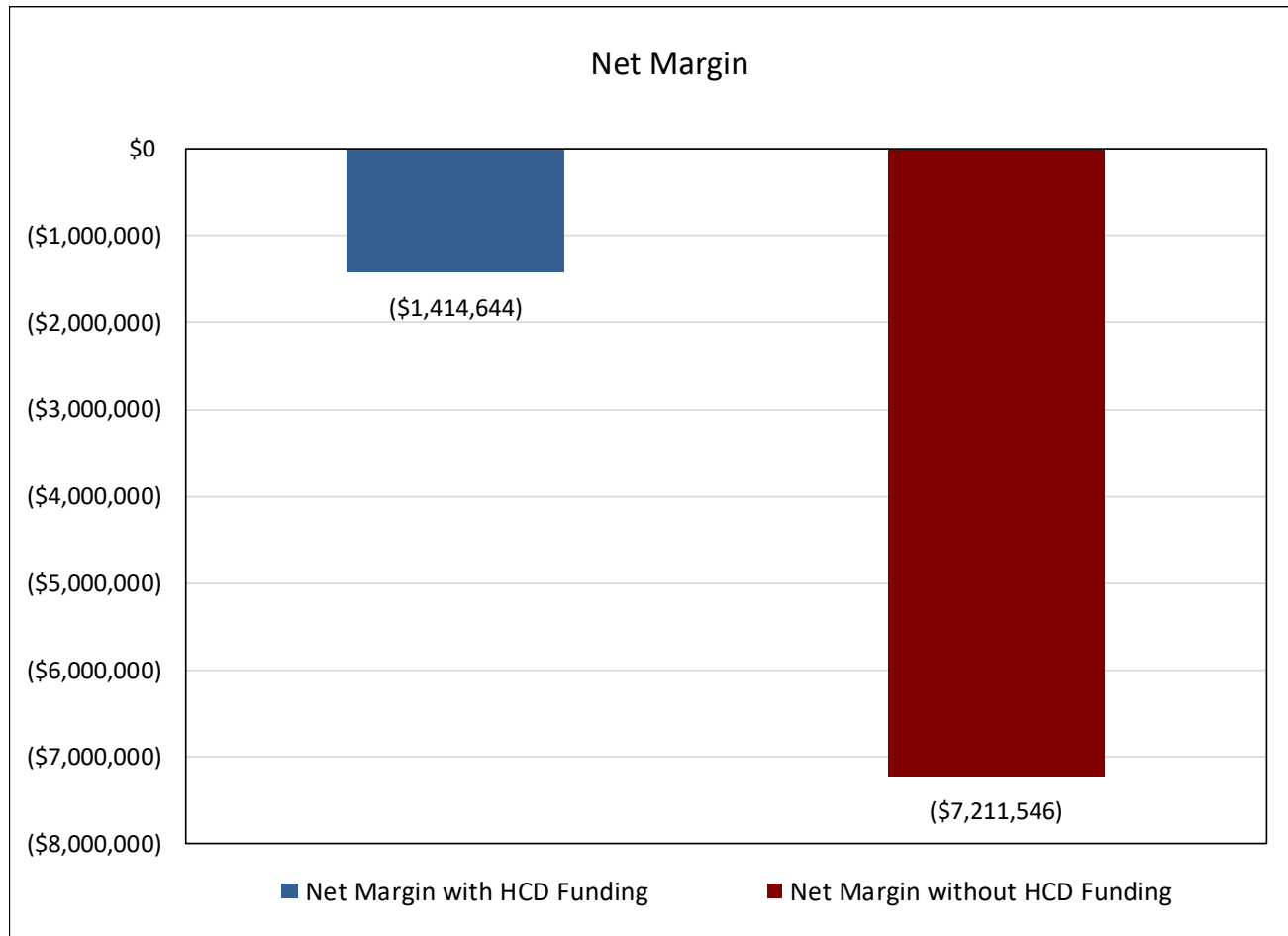
Current Month							Fiscal Year To Date																	
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%										
-	14,313	14,313	100.0%	7,492	7,492	100.0%	Depreciation	37,529	180,333	142,804	79.2%	143,044	105,515	73.8%										
Overhead Allocations:																								
586	2,481	1,895	76.4%	2,114	1,528	72.3%	Risk Mgt	6,083	29,915	23,832	79.7%	25,918	19,835	76.5%										
13,896	18,870	4,974	26.4%	14,430	535	3.7%	Rev Cycle	221,488	226,462	4,974	2.2%	120,158	(101,329)	(84.3%)										
1,034	1,083	49	4.5%	1,191	157	13.2%	Internal Audit	12,388	13,073	685	5.2%	8,745	(3,643)	(41.7%)										
1,996	2,295	299	13.0%	2,401	405	16.9%	Home Office Facilities	27,230	27,529	299	1.1%	39,690	12,460	31.4%										
4,728	4,882	154	3.1%	4,761	33	0.7%	Administration	56,687	58,639	1,952	3.3%	64,244	7,557	11.8%										
5,868	6,803	935	13.7%	6,558	689	10.5%	Human Resources	80,679	81,614	935	1.1%	83,610	2,931	3.5%										
2,492	2,492	-	0.0%	5,299	2,806	53.0%	Legal	29,959	29,959	-	0.0%	30,282	323	1.1%										
1,784	1,662	(122)	(7.3%)	(3,170)	(4,954)	156.3%	Records	15,956	19,867	3,911	19.7%	12,645	(3,311)	(26.2%)										
1,730	2,283	553	24.2%	929	(801)	(86.3%)	Compliance	22,024	27,517	5,493	20.0%	14,539	(7,486)	(51.5%)										
-	281	281	100.0%	(3,710)	(3,710)	100.0%	Planning/Research	1,117	3,361	2,244	66.8%	3,047	1,930	63.3%										
5,207	6,836	1,629	23.8%	6,116	909	14.9%	Finance	70,315	82,098	11,783	14.4%	68,354	(1,961)	(2.9%)										
3,879	2,587	(1,292)	(50.0%)	2,367	(1,512)	(63.9%)	Public Relations	23,787	30,934	7,147	23.1%	19,747	(4,040)	(20.5%)										
20,162	19,546	(615)	(3.1%)	26,477	6,316	23.9%	Information Technology	228,786	234,530	5,744	2.4%	218,120	(10,666)	(4.9%)										
-	-	-	0.0%	-	-	0.0%	Budget & Decision Support	-	-	-	0.0%	5,050	5,050	100.0%										
410	519	109	21.1%	(2,151)	(2,560)	119.0%	Corporate Quality	5,818	6,382	564	8.8%	6,221	403	6.5%										
697	1,185	488	41.2%	(441)	(1,137)	258.1%	Managed Care Contract	9,072	14,330	5,257	36.7%	13,029	3,957	30.4%										
64,468	73,806	9,338	12.7%	63,170	(1,297)	(2.1%)	Total Overhead Allocations	811,389	886,211	74,821	8.4%	733,398	(77,991)	(10.6%)										
444,074	468,486	24,412	5.2%	535,488	91,414	17.1%	Total Expenses	5,352,430	5,877,084	524,654	8.9%	5,381,369	28,939	0.5%										
\$	(238,367)	\$	(165,254)	\$	(73,113)	44.2%	\$	(329,045)	\$	90,678	(27.6%)	Net Margin	\$	(645,315)	\$	(1,746,427)	\$	1,101,112	(63.0%)	\$	245,166	\$	(890,481)	(363.2%)
-	-	-	0.0%	-	-	0.0%	Capital	-	771,688	771,688	100.0%	-	-	0.0%										
\$	-	\$	-	\$	-	0.0%	\$	-	\$	-	0.0%	General Fund Support/ Transfer In	\$	-	\$	-	0.0%	\$	-	\$	-	0.0%		

													Current Year	Current YTD	%Var to	Prior Year
Clinic Visits - Adults and Pediatrics	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Total	Budget	Budget	Total
West Palm Beach	1,661	1,289	1,312	1,734	1,628	1,447	1,798	1,754	1,552	1,895	1,673	1,647	19,390	20,024	(3.2%)	18,787
Delray	1,355	1,162	1,134	1,180	1,212	1,356	1,283	1,312	1,311	1,306	1,324	1,242	15,177	18,006	(15.7%)	15,697
Lantana	1,411	1,309	1,261	1,314	1,409	1,424	1,524	1,505	1,434	1,476	1,641	1,406	17,114	19,233	(11.0%)	15,275
Belle Glade	1,030	790	839	934	806	850	949	819	668	689	951	801	10,126	9,796	3.4%	10,304
Jerome Golden Center	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	2,415
Lewis Center	267	233	229	239	246	227	277	271	239	269	219	221	2,937	2,726	7.7%	2,661
Lake Worth & Women's Health Care	1,608	1,153	1,104	1,214	1,130	1,466	1,483	1,454	1,299	1,505	1,440	1,157	16,013	19,631	(18.4%)	17,739
Jupiter Clinic	421	457	418	467	483	502	565	555	522	499	467	389	5,745	6,560	(12.4%)	5,946
West Boca & Women's Health Care	1,009	861	781	923	815	900	984	877	850	921	900	767	10,588	8,649	22.4%	8,576
Mobile Van	239	186	119	201	200	159	143	151	183	180	167	188	2,116	2,270	(6.8%)	416
Suboxone	361	289	222	301	415	476	611	601	556	622	573	428	5,455	3,600	51.5%	3,763
<b>Total Clinic Visits</b>	<b>9,362</b>	<b>7,729</b>	<b>7,419</b>	<b>8,507</b>	<b>8,344</b>	<b>8,807</b>	<b>9,617</b>	<b>9,299</b>	<b>8,614</b>	<b>9,362</b>	<b>9,355</b>	<b>8,246</b>	<b>104,661</b>	<b>110,495</b>	<b>(5.3%)</b>	<b>101,579</b>
<b>Dental Visits</b>																
West Palm Beach	918	722	704	800	792	839	873	813	802	854	889	810	9,816	11,114	(11.7%)	10,315
Lantana	653	508	468	616	630	717	646	672	669	787	698	611	7,675	11,563	(33.6%)	8,318
Delray	676	522	446	503	535	644	675	574	612	702	577	569	7,035	8,499	(17.2%)	7,300
Belle Glade	406	260	230	259	275	292	377	337	329	398	367	295	3,825	4,577	(16.4%)	4,478
<b>Total Dental Visits</b>	<b>2,653</b>	<b>2,012</b>	<b>1,848</b>	<b>2,178</b>	<b>2,232</b>	<b>2,492</b>	<b>2,571</b>	<b>2,396</b>	<b>2,412</b>	<b>2,741</b>	<b>2,531</b>	<b>2,285</b>	<b>28,351</b>	<b>35,753</b>	<b>(20.7%)</b>	<b>30,411</b>
<b>Total Medical and Dental Visits</b>	<b>12,015</b>	<b>9,741</b>	<b>9,267</b>	<b>10,685</b>	<b>10,576</b>	<b>11,299</b>	<b>12,188</b>	<b>11,695</b>	<b>11,026</b>	<b>12,103</b>	<b>11,886</b>	<b>10,531</b>	<b>133,012</b>	<b>146,248</b>	<b>(9.1%)</b>	<b>131,990</b>
<b>Mental Health Counselors (non-billable)</b>																
West Palm Beach	124	100	103	135	117	110	154	133	164	194	181	168	1,683	1,030	63.4%	1,290
Delray	137	118	102	117	106	102	126	219	221	148	102	92	1,590	1,020	55.9%	1,157
Lantana	467	414	368	433	383	265	423	885	467	511	454	401	5,471	2,750	98.9%	2,242
Belle Glade	17	21	22	26	18	25	23	20	10	12	22	17	233	175	33.1%	189
Lewis Center	268	219	192	235	232	253	283	208	198	215	207	226	2,736	1,170	133.8%	1,794
Lake Worth	173	99	73	190	98	111	76	178	190	216	171	164	1,739	1,450	19.9%	1,747
Jupiter	-	-	-	-	-	-	-	-	-	-	-	-	-	355	(100.0%)	315
West Boca	-	-	-	-	-	-	-	-	-	-	-	-	-	240	(100.0%)	239
Mobile Van	-	-	-	16	40	57	95	78	92	94	147	95	714	-	100.0%	13
<b>Total Mental Health Screenings</b>	<b>1,186</b>	<b>971</b>	<b>860</b>	<b>1,152</b>	<b>994</b>	<b>923</b>	<b>1,180</b>	<b>1,721</b>	<b>1,342</b>	<b>1,390</b>	<b>1,284</b>	<b>1,163</b>	<b>14,166</b>	<b>8,190</b>	<b>73.0%</b>	<b>8,986</b>



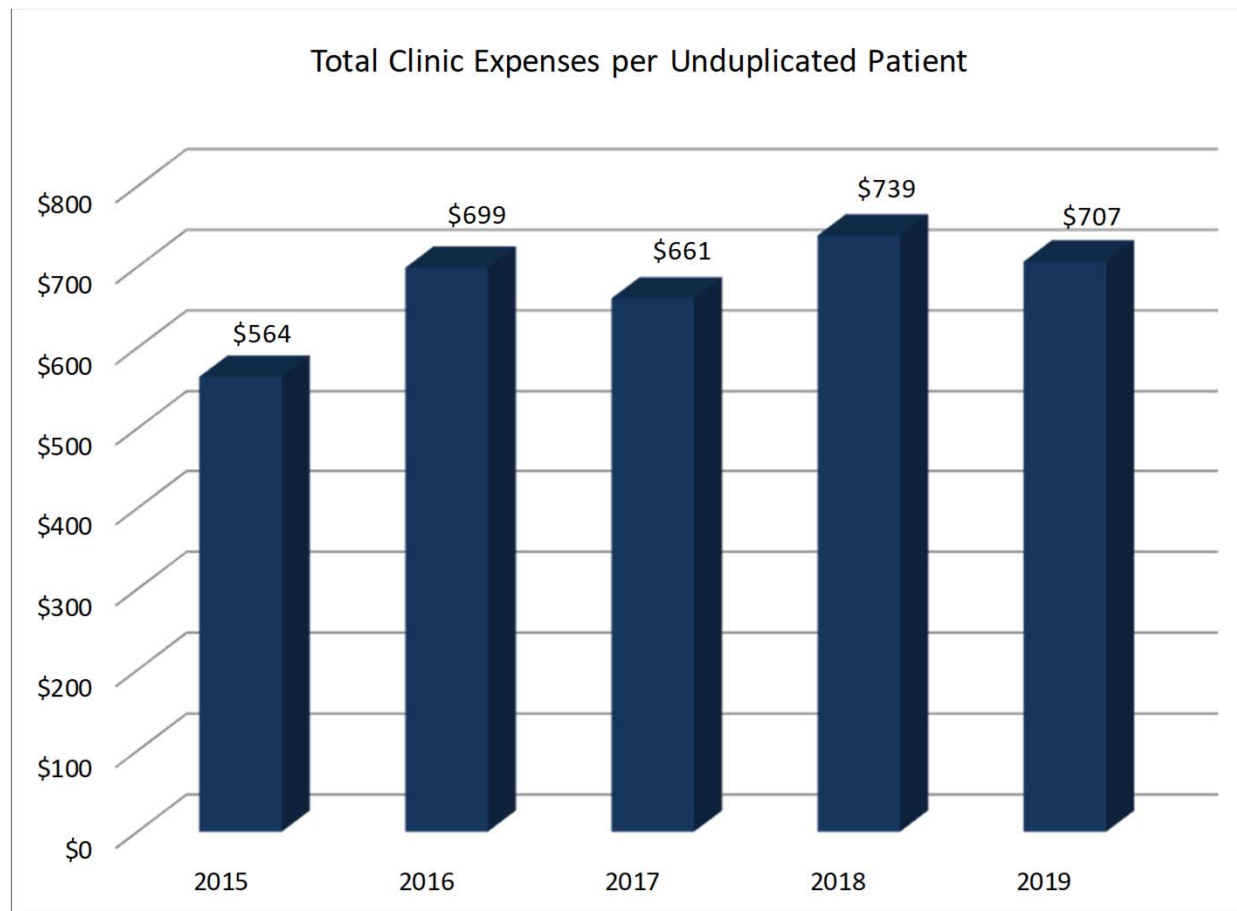
\*Total expenses include overhead allocations and capital, and exclude depreciation.





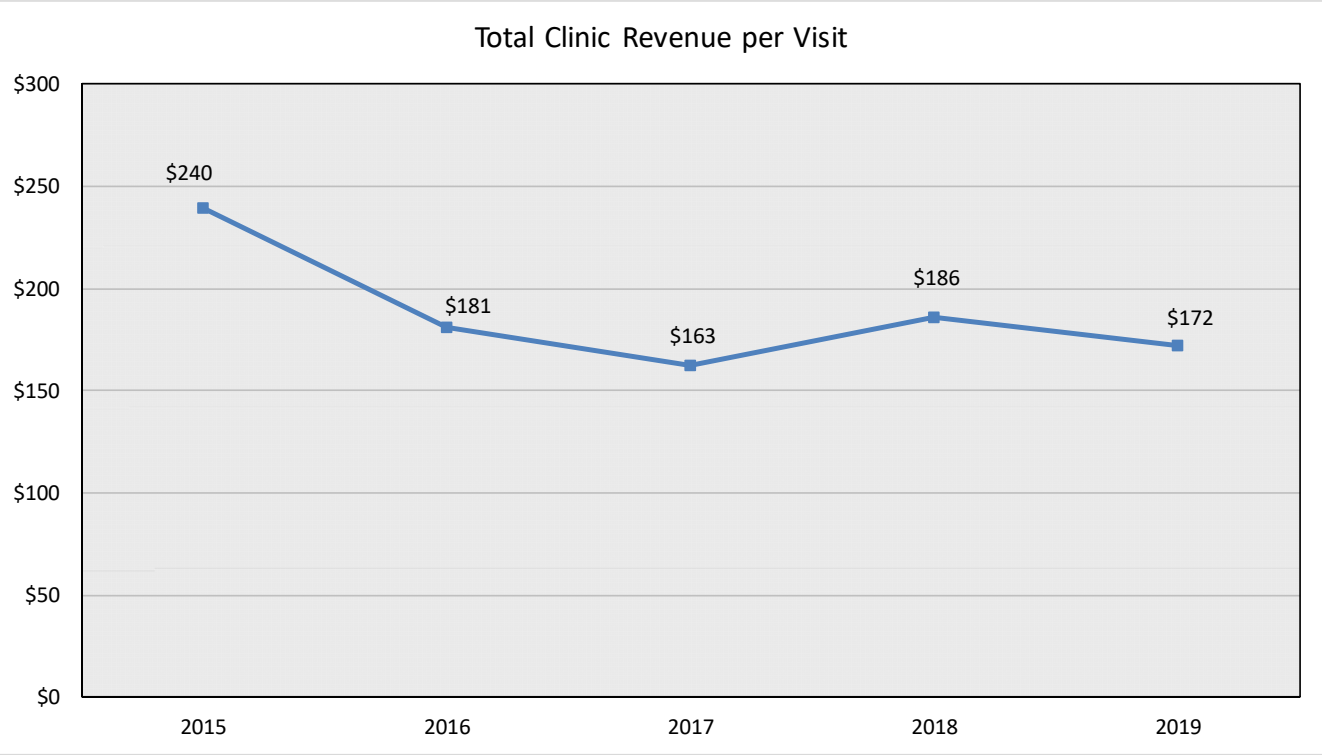
\* Net Margin includes overhead allocations and capital, and excludes depreciation.

