



C. L. Brumback

Primary Care Clinics

Health Care District Palm Beach County

FINANCE COMMITTEE

October 30, 2019

12:15 P.M.

Meeting Location

1515 N. Flagler Drive, Suite 101

West Palm Beach, FL 33401

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

**FINANCE COMMITTEE MEETING
AGENDA
October 30, 2019
1515 N. Flagler Drive
West Palm Beach, FL 33401**

- 1. Call to Order**
 - A. Roll Call
- 2. Agenda Approval**
 - A. Additions/Deletions/Substitutions
 - B. Motion to Approve Agenda
- 3. Awards, Introductions and Presentations**
- 4. Disclosure of Voting Conflict**
- 5. Public Comment**
- 6. Meeting Minutes**
 - A. **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of September 25, 2019. [Pages 1-5]
- 7. Consent Agenda – Motion to Approve Consent Agenda Items**
 - 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 6]
 - 7A-3 **RECEIVE AND FILE:**
Proposed Schedule for 2020 Finance Committee Meetings. [Page 7-9]
- 8. Regular Agenda**
 - A. **FINANCE**
 - 8A-1 **RECEIVE AND FILE:**

**C. L. Brumback Primay Care Clinics
Finance Committee
Meeting Agenda
September 25, 2019**

C. L. Brumback Primary Care Clinics Finance Report September 2019.
(Joel Snook) [Pages 10-28]

8A-2 **RECEIVE AND FILE:**

C. L. Brumback Primary Care Clinics Fiscal Year 2020 Proposed Budget.
(Mina Bayik) [Pages 29-35]

9. **VP and Executive Director of Clinic Services Comments**
10. **Board Member Comments**
11. **Establishment of Upcoming Meetings**

November 27, 2019 (HCD Board Room)

12:15pm Finance Committee

December 18, 2019 (HCD Board Room)

12:15pm Finance Committee

12. **Motion to Adjourn**

**DISTRICT CLINIC HOLDINGS, INC.
d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS
BOARD OF DIRECTORS FINANCE COMMITTEE
MEETING MINUTES
September 25, 2019
1515 N. Flagler Drive
West Palm Beach, FL 33401**

1. Call to Order

Mr. Elder called the meeting to order at 12:21 p.m.

A. Roll Call

Committee members present: James Elder, Gary Butler

Committee members excused: Michael Smith

Staff present included: Dr. Belma Andric, VP & Executive Director of Clinic Services; Darcy Davis, CEO; Valerie Shahriari, General Counsel; Joel Snook, VP & Chief Financial Officer

Recording/transcribing Secretary: Jonathan Dominique

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

2. Agenda Approval

A. Additions/Deletions/Substitutions

None

B. Motion to Approve Agenda

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

3. Awards and Presentations

None.

4. Disclosure of Voting Conflict

None.

5. Public Comment

None.

6. Meeting Minutes

A. Staff Recommends a MOTION TO APPROVE:

C.L. Brumback Primary Care Clinics Finance Committee Minutes of August 28, 2019.

CONCLUSION/ACTION: Mr. Butler made a motion to approve the C.L. Brumback Primary Care Clinics Finance Committee minutes of August 28, 2019 as presented. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.

7. Consent Agenda – Motion to Approve Consent Agenda Items

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

A. ADMINISTRATION

7A-1 RECEIVE AND FILE:

September 2019 Internet Posting of District Public Meeting
<http://www.hcdpbc.org-Resources-Public Meetings>

7A-2 RECEIVE AND FILE:

Attendance Tracking

8. Regular Agenda

A. FINANCE

8A-1 RECEIVE AND FILE:

C.L. Brumback Primary Care Clinics Finance Report: August 2019

Mr. Joel Snook, VP & Chief Financial Officer, presented the following financial report for the month of August:

The August statements represent the financial performance for the first eleven months of the 2019 fiscal year for C.L. Brumback. Total revenue is favorable to budget by \$7M due to the grant recognition, unbudgeted District Care subsidy \$1.1M, Low Income Pool (LIP) award \$2.5M as well as shared savings from Blue Cross Blue Shield "BCBS" of \$2.3M. Expenses before depreciation are better than budget by \$304k or 1.3%. Volumes for medical and dental are behind budget by 11,562 or 8.6% 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 \$4.2M to support their operations. Within the medical clinics, revenue is ahead of budget by \$6.3M YTD which is primarily attributed to the Health Resources and Services Administration (HRSA) grant of \$2.4M, net patient revenue of \$1.0M and unbudgeted \$2.3M of shared savings from BCBS. Positive variance in net patient revenue is a result of unanticipated LIP revenue of \$1.7M 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 \$2k above budget. Significant savings are in salaries and benefits of \$362k; these expenses are related to higher vacancy rates than budgeted. Medical services has a positive variance of \$172k 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 \$62k 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 \$14k, and contracted personal services of \$29k. Repairs and maintenance is unfavorable by \$270k due to higher than anticipated software maintenance costs related to transitioning from Allscripts to Athena. The dental clinics' revenue is ahead of budget by \$674k YTD primarily attribute to the HRSA grant of \$188k and net patient revenue of \$494k. This positive variance is caused by unanticipated LIP revenue of \$767k, and unbudgeted District Cares subsidy payment of \$226k for clinic visits. Total expenses of \$4.1M are under budget by \$306k 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 \$432k from AHCA State Fiscal Year 2019-2020. The District subsidy year to date for the clinic is \$4.2M.

Mr. Butler inquired about the transition from Allscripts to Athena how it seems to be running over budget on a regular basis, and why that is. Mr Snook explains that this could be due to a budgeting error when estimating the costs associated with the transition from Allscripts to Athena. Ms. Davis goes on to explain that when the budget was created, It was anticipated that the company would be able to transition from Allscripts a lot faster than it actually did, and the Health Care District ended up carrying both services for a lot longer than expected.

Mr. Butler asked about where the overhead allocation is listed for Ambulatory Care. Mr. Snook answers that pages 11 and 12 show the overhead categories that are

applied to the clinics. Mr. Butler also asks if the overhead allocation is decided on annually. Mr. Snook affirms Mr. Butler that he is correct.

