



# **COMMUNITY HEALTH CENTER**

## **BOARD OF DIRECTORS**

**November 20, 2024**

**12:30 P.M.**

### **Meeting Location**

**Health Care District Palm Beach County**  
**1515 N. Flager 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**

**November 20, 2024**

**Health Care District Palm Beach County  
1515 N. Flagler Drive, Suite 101, West Palm Beach, FL 33401**

Remote Participation Link: <https://zoom.us/j/5507895592?pwd=REZ4TWtYUXowQWNpWTBaVXRzZldDQT09>

Telephone Dial-in Access: (646) 558-8656 / Meeting ID: 550 789 5592 / Password: 94650

**1. Call to Order – Joseph Gibbons, 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**

Google Review Initiative  
(Karen Hockensmith)

**4. Disclosure of Voting Conflict**

**5. Public Comment**

**6. Meeting Minutes**

- A. **MOTION TO APPROVE:**  
Board Meeting Minutes of October 23, 2024 [Pages 1-7]



**7. Consent Agenda – MOTION TO APPROVE:**

**A. ADMINISTRATION**

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

November 2024 Internet Posting of District Public Meeting  
<https://www.hcdpbc.org/resources/public-meetings>

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

Attendance Tracking [Page 8]

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

HRSA Digest [Pages 9-17]

**7A-4 RECEIVE AND FILE:**

Proposed Schedule for 2025 Board Meetings [Pages 18-19]

**B. FINANCE**

**7B-1 MOTION TO APPROVE:**

District Clinic Holdings, Inc. Financial Report  
(Jessica Cafarelli) [Pages 20-36]

**8. Regular Agenda**

**A. ADMINISTRATION**

**8A-1 MOTION TO APPROVE:**

Change in Scope Hours – Lewis Center  
(Dr. Joshua Adametz) [Page 37]

**8A-2 MOTION TO APPROVE:**

Community Health Improvement Plan & Community Health Assessment  
Update (Needs Assessment) [Pages 38-42]

**B. EXECUTIVE**

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

Executive Director Informational Update  
(Dr. Joshua Adametz) [Page 43]



**C. CREDENTIALING**

8C-1 **MOTION TO APPROVE:**

Licensed Independent Practitioner Re-credentialing and Privileging  
(Dr. Ana Ferwerda) [Pages 44-46]

**D. QUALITY**

8D-1 **MOTION TO APPROVE:**

Quality Report  
(Dr. Ana Ferwerda) [Pages 47-80]

**E. OPERATIONS**

8E-1 **MOTION TO APPROVE:**

Operations Report  
(Nancy Gonzalez) [Pages 81-87]

**9. Dr. Joshua Adametz, AVP & Executive Director of Community Health Center  
Comments**

**10. Board Member Comments**

**11. Establishment of Upcoming Meetings**

**December 18, 2024 (TBD)**

12:30 p.m. Board of Directors

**12. Motion to Adjourn Public Meeting**



**District Clinic Holdings, Inc.; d.b.a. Health Care District Community Health Center**  
**Board of Directors Meeting**  
**Healthcare District Palm Beach County, 1515 N. Flagler Drive, Suite 101, WPB, FL 33401**  
**Summary Minutes**  
**10/23/2024**

**Present:** Melissa Tascone – Chair; Michael Smith – Vice Chair; Joseph Gibbons–Secretary; Cathleen Ward (ZOOM); Julia Bullard; Boris Seymore; William Johnson–Treasurer; Crystal Gonzalez (ZOOM)

**Absent:** None

**Excused:** Alcolya St. Juste

**Staff:** Bernabe Icaza; Candice Abbott; Darcy Davis (ZOOM); Dr. Belma Andric; Dr. Joshua Adametz; Jessica Cafarelli; Heather Bokor; Geoff Washburn; Dr. Ana Ferwerda; Angela Santos; Jesenia Montalvo; Gina Kenyon; Maxine Sonnenschein (ZOOM); Weesam Kouhry (ZOOM)

**Minutes Transcribed By:** Gina Kenyon

**The meeting is scheduled for** 12:30pm.

**Meeting Began at** 1:25pm.

AGENDA ITEM	DISCUSSION	ACTION
<b>1. Call to Order</b>  <b>1A. Roll Call</b>  <b>1B. Affirmation of Mission</b>	Melissa Tascone called the meeting to order.  Roll call was taken and a quorum was established.  Ms. Tascone read the affirmation of mission.	<b>The meeting was called to order at 12:30 p.m.</b>
<b>2. Agenda Approval</b>  <b>2A. Additions/Deletions/ Substitutions</b>  <b>2B: Motion to Approve Agenda Items</b>	Substitution: New Agenda Item for 8A-1 Election of Officers and Committee Appointments.	<b>VOTE TAKEN: Mr. Joseph Gibbons made a motion to approve the agenda. Mr. Michael Smith duly seconded the motion. A vote was called and the motion passed unanimously.</b>



<b>3. Awards, Introductions &amp; Presentations</b>	HRSA & AHA Quality Award Badges	<b>No action necessary.</b>
<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>A. MOTION TO APPROVE:</b>  Board Meeting Minutes	There were no changes or comments to the minutes dated September 25, 2024.	<b>VOTE TAKEN: As presented, Mr. Michael Smith made a motion to approve the Board meeting minutes Mr. Joseph Gibbons duly seconded the motion. 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. Michael Smith motioned to approve the Consent Agenda. Ms. Julia Bullard duly seconded the motion. A vote was called, &amp; the motion passed unanimously.</b>
<b>A. ADMINISTRATION</b>  <b>7A-1. Receive &amp; File:</b>  Internet Posting of District Public Meeting	The October 2024 meeting notice was posted.	<b>Received &amp; Filed. No further action is necessary.</b>
<b>7A-2. Receive &amp; File:</b> Attendance Tracking	Attendance tracking was updated.	Received & Filed. No further action is necessary.