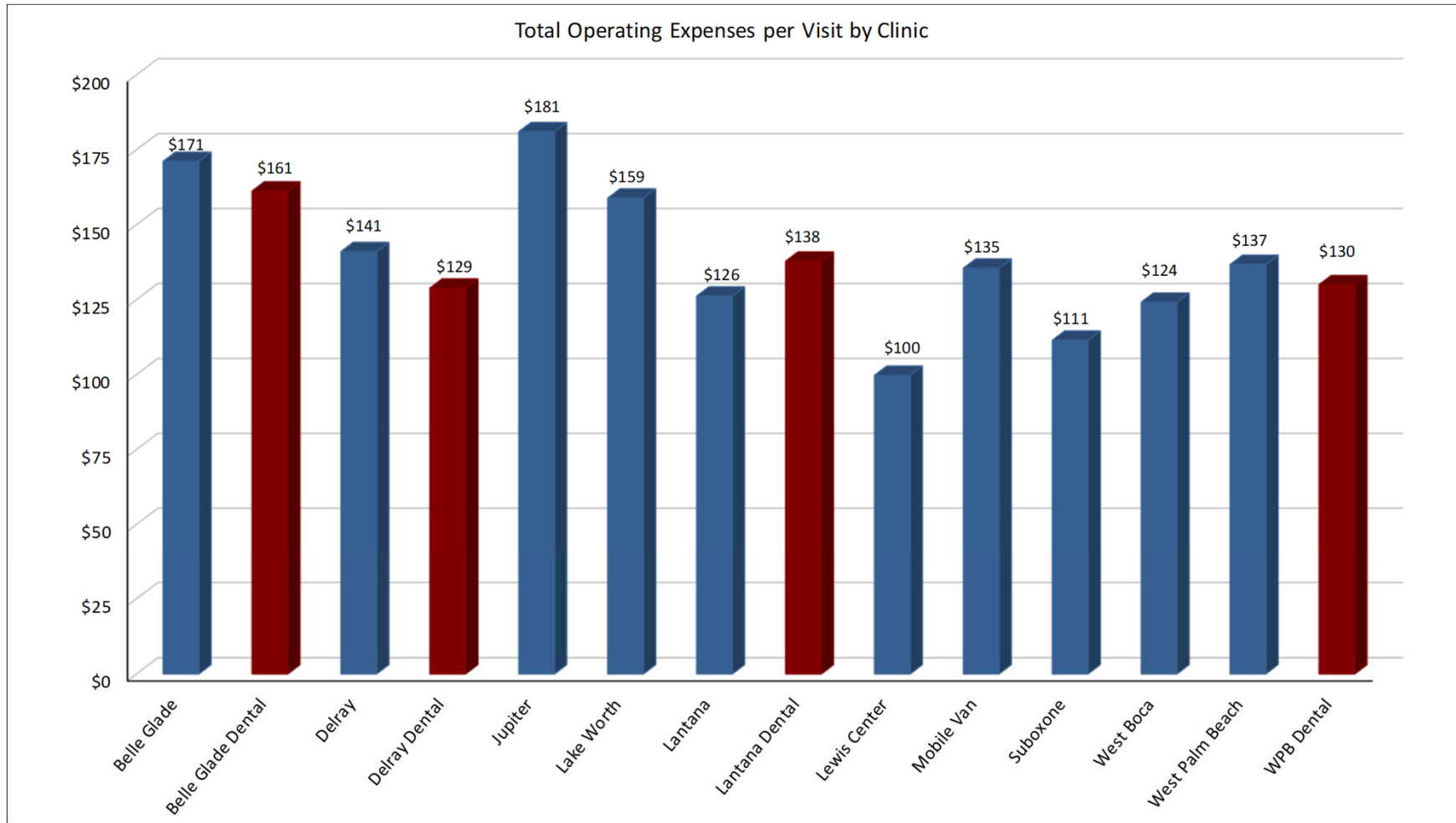
\*\* HCD funding includes the District Cares Subsidy and General Fund Transfer In.



\* 2019 data reflects fiscal year-to-date July expenses annualized.

\*\* Expenses include overhead allocations and capital, and exclude depreciation.





\*Based on fiscal year-to-date September 2019 total operating expenses.

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

**DISTRICT CLINIC HOLDINGS, INC**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**1. Description:** C. L. Brumback Primary Care Clinics Fiscal Year 2020 Proposed Budget

**2. Summary:**

The fiscal year 2020 proposed budget for the C.L. Brumback Primary Care Clinics is presented for approval.

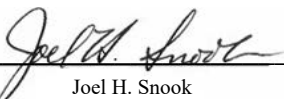
**3. Substantive Analysis:**

Management has provided the fiscal year 2020 proposed budget and supporting schedules. The budget includes total expenditures and capital of \$30,908,468, and District support of \$12,750,000.

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

	Amount	Budget
Capital Requirements	<b>\$47,862</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Annual Net Revenue	<b>\$18,035,091</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Annual Expenditures	<b>\$30,860,606</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Reviewed for financial accuracy and compliance with purchasing procedure:

  
\_\_\_\_\_  
Joel H. Snook  
VP & Chief Financial Officer

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

DCH Finance Committee  
\_\_\_\_\_  
Committee Name

10/30/2019  
\_\_\_\_\_  
Date Approved

**DISTRICT CLINIC HOLDINGS, INC**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**6. Recommendation:**

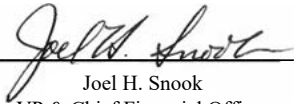
Staff recommends the Board approve the fiscal year 2020 proposed budget.

Approved for Legal sufficiency:



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Valerie Shahriari  
VP & General Counsel



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Joel H. Snook  
VP & Chief Financial Officer



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Dr. Belma Andric  
Chief Medical Officer, VP & Executive Director  
of Clinic Services

# District Clinic Holdings, Inc.



**Fiscal Year 2020 Budget**

# Primary Care Clinics Trended Performance

	2016	2017	2018	Projected	Proposed	Variance from 2019 Projected	
	Actual	Actual	Actual	Actual	Budget	\$	%
Outpatient Revenue	\$ 14,952,801	\$ 18,878,041	\$ 22,427,858	\$ 21,591,434	\$ 22,999,233	\$ 1,407,799	6.52%
HCD Capitated Claims	3,948,941	-	-	-	-	-	-
<b>Gross Patient Revenue</b>	<b>18,901,742</b>	<b>18,878,041</b>	<b>22,427,858</b>	<b>21,591,434</b>	<b>22,999,233</b>	<b>1,407,799</b>	<b>6.52%</b>
Contractual Allowances	7,386,355	7,400,075	9,877,568	8,838,217	3,811,394	(5,026,823)	-56.88%
Charity	2,507,214	3,884,041	4,444,727	5,265,957	9,445,365	4,179,408	79.37%
Bad Debt	1,125,500	1,450,970	2,298,002	2,076,382	3,959,117	1,882,735	90.67%
Total Contractual Allowances and Bad Debt	11,019,070	12,735,086	16,620,297	16,180,556	17,215,876	1,035,320	6.40%
Other Patient Revenue	2,548,264	6,176,537	9,388,261	5,398,547	4,563,788	(834,759)	-15.46%
<b>Net Patient Revenue</b>	<b>10,430,936</b>	<b>12,319,492</b>	<b>15,195,822</b>	<b>10,809,425</b>	<b>10,347,145</b>	<b>(462,280)</b>	<b>-4.28%</b>
Collection Percentage	55.19%	65.26%	67.75%	50.06%	44.99%	-5.07%	
Grant Funds	6,322,437	6,665,844	7,310,918	10,551,250	7,658,645	(2,892,605)	-27.41%
Interest Earnings	291	1,378	-	9,791	9,791	-	0.00%
Other Revenue	184,549	692,114	1,929,420	102,500	19,510	(82,990)	-80.97%
Total Other Revenues	6,507,278	7,359,336	9,240,338	10,663,541	7,687,946	(2,975,595)	-27.90%
<b>Total Revenues</b>	<b>16,938,214</b>	<b>19,678,828</b>	<b>24,436,160</b>	<b>21,472,966</b>	<b>18,035,091</b>	<b>(3,437,875)</b>	<b>-16.01%</b>
<i>Direct Operational Expenses:</i>							
Salaries and Wages	10,612,469	12,454,862	14,600,308	15,369,758	16,197,890	828,132	5.39%
Benefits	2,765,417	3,415,369	3,973,342	4,339,688	4,419,431	79,743	1.84%
Purchased Services	913,735	648,779	984,482	774,554	789,024	14,470	1.87%
Medical Supplies	189,616	382,918	488,562	381,795	431,999	50,204	13.15%
Other Supplies	299,858	328,060	218,830	354,686	236,191	(118,495)	-33.41%
Contracted Physician Expense	24,225	49,534	15,355	-	-	-	-
Medical Services	-	-	-	435,784	799,407	363,623	83.44%
Drugs	567,570	547,665	527,296	483,125	1,046,750	563,625	116.66%
Repairs & Maintenance	527,963	510,492	586,669	402,729	166,624	(236,105)	-58.63%
Lease & Rental	1,191,962	1,341,235	1,358,420	1,368,015	1,312,932	(55,083)	-4.03%
Utilities	35,917	42,433	73,840	62,010	80,166	18,156	29.28%
Other Expense	216,380	171,274	311,538	252,810	347,258	94,448	37.36%
Insurance	13,639	21,672	22,163	26,649	26,810	161	0.60%
Total Operational Expenses	17,358,750	19,914,294	23,160,807	24,251,603	25,854,482	1,602,879	6.61%
<b>Net Performance before Overhead</b>							
<b>Allocations &amp; Depreciation</b>	<b>(420,536)</b>	<b>(235,466)</b>	<b>1,275,353</b>	<b>(2,778,637)</b>	<b>(7,819,391)</b>	<b>(5,040,754)</b>	<b>-181.41%</b>
Depreciation	280,056	198,076	206,940	158,523	159,364	841	0.53%
Total Overhead Allocations	1,392,738	2,228,651	3,449,008	4,093,192	4,846,760	753,568	18.41%
<b>Total Expenses</b>	<b>19,031,544</b>	<b>22,341,021</b>	<b>26,816,754</b>	<b>28,503,318</b>	<b>30,860,606</b>	<b>2,357,288</b>	<b>8.27%</b>
<b>Net Margin</b>	<b>\$ (2,093,330)</b>	<b>\$ (2,662,193)</b>	<b>\$ (2,380,594)</b>	<b>\$ (7,030,352)</b>	<b>\$ (12,825,515)</b>	<b>\$ (5,795,163)</b>	<b>-82.43%</b>
Capital	-	-	-	-	47,862	47,862	-
<b>General Fund Support/ Transfer In</b>	<b>\$ 1,883,333</b>	<b>\$ 3,300,000</b>	<b>\$ 2,370,000</b>	<b>\$ 6,900,000</b>	<b>\$ 12,750,000</b>	<b>\$ 5,850,000</b>	<b>84.78%</b>



# Primary Care Clinics – Medical - Trended Performance

	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Proposed Budget	Variance from 2019 Projected	
						\$	%
Outpatient Revenue	\$ 11,493,238	\$ 14,663,031	\$ 18,498,402	\$ 17,870,994	\$ 18,676,790	\$ 805,796	4.51%
HCD Capitated Claims	2,872,866	-	-	-	-	-	-
<b>Gross Patient Revenue</b>	<b>14,366,104</b>	<b>14,663,031</b>	<b>18,498,402</b>	<b>17,870,994</b>	<b>18,676,790</b>	<b>805,796</b>	<b>4.51%</b>
Contractual Allowances	5,627,256	6,191,158	8,798,825	7,827,209	3,283,425	(4,543,784)	-58.05%
Charity	1,877,128	2,399,077	2,901,754	3,618,989	7,035,347	3,416,358	94.40%
Bad Debt	960,464	1,384,286	1,910,897	1,995,879	3,715,384	1,719,505	86.15%
Total Contractual Allowances and Bad Debt	8,464,848	9,974,521	13,611,476	13,442,078	14,034,156	592,078	4.40%
Other Patient Revenue	1,760,464	3,890,237	6,121,466	3,596,144	2,935,665	(660,479)	-18.37%
<b>Net Patient Revenue</b>	<b>7,661,720</b>	<b>8,578,747</b>	<b>11,008,393</b>	<b>8,025,060</b>	<b>7,578,299</b>	<b>(446,761)</b>	<b>-5.57%</b>
Collection Percentage	53.33%	58.51%	59.51%	44.91%	40.58%	-4.33%	
Grant Funds	4,680,156	5,174,323	5,905,811	8,683,965	6,341,912	(2,342,053)	-26.97%
Interest Earnings	291	1,378	-	9,791	9,791	-	0.00%
Other Revenue	120,799	692,113	1,895,420	101,941	19,510	(82,431)	-80.86%
Total Other Revenues	4,801,246	5,867,814	7,801,232	8,795,696	6,371,213	(2,424,483)	-27.56%
<b>Total Revenues</b>	<b>12,462,966</b>	<b>14,446,561</b>	<b>18,809,625</b>	<b>16,820,757</b>	<b>13,949,512</b>	<b>(2,871,245)</b>	<b>-17.07%</b>
<i>Direct Operational Expenses:</i>							
Salaries and Wages	8,310,144	9,867,841	11,943,929	12,585,801	13,269,794	683,993	5.43%
Benefits	2,235,531	2,693,652	3,194,929	3,511,005	3,574,282	63,277	1.80%
Purchased Services	844,386	540,028	802,703	659,810	697,549	37,739	5.72%
Medical Supplies	76,234	162,997	186,330	159,897	167,005	7,108	4.45%
Other Supplies	233,198	292,283	168,247	253,914	217,865	(36,049)	-14.20%
Contracted Physician Expense	24,225	49,534	15,355	-	-	-	-
Medical Services	-	-	-	435,784	799,407	363,623	83.44%
Drugs	489,298	530,842	516,286	480,260	1,044,045	563,785	117.39%
Repairs & Maintenance	429,209	438,168	515,066	340,935	98,813	(242,122)	-71.02%
Lease & Rental	871,282	1,017,188	964,162	1,043,368	1,003,592	(39,776)	-3.81%
Utilities	35,917	42,433	63,847	51,374	55,570	4,196	8.17%
Other Expense	200,800	152,591	263,883	227,179	302,880	75,701	33.32%
Insurance	13,083	20,356	21,143	25,847	26,444	597	2.31%
Total Operational Expenses	13,763,307	15,807,912	18,655,880	19,775,175	21,257,246	1,482,072	7.49%
<b>Net Performance before Overhead Allocations &amp; Depreciation</b>	<b>(1,300,341)</b>	<b>(1,361,351)</b>	<b>153,745</b>	<b>(2,954,418)</b>	<b>(7,307,734)</b>	<b>(4,353,316)</b>	<b>-147.35%</b>
Depreciation	145,284	48,699	63,896	117,274	118,083	809	0.69%
Total Overhead Allocations	1,090,430	1,783,043	2,715,609	3,294,604	3,990,228	695,625	21.11%
<b>Total Expenses</b>	<b>14,999,021</b>	<b>17,639,654</b>	<b>21,435,385</b>	<b>23,187,053</b>	<b>25,365,558</b>	<b>2,178,505</b>	<b>9.40%</b>
<b>Net Margin</b>	<b>\$ (2,536,055)</b>	<b>\$ (3,193,093)</b>	<b>\$ (2,625,761)</b>	<b>\$ (6,366,296)</b>	<b>\$ (11,416,046)</b>	<b>\$ (5,049,750)</b>	<b>-79.32%</b>
<b>General Fund Support/ Transfer In</b>	<b>\$ 1,883,333</b>	<b>\$ 3,300,000</b>	<b>\$ 2,370,000</b>	<b>\$ 6,250,000</b>	<b>\$ 11,300,000</b>	<b>\$ 5,050,000</b>	<b>80.80%</b>

# Primary Care Clinics – Dental - Trended Performance

	2016	2017	2018	2019	2020	Variance from 2019 Projected	
	Actual	Actual	Actual	Projected Actual	Proposed Budget	\$	%
<b>Gross Patient Revenue</b>	<b>4,535,638</b>	<b>4,215,010</b>	<b>3,929,455</b>	<b>3,720,440</b>	<b>4,322,443</b>	<b>602,003</b>	<b>16.18%</b>
Contractual Allowances	1,759,099	1,208,917	1,078,743	1,011,009	527,969	(483,040)	-47.78%
Charity	630,087	1,484,964	1,542,973	1,646,968	2,410,018	763,050	46.33%
Bad Debt	165,036	66,684	387,105	80,502	243,733	163,231	202.76%
Total Contractual Allowances and Bad Debt	2,554,222	2,760,565	3,008,821	2,738,479	3,181,720	443,241	16.19%
Other Patient Revenue	787,800	2,286,300	3,266,795	1,802,403	1,628,123	(174,280)	-9.67%
<b>Net Patient Revenue</b>	<b>2,769,217</b>	<b>3,740,745</b>	<b>4,187,429</b>	<b>2,784,365</b>	<b>2,768,846</b>	<b>(15,519)</b>	<b>-0.56%</b>
Collection Percentage	61.05%	88.75%	106.57%	74.84%	64.06%	-10.78%	
Grant Funds	1,642,282	1,491,521	1,405,106	1,867,286	1,316,733	(550,553)	-29.48%
Other Revenue	63,750	1	34,000	559	-	(559)	-100.00%
Total Other Revenues	1,706,032	1,491,522	1,439,106	1,867,845	1,316,733	(551,112)	-29.51%
<b>Total Revenues</b>	<b>4,475,248</b>	<b>5,232,267</b>	<b>5,626,536</b>	<b>4,652,210</b>	<b>4,085,579</b>	<b>(566,630)</b>	<b>-12.18%</b>
<i>Direct Operational Expenses:</i>							
Salaries and Wages	2,302,325	2,587,021	2,656,379	2,783,957	2,928,096	144,138	5.18%
Benefits	529,886	721,718	778,414	828,683	845,149	16,466	1.99%
Purchased Services	69,349	108,751	181,778	114,743	91,475	(23,268)	-20.28%
Medical Supplies	113,382	219,921	302,233	221,898	264,994	43,096	19.42%
Other Supplies	66,660	35,778	50,583	100,772	18,326	(82,446)	-81.81%
Drugs	78,271	16,823	11,009	2,864	2,705	(159)	-5.56%
Repairs & Maintenance	98,755	72,324	71,603	61,794	67,811	6,017	9.74%
Lease & Rental	320,680	324,047	394,259	324,647	309,340	(15,307)	-4.71%
Utilities	-	-	9,994	10,636	24,596	13,960	131.25%
Other Expense	15,580	18,683	47,656	25,631	44,378	18,747	73.14%
Insurance	556	1,316	1,020	803	366	(437)	-54.41%
Total Operational Expenses	3,595,444	4,106,382	4,504,927	4,476,428	4,597,236	120,808	2.70%
<b>Net Performance before Overhead Allocations &amp; Depreciation</b>	<b>879,805</b>	<b>1,125,885</b>	<b>1,121,609</b>	<b>175,781</b>	<b>(511,657)</b>	<b>(687,438)</b>	<b>-391.08%</b>
Depreciation	134,773	149,376	143,044	41,249	41,281	32	0.08%
Total Overhead Allocations	302,308	445,608	733,398	798,588	856,531	57,943	7.26%
<b>Total Expenses</b>	<b>4,032,524</b>	<b>4,701,367</b>	<b>5,381,369</b>	<b>5,316,265</b>	<b>5,495,048</b>	<b>178,783</b>	<b>3.36%</b>
<b>Net Margin</b>	<b>\$ 442,725</b>	<b>\$ 530,900</b>	<b>\$ 245,166</b>	<b>\$ (664,056)</b>	<b>\$ (1,409,469)</b>	<b>\$ (745,413)</b>	<b>-112.25%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>47,862</b>	<b>47,862</b>	<b>-</b>
<b>General Fund Support/ Transfer In</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 650,000</b>	<b>\$ 1,450,000</b>	<b>\$ 800,000</b>	<b>123.08%</b>

## 2020 FTE Schedule – Primary Care Clinics

	Adopted 2018	Adopted 2019	Amended 2019	Proposed 2020
<b>Primary Care Clinics</b>				
<b>Administration</b>	<b>15.00</b>	<b>15.00</b>	<b>32.00</b>	<b>22.40</b>
<b>Medical Clinics</b>	<b>174.80</b>	<b>178.70</b>	<b>168.70</b>	<b>179.10</b>
West Palm Clinic	31.20	31.00	29.00	32.00
Lantana Clinic	27.10	29.10	30.10	31.10
Delray Clinic	26.90	26.00	23.00	25.00
Belle Glade Clinic	15.00	15.00	16.00	18.00
Lewis Center	4.00	5.00	4.00	4.00
Lake Worth Clinic	28.50	28.60	27.60	30.00
Jupiter Clinic	11.00	11.00	10.00	10.00
Mobile Van	4.00	4.00	4.00	4.00
West Boca Clinic	22.00	19.00	14.00	14.00
Mangonia Park	5.10	10.00	11.00	11.00
<b>Dental Clinic Administration</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Dental Clinics</b>	<b>46.00</b>	<b>46.00</b>	<b>43.00</b>	<b>42.20</b>
West Palm Dental Clinic	15.00	15.00	14.00	14.00
Lantana Dental Clinic	14.00	14.00	13.00	12.20
Delray Dental Clinic	11.00	11.00	11.00	11.00
Belle Glade Dental Clinic	6.00	6.00	5.00	5.00
<b>Total Primary Care Clinics</b>	<b>237.80</b>	<b>241.70</b>	<b>245.70</b>	<b>245.70</b>

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**1. Description: Nomination of Tammy Jackson-Moore to the Clinic Board**

**2. Summary:**

This agenda item recommends the appointment of Tammy Jackson-Moore to the Clinic Board.