Mr. Elder asks about the decrease in volume, the new Medical Dental Integration (MDI) strategy, how productivity is slowing down as a result, and if there is an explanation. Dr. Andric explains that the clinics had to provide enough space in adult dental chairs to accommodate pediatric patients for the Integration and implementation of same-day visits. In order to make sure that this happened, we had to proactively slow down the scheduling of Adults in order to free the chairs for pediatric patients. Since then the volume has leveled out and come back to the norm.

Mr. Elder asks about the District cares subsidy coming to an end and if there will be other streams of revenue. Dr. Andric explains that we were initially paying per patient per visit. Ms. Davis goes into further detail stating that the ultimate loss is what becomes subsidized at the bottom of the page instead of listed in the revenue. Because it was a bit misleading as it appeared as if the clinics were collecting a lot more in revenue than they really were. This way it is easier to evaluate the clinic finances as standalone items before the implementation of HCD aid and should provide more clarity for auditors, etc. Even with the \$60 / patient was an arbitrary amount and even then there were still losses or gains and it became a bit hard to analyze. This move should allow for more clarity in the future.

Mr. Butler asks about Shared expenses and Allocation of General Overhead, and if there is a general ledger that outlines all vendors and the services they provide. Mr. Snook confirms that there is such ledger. Mr. Butler asks about when we budget for the ambulatory care, if we conduct it jointly with the Health Care District, or if is done separately and then presented to the HCD where the overhead allocation is then determined. Ms. Davis informs Mr. Butler that the decision is carried out jointly on the executive side when it comes to the big picture discussion. The smaller and detailed decisions are then brought over from the clinics themselves. For example HR allocation is based on the number of employees (%) whereas revenue cycle is based on the amount of revenue brought in by the clinics. The HCD tries to be mindful of its overhead spending and makes sure that the money spent is spent with its intended purpose in mind.

CONCLUSION/ACTION: Receive & File. No further action necessary.

9. VP and Executive Director of Clinic Services Comments

None.

10. Board Member Comments

None.

11. Establishment of Upcoming Meetings

October 30, 2019 (HCD Board Room)

12:15pm Finance Committee

November 27, 2019 (HCD Board Room)

12:15pm Finance Committee

December 18, 2019 (HCD Board Room)

12:15pm Finance Committee

12. Motion to Adjourn

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

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

DCHI Finance Committee Chair

Date

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

Attendance Tracking

	1/30/19	2/27/19	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	C	X	C	X	X	X	X	X	X			
Joseph Morel	C	X	C	X	A	X	E					
Michael Smith		X	C	X	X	X	X	X	E			
Gary Butler									X			

X= Present

C= Cancel

E= Excused

A= Absent

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
October 30, 2019

1. Description: Proposed Schedule for 2020 Finance Committee Meetings

2. Summary:

This agenda item provides the Board with the proposed schedule for 2019 Finance Committee Meetings. The meetings are to be held on 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

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

February 26, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

March 25, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

April 29, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

May 27, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

June 24, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

July 29, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

August 26, 2019

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
October 30, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

September 30, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

October 28, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

November 25, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

December 16, 2019

- 12:15PM, District Clinic Holdings, Inc. Finance Committee Meeting

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
VP & Chief Financial Officer

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
October 30, 2019

5. Reviewed/Approved by Committee:

N/A	N/A
Committee Name	Date Approved


6. Recommendation:

Staff recommends the Finance Committee receive and file the schedule for 2020 Finance Committee 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
FINANCE COMMITTEE
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 Finance Committee review.

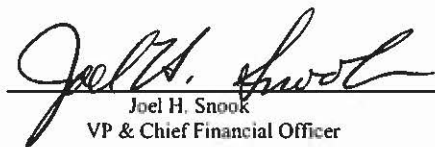
3. Substantive Analysis:

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

4. Fiscal Analysis & Economic Impact Statement:

	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:

N/A

 Committee Name

 Date Reviewed/Approved

DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
October 30, 2019

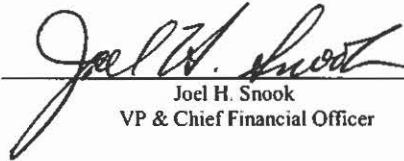
6. Recommendation:

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

Approved for Legal sufficiency:



Valerie Shahrian
VP & General Counsel



Joel H. Snook
VP & Chief Financial Officer



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

MEMO

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>
Assets			
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	-
Total Assets	<u>\$ 4,182,275</u>	<u>\$ 5,476,480</u>	<u>\$ (1,294,205)</u>
Liabilities			
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	-
Total Liabilities	<u>2,403,620</u>	<u>2,299,796</u>	<u>103,824</u>
Deferred Inflows of Resources			
Deferred Inflows- Other Post Employment Benefits	<u>\$ 612</u>	<u>\$ 612</u>	<u>\$ -</u>
Net Position			
Net Investment in Capital Assets	1,951,920	1,951,920	-
Unrestricted	(173,878)	1,224,152	(1,398,029)
Total Net Position	<u>1,778,043</u>	<u>3,176,072</u>	<u>(1,398,029)</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u>\$ 4,182,275</u>	<u>\$ 5,476,480</u>	<u>\$ (1,294,205)</u>