<b>7A-3. Receive &amp; File:</b> HRSA Digest	Per the request of the clinic Board, the latest HRSA Digest was provided.	<b>Received &amp; Filed. No further action is necessary.</b>
<b>B. FINANCE</b>  <b>7B-1. Motion To Approve:</b> DCH, Inc. Financial Report	This agenda item recommends the Board approve the August 2024 Financials which were provided in the Board packet.	<b>Motion approved unanimously.</b>
<b>8. REGULAR AGENDA</b>		
<b>A. ADMINISTRATION:</b>  <b>8A-1 MOTION TO APPROVE:</b> Election of Officers and Committee Appointments	<p>Dr. Adametz presented the Election of Officers and Committee Appointments Agenda Item. The Board nominated, voted and approved the following:</p> <p><b>Chair:</b> Melissa Tascone made a motion to nominate Joseph Gibbons for the new Chair. Mr. Gibbons accepted. No further nominations were submitted; therefore, nominations were closed. Michael Smith seconded the motion. A vote was called and the motion passed unanimously.</p> <p><b>Vice-Chair:</b> Melissa Tascone made a motion to nominate William Johnson for the new Vice-Chair. Mr. Johnson accepted. No further nominations were submitted; therefore, nominations were closed. Joseph Gibbons seconded the motion. A vote was called and the motion passed unanimously.</p> <p><b>Secretary:</b> Melissa Tascone made a motion to nominate Julia Bullard for the new Secretary. Ms. Bullard accepted. No further nominations were submitted; therefore, nominations were closed. Joseph Gibbons seconded the motion. A vote was called and the motion passed unanimously.</p>	<b>VOTE TAKEN: Mr. Joseph Gibbons motioned to approve the Election of Officers and Committee Appointments agenda item. Mr. Bill Johnson duly seconded the motion. A vote was called, &amp; the motion passed unanimously.</b>



	<p><b>Treasurer:</b> William Johnson made a motion to nominate Michael Smith for the new Treasurer. Mr. Smith accepted. No further nominations were submitted; therefore, nominations were closed. Julia Bullard seconded the motion. A vote was called and the motion passed unanimously.</p>	
<p><b>8A-2 MOTION TO APPROVE:</b> Bylaws Amendment</p>	<p>Bernabe Icaza presented a Bylaws Amendment to amend Section 10, Officers &amp; Section 12. Proposed changes:</p> <ul style="list-style-type: none"> <li>• Revising Section 10.1 to change the Annual Meeting from May to September.</li> <li>• Revising Section 12.4 to change the Annual Meeting from May to September.</li> </ul>	<p><b>VOTE TAKEN: Mr. Michael Smith motioned to approve the Bylaws Amendment. Mr. Joe Gibbons duly seconded the motion. A vote was called, &amp; the motion passed unanimously.</b></p>
<p><b>8A-3 MOTION TO APPROVE:</b> Board Member Self-Evaluation Survey Results</p>	<p>Dr. Joshua Adametz presented the Board's Annual Self-Evaluation tally as of October 2024.</p>	<p><b>VOTE TAKEN: Mr. Bill Johnson motioned to approve the Board Member Self-Evaluation Survey Results. Mr. Mike Smith duly seconded the motion. A vote was called, &amp; the motion passed unanimously.</b></p>
<p><b>8A-4 MOTION TO APPROVE:</b> Board Member Executive Director Evaluation Survey Results</p>	<p>Ms. Candice Abbott presented the Board's Annual Evaluation of Dr. Joshua Adametz, AVP &amp; Executive Director of Community Health Center's tally as of October 2024.</p>	<p><b>VOTE TAKEN: Mr. Joe Gibbons motioned to approve the Board Member Executive Director Evaluation Survey Results. Mr. Bill Johnson duly seconded the motion. A vote was called, &amp; the motion passed unanimously.</b></p>





<b>B. EXECUTIVE</b>  <b>8B-1 RECEIVE AND FILE:</b> Executive Director Informational Update	Dr. Adametz presented his Executive Director Informational Update. <ul style="list-style-type: none"> <li>• Hurricane Operations</li> <li>• Integrated Behavioral and Oral Health</li> </ul>	<b>Received &amp; Filed. No further action is necessary.</b>
<b>C.CREDENTIALING</b>  <b>8C-1 MOTION TO APPROVE:</b> LIP Credentialing and Privileging	Dr. Ferwerda presented the Licensed Independent Practitioner Credentialing and Privileging Report: <ul style="list-style-type: none"> <li>• Andraw Pierre, LMHC – Initial Credentialing</li> </ul>	<b>VOTE TAKEN: Mr. Mike Smith made a motion to approve the LIP Credentialing and Privileging agenda item as presented. Mr. Joe Gibbons duly seconded the motion. A vote was called, and the motion passed unanimously.</b>
<b>D.QUALITY</b>  <b>8D-1. MOTION TO APPROVE:</b> Quality Reports	This agenda item presents the updated Quality Improvement & Quality Updates: <ul style="list-style-type: none"> <li>• Quality Council Meeting Minutes – October 2024</li> <li>• UDS Report – YTD</li> </ul> Dr. Ferwerda presented the above topics and reviewed the UDS Report Dashboard.	<b>VOTE TAKEN: Mr. Bill Johnson made a motion to approve the Quality Reports as presented. Mr. Mike Smith duly seconded the motion. A vote was called, and the motion passed unanimously.</b>
<b>E. OPERATIONS</b>  <b>8E-1 MOTION TO APPROVE:</b> Operations Report	Angela Santos presented the Operations Report for September 2024 <ul style="list-style-type: none"> <li>• Clinic Productivity, Demographics, Payor Mix, Walk-In Dashboard, and No-Show Dashboard.</li> </ul>	<b>VOTE TAKEN: Mr. Mike Smith made a motion to approve the Quality Reports as presented. Mr. Bill Johnson duly seconded the motion. A vote was called, and the motion passed unanimously.</b>