**3. Substantive Analysis:**

Tammy Jackson-Moore has submitted an application for consideration for appointment to the District Clinic Holdings, Inc. Board of Directors. Ms. Jackson-Moore is the newly appointment Board member on the Health Care District's Board. The appointment of Ms. Jackson-Moore to the Clinic Board will create a valuable link between the Clinics Board and the Health Care District's Board. Ms. Jackson-Moore is a resident of the Glades who has served as a strong advocate in the community and volunteered on several community boards.

A copy of Ms. Jackson-Moore's application is attached to this agenda item.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

\_\_\_\_\_  
Joel Snook  
Chief Financial Officer

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

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

\_\_\_\_\_  
10/30/2019  
Date Approved

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**6. Recommendation:**

Staff recommends the Board approve the appointment of Tammy Jackson-Moore to the District Clinic Holdings, Inc. Board.

Approved for Legal sufficiency:



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Valerie Shahriari  
VP & General Counsel



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Thomas Cleare  
VP of Strategy



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Dr. Belma Andric  
Chief Medical Officer, VP & Executive Director  
of Clinic Services

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

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

**2. Summary:**

Updates on key changes within C. L. Brumback Primary Care Clinics:

- Belle Glade Clinic
- Mangonia Park Clinic
- ConvergePoint
- Mock HRSA Audit
- Meeting Schedule November / December
- Mock FTCA Audit

**3. Substantive Analysis:**

**Belle Glade Clinic**

AHCA letter received stating that we can open with a fire watch. In contact with HRSA Project Officer about Scope Verification for this new site.

**Mangonia Park Clinic**

Clinic opened doors on 10/21/2019 right next to Addiction Stabilization Center. Change In Scope approval from HRSA was submitted on 10/1/2019, but Notice of Award has not yet been received. HRSA Project Officer has been contacted via phone twice to discuss the Change In Scope approval and it anticipated in a matter of days.

**ConvergePoint**

New electronic management system to house all Clinic and Health Care District Policies, Procedures, Protocols and Standard Operating Procedures is currently in testing phase with the hope of being live by December 2019. Board Chair will no longer sign Policies, but they will still be brought to the Board for either Approval (Clinic) or Adoption (HCD).

**Mock HRSA Audit**

Mock HRSA Audit is scheduled for the week of December 9-13.

**Meeting Schedules November / December**

November 27<sup>th</sup> meeting is the day before Thanksgiving.

Could consider moving the December meeting to December 11, 2019 so that the Mock HRSA Auditors can meet with the Board.

**Mock FTCA Audit**

Mock FTCA Audit is scheduled for the week of January 27-31.

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

\_\_\_\_\_  
Joel Snook  
Chief Financial Officer

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

N/A

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

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

**6. Recommendation:**

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

Approved for Legal sufficiency:



\_\_\_\_\_  
Valerie Shahriari  
General Counsel



\_\_\_\_\_  
Dr. Belma Andric  
Chief Medical Officer, VP & Executive Director  
of Clinic Services

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**1. Description:** Operations Reports – September 2019

**2. Summary:**

This agenda item provides the following operations reports for September 2019:

- Productivity Summary Report

**3. Substantive Analysis:**

Overall encounters year to date is 115,296. Number of encounters in September across all categories is slightly lower than the previous month most likely due to the Labor Day Holiday and days missed due to Hurricane Dorian.

Data for the Residents will now be presented separately in the Productivity graphs, and targets have been adjusted accordingly for our Residency Preceptors creating a more comprehensive snapshot reflective of actual work based on rendering provider.

The Mobile Van participated in an outreach at the Port of Palm Beach for the Hurricane Dorian Bahamian refugees. The Mobile Van had 57 encounters that day for Adult and Pediatric Care, Women's Health, and Behavioral Health services.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

\_\_\_\_\_  
Darcy J. Davis  
Chief Executive Officer

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

N/A

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

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



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**6. Recommendation:**

Staff recommends the Board Approve the Operations Reports for September 2019.

Approved for Legal sufficiency:



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Valerie Shahriari  
General Counsel



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Dr. Hyla Fritsch  
Director of Clinic Operations and Pharmacy  
Services



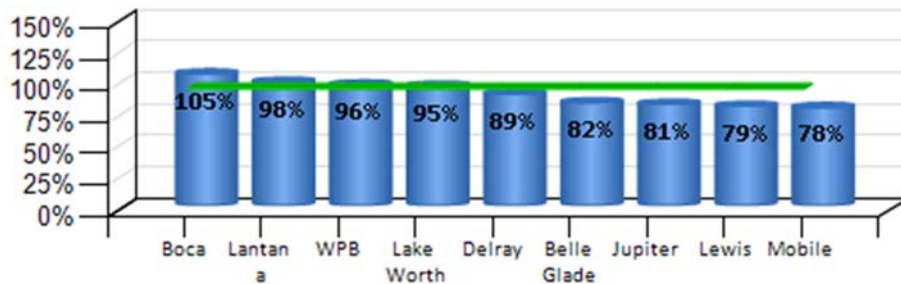
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Dr. Belma Andric  
Chief Medical Officer, VP & Executive Director  
of Clinic Services

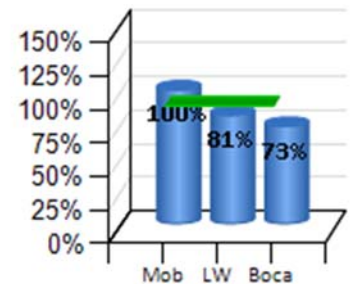
# ALL CLINICS PRODUCTIVITY SEPTEMBER 2019

	Target	Total seen	% Monthly Target
ADULT CARE	6602	6004	91%
PEDIATRIC CARE	1583	1454	92%
MENTAL HEALTH	1452	1163	80%
WOMEN'S HEALTH CARE	458	361	79%
SUBSTANCE ABUSE	445	428	96%
DENTAL	2242	1903	85%
DENTAL HYGIENE	572	382	67%

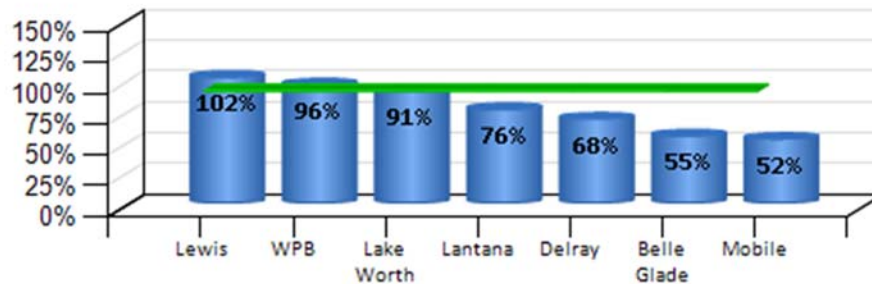
Adult care



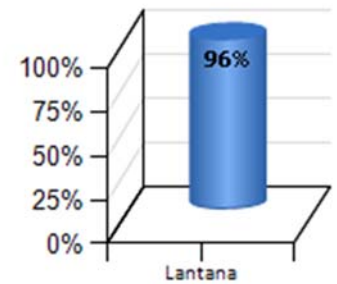
Women's Health



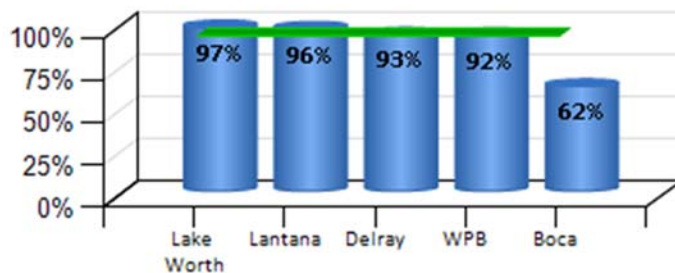
Mental Health



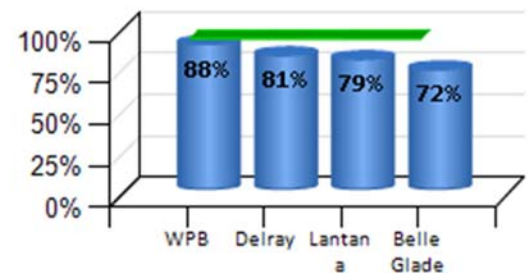
Substance Abuse



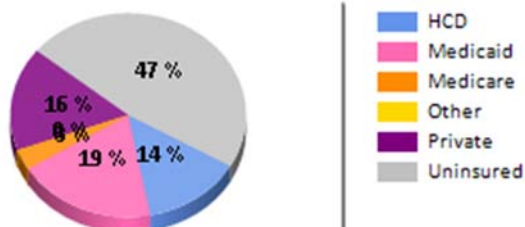
Pediatric Care



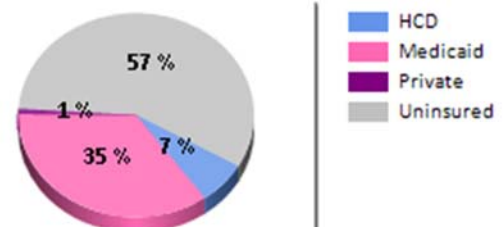
Dental & Dental Hygiene



Medical Payer Mix YTD



Dental Payer Mix YTD



## BELLE GLADE TOTALS FOR SEPTEMBER 2019

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>RESIDENT</b>						
PGY 1 Kosubevsky	8	1.0	8	13	163%	13.0
PGY 1 Bui	8	0.5	4	5	125%	10.0
PGY 3 Parsons	16	2.0	32	31	97%	15.5
PGY 3 Abouekde	16	0.5	8	7	88%	14.0
PGY 2 Beasley	12	2.5	30	25	83%	10.0
PGY 2 Adame	12	4.0	48	39	81%	9.8
PGY 2 Landerso	12	4.0	48	37	77%	9.3
PGY 2 Dusseault	12	8.5	102	76	75%	8.9
PGY 3 Espinal	16	8.5	136	95	70%	11.2
PGY 3 Taheri	16	5.0	80	48	60%	9.6
PGY 2 St. Prix	12	8.0	96	56	58%	7.0
PGY 1 Grieb	8	2.5	20	11	55%	4.4
<b>BELLE GLADE RESIDENT TOTALS</b>		<b>47.0</b>	<b>612</b>	<b>443</b>	<b>72%</b>	

<b>ADULT CARE</b>						
Harberger, Seneca MD Resident Preceptor	3	16.5	50	74	149%	4.5
Dorce-Medard, Jennifer DO Resident Preceptor	3	13.0	39	47	121%	3.6
Philistin, Ketely ARNP	16	17.5	280	237	85%	13.5
<b>BELLE GLADE ADULT CARE TOTALS</b>		<b>47.0</b>	<b>369</b>	<b>358</b>	<b>97%</b>	

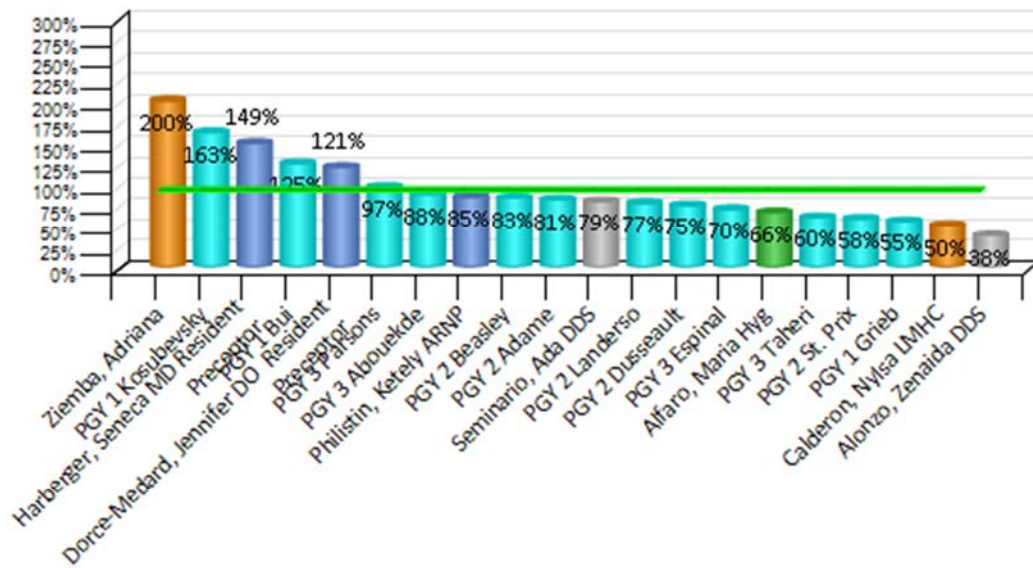
<b>MENTAL HEALTH</b>						
Ziembra, Adriana	2	0.5	1	2	200%	4.0
Calderon, Nylsa LMHC	10	3.0	30	15	50%	5.0
<b>BELLE GLADE MENTAL HEALTH TOTALS</b>		<b>3.5</b>	<b>31</b>	<b>17</b>	<b>55%</b>	

<b>DENTAL</b>						
Seminario, Ada DDS	16	16.5	264	209	79%	12.7
Alonzo, Zenaida DDS	16	2.0	32	12	38%	6.0
<b>BELLE GLADE DENTAL TOTALS</b>		<b>18.5</b>	<b>296</b>	<b>221</b>	<b>75%</b>	

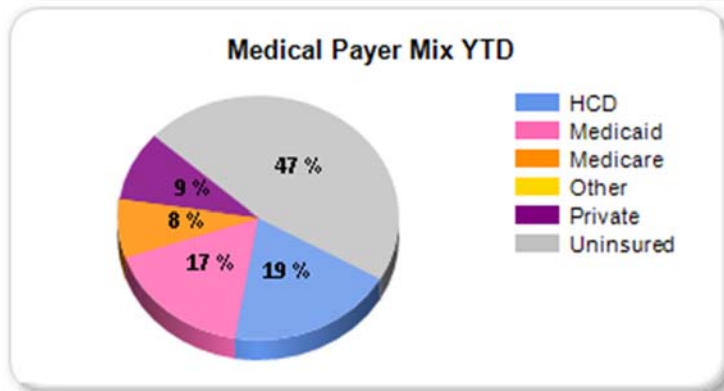
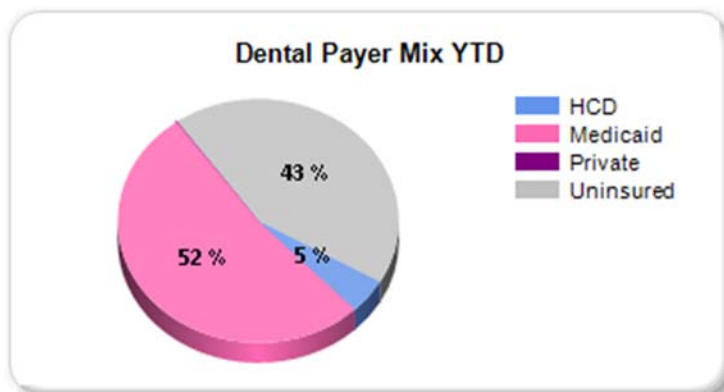
<b>DENTAL HYGIENE</b>						
Alfaro, Maria Hyg	8	14.0	112	74	66%	5.3
<b>BELLE GLADE DENTAL HYGIENE TOTALS</b>		<b>14.0</b>	<b>112</b>	<b>74</b>	<b>66%</b>	

<b>BELLE GLADE TOTALS</b>		<b>130.0</b>	<b>1420</b>	<b>1113</b>	<b>78%</b>	
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## BELLE GLADE PROVIDER PRODUCTIVITY SEPTEMBER 2019



■ Mental Health 
 ■ Pediatrics 
 ■ Adult Care 
 ■ Dental 
 ■ Dental Hyg.



## BOCA TOTALS FOR SEPTEMBER 2019

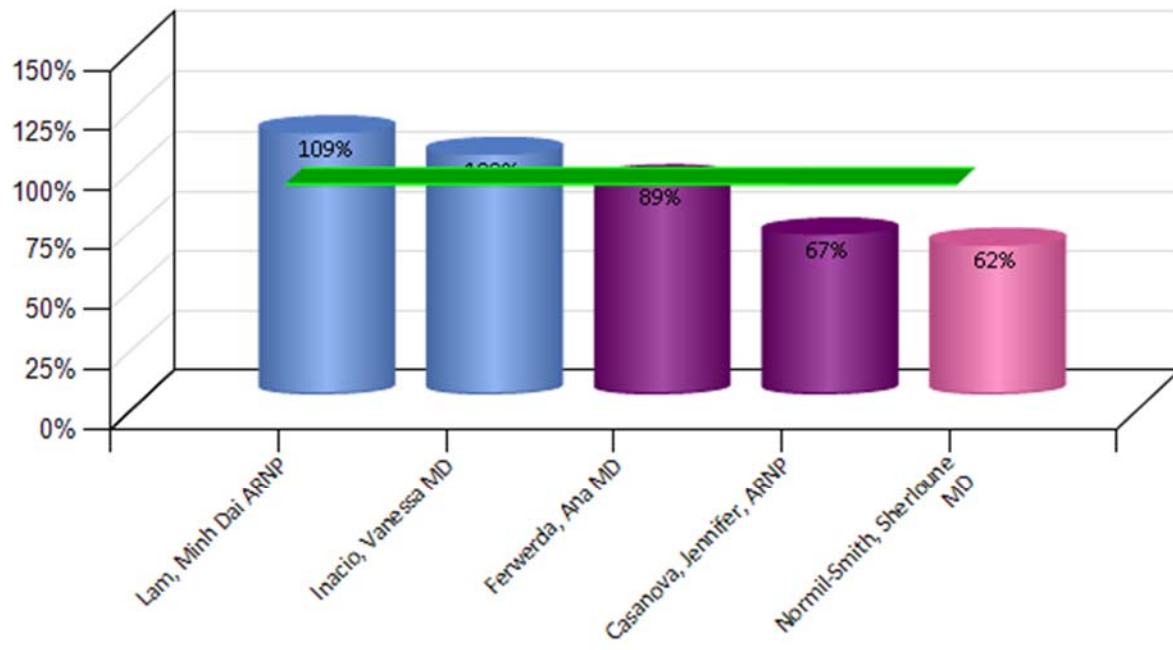
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>ADULT CARE</b>						
Lam, Minh Dai ARNP	16	17.5	280	306	109%	17.5
Inacio, Vanessa MD	18	16.5	297	298	100%	18.1
<b>BOCA ADULT CARE TOTALS</b>		<b>34.0</b>	<b>577</b>	<b>604</b>	<b>105%</b>	

<b>PEDIATRIC CARE</b>						
Normil-Smith, Sherloun MD	18	6.0	108	67	62%	11.2
<b>BOCA PEDIATRIC CARE TOTALS</b>		<b>6.0</b>	<b>108</b>	<b>67</b>	<b>62%</b>	

<b>WOMEN'S HEALTH CARE</b>						
Ferwerda, Ana MD	18	2.0	36	32	89%	16.0
Casanova, Jennifer, ARNP	16	6.0	96	64	67%	10.7
<b>BOCA WOMEN'S HEALTH CARE TOTALS</b>		<b>8.0</b>	<b>132</b>	<b>96</b>	<b>73%</b>	