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. 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	%
1,685,795	1,983,188	(297,393)	(15.0%)	1,686,293	(499)	(0.0%)	22,224,392	24,192,958	(1,968,566)	(8.1%)	22,427,858	(203,465)	(0.9%)
102,142	468,172	366,030	78.2%	744,223	642,080	86.3%	7,244,502	5,682,246	(1,562,256)	(27.5%)	9,877,568	2,633,066	26.7%
505,834	760,571	254,737	33.5%	412,318	(93,516)	(22.7%)	6,419,573	9,297,975	2,878,402	31.0%	4,444,727	(1,974,847)	(44.4%)
405,162	196,133	(209,029)	(106.6%)	121,839	(283,323)	(232.5%)	2,606,427	2,397,714	(208,713)	(8.7%)	2,298,002	(308,425)	(13.4%)
1,013,138	1,424,876	411,738	28.9%	1,278,379	265,241	20.7%	16,270,502	17,377,935	1,107,433	6.4%	16,620,297	349,795	2.1%
385,820	237,377	148,443	62.5%	254,432	131,388	51.6%	5,783,560	2,848,106	2,935,454	103.1%	9,388,261	(3,604,702)	-38%
1,058,477	795,689	262,788	33.0%	662,346	396,131	59.8%	11,737,450	9,663,129	2,074,321	21.5%	15,195,822	(3,458,372)	(22.8%)
62.79%	40.12%			39.28%			52.81%	39.94%		67.75%			
64,778	612,511	(547,733)	(89.4%)	299,019	(234,241)	(78.3%)	10,519,323	8,169,515	2,349,808	28.8%	7,310,918	3,208,406	43.9%
5,368	14,970	(9,602)	(64.1%)	13,578	(8,210)	(60.5%)	2,427,990	184,737	2,243,253	1,214.3%	1,929,420	498,569	25.8%
70,146	627,481	(557,335)	(88.8%)	312,597	(242,450)	(77.6%)	12,947,313	8,354,252	4,593,061	55.0%	9,240,338	3,706,975	40.1%
1,128,623	1,423,170	(294,547)	(20.7%)	974,942	153,680	15.8%	24,684,763	18,017,381	6,667,382	37.0%	24,436,160	248,603	1.0%
<i>Direct Operational Expenses:</i>													
1,338,697	1,261,626	(77,070)	(6.1%)	1,110,064	(228,632)	(20.6%)	15,641,302	15,984,750	243,448	1.5%	14,600,308	(1,040,994)	(7.1%)
355,083	358,097	3,014	0.8%	319,065	(36,018)	(11.3%)	4,253,491	4,512,310	258,819	5.7%	3,973,342	(280,149)	(7.1%)
89,158	62,047	(27,111)	(43.7%)	113,543	24,386	21.5%	833,708	770,687	(63,021)	(8.2%)	984,482	150,773	15.3%
26,274	45,321	19,047	42.0%	57,368	31,095	54.2%	412,906	537,905	124,999	23.2%	488,562	75,657	15.5%
72,754	24,533	(48,221)	(196.6%)	79,964	7,210	9.0%	503,581	336,384	(167,197)	(49.7%)	218,830	(284,750)	(130.1%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	15,355	15,355	100.0%
59,361	62,219	2,858	4.6%	-	(59,361)	0.0%	575,527	750,000	174,473	23.3%	-	(575,527)	0.0%
117,787	51,986	(65,801)	(126.6%)	64,349	(53,438)	(83.0%)	806,493	625,583	(180,910)	(28.9%)	527,296	(279,197)	(52.9%)
(21,112)	6,733	27,845	413.6%	103,251	124,363	120.4%	389,362	153,153	(236,209)	(154.2%)	586,669	197,307	33.6%
118,503	95,891	(22,612)	(23.6%)	77,924	(40,579)	(52.1%)	1,362,921	1,273,038	(89,883)	(7.1%)	1,358,420	(4,500)	(0.3%)
3,538	6,238	2,700	43.3%	6,586	3,048	46.3%	72,171	74,999	2,828	3.8%	73,840	1,669	2.3%
31,913	22,340	(9,573)	(42.9%)	54,154	22,241	41.1%	279,493	316,197	36,704	11.6%	311,538	32,045	10.3%
2,353	2,352	(1)	(0.0%)	1,883	(470)	(25.0%)	23,819	28,687	4,868	17.0%	22,163	(1,656)	(7.5%)
2,194,308	1,999,383	(194,925)	(9.7%)	1,988,152	(206,155)	(10.4%)	25,154,774	25,263,693	108,919	0.4%	23,160,807	(1,993,967)	(8.6%)
Net Performance before Depreciation &							Overhead Allocations						
(1,065,685)	(576,213)	(489,472)	84.9%	(1,013,210)	(52,475)	5.2%	(470,011)	(7,246,312)	6,776,301	(93.5%)	1,275,353	(1,745,364)	(136.9%)