<p><b>8E-2 MOTION TO APPROVE:</b> Patient Relations Report</p>	<p>Alexa Goodwin presented the Patient Relations Report for Q3 2024.</p>	<p><b>VOTE TAKEN: Mr. Joseph Gibbons made a motion to approve the Patient Relations Report as presented. Mr. Bill Johnson duly seconded the motion. A vote was called, and the motion passed unanimously.</b></p>
<p><b>9. Executive Director of FQHC Services Comments</b></p>	<p>None.</p>	<p><b>No action necessary.</b></p>
<p><b>10: Board Member Comments</b></p>	<p>Mr. Bill Johnson asked what the status of Atlantis is. Dr. Adametz stated that we are hoping for completion by the end of next month. Inspections and construction are holding us up.</p> <p>Mr. Mike Smith asked if we could track our new patients. We will add this to our Operations Report. Mr. Joe Gibbons asked if we could also provide an updated on our Homeless patients now that the new law is in place. Dr. Adametz stated that we will make sure to bring significant changes in these areas to the Board.</p> <p>Ms. Crystal Gonzalez asked how we connect our Homeless population to other partners in the area. Dr. Andric stated that we currently have licensed social workers in our clinics and we also refer them to Mangonia when needed. We have created a new Case Management Department as well.</p>	<p><b>No action necessary.</b></p>



	<p>Ms. Julia Bullard would like a copy of her headshot that was taken a few months ago.</p> <p>Mr. Joe Gibbons stated that this was a very informative meeting that ran smoothly and efficiently.</p> <p>Ms. Melissa Tascone thanked everyone for their support during her term as Chair.</p>	
<b>11. Establishment of Upcoming Meetings</b>	<p><b><u>November 20, 2024 (TBD)</u></b> 12:30 p.m. Board of Directors</p> <p><b><u>December 18, 2024 (TBD)</u></b> 12:30 p.m. Board of Directors</p>	<b>No action necessary.</b>
<b>12. Motion to Adjourn</b>	<p>Mr. Mike Smith motioned to adjourn the public meeting at 1:15 pm.</p>	<b>VOTE TAKEN: Mr. Mike Smith made a motion to adjourn the public meeting. Mr. Bill Johnson duly seconded the motion. A vote was called, and the motion passed unanimously.</b>

**Minutes Reviewed by:** \_\_\_\_\_

**Signature**

**Date**



### Community Health Center Board of Directors Attendance Tracking 2024

	01/24/24	02/28/24	03/27/24	04/24/24	05/22/24	06/26/24	07/24/24	08/28/24	09/25/24	10/23/24	11/20/24	12/18/24
Mike Smith	X	X	X	X	X	X	X	E	X	X		
Melissa Tascone	X	X	X	E	E	X	X (ZOOM)	X (ZOOM)	X (ZOOM)	X		
Julia Bullard	X	X	A	X (ZOOM)	X	E	A	X	X	X		
Joseph Gibbons	E	X	E	X	E	X	X	X	X	X		
Alcoyla St. Juste	X (Zoom)	A	X (Zoom)	X (ZOOM)	X (ZOOM)	X (ZOOM)	E	X	X (ZOOM)	E		
Robert Glass	X	E	-	-	-	-	-	-	-	-	-	-
William (Bill) Johnson	X	X	X	X	E	X	X (ZOOM)	X	E	X		
Boris Seymore	X (Zoom)	X	X (Zoom)	X (ZOOM)	X (ZOOM)	A	X (ZOOM)	A	X	X		
Tammy Jackson-Moore	X (Zoom)	A	-	-	-	-	-	-	-	-	-	-
Crystal Gonzalez	-	X (ZOOM)	X (Zoom)	E	X (ZOOM)	X (ZOOM)	X (ZOOM)	X (ZOOM)	E	X (ZOOM)		
Cathleen Ward	-	-	X (Zoom)	X (ZOOM)	X (ZOOM)	E	E	X (ZOOM)	X (ZOOM)	X (ZOOM)		
Quorum Established	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q		

**X= Present**    **A= Absent**  
**C= Cancel**    **Q= Quorum**  
**E= Excused**

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

**1. Description: HRSA Digest**

**2. Summary:**

Per the request of the Clinic Board, we will include the latest HRSA Digest updates as available.

**3. Substantive Analysis:**

The October HRSA Digest highlighted 2023 UDS Data Now Available in GeoCare Navigator, Preventing Cardiac Events through Cardiac Rehab Referral, and Deadline Reminder for SAC Applications.

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

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval. Reviewed for financial accuracy and compliance with purchasing procedure:

N/A  
Jessica Cafarelli  
VP & Chief Financial Officer

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

N/A  
Committee Name

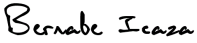
N/A  
Date Approved


**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

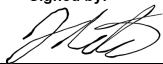
**6. Recommendation:**

Staff recommends the Board Receive and File the HRSA Digest.

Approved for Legal sufficiency:

DocuSigned by:  
  
0CF6F7DB6706434... Bernabe Icaza  
SVP & General Counsel

DocuSigned by:  
  
D31F5A902D3B449... Jesenia Montalvo  
Manager, Regulatory & Accreditation

Signed by:  
  
2BA224F087844B2... Joshua Adametz, DMD, MPH, MA  
AVP & Executive Director of Community  
Health Centers

# 2023 UDS Data in the GeoCare Navigator, TWM Wrap-up

HRSA sent this bulletin at 10/29/2024 09:36 AM EDT



## Primary Health Care Digest

October 29, 2024



### TWM Wrap-up

If you missed last week's Today with Macrae (TWM) Q&A webcast, here are the [slides](#) (PDF) and the [recording](#).