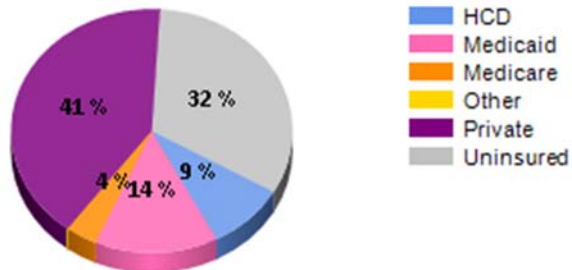
<b>BOCA TOTALS</b>		<b>48.0</b>	<b>817</b>	<b>767</b>	<b>94%</b>	
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## BOCA PROVIDER PRODUCTIVITY SEPTEMBER 2019

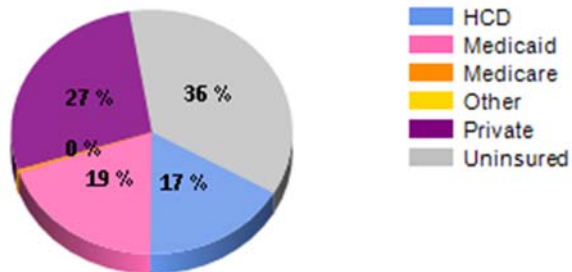


■ Pediatrics
 ■ Adult Care
 ■ Women's Health

Medical Payer Mix YTD



WOMEN'S HEALTH CARE Payer Mix YTD



## DELRAY BEACH TOTALS FOR SEPTEMBER 2019

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>ADULT CARE</b>						
Lam, Minh Dai ARNP	16	0.5	8	22	275%	44.0
St. Vil-Joseph, Carline ARNP	16	18.5	296	278	94%	15.0
Montenegro, Claudia DO	18	15.0	270	235	87%	15.7
Cesaire-Jean, Rose Carline ARNP	16	18.5	296	253	85%	13.7
Duthil, Marie MD	18	15.5	279	229	82%	14.8
<b>DELRAY BEACH ADULT CARE TOTALS</b>		<b>68.0</b>	<b>1149</b>	<b>1017</b>	<b>89%</b>	

<b>PEDIATRIC CARE</b>						
Elisme, Junie MD	18	13.5	243	225	93%	16.7
<b>DELRAY BEACH PEDIATRIC CARE TOTALS</b>		<b>13.5</b>	<b>243</b>	<b>225</b>	<b>93%</b>	

<b>MENTAL HEALTH</b>						
Calderon, Nylsa LMHC	10	13.5	135	92	68%	6.8
<b>DELRAY BEACH MENTAL HEALTH TOTALS</b>		<b>13.5</b>	<b>135</b>	<b>92</b>	<b>68%</b>	

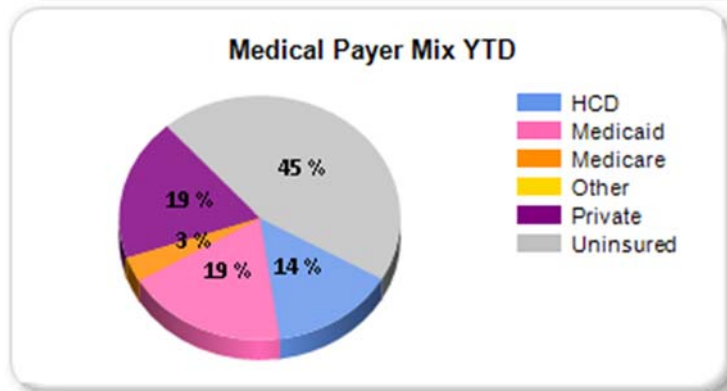
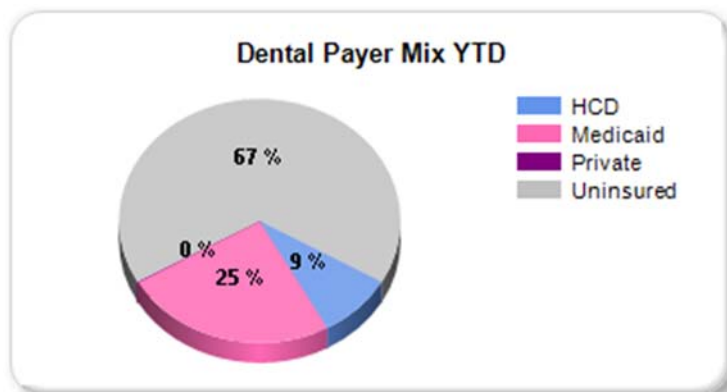
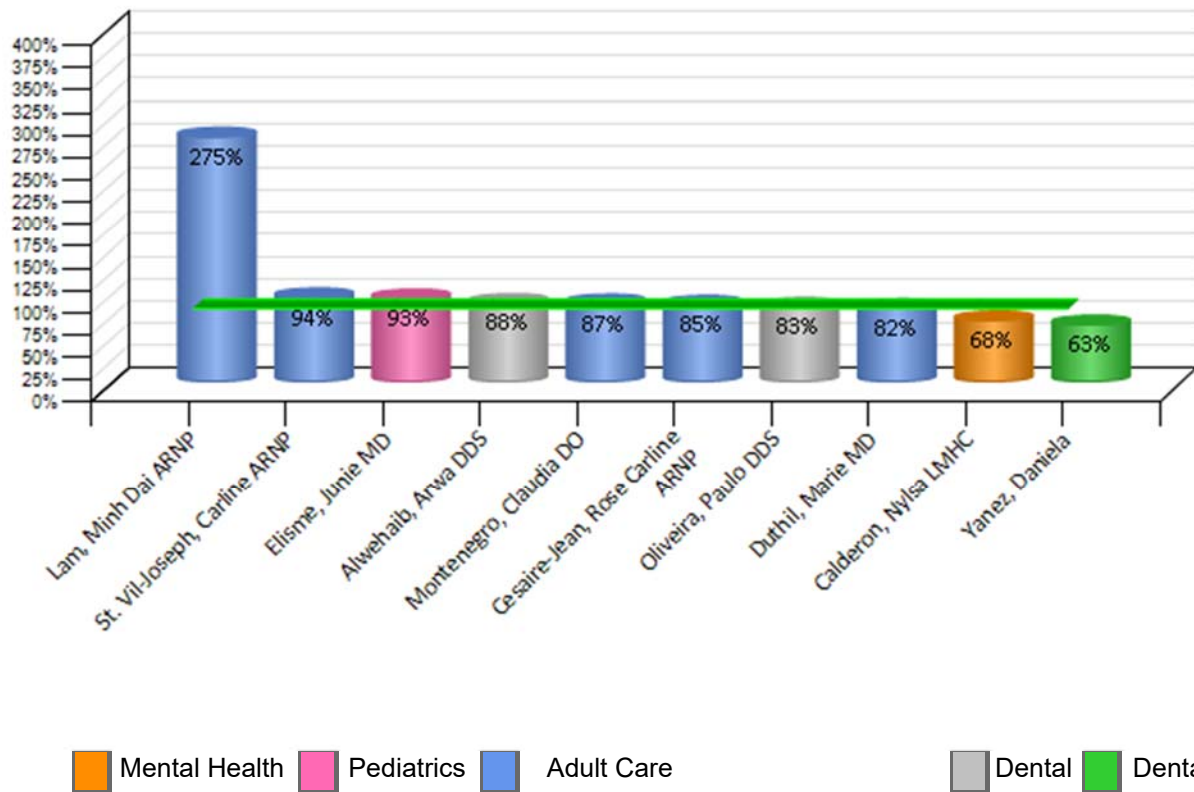
<b>DENTAL</b>						
Alwehaib, Arwa DDS	16	17.5	280	245	88%	14.0
Oliveira, Paulo DDS	16	17.5	280	233	83%	13.3
<b>DELRAY BEACH DENTAL TOTALS</b>		<b>35.0</b>	<b>560</b>	<b>478</b>	<b>85%</b>	

<b>DENTAL HYGIENE</b>						
Yanez, Daniela	8	18.0	144	91	63%	5.1
<b>DELRAY BEACH DENTAL HYGIENE TOTALS</b>		<b>18.0</b>	<b>144</b>	<b>91</b>	<b>63%</b>	

<b>DELRAY BEACH TOTALS</b>		<b>148.0</b>	<b>2231</b>	<b>1903</b>	<b>85%</b>	
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# DELRAY BEACH PROVIDER PRODUCTIVITY SEPTEMBER 2019

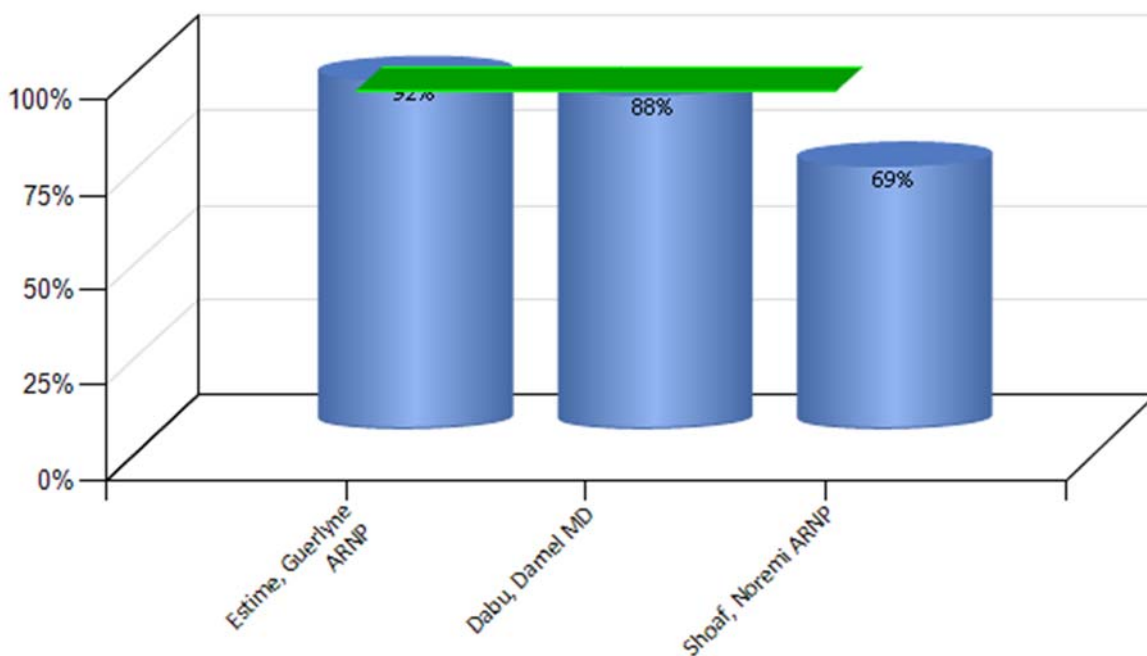




## JUPITER TOTALS FOR SEPTEMBER 2019

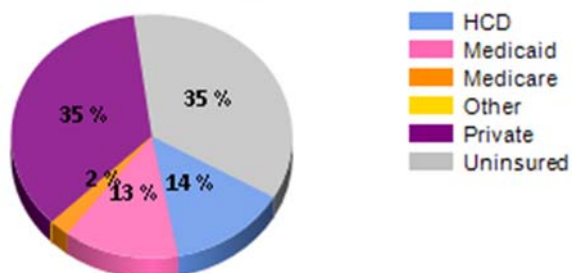
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>ADULT CARE</b>						
Estime, Guerlyne ARNP	12	1.0	12	11	92%	11.0
Dabu, Darnel MD	18	15.5	279	245	88%	15.8
Shoaf, Noremi ARNP	16	12.0	192	133	69%	11.1
<b>JUPITER ADULT CARE TOTALS</b>		<b>28.5</b>	<b>483</b>	<b>389</b>	<b>81%</b>	
<b>JUPITER TOTALS</b>		<b>28.5</b>	<b>483</b>	<b>389</b>	<b>81%</b>	

### JUPITER PROVIDER PRODUCTIVITY SEPTEMBER 2019



■ Adult Care

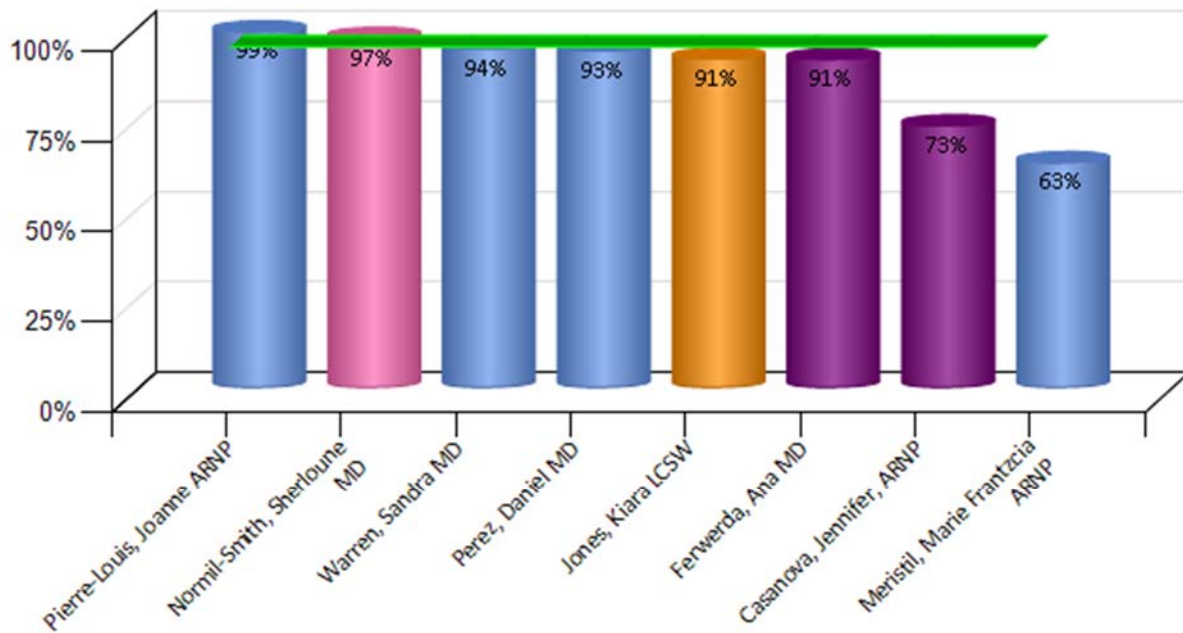
### Medical Payer Mix YTD



## LAKE WORTH TOTALS FOR SEPTEMBER 2019

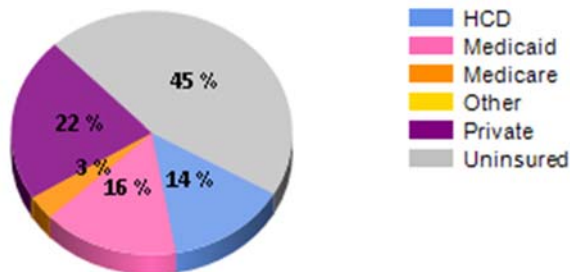
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>ADULT CARE</b>						
Pierre-Louis, Joanne ARNP	16	18.0	288	284	99%	15.8
Warren, Sandra MD	18	17.5	315	296	94%	16.9
Perez, Daniel MD	18	15.0	270	252	93%	16.8
Meristil, Marie Frantzcia ARNP	16	0.5	8	5	63%	10.0
<b>LAKE WORTH ADULT CARE TOTALS</b>		<b>51.0</b>	<b>881</b>	<b>837</b>	<b>95%</b>	
<b>PEDIATRIC CARE</b>						
Normil-Smith, Sherloun MD	18	3.5	63	61	97%	17.4
<b>LAKE WORTH PEDIATRIC CARE TOTALS</b>		<b>3.5</b>	<b>63</b>	<b>61</b>	<b>97%</b>	
<b>WOMEN'S HEALTH CARE</b>						
Ferwerda, Ana MD	18	8.0	144	131	91%	16.4
Casanova, Jennifer, ARNP	16	11.0	176	128	73%	11.6
<b>LAKE WORTH WOMEN'S HEALTH CARE TOTALS</b>		<b>19.0</b>	<b>320</b>	<b>259</b>	<b>81%</b>	
<b>MENTAL HEALTH</b>						
Jones, Kiara LCSW	10	18.0	180	164	91%	9.1
<b>LAKE WORTH MENTAL HEALTH TOTALS</b>		<b>18.0</b>	<b>180</b>	<b>164</b>	<b>91%</b>	
<b>LAKE WORTH TOTALS</b>		<b>91.5</b>	<b>1444</b>	<b>1321</b>	<b>91%</b>	

## LAKE WORTH PROVIDER PRODUCTIVITY SEPTEMBER 2019

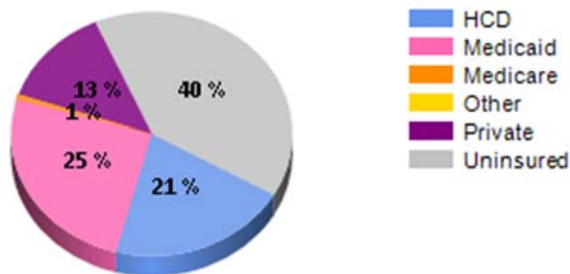


■ Mental Health 
 ■ Pediatrics 
 ■ Adult Care 
 ■ Women's Health

### Medical Payer Mix YTD



### WOMEN'S HEALTH CARE Payer Mix YTD



## LANTANA TOTALS FOR SEPTEMBER 2019

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>ADULT CARE</b>						
Navarro, Elsy ARNP	16	17.5	280	303	108%	17.3
Perez, Daniel MD	18	0.5	9	9	100%	18.0
Alfonso-Puentes, Ramiro MD	18	18.0	324	308	95%	17.1
Meristil, Marie Frantzcia ARNP	16	14.5	232	215	93%	14.8
Stewart, Noelle DO	18	0.5	9	3	33%	6.0
<b>LANTANA ADULT CARE TOTALS</b>		<b>51.0</b>	<b>854</b>	<b>838</b>	<b>98%</b>	

<b>PEDIATRIC CARE</b>						
Lazaro, Nancy MD	18	16.5	297	316	106%	19.2
Normil-Smith, Sherlounne MD	18	5.0	90	83	92%	16.6
Buchholz, Ellen ARNP	16	1.0	16	14	88%	14.0
Dessalines, Duclos MD	18	10.5	189	155	82%	14.8
<b>LANTANA PEDIATRIC CARE TOTALS</b>		<b>33.0</b>	<b>592</b>	<b>568</b>	<b>96%</b>	

<b>MENTAL HEALTH</b>						
Bell, Emily	8	1.5	12	21	175%	14.0
Ziemba, Adriana	4	0.5	2	2	100%	4.0
Rivera-Pullen, Valerie LCSW	10	17.0	170	148	87%	8.7
Alvarez, Franco MD	16	4.0	64	53	83%	13.3
Rowling, Courtney MD	16	17.5	280	177	63%	10.1
<b>LANTANA MENTAL HEALTH TOTALS</b>		<b>40.5</b>	<b>528</b>	<b>401</b>	<b>76%</b>	