District Clinics Holdings, Inc. 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	%	
-	20,385	20,385	100.0%	17,256	17,256	100.0%	Depreciation	145,298	253,197	107,899	42.6%	206,940	61,642	29.8%
<i>Overhead Allocations:</i>														
2,989	12,709	9,720	76.5%	9,810	6,822	69.5%	Risk Mgt	31,026	152,574	121,548	79.7%	120,273	89,246	74.2%
67,054	91,073	24,019	26.4%	64,150	(2,905)	(4.5%)	Rev Cycle	1,068,791	1,092,810	24,019	2.2%	534,139	(534,652)	(100.1%)
5,276	5,527	251	4.5%	5,528	252	4.6%	Internal Audit	63,180	66,676	3,496	5.2%	40,581	(22,599)	(55.7%)
18,086	20,788	2,702	13.0%	16,675	(1,412)	(8.5%)	Home Office Facilities	246,743	249,445	2,702	1.1%	275,668	28,924	10.5%
24,114	24,918	805	3.2%	22,093	(2,021)	(9.1%)	Administration	289,158	299,071	9,913	3.3%	292,779	3,621	1.2%
29,548	34,267	4,719	13.8%	26,729	(2,819)	(10.5%)	Human Resources	406,243	410,962	4,719	1.1%	350,624	(55,619)	(15.9%)
12,736	12,736	-	0.0%	24,589	11,853	48.2%	Legal	152,799	152,799	-	0.0%	141,861	(10,938)	(7.7%)
9,099	8,444	(655)	(7.8%)	(4,745)	(13,844)	(291.7%)	Records	81,380	101,328	19,948	19.7%	68,534	(12,846)	(18.7%)
8,825	11,668	2,843	24.4%	4,311	(4,514)	(104.7%)	Compliance	112,328	140,346	28,018	20.0%	69,997	(42,331)	(60.5%)
-	1,436	1,436	100.0%	(2,788)	(2,788)	(100.0%)	Planning/Research	5,697	17,144	11,447	66.8%	15,464	9,767	63.2%
26,555	34,895	8,341	23.9%	28,382	1,827	6.4%	Finance	358,624	418,718	60,095	14.4%	327,857	(30,767)	(9.4%)
19,784	13,131	(6,653)	(50.7%)	10,985	(8,800)	(80.1%)	Public Relations	121,318	157,770	36,452	23.1%	94,244	(27,075)	(28.7%)
102,829	99,692	(3,136)	(3.1%)	122,873	20,044	16.3%	Information Technology	1,166,866	1,196,161	29,295	2.4%	1,012,243	(154,623)	(15.3%)
-	-	-	0.0%	-	-	0.0%	Budget & Decision Support	-	-	-	0.0%	13,118	13,118	100.0%
2,089	2,695	606	22.5%	(5,144)	(7,232)	(140.6%)	Corporate Quality	29,648	32,549	2,901	8.9%	33,706	4,058	12.0%
3,362	5,745	2,383	41.5%	(1,958)	(5,320)	(271.7%)	Managed Care Contract	43,779	69,149	25,370	36.7%	57,922	14,143	24.4%
332,344	379,725	47,381	12.5%	321,487	(10,857)	(3.4%)	Total Overhead Allocations	4,177,581	4,557,503	379,922	8.3%	3,449,008	(728,573)	(21.1%)
2,526,652	2,399,493	(127,159)	(5.3%)	2,326,896	(199,756)	(8.6%)	Total Expenses	29,477,653	30,074,393	596,740	2.0%	26,816,754	(2,660,898)	(9.9%)
\$ (1,398,029)	\$ (976,323)	\$ (421,706)	43.2%	\$ (1,351,954)	\$ (46,075)	3.4%	Net Margin	\$ (4,792,890)	\$ (12,057,012)	\$ 7,264,122	(60.2%)	\$ (2,380,594)	\$ (2,412,296)	(101.3%)
-	-	-	0.0%	-	-	0.0%	Capital	-	1,221,688	1,221,688	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. 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
Gross Patient Revenue	1,946,640	1,491,722	2,006,898	1,645,818	1,905,360	1,935,491	2,020,946	1,900,160	1,754,116	1,951,339	1,980,107	1,685,795	22,224,392
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
Other Patient Revenue	185,546	460,636	346,606	1,379,115	478,512	490,512	602,746	335,800	335,800	180,451	602,019	385,820	5,783,560
Net Patient Revenue	770,557	921,934	798,350	1,700,355	913,751	1,036,042	1,056,544	827,279	797,222	709,109	1,147,830	1,058,477	11,737,450
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	3,928	4,680	17,480	3,501	2,335,320	5,368	2,427,990
Total Other Revenues	579,423	615,275	714,802	1,622,369	1,359,404	1,506,386	1,132,904	1,693,328	1,207,618	45,256	2,400,403	70,146	12,947,313
Total Revenues	1,349,980	1,537,209	1,513,151	3,322,725	2,273,156	2,542,428	2,189,447	2,520,606	2,004,840	754,365	3,548,234	1,128,623	24,684,763
<i>Direct Operational Expenses:</i>													
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	47,947	44,650	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	(890)	2,214	2,214	2,377	2,377	2,353	23,819
Total Operational Expenses	2,136,034	1,798,702	1,924,039	1,953,014	1,965,259	2,093,719	2,185,804	2,408,304	2,058,410	2,222,987	2,214,194	2,194,308	25,154,774
Net Performance before Depreciation & Overhead Allocations	(786,055)	(261,492)	(410,887)	1,369,711	307,896	448,708	3,643	112,302	(53,570)	(1,468,622)	1,334,039	(1,065,685)	(470,011)
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
<i>Overhead Allocations:</i>													
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
Total Overhead Allocations	315,282	339,079	362,180	368,255	320,701	278,442	335,113	377,474	330,996	384,692	433,023	332,344	4,177,581
Total Expenses	2,468,573	2,155,037	2,291,377	2,334,492	2,299,117	2,385,318	2,534,074	2,798,935	2,402,638	2,621,057	2,660,383	2,526,652	29,477,653
Net Margin	\$ (1,118,593)	\$ (617,827)	\$ (778,226)	\$ 988,232	\$ (25,961)	\$ 157,110	\$ (344,627)	\$ (278,328)	\$ (397,799)	\$ (1,866,692)	\$ 887,850	\$ (1,398,029)	\$ (4,792,890)
Capital	-	-	(13,581)	13,581	1,752	(1,752)	-	112,074	(220,227)	108,153	-	-	-
General Fund Support/ Transfer In	1,101,337	596,437	930,086	-	-	-	-	-	-	1,522,720	-	497,012	\$ 4,647,592

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
Direct Operational Expenses:														
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
Overhead Allocations:														
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%	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%	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%)	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%)	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%	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%	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%	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%			48.96%	37.12%		59.51%			
64,778	502,645	(437,867)	(87.1%)	279,760	(214,982)	(76.8%)	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%)	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%)	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%	19,977,648	13,886,724	6,090,924	43.9%	18,809,625	1,168,023	6.2%
<i>Direct Operational Expenses:</i>													
1,094,806	1,028,774	(66,032)	(6.4%)	879,061	(215,744)	(24.5%)	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%)	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%)	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%	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%	352,182	206,164	(146,018)	(70.8%)	168,247	(183,935)	(109.3%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	15,355	15,355	100.0%
59,361	62,219	2,858	4.6%	-	(59,361)	0.0%	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%)	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%	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%)	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%	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%	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%)	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%)	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%	(673,615)	(6,566,428)	5,892,814	(89.7%)	153,745	(827,359)	(538.1%)
& Overhead Allocations													