Here are some highlights of resources and updates:

- Check out our [Health Center Program history website](#) to download the history book, access videos, and more.
- Visit our [Health Center Performance Improvement Toolkit webpage](#) and register for the November 14 webinar (visit the [registration page](#)). Short on time? Review pages 2-4 of the Self-Assessment Guide prior to the session.
- We awarded "Early Adopter" badges to health centers that participated in early Uniform Data System patient-level submission (UDS+) reporting cohorts.
- If you haven't yet, add [grantsupport@hrsa.gov](mailto:grantsupport@hrsa.gov) to your "safe senders" list to receive messages from HRSA's Electronic Handbooks (EHBs).
- Learn about HRSA's Graduate Psychology Education Program, including an upcoming TA session (next week) for applicants, on the [Graduate Psychology Education Program webpage](#).



The final TWM webcast for this year is from 1:30-2:45 p.m. ET on Thursday, December 5. It will feature our observance of World AIDS Day.

### 2023 UDS Data Now Available in the GeoCare Navigator

Last week, we added 2023 UDS data to the [Health Center Program GeoCare Navigator](#). If you don't see the updated data, you may need to clear your cache. Here is how to do that: [instructions for Google Chrome](#) and [instructions for Microsoft Edge](#). Make sure to select "All Time" as the time period.

If you have questions regarding the GeoCare Navigator, submit them via the [BPHC Contact Form](#) (Health Center Data and Research > HCP GeoCare Navigator).



## Preventing Cardiac Events through Cardiac Rehab Referral

Join us, and CDC, to learn about the value of cardiac rehabilitation. Speakers, including our own Dr. Asad Bandealy, will overview Million Hearts' strategies for increasing participation in cardiac rehab. El Dorado Community Health Centers will share their experience as well.

Tuesday, November 12

11:00 a.m.-noon ET

[Registration page](#)



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Jump To: [Behavioral Health](#) | [HIV](#) | [Workforce](#) | [Oral Health](#) | [Additional Resources](#) | [Training Calendar](#)

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HRSA-funded [National Training and Technical Assistance Partners](#) (NTTAPs) host or developed many of these events and resources.

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What's New

Register for Annual State/Territory-Based UDS Trainings

We're collaborating with Primary Care Associations to host virtual and in-person 2024 UDS reporting technical assistance (TA) sessions trainings. View the [2024 UDS Training Schedule](#) (PDF) for details on these state or territory-based training opportunities.



If you help prepare your health center's UDS submission, join to receive information and resources to support your complete, accurate, and timely submission. We'll provide:

- An in-depth review of the 2024 UDS reporting tables, key terms, and definitions.
- Details of changes from the 2023 UDS reporting.
- Updates on UDS Modernization, including about UDS+ requirements and resources.

This is your opportunity to ask expert UDS trainers questions about reporting requirements and how state or territory policies may impact reporting.

DUE FRIDAY: Final Week for Training and TA Assessment

Don't miss your opportunity to share feedback! Visit the [Health Center Resource Clearinghouse](#) to complete the training and TA assessment.



Is Your Project Director Accurate?

A health center's leader (Chief Executive Officer or similar role) is typically identified as the Project Director (PD) in EHBs. If you don't update EHBs when there's a leadership change it can delay your health center's notice of time-sensitive requirements. To avoid late or unacceptable submissions — and a condition on your award — take time TODAY to review your PD and, if needed, submit a task in EHBs to make an update. Learn more in a [bulletin](#).

Deadline Reminder: SAC Applications for May 1 and June 1 Starts

The application deadlines are approaching for the fiscal year 2025 Service Area Competition (SAC) Notice of Funding Opportunities (NOFO) for service areas with a May 1, 2025, or June 1, 2025, period of performance start date.

- Find details for each of the announced service areas on the [Service Area Announcement Table](#).
- Links to the NOFOs in Grants.gov and TA materials are available on the [SAC TA webpage](#).

Start Date	NOFO #	Grants.gov	EHBs
(in 2025)		Due by 11:59 p.m. ET	Due by 5:00 p.m. ET

Training Calendar



Visit our [online calendar](#) for details on these and all scheduled events.

Through November 5

Reporting UDS Financial and Operational Tables

Tuesday, October 29  
2:00-3:30 p.m. ET  
[Registration page](#)

Navigating the OSV Journey: How to Prepare for a Successful Operational Site Visit

Wednesday, October 30  
2:00-3:30 p.m. ET  
[Registration page](#)

Using Geriatric Principles to Care for Aging Patients Living With HIV

Hosted by Renaye James  
Healthcare Advisors (RJHA)  
Thursday, October 31  
1:00-2:00 p.m. ET  
[Registration page](#)  
**\*\*CE credits available\*\***

Developing a Strategy for Workforce Well-being Workshop

Thursday, October 31  
2:00-3:00 p.m. ET  
[Registration page](#)

Navigating Comprehensive Care for Refugees: Integrating Clinical Care, Cultural Sensitivity, and Community Collaboration

Hosted by CHC  
Thursday, October 31  
2:00-3:00 p.m. ET  
[Registration page](#)

Developing Curriculum in Line with Accreditation: Best Practices for NP Residency Programs

Hosted by CHC  
Monday, November 4  
1:00-2:00 p.m. ET  
[Join the day of the session](#)

Upcoming

May 1	HRSA-25-016	Passed	November 14
June 1	HRSA-25-017	October 29 (today!)	December 2

## Two New Published Studies about the Health Center Program

Visit BPHC's [Health Center Library website](#) to access the full article summaries.

- Quantifying Population Characteristics Within and Outside a 30-Minute Drive-Time to HRSA-Supported Health Centers**  
 HRSA-funded researchers found that 94% of Americans live in a census tract categorized as being within a 30-minute drive of a health center service delivery site. Of those 6% of Americans outside a 30-minute drive to a health center, 11.7 million (60.11%) are in rural areas, and over 1.5 million households (20.32%) lack broadband internet access.