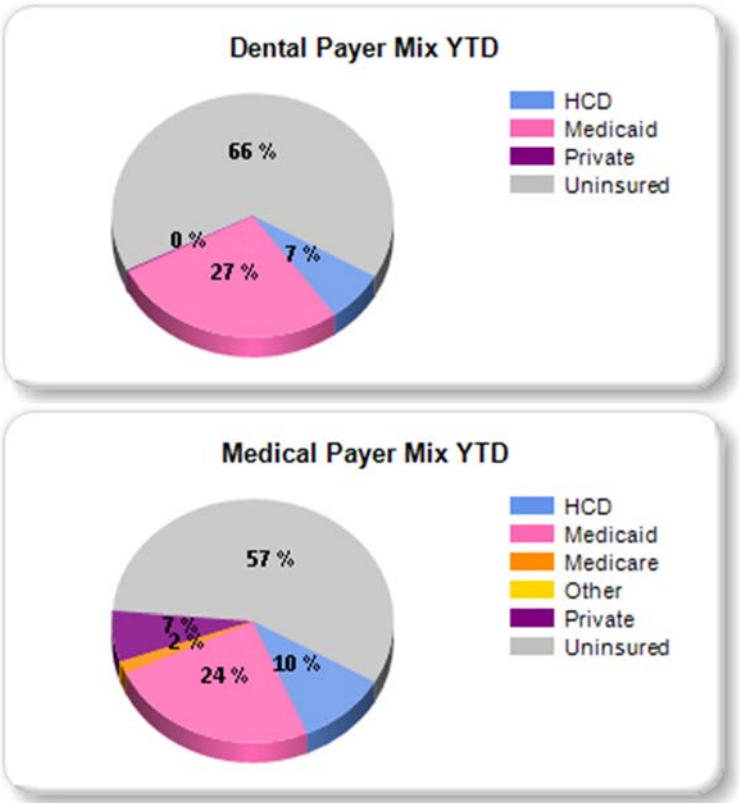
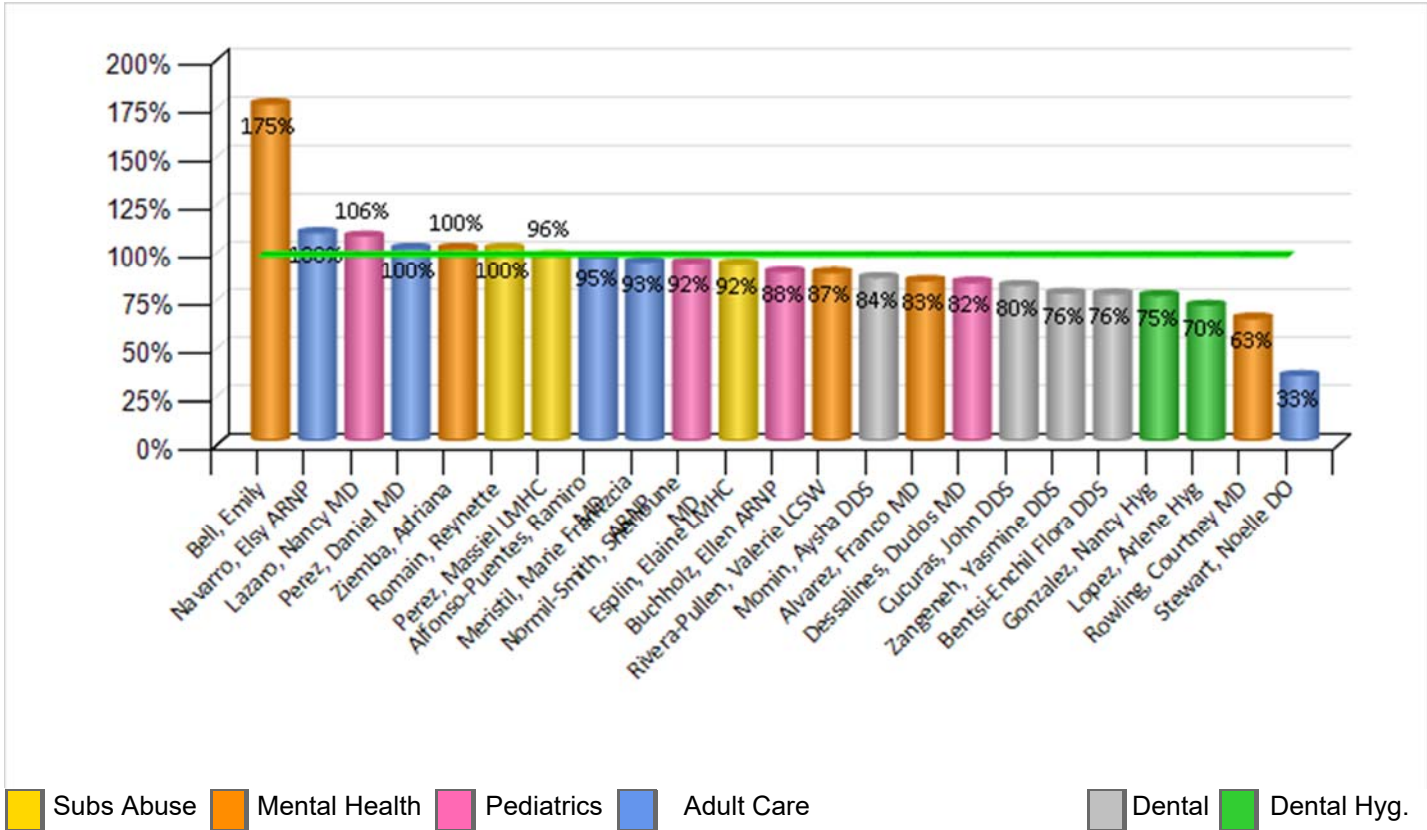
<b>SUBSTANCE ABUSE</b>						
Romain, Reynette	10	18.0	180	180	100%	10.0
Perez, Massiel LMHC	10	11.0	110	106	96%	9.6
Esplin, Elaine LMHC	10	15.5	155	142	92%	9.2
<b>LANTANA SUBSTANCE ABUSE TOTALS</b>		<b>44.5</b>	<b>445</b>	<b>428</b>	<b>96%</b>	

<b>DENTAL</b>						
Momin, Aysha DDS	16	18.0	288	243	84%	13.5
Cucuras, John DDS	16	6.0	96	77	80%	12.8
Zangeneh, Yasmine DDS	13	10.0	130	99	76%	9.9
Bentsi-Enchil Flora DDS	16	7.5	120	91	76%	12.1
<b>LANTANA DENTAL TOTALS</b>		<b>41.5</b>	<b>634</b>	<b>510</b>	<b>80%</b>	

<b>DENTAL HYGIENE</b>						
Gonzalez, Nancy Hyg	8	1.0	8	6	75%	6.0
Lopez, Arlene Hyg	8	17.0	136	95	70%	5.6
<b>LANTANA DENTAL HYGIENE TOTALS</b>		<b>18.0</b>	<b>144</b>	<b>101</b>	<b>70%</b>	

LANTANA TOTALS		228.5	3197	2846	89%	
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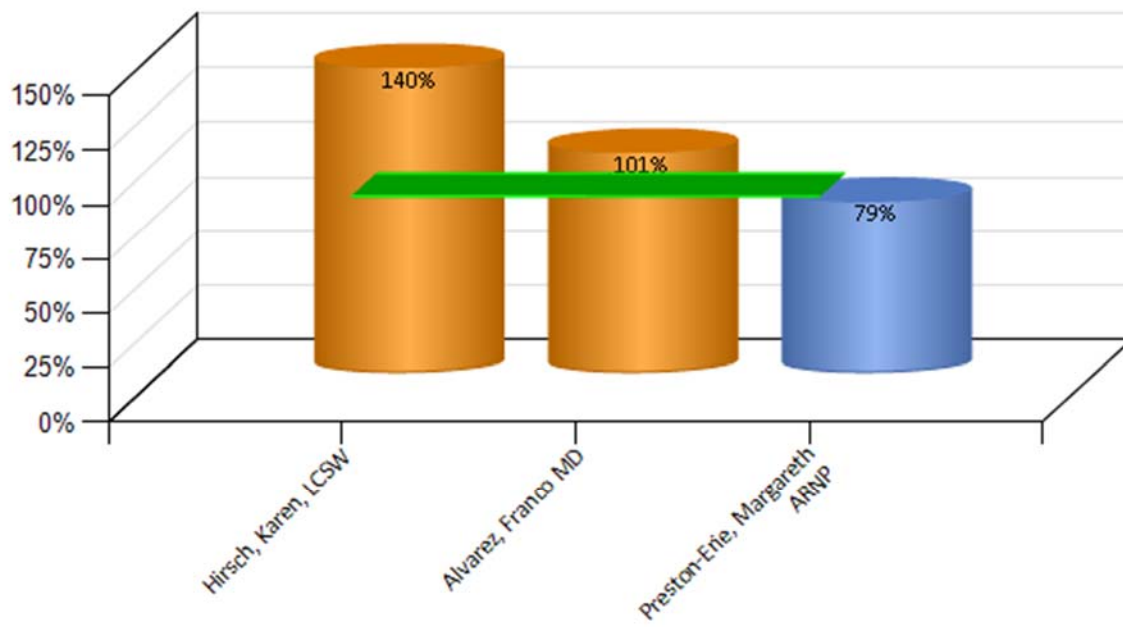
LANTANA PROVIDER PRODUCTIVITY SEPTEMBER 2019



## LEWIS CENTER TOTALS FOR SEPTEMBER 2019

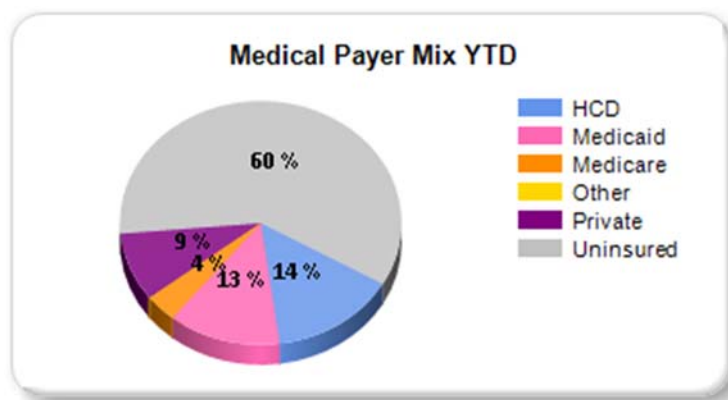
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>ADULT CARE</b>						
Preston-Erie, Margareth ARNP	16	17.5	280	221	79%	12.6
<b>LEWIS CENTER ADULT CARE TOTALS</b>		17.5	280	221	79%	
<b>MENTAL HEALTH</b>						
Hirsch, Karen, LCSW	10	0.5	5	7	140%	14.0
Alvarez, Franco MD	16	13.5	216	219	101%	16.2
<b>LEWIS CENTER MENTAL HEALTH TOTALS</b>		14.0	221	226	102%	
<b>LEWIS CENTER TOTALS</b>		31.5	501	447	89%	

# LEWIS CENTER PROVIDER PRODUCTIVITY SEPTEMBER 2019



■ Mental Health

■ Adult Care



## MOBILE CLINIC TOTALS FOR SEPTEMBER 2019

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>RESIDENT</b>						
PGY 3 Parsons	5	1.0	5	5	100%	5.0
<b>MOBILE CLINIC RESIDENT TOTALS</b>		<b>1.0</b>	<b>5</b>	<b>5</b>	<b>100%</b>	

<b>ADULT CARE</b>						
Harberger, Seneca MD Resident Preceptor	23	1.0	23	23	100%	23.0
Dorce-Medard, Jennifer DO Resident Preceptor	21	1.0	21	21	100%	21.0
Estime, Guerlyne ARNP	12	15.5	186	134	72%	8.6
<b>MOBILE CLINIC ADULT CARE TOTALS</b>		<b>17.5</b>	<b>230</b>	<b>178</b>	<b>77%</b>	

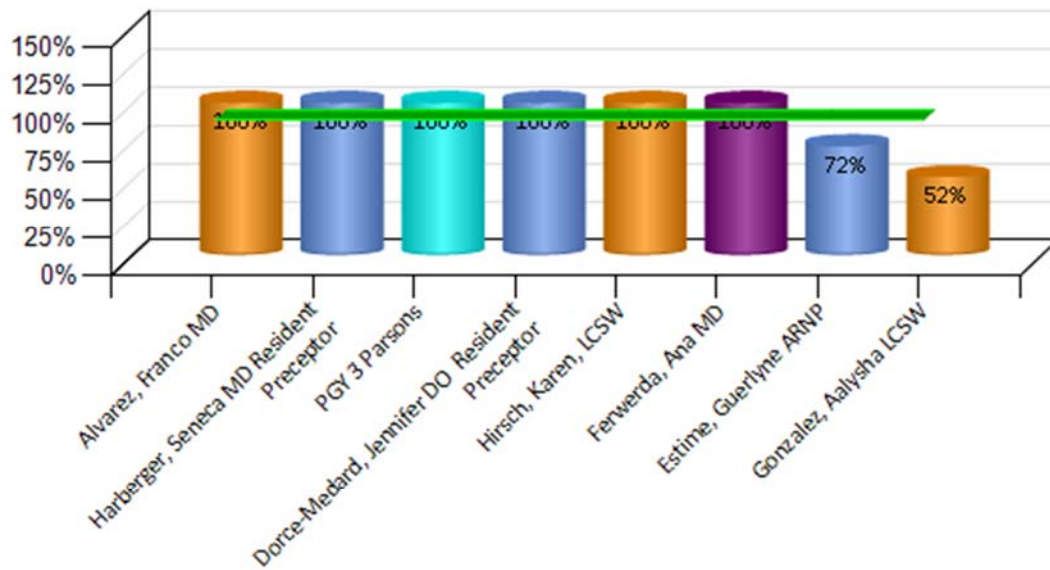
<b>WOMEN'S HEALTH CARE</b>						
Ferwerda, Ana MD	6	1.0	6	6	100%	6.0
<b>MOBILE CLINIC WOMEN'S HEALTH CARE TOTALS</b>		<b>1.0</b>	<b>6</b>	<b>6</b>	<b>100%</b>	

<b>MENTAL HEALTH</b>						
Alvarez, Franco MD	1	1.0	1	1	100%	1.0
Hirsch, Karen, LCSW	1	1.0	1	1	100%	1.0
Gonzalez, Aalysha LCSW	10	18.0	180	93	52%	5.2
<b>MOBILE CLINIC MENTAL HEALTH TOTALS</b>		<b>20.0</b>	<b>182</b>	<b>95</b>	<b>52%</b>	

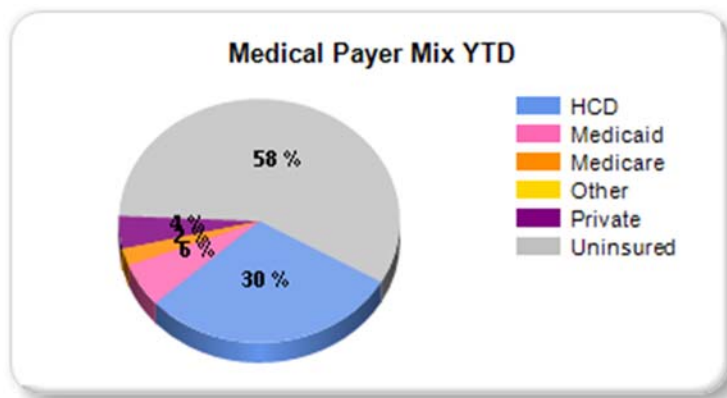
<b>MOBILE CLINIC TOTALS</b>		<b>39.5</b>	<b>423</b>	<b>284</b>	<b>67%</b>	
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## MOBILE CLINIC PROVIDER PRODUCTIVITY SEPTEMBER 2019



■ Mental Health
 ■ Adult Care
 ■ Women's Health



### Homeless encounters for September 2019

Belle Glade Loading Ramp	2
Delray Beach Library	28
Port of Palm Beach	46
St. Ann's Place	88
St. George's Center	15
The Lord's Place	<u>57</u>
<b>Total</b>	<b>236</b>

## WEST PALM BEACH TOTALS FOR SEPTEMBER 2019

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
<b>ADULT CARE</b>						
Preston-Erie, Margareth ARNP	16	0.5	8	10	125%	20.0
Secin-Santana, Delvis MD	16	17.5	280	292	104%	16.7
Petit, Jesula ARNP	16	18.0	288	281	98%	15.6
Celin-Metellus, Jourdine ARNP	16	17.5	280	259	93%	14.8
Florez, Gloria MD	18	17.0	306	272	89%	16.0
<b>WEST PALM BEACH ADULT CARE TOTALS</b>		<b>70.5</b>	<b>1162</b>	<b>1114</b>	<b>96%</b>	

<b>PEDIATRIC CARE</b>						
Millien, Eleonore ARNP	16	17.5	280	272	97%	15.5
Clarke-Aaron, Noella MD	18	16.5	297	261	88%	15.8
<b>WEST PALM BEACH PEDIATRIC CARE TOTALS</b>		<b>34.0</b>	<b>577</b>	<b>533</b>	<b>92%</b>	

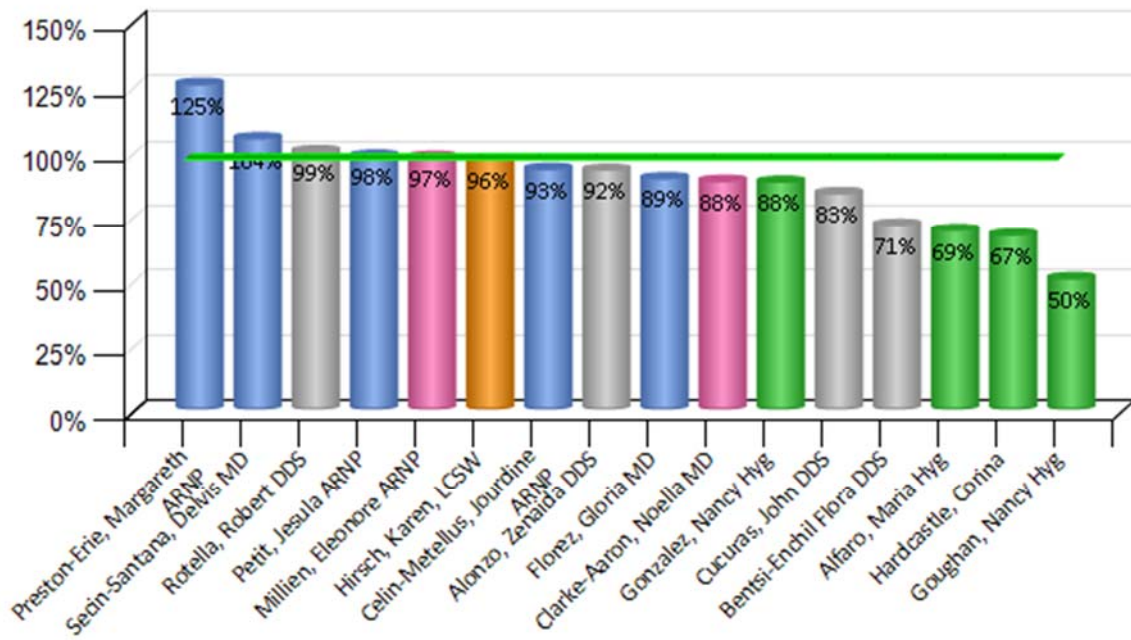
<b>MENTAL HEALTH</b>						
Hirsch, Karen, LCSW	10	17.5	175	168	96%	9.6
<b>WEST PALM BEACH MENTAL HEALTH TOTALS</b>		<b>17.5</b>	<b>175</b>	<b>168</b>	<b>96%</b>	

<b>DENTAL</b>						
Rotella, Robert DDS	16	18.0	288	286	99%	15.9
Alonzo, Zenaida DDS	16	17.5	280	258	92%	14.7
Cucuras, John DDS	16	10.0	160	133	83%	13.3
Bentsi-Enchil Flora DDS	16	1.5	24	17	71%	11.3
<b>WEST PALM BEACH DENTAL TOTALS</b>		<b>47.0</b>	<b>752</b>	<b>694</b>	<b>92%</b>	