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%	107,769	72,864	(34,905)	(47.9%)	63,896	(43,873)	(68.7%)
							<i>Overhead Allocations:</i>						
2,403	10,228	7,825	76.5%	7,696	5,294	68.8%	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%)	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%	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%)	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%)	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%)	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%	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%	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%)	90,304	112,828	22,525	20.0%	55,458	(34,846)	(62.8%)
-	1,155	1,155	100.0%	922	922	100.0%	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%	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%)	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%	938,080	961,631	23,551	2.4%	794,123	(143,957)	(18.1%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	8,068	8,068	100.0%
1,679	2,176	497	22.8%	(2,993)	(4,672)	156.1%	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%	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%)	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%)	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%	\$ (4,147,575)	\$ (10,310,585)	\$ 6,163,010	(59.8%)	\$ (2,625,761)	\$ (1,521,814)	(58.0%)
-	-	-	0.0%	-	-	0.0%	-	450,000	450,000	100.0%	-	-	0.0%
\$ 497,012	\$ 1,087,500	\$ 590,488	54.3%	\$ -	\$ (497,012)	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.- 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
Gross Patient Revenue	-	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
Total Contractual Allowances and Bad Debt	-	867,024	908,546	781,577	312,270	2,869,417
Other Patient Revenue	-	582,908	448,049	422,814	226,106	1,679,877
Net Patient Revenue	-	1,077,837	702,953	650,320	387,091	2,818,201
Collection %	-	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
Total Other Revenues	159,341	544,116	458,422	387,272	339,764	1,888,914
Total Revenues	159,341	1,621,953	1,161,375	1,037,592	726,855	4,707,115
<i>Direct Operational Expenses:</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
Total Operational Expenses	337,644	1,380,694	1,141,667	979,378	664,129	4,503,512
Net Performance before Depreciation & Overhead Allocations	(178,303)	241,259	19,708	58,213	62,726	203,604
Depreciation	-	13,023	6,207	9,365	8,934	37,529
<i>Overhead Allocations:</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
Total Overhead Allocations	61,245	251,642	222,320	172,022	104,160	811,389
Total Expenses	398,888	1,645,360	1,370,194	1,160,765	777,223	5,352,430
Net Margin	\$ (239,547)	\$ (23,407)	\$ (208,819)	\$ (123,173)	\$ (50,368)	\$ (645,315)
Capital	-	-	-	-	-	-
General Fund Support/ Transfer In					\$	-

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%)
<i>Direct Operational Expenses:</i>													
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%)

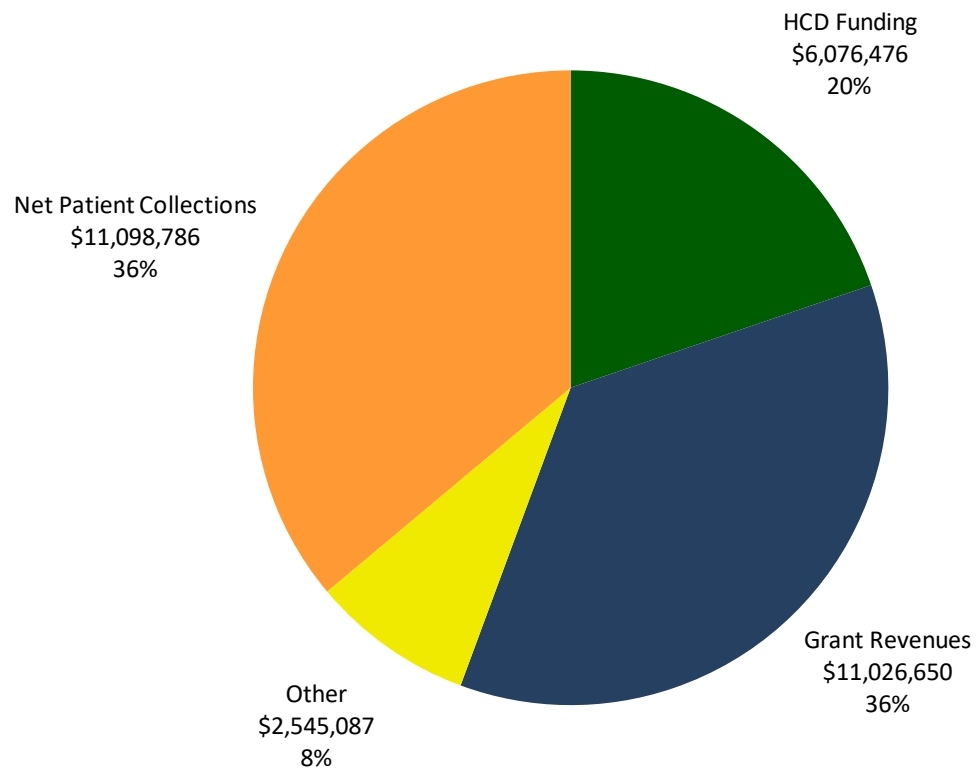
District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

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%
							<i>Overhead Allocations:</i>							
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%