- Utilization, Quality, and Spending for Pediatric Medicaid Enrollees with Primary Care in Health Centers vs Non-Health Centers**  
 Using 2012 Medicaid claims data, HRSA-funded researchers compared cost, use, and quality among health center and non-health center pediatric patients. They found that for health center patients, quality of care was comparable, and total expenditures were lower by \$240 per patient. This suggests that delivering primary care pediatric services at a health center may be a more cost-effective health care model.

## Learn about Coverage to Care

Through the Coverage to Care (C2C) health literacy initiative, CMS helps consumers understand health coverage options, access primary care resources, and learn about preventive health services. CMS' [C2C website](#) includes resources in multiple languages. Visit their [partners and providers resources webpage](#) for resources specifically designed for you. Scroll to the bottom of the page to learn about their Community Connections Tour (and how you can get involved) and to sign up for updates.

## Behavioral Health

### Integrated Primary and Behavioral Health Care TA Kickoff

Join our webinar to hear about the training and TA we provide to support your efforts to integrate behavioral health into primary care. You'll gain an understanding of available resources and how to request TA support.

Thursday, November 14  
 11:00 a.m.-noon ET  
[Registration page](#)

## HIV

**Request for Information for the 2026-2030 National HIV/AIDS Strategy and the National Strategic Plans for Sexually Transmitted**

## Upcoming

### Integrating Behavioral Health into Pediatric Care, Part 2

Hosted by RJHA  
 Wednesday, November 6  
 Noon-1:00 p.m. ET  
[Registration page](#)  
**\*\*1.0 CE credit available\*\***

### UDS: Preliminary Reporting Environment

Wednesday, November 6  
 1:00-3:00 p.m. ET  
[Registration page](#)

### Supporting the Mental Health Needs of MSAWs of All Ages Amidst Extreme Heat *(in English with Spanish interpretation)*

Hosted by Farmworker Justice and Health Outreach Partners  
 Wednesday, November 6  
 2:00-3:00 p.m. ET  
[Registration page](#)

### Improving Hypertension Management: Applying Standing Orders and the Role of Medical Assistants

Hosted by CHC  
 Wednesday, November 6  
 2:00-3:00 p.m. ET  
[Join the day of the session](#)

### Agricultural Worker Identification, Registration, & Reporting in UDS

Hosted by the National Center for Farmworker Health (NCFH)  
 Wednesday, November 6  
 2:00-3:00 p.m. ET  
[Registration page](#)

### Supporting A Diverse Workforce Webinar Series *(in English with live interpretation in Spanish and American Sign Language (ASL))*

Hosted by the Association of Clinicians for the Underserved's (ACU) STAR<sup>2</sup> Center, with Health Partners on IPV + Exploitation and Migrant Clinicians Network  
 Wednesdays, November 6, 13, and 20  
 3:00-4:00 p.m. ET  
[Registration page](#)

**HIV Prevention and Care for People Assigned Female at**

## Infections, Vaccines, and Viral Hepatitis

HHS invites your feedback on strategic plans to serve as national roadmaps to guide efforts to address HIV, sexually transmitted infections (STI), and viral hepatitis. Visit the [Federal Register website](#) to learn more and comment.

HHS will also hold listening sessions to gather input. Watch the [HIV.gov blog](#) to register for sessions that will take place from 8:00-9:30 a.m. ET in English (Wednesday, November 13) and Spanish (Thursday, November 14).

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## The Intersection of HIV, Aging, and Housing: Considerations for Health Centers

This webinar will focus on integrated solutions for supporting older adults living with HIV to safely age in their community of choice. This is a collaboration between the National Center for Equitable Care for Elders (NCECE), the National Center for Health in Public Housing (NCHPH), and the National LGBTQIA+ Health Education Center.

Wednesday, November 13  
2:00-3:00 p.m. ET  
[Registration page](#)

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## Workforce

### Unlocking Insights: Interpreting and Communicating Staff Survey Results

Our Health Center Workforce Well-being Survey assessed job satisfaction, engagement, burnout, and retention among health center staff. In this webinar, we will first share strategies for interpreting the survey findings. Then we will suggest ways to effectively communicate those insights (or those from other data sources) to leadership, staff, and stakeholders. We'll discuss how to develop action plans and strategies to enhance workforce well-being.

Wednesday, November 20  
2:00-3:00 p.m. ET  
[Registration page](#)

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### NTTAP Learning Collaboratives

See the application pages for dates, times, and more information about these opportunities:

- Dental Assistant Workforce**  
 Interested in developing an in-house dental assistant training program? The National Network for Oral Health Access (NNOHA) invites you to join peers in expanding the dental assistance workforce. Visit the [application page](#) to apply by Friday, November 8.
- Strengthening Emergency Preparedness: Supporting Survivors of IPV, Human Trafficking, and Exploitation**  
 Join Health Partners on IPV + Exploitation, the Association of Asian Pacific Community Health Organizations, and the National Health Care for the Homeless Council to learn how you can integrate the needs of survivors of intimate partner violence (IPV), human trafficking, and exploitation into emergency preparedness. Sessions will cover adaptable protocols

## Birth

Hosted by the National LGBTQIA+ Health Education Center  
Thursday, November 7  
Noon-1:00 p.m. ET  
[Registration page](#)

### Using Performance Improvement Methods to Improve Your BMI Follow-up Plan Measure

Hosted by RJHA  
Thursday, November 7  
1:00-2:00 p.m. ET  
[Registration page](#)

**\*\*1.0 CE credit available\*\***

### Addressing the Intersection of IPV and Substance Use in Maternal Health Care

Thursday, November 7  
2:00-3:00 p.m. ET  
[Registration page](#)

### Screening for Violence Risk in People Living with Disabilities

Hosted by NCHPH  
Tuesday, November 12  
1:00-2:00 p.m. ET  
[Registration page](#)

### Empoderando a las Comunidades: Cómo las Promotoras de Salud Impulsan la Equidad en la Detección Temprana y Tratamiento del Cáncer de Mama *(in Spanish)*

Hosted by NNCC  
Tuesday, November 12 **(NEW DATE)**  
3:00-4:00 p.m. ET  
[Registration page](#)

### Marketplace Open Enrollment: Mobilizing Health Centers to Enroll Patients & Communities

Hosted by the National Association of Community Health Centers  
Wednesday, November 13  
1:00-2:00 p.m. ET  
[Registration page](#)

### The Intersection of HIV, Aging, and Housing: Considerations for Health Centers

Hosted by NCECE, NCHPH, and the National LGBTQIA+ Health Education Center  
Wednesday, November 13  
2:00-3:00 p.m. ET

preparation sessions will cover adaptive processes, memoranda of understanding, and strategies/resources to foster partnership with community-based organizations, including domestic violence programs. Visit the [application page](#) to apply by Friday, November 22.