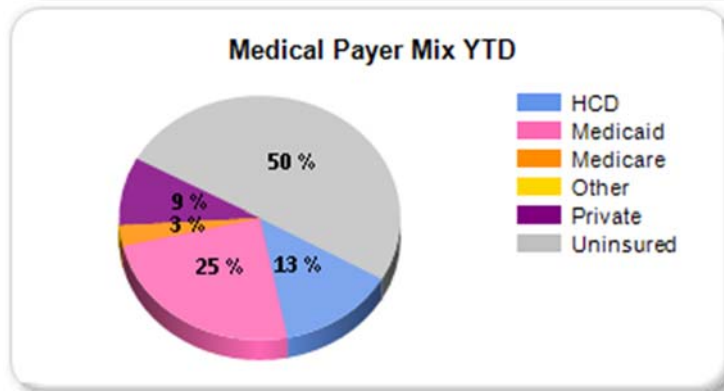
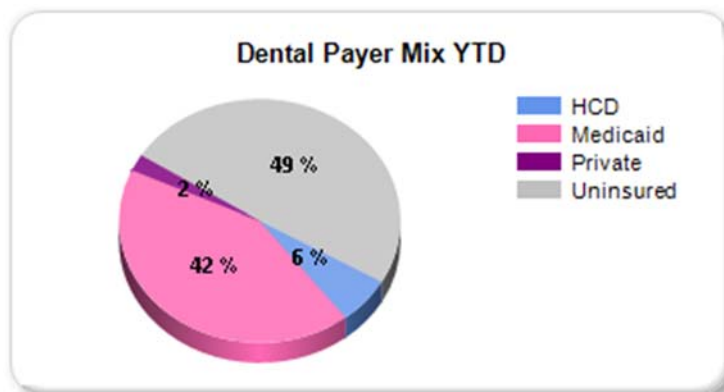
<b>DENTAL HYGIENE</b>						
Gonzalez, Nancy Hyg	4	2.0	8	7	88%	3.5
Alfaro, Maria Hyg	8	4.0	32	22	69%	5.5
Hardcastle, Corina	8	15.5	124	83	67%	5.4
Goughan, Nancy Hyg	8	1.0	8	4	50%	4.0
<b>WEST PALM BEACH DENTAL HYGIENE TOTALS</b>		<b>22.5</b>	<b>172</b>	<b>116</b>	<b>67%</b>	

<b>WEST PALM BEACH TOTALS</b>		<b>191.5</b>	<b>2838</b>	<b>2625</b>	<b>92%</b>	
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# WEST PALM BEACH PROVIDER PRODUCTIVITY SEPTEMBER 2019



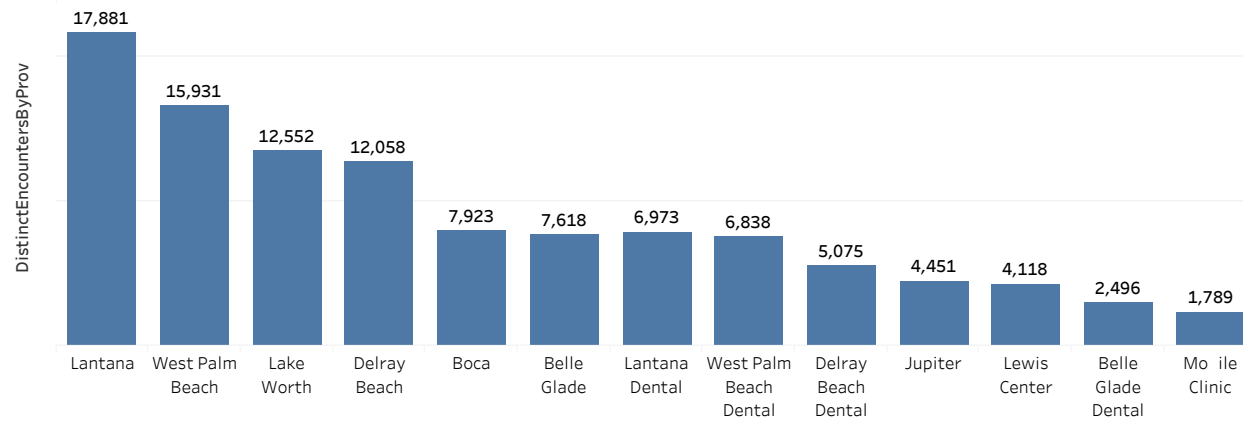
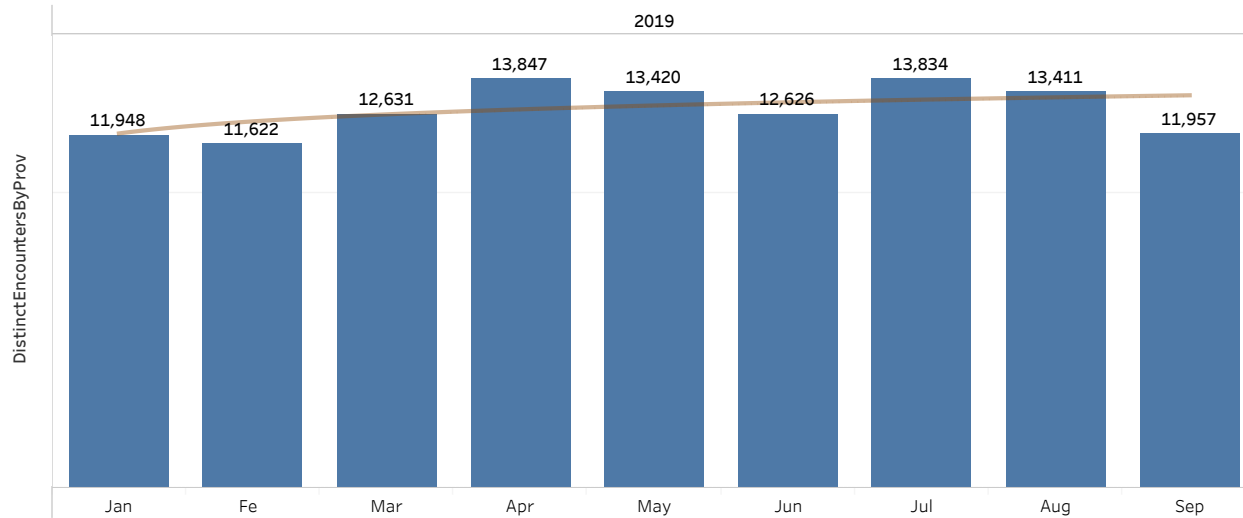
■ Mental Health 
 ■ Pediatrics 
 ■ Adult Care 
 ■ Dental 
 ■ Dental Hyg.



## Encounters YTD

115,296

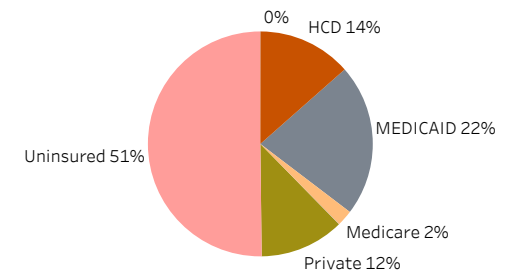
Service Date  
 1/1/2019 to 9/30/2019



### Category

- ☒ Adult Care
- ☒ Dental
- ☒ Dental Hygiene
- ☒ Mental Health
- ☒ Pediatric Care
- ☒ Substance Abuse
- ☒ Women's Care

### Payer Mix



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**1. Description:** 2019 Targeted Patient Survey Dental Nominal Fee Assessment

**2. Summary:**

This report presents the results of the 2019 Targeted Patient Survey focusing on the C.L. Brumback Primary Care Clinic Dental nominal sliding fee.

**3. Substantive Analysis:**

In September 2019, the Health Care District Patient Access Management Department polled patients of the C. L. Brumback Dental Clinic via telephone. In this survey, adult patients of the Dental Clinics were asked if they experienced any challenges or barriers with the nominal fee of \$30.00.

- Total Responses received: 714
- Response Rate: 36%
- Percent agreeable with \$30 minimum: 89%

Therefore, the majority of our patients feel that our Dental nominal fee is fair.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

\_\_\_\_\_  
Joel Snook  
Chief Financial Officer

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

N/A

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

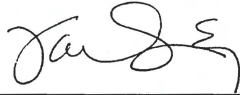
\_\_\_\_\_  
Date Approved

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**6. Recommendation:**

Staff recommends the Board Receive and File the Dental Nominal Fee Assessment.

Approved for Legal sufficiency:



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Valerie Shahriari  
General Counsel



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Dr. Hyla Fritsch  
Director of Clinic Operations and Pharmacy  
Services



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Dr. Belma Andric  
Chief Medical Officer, VP & Executive Director  
of Clinic Services

## 2019 Targeted Patient Survey Dental Nominal Fee Assessment

### I. INTRODUCTION

This report presents the results of the 2019 Targeted Patient Survey focusing on the C. L. Brumback Dental Clinic minimum sliding fee.

As defined by HRSA: (<https://bphc.hrsa.gov/programrequirements/compliancemanual/chapter-9.html>)

*Only applicable to health centers that choose to have a nominal charge for patients at or below 100% of the FPG:*

The setting of a flat nominal charge(s) at a level that would be nominal from the perspective of the patient (for example, based on input from patient board members, patient surveys, advisory committees, or a review of co-pay amount(s) associated with Medicare and Medicaid for patients with comparable incomes) and would not reflect the actual cost of the service being provided

**Purpose:** To identify any barriers patients are experiencing with the minimum sliding fee of thirty dollars (\$30.00) to be seen by a C. L. Brumback Dental provider.

**Population:** C. L. Brumback Dental Clinic Patients

#### Survey Methodology:

Patients of C. L. Brumback Dental Clinic were polled by the Health Care District, Patient Access Management Department telephonically. The survey was conducted September 2019. Adults were asked if they experienced any challenges or barriers with the nominal fee of \$30.00.

The survey was conducted utilizing outbound calls to patients who met the criteria identified below.

#### Criteria for patient targeted survey:

- Minimum of one (1) appointment completed with a dental encounter on file
- Date of Service: January 1, 2019 – June 12, 2019
- A \$30.00 charge was applied for the dental visit
- Telephone number on patient record

One thousand, five hundred and fifty-eight (1,958) patients were identified as meeting the criteria listed above.. Patient Access Management made three (3) attempts of an outbound call to all unique telephone numbers whom met the criteria one thousand, nine hundred and fifty-eight (1,958).

Seven Hundred and fourteen (714) responses were received. The survey was conducted in English, Spanish and Creole as identified on the patient record. This is a response rate of 36%. Not all the questions were answered by all patients; therefore, not all questions will have a total 714 responses.

The survey also included an open ended question asking the patient how C. L. Brumback Dental Clinic can better meet his/her health care needs.

Patient comments and other variables encountered will be noted at the end of this analysis.

**Goal:** 80% overall satisfaction with the minimum fee

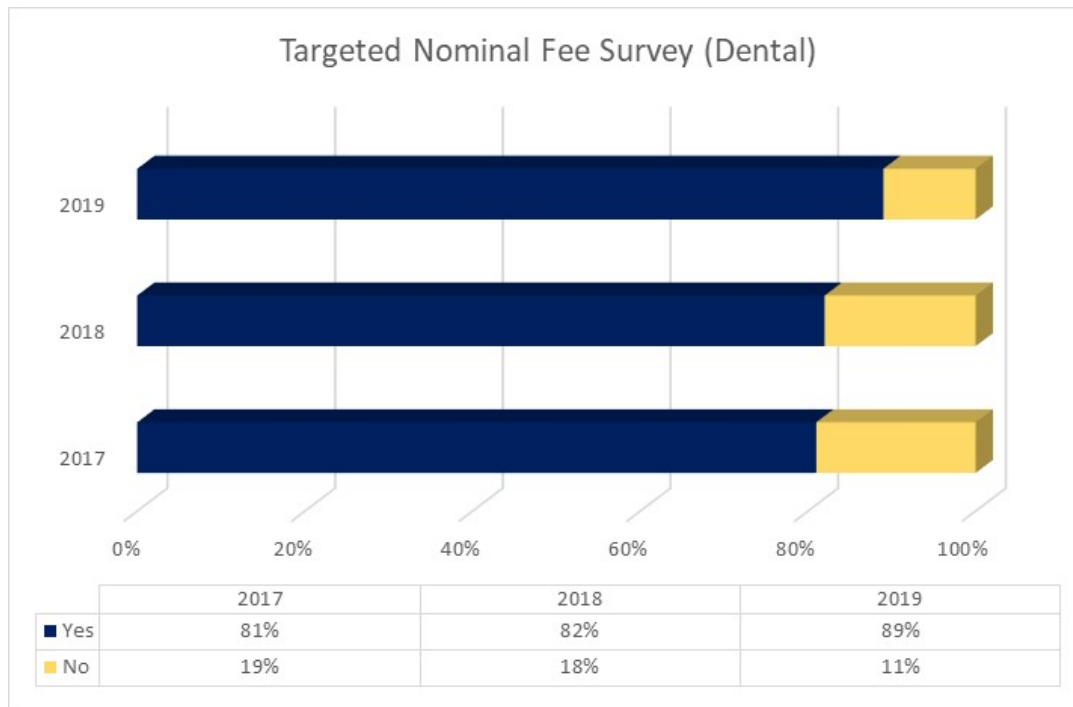
### II. ANALYSIS OF RESULTS

**Question #1 You paid for services you received at a C. L. Brumback Dental Clinic. Do you agree with the amount you were charged?**

	Number of Responses	Percentage of Responses*
Yes	632	89%
No	82	11%

### III. OVERVIEW OF RESULTS

Eighty-nine (89%) of patients, who completed the survey, indicated they felt the minimum sliding fee of \$30.00 is acceptable. Additional data was collected from the operating system to determine any additional actions to discuss for dental clinic efficiencies and patient satisfaction.



### IV. DEPARTMENTAL REVIEW AND RESULTS (FOLLOW-UP ACTIONS)

Survey data was made available to C. L. Brumback Dental Clinic Quality Council Committee. All open-ended comments were reviewed and discussed.

**Follow-up action:**

No Immediate action required for the Dental Nominal Charge.

**The survey provides an open-ended question so patients can address any issues, which do not fall within the template questions or provide opportunities for improvement. The C. L. Brumback Dental Clinic Quality Council Meeting will review the survey results on 18Oct2019 and provide follow-up actions/responses.**

### V. CONCLUSION

The percentage of patients who agreed with the minimum amount of \$30.00 or eighty-nine (89%). These results and comments were shared with the C. L. Brumback Dental Clinic Quality Council Meeting for discussion.

These results will be shared with the FQHC Executive Director, Director of Clinic Operations and Pharmacy Services, FQHC Dental Director, Quality Director, and the C. L. Brumback Primary Care Clinic Quality Council Committee Members.



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**September 25, 2019**

**1. Description:** Patient Relations Reports

**2. Summary:**

This agenda item provides the following:

- Quarterly Patient Relations Dashboard Q2
- Patient Satisfaction Survey June – August 2019

**3. Substantive Analysis:**

- See attached Quarterly Patient Relations Dashboard.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

\_\_\_\_\_  
Joel Snook  
Chief Financial Officer

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

N/A

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

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

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**September 25, 2019**

**6. Recommendation:**

Staff recommends the board approve the Patient Relations Reports.

Approved for Legal sufficiency:



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Valerie Shahriari  
General Counsel



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David Speciale  
Patient Relations Manager



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Dr. Belma Andric  
Chief Medical Officer, VP & Executive Director  
of Clinic Services

**PATIENT RELATIONS DASHBOARD**  
**2019**  
**January thru June**

**COMPLAINTS/GRIEVANCES**

<u>CATEGORY</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>Q1 2019</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>Q2 2019</u>	<u>JULY</u>	<u>AUG</u>	<u>SEPT</u>	<u>Q3 2019</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>Q4 2019</u>	<u>2019</u>
	#	#	#	TOTAL	#	#	#	TOTAL	#	#	#	TOTAL	#	#	#	TOTAL	TOTAL
Care & Treatment	7	6	2	15	6	3	3	12				0				3	30
Communication	2	3	2	7	3			3				0				0	10
Discharge				0	0			0				0				0	0
Environmental		1		1	0			0				0				0	1
Finance	1			1	0	1		1				0				0	2
Medical Records			1	1	0			0				0				0	1
Nursing Related				0	0			0				0				0	0
Clinical Support Staff				0	0			0				0				0	0
Other			1	1	0		1	1				0				1	3
Pharmacy Related	2			2	2			2				0				0	4
Physician Related			2	2	0			0				0				0	2
Respect Related	1	2		3	2	1	1	4				0				1	8
<b>TOTAL:</b>	<b>13</b>	<b>12</b>	<b>8</b>	<b>33</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>61</b>
Complaints/No Letter Required	5	7	4	16	5	2	2	9				0				0	25
Grievances/Letter Sent ≤ 7 days	8	5	4	17	8	3	3	14				0				0	31
Grievances/Letter Sent > 7 days	0	0	0	0	0	0	0	0				0				0	0
LETTERS NOT SENT FOR GRIEVANCES	0	0	0	0	0	0	0	0				0				0	0

Q1 encounters: 35,625

Q2 encounters: 37,071

Q3 encounters:

Q4 encounters:

**SUMMARY OF TOP COMPLAINT/GRIEVANCE CATEGORIES**

<b>APR:</b>	Of the 13 occurrences, there were 5 complaints and 8 grievances which occurred across 4 service areas (6 - Primary Care, 3 - Dental, 3 - Pharmacy, 1 - SA Program) at eight (8) different clinic locations . The top trend was related to Care & Treatment and some examples included complaints related to the length of time it takes to 1) obtain an authorization, 2) register at the front desk, and 3) process a refill request.
<b>MAY:</b>	Of the 5 occurrences, there were 2 complaints and 3 grievances which occurred across 4 service areas (6 - Primary Care, 3 - Dental, 3 - Pharmacy, 1 - SA Program) at eight (8) different clinic locations . The top trend was related to Care & Treatment,accounting for 60% of all monthly Complaints and Greivances. Examples include: poor customer service, disrespectful behavior, and inappropriate care during a dental appointment.
<b>JUN:</b>	Of the 5 occurrences, there were 2 complaints and 3 grievances which occurred across 2 service areas (3 - Primary Care and 2 - Dental) at five (5) different clinic locations . The top trend was related to Care & Treatment,accounting for 60% of all monthly Complaints and Greivances. The "Other" complaint was related to a patients experience at an outside contracted laboratory. Other examples include complaints about wait times in the clinic.

## COMPLIMENTS

	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>Q1 2019</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>Q2 2019</u>	<u>JULY</u>	<u>AUG</u>	<u>SEPT</u>	<u>Q3 2019</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>Q4 2019</u>	<u>2019</u>
	<u>#</u>	<u>#</u>	<u>#</u>	<u>TOTAL</u>	<u>#</u>	<u>#</u>	<u>#</u>	<u>TOTAL</u>	<u>#</u>	<u>#</u>	<u>#</u>	<u>TOTAL</u>	<u>#</u>	<u>#</u>	<u>#</u>	<u>TOTAL</u>	<u>TOTAL</u>
# COMPLIMENTS RECEIVED	1	9	13	23	8	5	14	27				0				0	50

## SUMMARY OF COMPLIMENTS

<u>APR:</u>	8 compliments were received across 6 clinics of which: 2 were specific to Dentists, 2 were related to specific Primary Care Support Staff, 4 were related to Primary Care - Clinic Staff.
<u>MAY:</u>	5 compliments were received across 4 clinic locations of which: 1 was specific to a Primry Care Provider, 1 was specific to an Office Coordinantor, and 3 were related to the overall care provided at two different clinics.
<u>JUN:</u>	14 compliments were received across 8 clinic locations of which: 2 was related to Primary Care Support Staff, 3 were related to the Substance Abuse Progream Support Staff, 1 was specific to a Delray Nurse, 5 were related to Dental teams, 1 was related to Womens Health services, 1 was related to a Practice Manager, and 1 compliment was submitted by a PCC employee about another employee (Registrar).