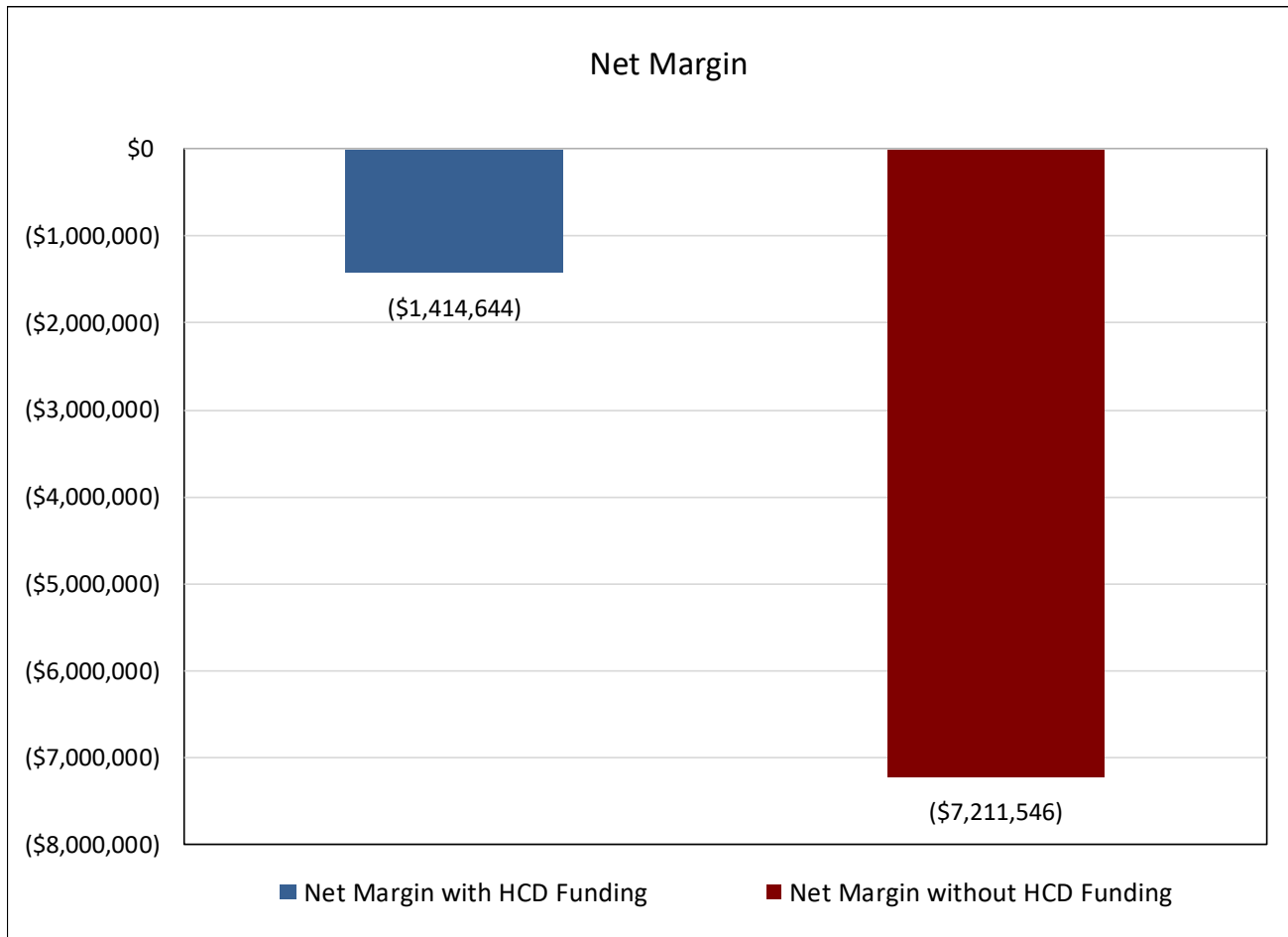
Clinic Visits - Adults and Pediatrics	Current Year												Current YTD	%Var to	Prior Year	
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Total	Budget	Budget	Total
Clinic Visits - Adults and Pediatrics																
West Palm Beach	1,661	1,289	1,312	1,734	1,628	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
Total Clinic Visits	9,362	7,729	7,419	8,507	8,344	8,807	9,617	9,299	8,614	9,362	9,355	8,246	104,661	110,495	(5.3%)	101,579
Dental Visits																
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
Total Dental Visits	2,653	2,012	1,848	2,178	2,232	2,492	2,571	2,396	2,412	2,741	2,531	2,285	28,351	35,753	(20.7%)	30,411
Total Medical and Dental Visits	12,015	9,741	9,267	10,685	10,576	11,299	12,188	11,695	11,026	12,103	11,886	10,531	133,012	146,248	(9.1%)	131,990
Mental Health Counselors (non-billable)																
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
Total Mental Health Screenings	1,186	971	860	1,152	994	923	1,180	1,721	1,342	1,390	1,284	1,163	14,166	8,190	73.0%	8,986