- **Improving Colorectal Cancer Screening in Agricultural Worker Communities**

Join MHP Salud and focus on improving colorectal cancer screening for migratory and seasonal agricultural workers (MSAWs). Sessions will cover unique barriers to screening, the role of community health workers, strategies for promoting screening, and introduce an evidence-based curriculum to reach MSAWs. Visit the [application page](#).

## Oral Health

### Oral Health and IPV: Strategies for Providing Safe and Comfortable Patient Experiences

Survivors of IPV/human trafficking often face significant barriers to accessing oral health care, and dental visits can sometimes act as triggers for these individuals. Dental professionals play a crucial role in creating safe and supportive environments that prioritize the comfort and well-being of these patients. NNOHA and Health Partners on IPV + Exploitation cohost this opportunity for you to learn approaches that can help.

Thursday, November 14

2:00-3:00 p.m. ET

[Registration page](#)

**\*\*1.0 CDE available\*\***

### Dental Assistant Workforce Learning Collaborative

[See the announcement above.](#)

## Additional Resources

### Safeguarding Home Environments: Addressing Environmental Risks for Aging and Disabled Populations in Public Housing

Join the National Nurse-Led Care Consortium (NNCC) and NCHPH to explore strategies and resources that can help you mitigate environmental hazards for aging and disabled residents in public housing. You'll learn about common environmental risks, strategies for enhancing home safety, and the importance of partnerships with housing authorities and other community stakeholders.

Thursday, November 14

2:00-3:00 p.m. ET

[Registration page](#)

### Team-Based Primary Care in Health Centers

Wherever you are in the health center movement, it's likely that you are part of a team. Community Health Center, Inc. (CHC) hopes this concise and practical book, "[Team-Based Primary Care in Health Centers](#)" (PDF), gives you strategies, tools, and encouragement to adopt a fully



[Registration page](#)

### UDS: Successful Submission Strategies

Wednesday, November 13

2:00-3:30 p.m. ET

[Registration page](#)

### Integrated Primary and Behavioral Health Care TA Kickoff

Thursday, November 14

11:00 a.m.-noon ET

[Registration page](#)

### Using Action Plans to Address Workload Challenges Workshop

Thursday, November 14

1:00-2:00 p.m. ET

[Registration page](#)

### Health Center Performance Improvement Toolkit

Thursday, November 14

2:00-3:00 p.m. ET

[Registration page](#)

### Safeguarding Home Environments: Addressing Environmental Risks for Aging and Disabled Populations in Public Housing

Hosted by NNCC and NCHPH

Thursday, November 14

2:00-3:00 p.m. ET

[Registration page](#)

### Empowering Well-Being: A Diabetes Journey

Hosted by NCFH

Tuesday, November 19

1:00-2:00 p.m. ET

[Registration page](#)

### Providing Comprehensive HIV Education and Care to MSAW Communities (in English with live Spanish interpretation)

Hosted by Farmworker Justice

Wednesday, November 20

1:00-2:00 p.m. ET

[Registration page](#)

### Unlocking Insights: Interpreting and Communicating Staff Survey Results

Wednesday, November 20

2:00-3:00 p.m. ET

[Registration page](#)

integrated model of team-based primary care. It covers:

1. Foundations
2. Data-driven care
3. Roles
4. Training the next generation
5. The future



## Building Trust: Addressing Vaccine Hesitancy and Health Misinformation in Vulnerable Communities

Hosted by NNCC

Tuesday, December 3 (**NEW DATE**)

3:00-4:00 p.m. ET

[Registration page](#)

Webinars are hosted by HRSA unless otherwise noted.

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**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

**1. Description:** Proposed Schedule for 2025 Board Meetings.

**2. Summary:**

This agenda item provides the Board with the proposed schedule for board meetings in 2025.

**3. Substantive Analysis:**

**January 22, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**February 26, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**March 26, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**April 23, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**May 28, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**June 25, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**July 23, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**August 27, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**September 24, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors





**DISTRICT CLINIC HOLDINGS, INC.**

**BOARD OF DIRECTORS**

**November 20, 2024**

**October 22, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**November 19, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

**December 17, 2025 (HCD Board Room)**

12:30 p.m. Board of Directors

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

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval. Reviewed for financial accuracy and compliance with purchasing procedure:

\_\_\_\_\_  
N/A  
Jessica Cafarelli  
VP & Chief Financial Officer

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

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

\_\_\_\_\_  
N/A  
Date Approved

**3. Recommendation:**

Staff recommends the Board Receive and File the Schedule for 2025 Board Meetings.

Approved for Legal sufficiency:

DocuSigned by:  
  
\_\_\_\_\_  
0CF6F7DB6706406 Bernabe Icaza  
SVP & General Counsel

Signed by:  
  
\_\_\_\_\_  
2B4234F087844B3 Joshua Adametz, DMD, MPH, MA  
AVP & Exec. Dir. of Community Health Ctr

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

**1. Description:** District Clinic Holdings, Inc. Financial Report September 2024

**2. Summary:**

The unaudited September 2024 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:**

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval. Reviewed for financial accuracy and compliance with purchasing procedure:

N/A  
Jessica Cafarelli  
VP & Chief Financial Officer

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

N/A  
Committee Name

N/A  
Date Approved



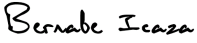


**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

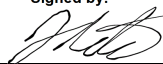
**6. Recommendation:**

Staff recommends the Board approve the unaudited September 2024 District Clinic Holdings, Inc. financial statements.