C. L. Brumback

**Primary Care Clinics**

Health Care District Palm Beach County

# **C. L. Brumback Patient Satisfaction Survey**

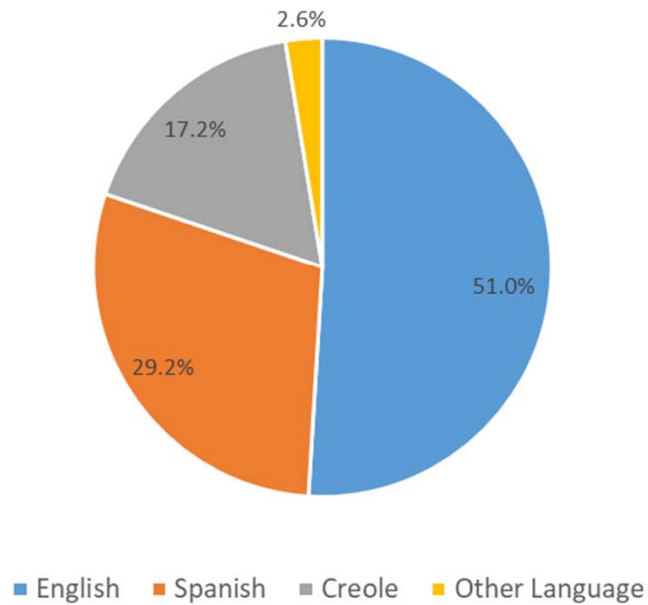


**June - August 2019**

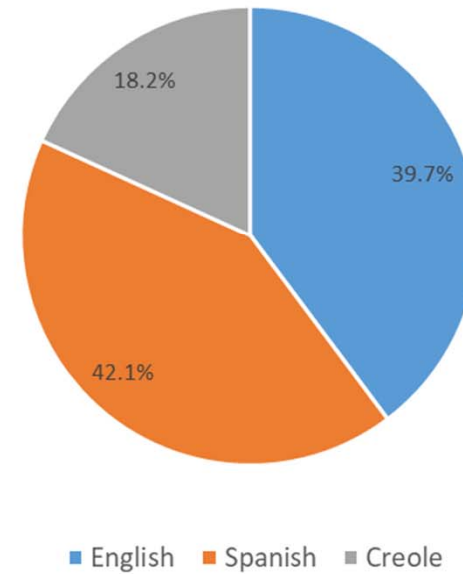
# Population Analysis



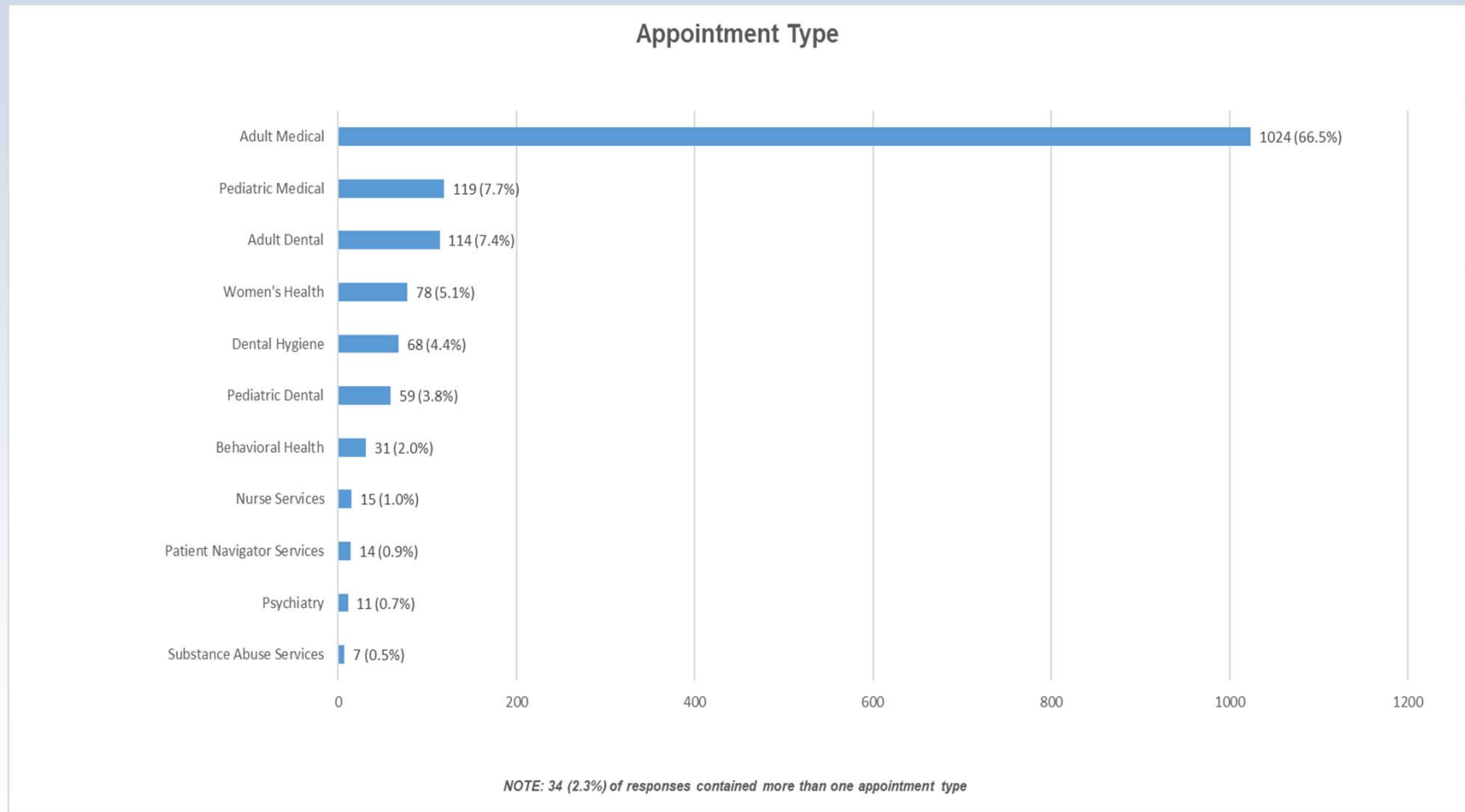
POPULATION SERVED (21,356)



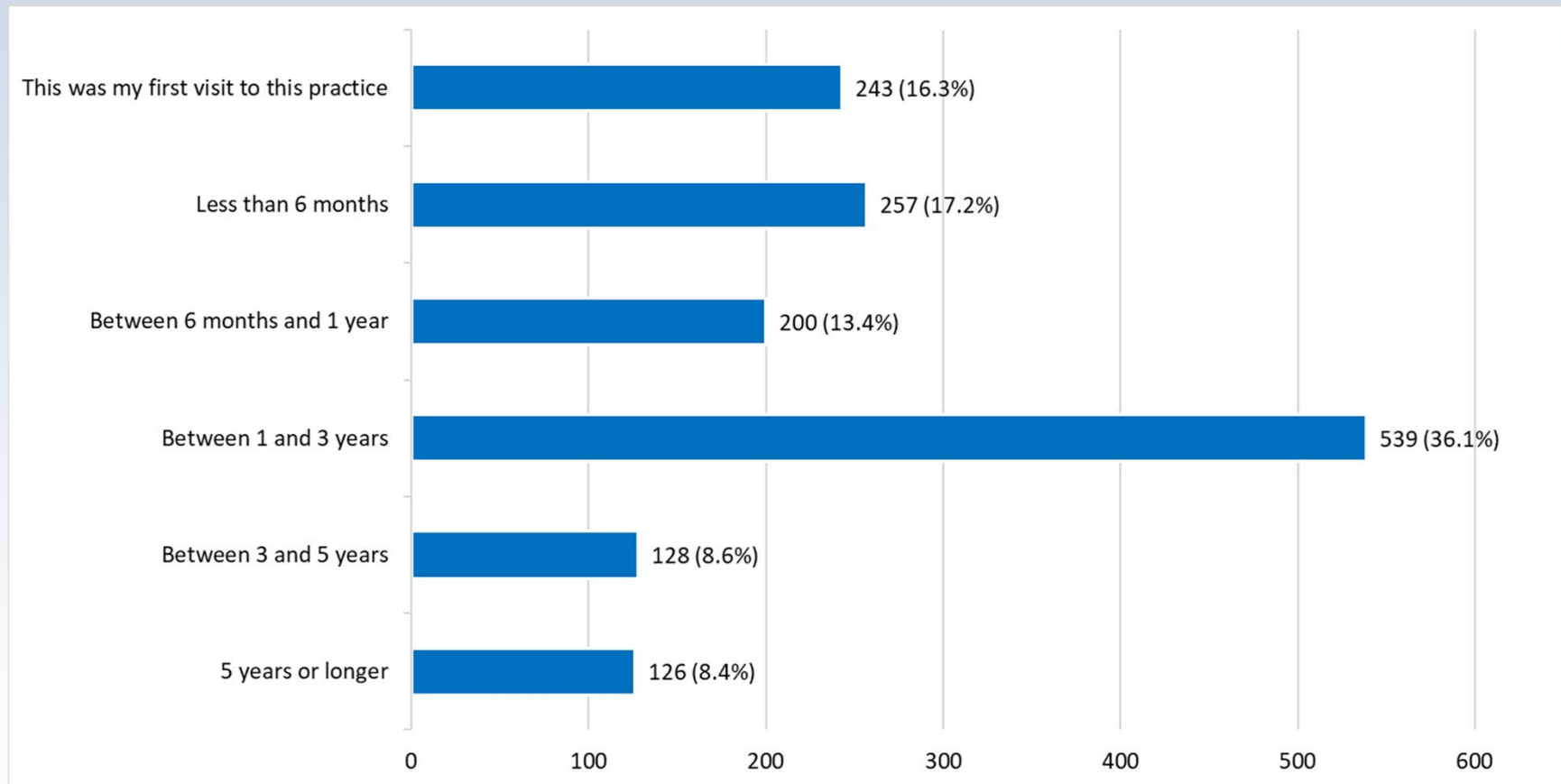
POPULATION SURVEYED (1,512)



# Selected Appointment Type (1540 Responses)

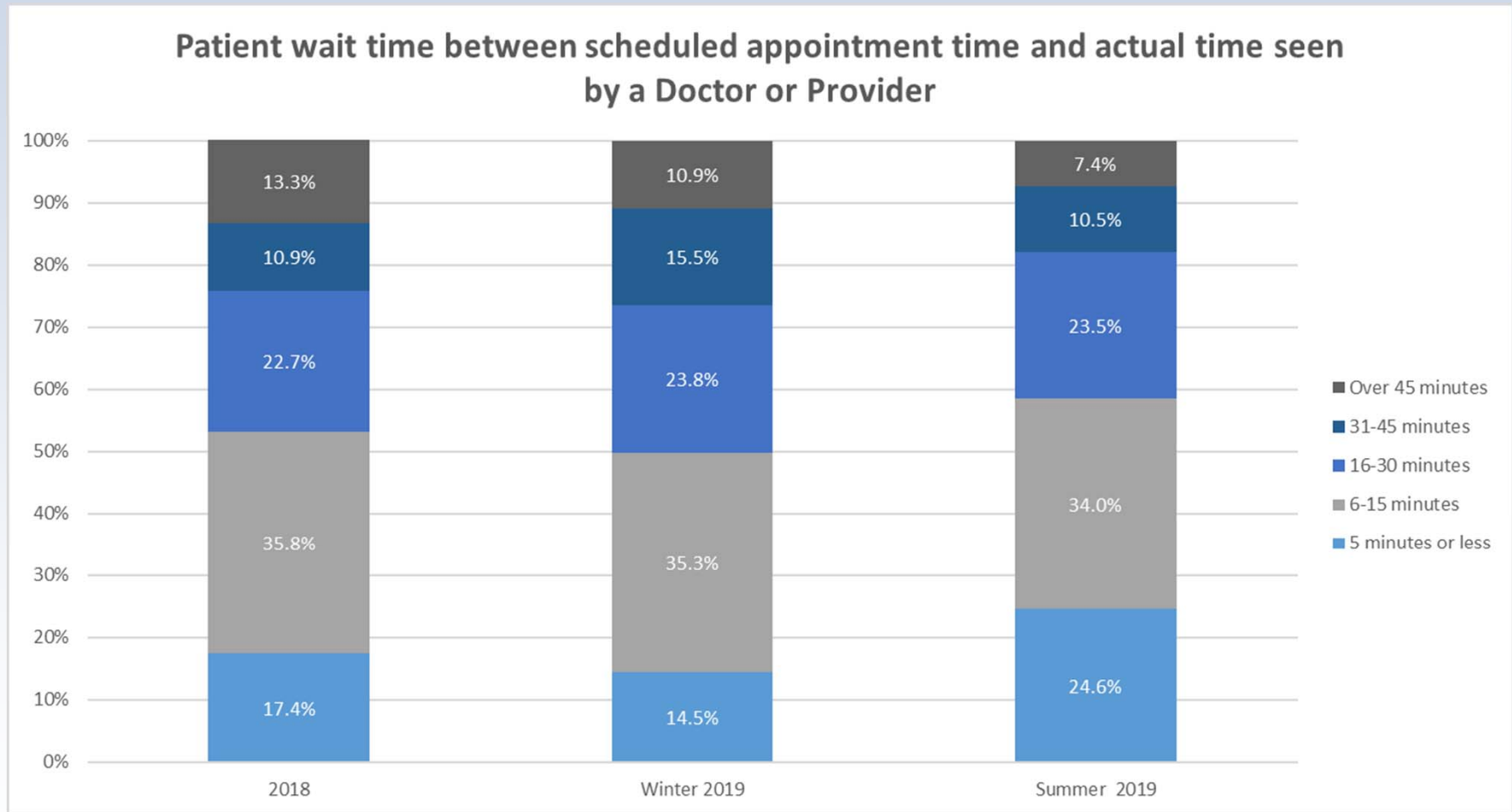


# How long have you been going to C. L. Brumback Primary Care Clinic? (1493 Responses)

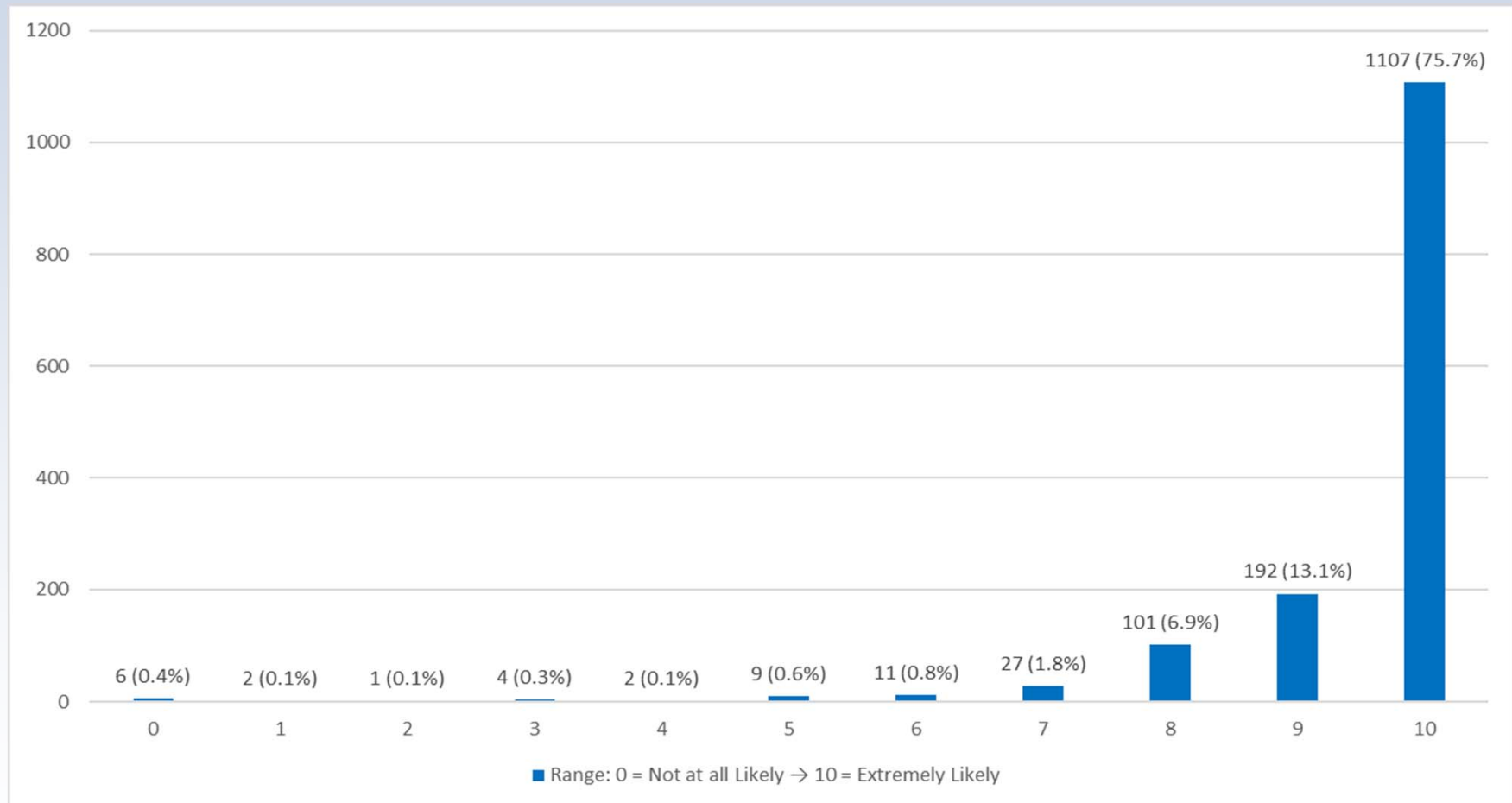




# Patient Wait Time Trend (1489 Responses)

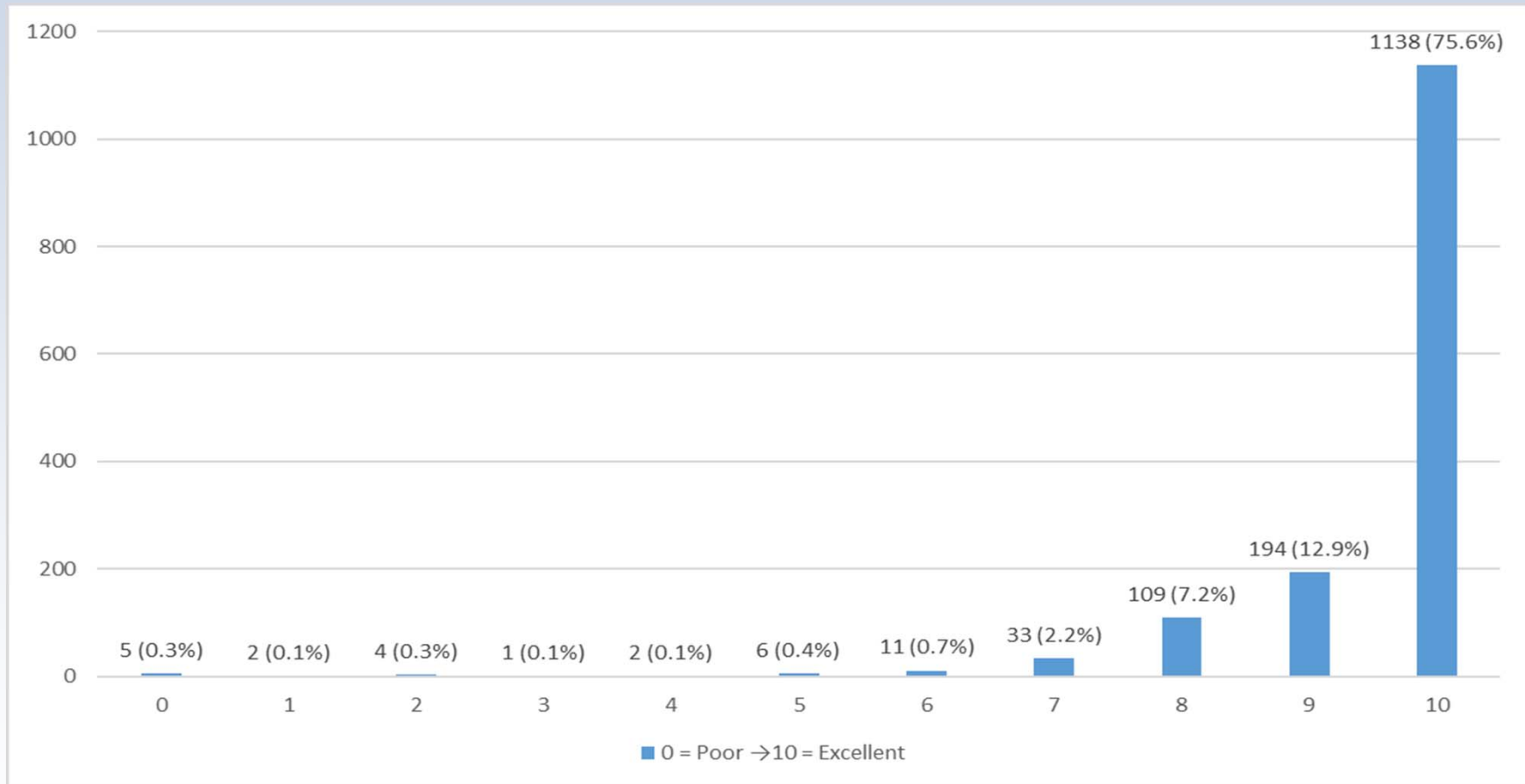


# How likely would you be to recommend this Practice to others? (1462 Responses)



# How would you rate your Provider?

(1462 Responses)