Primary Care Clinics Funding Sources

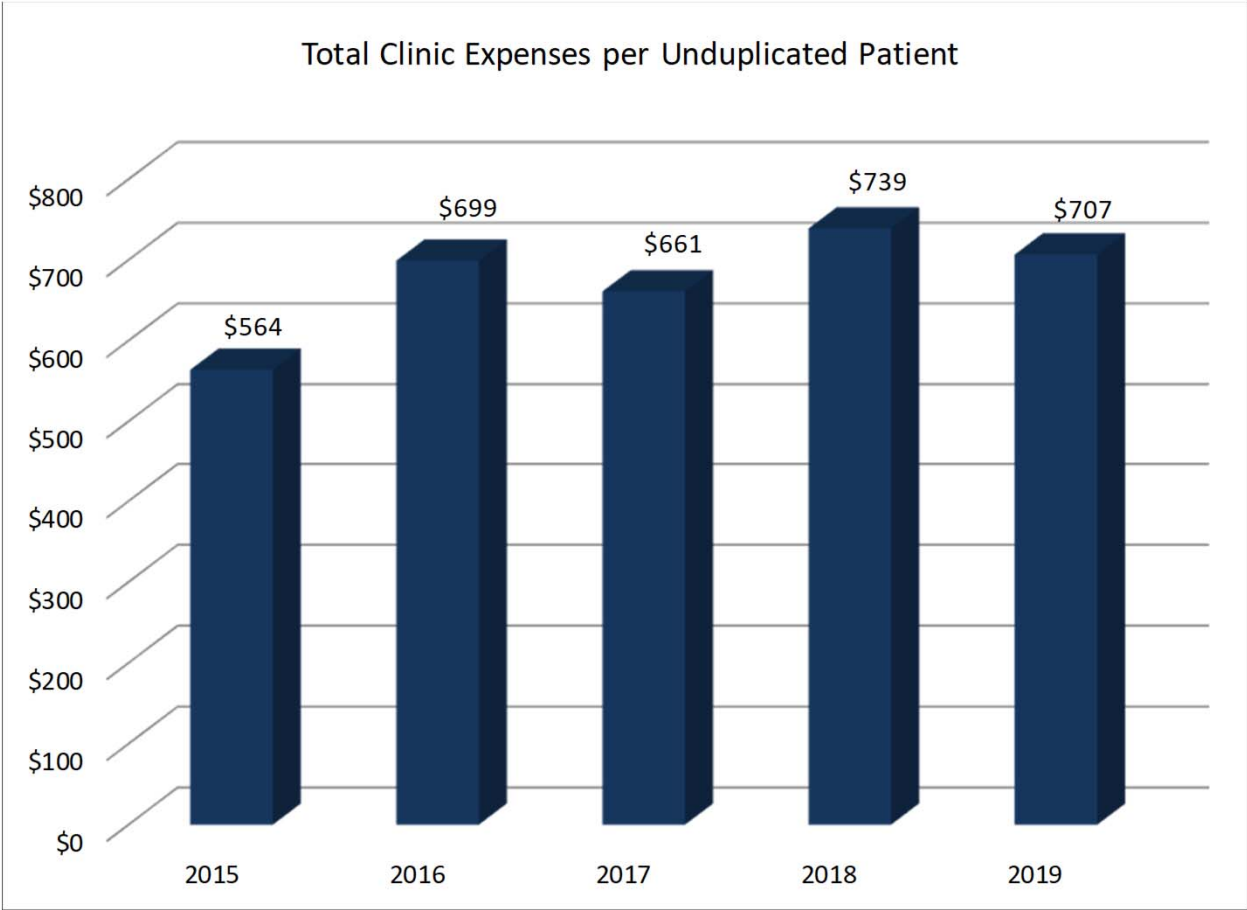


Fiscal YTD September 2019 Total Expenses \$30,746,999

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

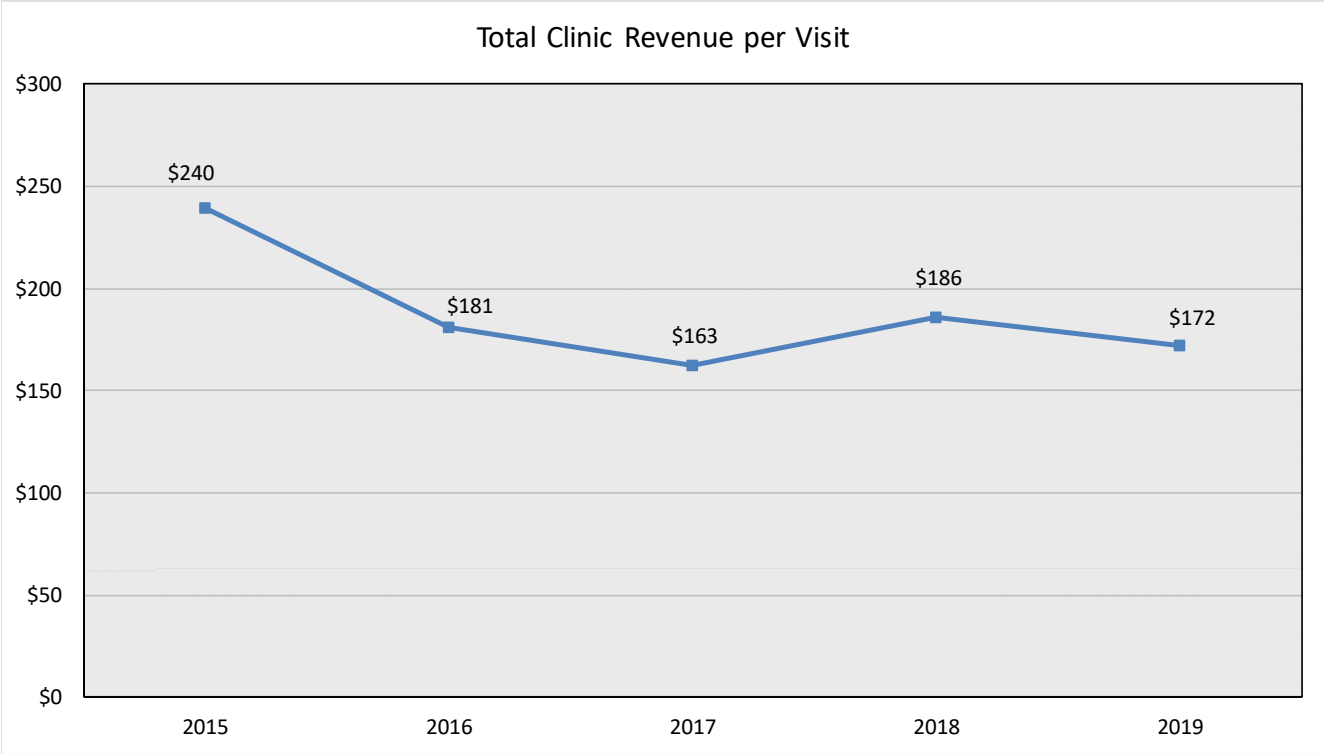


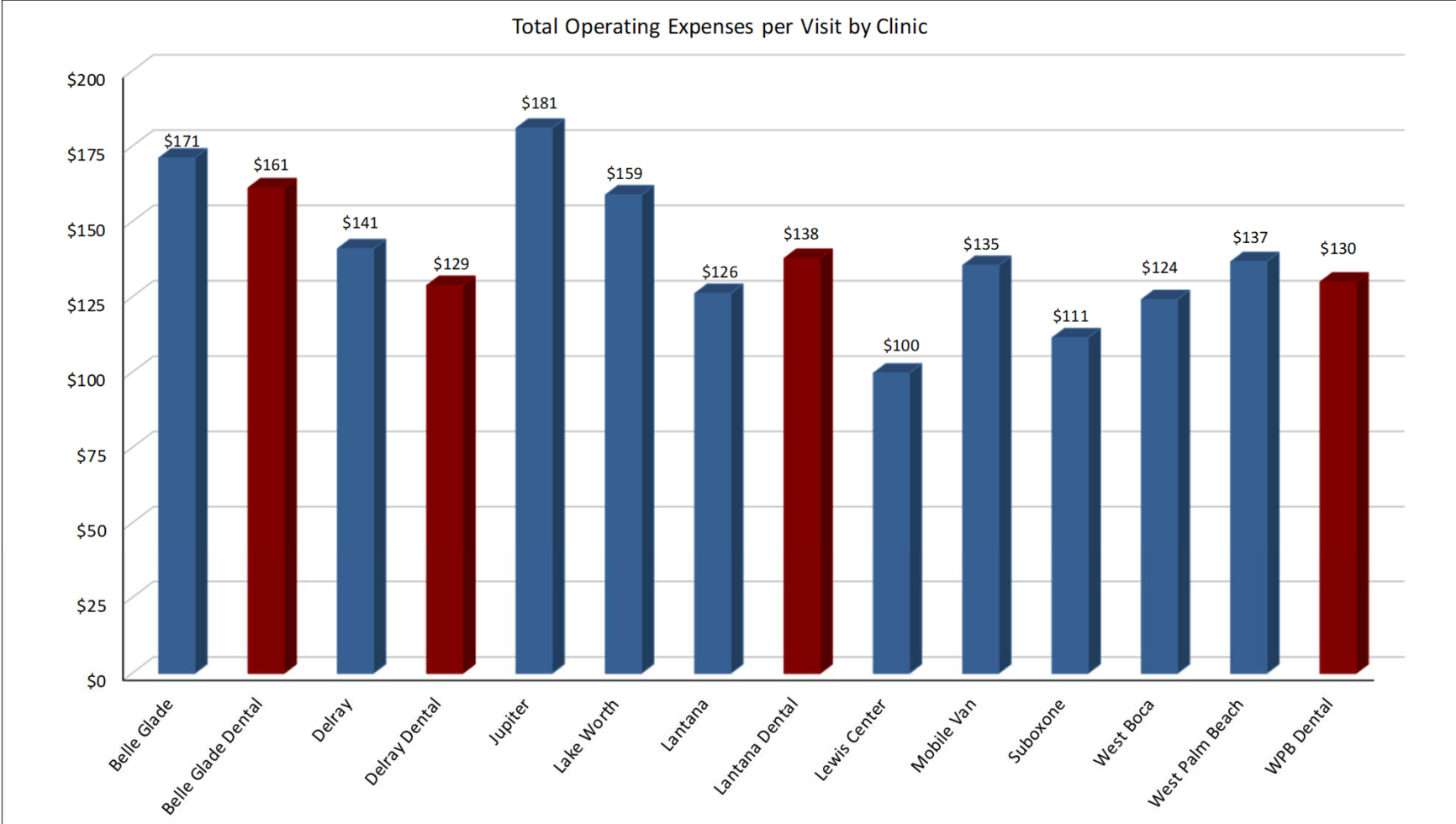
* Net Margin includes overhead allocations and capital, and excludes depreciation.
 ** HCD funding includes the District Cares Subsidy and General Fund Transfer In.