Approved for Legal sufficiency:

Signed by:  
  
0CF6F7DB6706434  
Bernabe Icaza  
SVP & General Counsel

Signed by:  
  
CA0A21FF2E09481...  
Jessica Cafarelli  
VP & Chief Financial Officer

Signed by:  
  
2B4234F087841B0  
Joshua Adametz, DMD, MPH, MA  
AVP & Executive Director of Community Health Centers



# MEMO

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To: Finance Committee

From: Jessica Cafarelli  
VP, Chief Financial Officer

Date: November 20, 2024

Subject: Management Discussion and Analysis as of September 2024 C.L. Brumback Primary Care Clinic Financial Statements.

The unaudited September financial statements represent the financial performance through the twelfth month of the 2024 fiscal year for the C.L. Brumback Primary Care Clinics. On the Comparative Statement of Net Position, cash decreased (\$5.4M) due to Subsidy transfer out of (\$6.5M), and other normal business operations offset some of this negative impact on cash. Due from Other Governments increased \$1.0M due to HRSA and AHCA revenue accruals.

On the Statement of Revenues and Expenses, net patient revenue YTD was favorable to budget by \$4.5M or 50.6% primarily due to Medicaid wrap accruals and increased patient visits. Increased patient visits also contributed to Gross patient revenue YTD being favorable to budget by \$6.7M. Total YTD revenues were favorable to budget by \$4.0M or 22.3%. Operational expenses before depreciation were favorable to budget by \$4.6M due to timing differences in expenses and staffing. Positive variances YTD were in salaries, wages, and benefits of \$3.8M, other supplies of \$162k, repairs and maintenance of \$157k, lease and rental of \$594k. The favorable lease and rental variance resulted from the delay in the Atlantis clinic move. Negative variances YTD were in medical services (\$282k) and interest expense (\$101k). The medical services negative variance stemmed from increased lab fees due to increased patient volume. The interest expense negative variance is related to leasing activities. YTD net margin was a loss of (\$26.3M) compared to the budgeted loss of (\$36.9M) resulting in a favorable variance of \$10.6M or (28.8%).

Net patient revenue YTD for the Medical clinics was favorable to budget by \$2.6M. The Medical clinics YTD gross patient revenue was favorable to budget by \$3.7M due to increased patient volumes. The Medical clinics total YTD revenue was favorable to budget by \$2.4M due to increased patient volume and Medicaid wrap. Grant revenue recognition had a negative impact on overall revenue of \$169k. Total operating expenses of \$31.5M were favorable to budget of \$35.5M by \$4.0M or 11.4%. The positive variance is mostly due to salaries, wages, and benefits of \$3.3M, other supplies of \$126k, repairs and maintenance of \$170k, lease and rental of \$497k, and other expense of \$122k. Timing differences in expenses and staffing are driving these favorable YTD variances. Total YTD net margin was favorable to budget by \$8.1M or (26.1%).

Net patient revenue YTD for the Dental clinics was favorable to budget by \$1.8M. Increased patient volume and Medicaid wrap accruals contributed to this favorable variance. The Dental clinics total YTD gross patient revenue was favorable to budget by \$1.8M. Total YTD operating expenses of \$6.2M were favorable to budget by \$826k, with timing differences in staffing primarily accounting for this favorable variance. Total YTD net margin was favorable to budget by \$2.6M or (44.0%).

**District Clinic Holdings, Inc.**  
**Comparative Statement of Net Position**

	<u>September 30, 2024</u>	<u>August 31, 2024</u>	<u>Increase (Decrease)</u>
<b>Assets</b>			
Cash and Cash Equivalents	\$ 1,146,633	\$ 6,530,344	\$ (5,383,711)
Accounts Receivable, net	2,493,497	2,419,827	73,670
Due From Other Governments	2,065,091	1,062,253	1,002,838
Other Current Assets	295,532	336,459	(40,926)
Net Investment in Capital Assets	5,497,746	4,142,229	1,355,517
Right Of Use Assets	4,036,749	4,136,841	(100,092)
<b>Total Assets</b>	<u>\$ 15,535,248</u>	<u>\$ 18,627,952</u>	<u>\$ (3,092,705)</u>
<b>Liabilities</b>			
Accounts Payable	911,582	555,333	356,249
Deferred Revenue-	2,503	3,336	(833)
Accrued Interest	16,674	16,976	(302)
Other Current Liabilities	3,562,004	2,135,418	1,426,586
Lease Liability	3,794,791	3,870,251	(75,459)
Non-Current Liabilities	1,267,895	1,236,371	31,524
<b>Total Liabilities</b>	<u>9,555,450</u>	<u>7,817,685</u>	<u>1,737,765</u>
<b>Deferred Inflows of Resources</b>			
Deferred Inflows	<u>\$ 30,757</u>	<u>\$ 30,757</u>	<u>\$ 0</u>
<b>Net Position</b>			
Net Investment in Capital Assets	5,497,746	4,142,229	1,355,517
Unrestricted	451,295	6,637,282	(6,185,987)
<b>Total Net Position</b>	<u>5,949,041</u>	<u>10,779,511</u>	<u>(4,830,470)</u>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<u>\$ 15,535,248</u>	<u>\$ 18,627,952</u>	<u>\$ (3,092,705)</u>

Note: Amounts may not foot due to rounding.