# Clinic Operations Ratings



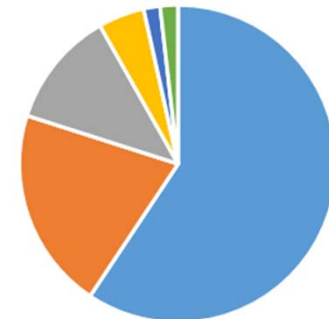
■ Excellent   
 ■ Very Good   
 ■ Good   
 ■ Fair   
 ■ Poor   
 ■ N/A - Does Not Apply

Having a comfortable and pleasant waiting area



1500 Responses

Ease of Scheduling an Appointment



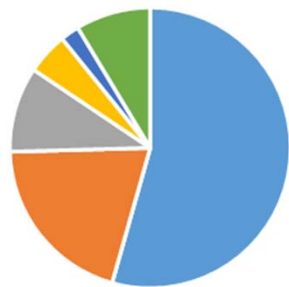
1489 Responses

Ability to Communicate with the Practice on the Phone



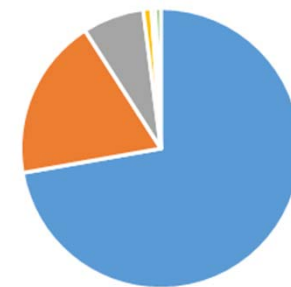
1490 Responses

Being informed about any delays during the visit



1482 Responses

Maintaining patient privacy throughout this visit



1483 Responses

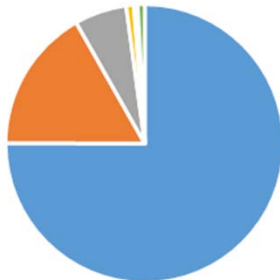


# Clinic Provider Ratings



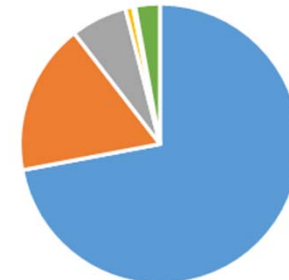
■ Excellent
■ Very Good
■ Good
■ Fair
■ Poor
■ N/A - Does Not Apply

Provider spent as much time with you as you feel you need



1484 Responses

Provider balanced personal interaction with you while using a computer



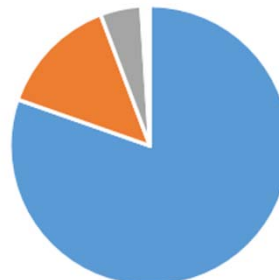
1476 Responses

Provider explained things in a way that is easy to understand



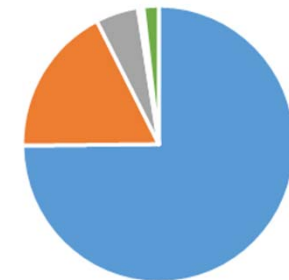
1479 Responses

Provider listened carefully and was respectful



1482 Responses

How well did your Provider Inform you about any necessary follow-up care



1491 Responses

# Clinic Provider & Staff Ratings



■ Strongly Agree
■ Agree
■ Not Sure
■ Disagree
■ Strongly Disagree
■ N/A - Does Not Apply

The doctors, nurses, and other staff did a good job coordinating care during my visit



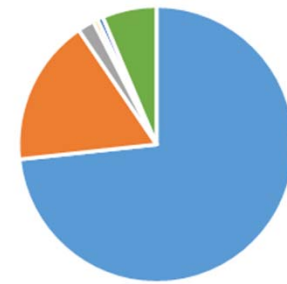
1501 Responses

Check-in and check-out staff were respectful and courteous



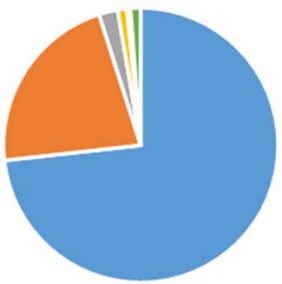
1493 Responses

Phone and scheduling staff were respectful and courteous



1490 Responses

Each member of my care team identified themselves and their role in my care



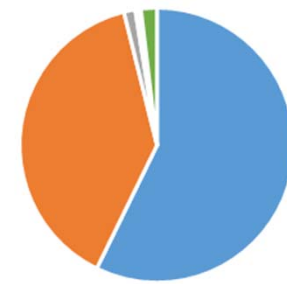
1483 Responses

Nursing staff was respectful and courteous



1493 Responses

The staff clearly explained the details of any procedures



1490 Responses

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

**1. Description:** Quality Council Reports

**2. Summary:**

This agenda item provides the following:

- Quality Council Minutes – October 2019
- UDS Report – YTD September 2019

**3. Substantive Analysis:**

PATIENT SAFETY & ADVERSE EVENTS

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

PATIENT SATISFACTION & GRIEVANCES

The patient satisfaction surveys are currently being administered in all the clinics. West Palm Beach Clinic leads in survey completion with a 19.8% completion rate. Patient compliments have reached an all time high with the majority recorded at the WPB clinic.

QUALITY ASSURANCE & IMPROVEMENT

Of the 14 UDS Measures: 7 exceeded the HRSA Goal and 7 were short of the HRSA Goal. Interventions were defined.

We are in the process of implementing care teams, a patient centric concept which incorporates the primary care provider and ancillary staff working together to meet patient specific needs. We are evaluating clinic workflows in order to facilitate patient care.

Performance metrics are being evaluated as month to month trends. The clinic analysis will be displayed on the quality boards in the clinics and the individual provider analysis will be presented to that provider during their one on one with Medical Director.

UTILIZATION OF HEALTH CENTER SERVICES

Due to Hurricane Dorian, Labor day weekend closures and elimination of evening clinics productivity is slightly lower when compared to previous months.

We are evaluating the registration process in the clinics in order to develop a standardized and effective workflow.

Mobile van provided assistance at the Port of Palm beach on 9/7/2019 for Hurricane Dorian relief. 52 patients were evaluated and treated.

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**October 30, 2019**

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

\_\_\_\_\_  
Joel Snook  
Chief Financial Officer

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

N/A

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

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

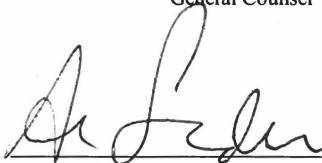
**6. Recommendation:**

Staff recommends the Board Approve the Quality Council Minutes and YTD UDS.

Approved for Legal sufficiency:



\_\_\_\_\_  
Valerie Shahriari  
General Counsel



\_\_\_\_\_  
Dr. Ana Ferwerda  
FQHC Medical Director



\_\_\_\_\_  
Dr. Belma Andric  
Chief Medical Officer, VP & Executive Director  
of Clinic Services



## Quality Council Meeting Minutes

**Date: October 18, 2019**

**Time: 3:00pm – 4:30pm**

**Attendees:** Julia Bullard – FQHC Board Member; Dr. John Cucuras - Dental Director; Dr. Ana Ferwerda – Director of Women’s Health; Dr. Courtney Rowling - Director of Behavioral Health; Andrea Steele – Corporate Quality Director (via WebEx); Dr. Belma Andric – Chief Medical Officer/Executive Director; Tamelia Lakraj-Edwards – Quality Manager; Hyla Fritsch – Director of Pharmacy and FQHC Director Of Operations.

**Absent:** Dr. Duclos Dessalines – Pediatric Medical Director, Jonathan Dominique

**Minutes by:** Jonathan Dominique/Tamelia Lakraj-Edwards

<u>AGENDA ITEM</u>	<u>DISCUSSION / RECOMMENDATIONS</u>	<u>ACTION ITEMS (AI)</u>	<u>RESPONSIBLE PARTY</u>	<u>DATE</u>
<b>OPERATIONS WORKGROUP</b>				
<b>Patient Relations</b>	<p><b><u>Outreach</u></b></p> <p>Outreach meeting held on 10/9/2019 with Hyla, David, and Millie. Millie as the Outreach Coordinator will be required to identify all outreach activities (internal &amp; external). Efforts are being made to determine the most effective way to document outreach activities in E. H.R: Outreach appointment type, or an "Outreach" category for "How did you hear about us". Clinical Business Analyst is to further evaluate and assess. 2019 Outreach Tracking Form created. A binder will be maintained to track all events and meetings by month and will include agenda, sign, in sheets, and other marketing materials as needed.</p>	<ul style="list-style-type: none"> <li>Identify all outreach activities, for instance, when patients no show or cancel, why is this occurring?</li> <li>Develop and present outreach report with numerator and denominator to detail outreach activities</li> <li>Develop an Outreach program procedure and plan to present to quality council (PDCA)</li> <li>Maintain binder, by month to track all events and meeting for the month.</li> </ul>	<p>Millie</p> <p>David</p> <p>Millie</p> <p>David/Millie</p>	<p>11/15/19</p> <p>11/15/19</p> <p>11/15/19</p> <p>11/15/19</p>

10/30/19

	<p><b><u>Feed-Trail</u></b> Leadership received a demo on "Feed-trail", a real-time patient feedback platform. This software will allow us to measure patient satisfaction in real time and decrease attrition rates.</p> <p><b><u>Bring Your Medications with You to every visit (BYMY)</u></b> The BYMY initiative is an effort to encourage all patients to bring all medication to every appointment every time. This is to allow for proper medication reconciliation, encouragement for medication compliance, and reduction in medication adverse reactions. Clinical support staff were trained to document BYMY in the medical record. As of 10/15/2019 approximately 25% of patients had the BYMY reason for visit dropped.</p>	<ul style="list-style-type: none"> <li>Execute feed-trail contract, complete project management request form, and coordinate go-live with IT.</li> <li>The BYMY campaign will be launched to all staff at the November annual meeting.</li> <li>Develop BYMY PDCA and bring to next workgroup</li> </ul>	<p>David</p> <p>All Clinic Team-members</p>	<p>11/15/19</p> <p>11/15/19</p>
Quality	<p><b><u>UDS:</u></b> <b>Table 3A – Patients by Age and by Sex Assigned at Birth</b> For the measurement year, all patients in all age categories have increased by slightly less than 1%, when compared to available data from 2018, with the exception of sexual orientation at birth which demonstrated 3% answering as do not wish to disclose upon registration.</p> <p><b>Table 3B – Demographic Characteristics</b> There are more female homeless patients than male, and our agricultural worker population is lower than last year. There also seem a steep attrition with newborns in comparison to last year. We will be performing a root cause analysis and present an updated needs assessment to the Clinics board meeting in December.</p> <p><b><u>UDS Table 4</u></b></p>	<ul style="list-style-type: none"> <li>Produce and evaluate trends of data on a monthly basis through the end of the year</li> <li>Present an updated needs assessment to the Clinics board meeting in December.</li> </ul>	<p>Andrea/Ana</p> <p>Hyla/Andrea</p>	<p>11/15/19</p> <p>11/15/19</p>

	<p>The frontline staff have improved in their overall documentation of patient demographics. As of September 30, 73.3% of patients are below 100% poverty level. Majority of patients are under the age of 17 and utilize Medicaid. The number of migratory and seasonal patients is nearly double when compared to agricultural workers. Total homelessness identified was nearly 10,000.</p>			
<b>Utilization</b>	<p><b><u>Productivity Report</u></b></p> <p>Monthly encounters showed an increase in September 2019. Encounters for September 2018 was 10, 514. Encounters for September 2019 is 10,757.</p> <p>Due to Hurricane Dorian and Labor Day weekend closures productivity is slightly lower when compared to previous months in 2019.</p> <p>Women's Health productivity is lower than past months as Dr. Ferwerda has become the interim medical director. Her schedule for September included more administrative time.</p> <p>Mobile van provided assistance at the Port of Palm Beach on 9/7/19 for Hurricane Dorian relief seeing 57 patients.</p> <p><b><u>MDI – Lantana</u></b></p> <p>MDI Codes are not appearing in Productivity because the patient is already captured as a pediatric due to it being a same-day visit. MDI has remained consistent.</p> <ul style="list-style-type: none"> <li>- September – 317</li> <li>- August – 318</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure WH schedule is adjusted to accommodate productivity needs and administrative needs accordingly.</li> </ul>	Hyla	11/15/19

	<b><u>Cycle Time</u></b> Front line staff was trained on the protocol for streamlining the check-in time stamping process (Phase 1 of the patient appointment), via WebEx, on Wednesday 10/9/19. Lantana team not present due to an unexpected clinic closing. Lantana front line staff was in serviced in person on 10/10/19.	<ul style="list-style-type: none"><li>• Run Patient Cycle time report at the end of the month to assess outcomes and establish a benchmark.</li><li>• Algorithm to be developed to identify all timestamps at each phase of the patient encounter.</li><li>• Checkout to be evaluated and standardized procedure for check-in to check-out to be created with who should click what and when defined.</li><li>• Monthly reports to be provided with trends with intent of eventually getting to a place where we may drill down to providers.</li><li>• Outgoing referral activity and phone activity will be tracked and trended. Monthly report will be provided.</li><li>• Develop and execute referral procedure and process.</li></ul>	David	11/15/19
			David	11/15/19
			Hyla	11/15/19
			Marguerite	11/15/19
			Marguerite	11/15/19
	<b><u>Performance</u></b> <b>Quest Breakout of Labs: Amount Spent and the Number of Labs ordered*</b> The clinics have been utilizing Quest Labs as a preferred lab for self-pay/slide/District Cares Specialty patients since 10/1/18. <ul style="list-style-type: none"><li>- 10/1/18 - 9/22/19 = \$561,428.37.</li><li>- Draw fees = \$55,130.</li></ul>			
	<b><u>Referral Metrics Review</u></b> Referral Department consolidated on 8/14/19 with a centralized Athena referral bucket and centralized phone line.			
<b>NURSING WORKGROUP</b>				
<b>Patient Safety &amp;</b>	<ul style="list-style-type: none"><li>• Quarterly and YTD Reports<ul style="list-style-type: none"><li>▪ September 2019</li></ul></li></ul>			

Adverse Events				
Quality	<b>Higher Level of Care Follow up</b> Hospital follow-up to include obtaining of records discussed	<ul style="list-style-type: none"> <li>Continue to work on the best way to capture records requested day of visit.</li> <li>Look at graphs and decide how report can be combined.</li> </ul>	Ana	11/15/19
	<b>Positive Fit Test Reconciliation Report</b> Meeting was held with all nurses. There were only 5 patients closed since last report on the 2018-2019 log. We believe they are not closing out on the log when completed. Also, the Yellow (Sept) should be lower than Blue (August) which would show that the patient outreach is completed. It went up in July and Aug due to 3 Abnormal FIT tests not being captured in the report	<ul style="list-style-type: none"> <li>Data Analyst to ensure future abnormal FIT tests include all lab result status's (closed, pending, etc.).</li> </ul>	Ana	11/15/19
	<b>Specialty Prescriptions (SpecRX)</b> Nurses will be cross-trained on SpecRX as need became apparent when report in Belle Glade was delivered via e-mail and task completion delayed.	<ul style="list-style-type: none"> <li>Nurse Manager will discuss with Belle Glade clinic the accuracy while transcribing these scripts into the chart.</li> </ul>	Angela	11/15/19
	<b>Wound Care</b> WPB has the most wounds documented. We are using this information to track number of wounds, type of wounds, and to help determined how we should proceed with ordering of supplies, training of team members and needs to treating wounds. Wound care order sets to be addressed in the December provider Meeting so Providers are documenting appropriately.	<ul style="list-style-type: none"> <li>Dr. Ferwerda to reach out to LMC Surgeon in order to discuss possible consultation for wound care.</li> </ul>	Dr. Ferwerda	11/15/19

	• <b>Staffing Review-</b> Nothing to Report.			
<b>MEDICAL/PEDIATRIC/WOMEN'S HEALTH WORKGROUP</b>				
<b>Patient Relations</b>	<p><b><u>Survey of Pediatric Parents regarding Hours of Operation</u></b></p> <p><b>Protocol for Responding to and Assessing Patients Assets Risks and Experiences (PRAPARE)</b> In an effort to address social determinants of health, PRAPARE has been implemented in our Behavioral health program. This screening will be added to the annual exam encounter plan in 2020. Encounter plans will be created/tested prior to 2020 roll out. First PRAPARE report was presented and summarized 21 questions. The core questions addressed race, ethnicity, Veteran status, farmworker status, English proficiency, Income, insurance, neighborhood, Housing status and stability, education, employment, material security, social isolation, stress, and transportation.</p> <p>The Data report shared identified 154 patients as completing PRAPARE assessment. In the report, significant findings demonstrated 87% of patients answered "no" to patients' safety perception with Partner.</p> <p><b>Cage-Aid/SBIRT</b> Providers have been trained and have started SBIRT. At last count 53 SBIRTS were performed. Data presented identified 4,923 patients were screened for CAGE-Aid. Of the 4,923 patients screened, 3.5% of patients qualified for SBIRT, 93.5% required no additional screening, and 3.6% were administered but not scored.</p> <p><b>Grants: "Know Diabetes By Heart"</b></p>	<ul style="list-style-type: none"> <li>Root Cause Analysis will be performed on Patients' Safety Perception with Partner question in order to define if health literacy may be play apart and incorporate education on how to ensure safe environment.</li> <li>Add SBIRT to annual exam encounter plan in 2020 and create/test encounter plans prior to 2020 roll out.</li> <li>Follow up with staff to determine reason for unscored results and ensure scoring is completed.</li> </ul>	<p>Clinical Team</p> <p>Rowling Ferwerda</p> <p>Rowling</p>	<p>11/15/19</p> <p>11/15/19</p> <p>11/15/19</p>

	<p>The Know Diabetes by Heart initiative seeks to comprehensively combat the national public health impact of type 2 diabetes and cardiovascular disease by raising awareness and understanding of the link between diabetes and cardiovascular disease, positively empowering people to better manage their risk for cardiovascular disease, heart attacks, and strokes, as well as support health care providers in education their patients living with type 2 diabetes on cardiovascular risk and increasing their patients engagement in prevention of cardiovascular deaths, heart attacks, and strokes.</p> <p>This grant was discussed with the American Heart Association, the sponsoring organization, and will need to be submitted by 10/30. Options are being explored for how to utilize the funding. Up to 10-15% may be used for salaries.</p>	<ul style="list-style-type: none"> <li>Explore options for which we could use the “Know Diabetes by Heart” funding.</li> </ul>	<p>Ferwerda Andrea Tamelia</p>	<p>11/15/19</p>
<b>DENTAL WORKGROUP</b>				
	Nothing to report to BOD at this time			
<b>BEHAVIORAL HEALTH WORKGROUP</b>				
<b>Quality</b>	<p><b><u>Brief Addiction Monitor (BAM) Data</u></b></p> <p>The primary purpose of the Brief Addiction Monitor (BAM) is to support individualized, measurement-based care for substance use disorders (SUD). The BAM monitors a patient’s progress and yields reliable data that is both easy to collect and readily integrated into SUD treatment planning. The BAM is a 17-item, multidimensional questionnaire administered electronically to patients seeking or enrolled in SUD specialty care. It assesses three SUD-related aspects: Risk</p>			



	<p>factors for substance use, protective factors that support sobriety and drug and alcohol use.</p> <p>There were 444 patients that were administered BAM from 7/23/2019 to 10/14/2019. Over the course of SUD treatment, the data demonstrated a significant overall downward trend in all SUD areas addressed by BAM.</p>			
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