* 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
FINANCE COMMITTEE
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.

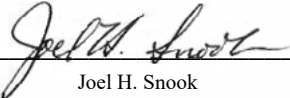
3. Substantive Analysis:

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

N/A

 Committee Name

 Date Approved

DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
October 30, 2019

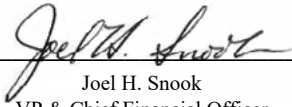
6. Recommendation:

Staff recommends the Finance Committee approve the fiscal year 2020 proposed budget.

Approved for Legal sufficiency:



Valerie Shahriari
VP & General Counsel



Joel H. Snook
VP & Chief Financial Officer



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	-	-	-	-	-	-
Gross Patient Revenue	18,901,742	18,878,041	22,427,858	21,591,434	22,999,233	1,407,799	6.52%
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%
Net Patient Revenue	10,430,936	12,319,492	15,195,822	10,809,425	10,347,145	(462,280)	-4.28%
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%
Total Revenues	16,938,214	19,678,828	24,436,160	21,472,966	18,035,091	(3,437,875)	-16.01%
<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%
Net Performance before Overhead Allocations & Depreciation	(420,536)	(235,466)	1,275,353	(2,778,637)	(7,819,391)	(5,040,754)	-181.41%
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%
Total Expenses	19,031,544	22,341,021	26,816,754	28,503,318	30,860,606	2,357,288	8.27%
Net Margin	\$ (2,093,330)	\$ (2,662,193)	\$ (2,380,594)	\$ (7,030,352)	\$ (12,825,515)	\$ (5,795,163)	-82.43%
Capital	-	-	-	-	47,862	47,862	-
General Fund Support/ Transfer In	\$ 1,883,333	\$ 3,300,000	\$ 2,370,000	\$ 6,900,000	\$ 12,750,000	\$ 5,850,000	84.78%

Primary Care Clinics – Medical - Trended Performance

	2016	2017	2018	2019	2020	Variance from 2019 Projected	
	Actual	Actual	Actual	Projected Actual	Proposed Budget	\$	%
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	-	-	-	-	-	-
Gross Patient Revenue	14,366,104	14,663,031	18,498,402	17,870,994	18,676,790	805,796	4.51%
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%
Net Patient Revenue	7,661,720	8,578,747	11,008,393	8,025,060	7,578,299	(446,761)	-5.57%
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%
Total Revenues	12,462,966	14,446,561	18,809,625	16,820,757	13,949,512	(2,871,245)	-17.07%
<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%
Net Performance before Overhead Allocations & Depreciation	(1,300,341)	(1,361,351)	153,745	(2,954,418)	(7,307,734)	(4,353,316)	-147.35%
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%
Total Expenses	14,999,021	17,639,654	21,435,385	23,187,053	25,365,558	2,178,505	9.40%
Net Margin	\$ (2,536,055)	\$ (3,193,093)	\$ (2,625,761)	\$ (6,366,296)	\$(11,416,046)	\$ (5,049,750)	-79.32%
General Fund Support/ Transfer In	\$ 1,883,333	\$ 3,300,000	\$ 2,370,000	\$ 6,250,000	\$ 11,300,000	\$ 5,050,000	80.80%

Primary Care Clinics – Dental - Trended Performance

	2016	2017	2018	2019	2020	Variance from 2019 Projected	
	Actual	Actual	Actual	Projected Actual	Proposed Budget	\$	%
Gross Patient Revenue	4,535,638	4,215,010	3,929,455	3,720,440	4,322,443	602,003	16.18%
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%
Net Patient Revenue	2,769,217	3,740,745	4,187,429	2,784,365	2,768,846	(15,519)	-0.56%
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%
Total Revenues	4,475,248	5,232,267	5,626,536	4,652,210	4,085,579	(566,630)	-12.18%
<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%
Net Performance before Overhead Allocations & Depreciation	879,805	1,125,885	1,121,609	175,781	(511,657)	(687,438)	-391.08%
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%
Total Expenses	4,032,524	4,701,367	5,381,369	5,316,265	5,495,048	178,783	3.36%
Net Margin	\$ 442,725	\$ 530,900	\$ 245,166	\$ (664,056)	\$ (1,409,469)	\$ (745,413)	-112.25%
Capital	-	-	-	-	47,862	47,862	-
General Fund Support/ Transfer In	\$ -	\$ -	\$ -	\$ 650,000	\$ 1,450,000	\$ 800,000	123.08%

2020 FTE Schedule – Primary Care Clinics

	Adopted 2018	Adopted 2019	Amended 2019	Proposed 2020
Primary Care Clinics				
Administration	15.00	15.00	32.00	22.40
Medical Clinics	174.80	178.70	168.70	179.10
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
Dental Clinic Administration	2.00	2.00	2.00	2.00
Dental Clinics	46.00	46.00	43.00	42.20
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
Total Primary Care Clinics	237.80	241.70	245.70	245.70



C. L. Brumback

Primary Care Clinics

Health Care District Palm Beach County