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
\$ 3,391,796	\$ 2,402,017	\$ 989,779	41.2%	\$ 2,590,668	\$ 801,128	30.9%	Gross Patient Revenue	\$ 36,513,190	\$ 29,812,300	\$ 6,700,890	22.5%	\$ 31,340,191	\$ 5,172,999	16.5%
886,651	770,759	115,892	15.0%	647,614	239,037	36.9%	Contractual Allowance	11,367,622	9,559,593	1,808,029	18.9%	10,068,060	1,299,562	12.9%
1,291,086	1,005,497	285,590	28.4%	845,439	445,647	52.7%	Charity Care	13,246,432	12,489,023	757,409	6.1%	11,740,244	1,506,188	12.8%
541,125	214,993	326,132	151.7%	561,809	(20,684)	(3.7%)	Bad Debt	5,130,567	2,661,643	2,468,924	92.8%	4,076,187	1,054,380	25.9%
2,718,862	1,991,249	727,614	36.5%	2,054,862	664,000	32.3%	Total Contractuals and Bad Debt	29,744,621	24,710,259	5,034,362	20.4%	25,884,490	3,860,130	14.9%
547,359	309,526	237,833	76.8%	963,616	(416,257)	(43.2%)	Other Patient Revenue	6,710,431	3,846,816	2,863,615	74.4%	5,161,088	1,549,344	30.0%
1,220,293	720,295	499,999	69.4%	1,499,422	(279,129)	(18.6%)	Net Patient Service Revenue	13,479,001	8,948,857	4,530,143	50.6%	10,616,789	2,862,212	27.0%
35.98%	29.99%			57.88%			Collection %	36.92%	30.02%			33.88%		
996,970	732,085	264,885	36.2%	1,458,605	(461,635)	(31.6%)	Grants	8,650,571	9,098,480	(447,909)	(4.9%)	11,227,760	(2,577,188)	(23.0%)
-	-	-	-	1,246	(1,246)	-	Interest Earnings	1,943	-	1,943	-	2,063	(120)	(5.8%)
-	-	-	-	-	-	-	Other Financial Assistance	-	-	-	-	738,416	(738,416)	-
14,874	10,706	4,169	38.9%	(642,198)	657,072	(102.3%)	Other Revenue	95,486	132,933	(37,446)	(28.2%)	276,563	(181,077)	(65.5%)
\$ 2,232,138	\$ 1,463,085	\$ 769,053	52.6%	\$ 2,317,075	\$ (84,937)	(3.7%)	Total Revenues	\$ 22,227,001	\$ 18,180,270	\$ 4,046,731	22.3%	\$ 22,861,591	\$ (634,590)	(2.8%)
							Direct Operating Expenses:							
3,186,325	3,237,796	51,472	1.6%	2,436,556	(749,769)	(30.8%)	Salaries and Wages	23,533,214	26,792,577	3,259,362	12.2%	20,913,236	(2,619,978)	(12.5%)
571,529	621,768	50,239	8.1%	536,046	(35,483)	(6.6%)	Benefits	6,062,929	6,571,904	508,974	7.7%	5,470,679	(592,251)	(10.8%)
58,497	117,103	58,606	50.0%	19,907	(38,590)	(193.9%)	Purchased Services	1,321,581	1,405,610	84,029	6.0%	394,581	(927,000)	(234.9%)
367,842	116,221	(251,621)	(216.5%)	361,007	(6,835)	(1.9%)	Medical Supplies	1,360,488	1,394,458	33,970	2.4%	1,240,342	(120,146)	(9.7%)
107,476	45,521	(61,955)	(136.1%)	29,792	(77,684)	(260.8%)	Other Supplies	384,338	546,164	161,826	29.6%	436,417	52,079	11.9%
120,930	68,139	(52,791)	(77.5%)	60,938	(59,991)	(98.4%)	Medical Services	1,099,328	817,800	(281,528)	(34.4%)	782,428	(316,900)	(40.5%)
77,821	57,315	(20,506)	(35.8%)	81,266	3,445	4.2%	Drugs	679,696	688,297	8,601	1.2%	555,006	(124,690)	(22.5%)
49,362	58,255	8,893	15.3%	37,568	(11,794)	(31.4%)	Repairs and Maintenance	541,968	698,961	156,993	22.5%	447,933	(94,035)	(21.0%)
388,493	153,515	(234,978)	(153.1%)	(331,257)	(719,750)	217.3%	Lease and Rental	1,248,583	1,842,230	593,647	32.2%	998,804	(249,779)	(25.0%)
14,548	14,601	53	0.4%	15,059	511	3.4%	Utilities	109,080	175,399	66,319	37.8%	96,773	(12,307)	(12.7%)
336,550	116,312	(220,239)	(189.4%)	187,263	(149,287)	(79.7%)	Other Expense	1,328,597	1,397,361	68,764	4.9%	1,280,472	(48,125)	(3.8%)
16,674	8,923	(7,751)	(86.9%)	159,134	142,460	89.5%	Interest Expense	213,677	112,543	(101,134)	(89.9%)	159,134	(54,543)	(34.3%)
1,606	-	(1,606)	-	-	(1,606)	-	Principal And Interest	1,606	-	(1,606)	-	-	(1,606)	-
6,635	6,528	(108)	(1.7%)	4,947	(1,688)	(34.1%)	Insurance	67,809	78,330	10,521	13.4%	63,853	(3,955)	(6.2%)
5,304,289	4,621,997	(682,292)	(14.8%)	3,598,226	(1,706,063)	(47.4%)	Total Operating Expenses	37,952,895	42,521,633	4,568,738	10.7%	32,839,658	(5,113,237)	(15.6%)
							Net Performance before Depreciation & Overhead Allocations	\$ (15,725,894)	\$ (24,341,363)	\$ 8,615,469	(35.4%)	\$ (9,978,067)	\$ (5,747,827)	57.6%
89,445	73,879	(15,566)	(21.1%)	527,570	438,125	83.0%	Depreciation	1,070,022	886,460	(183,562)	(20.7%)	820,307	(249,715)	(30.4%)
							Overhead Allocations:							
12,185	16,451	4,266	25.9%	11,677	(508)	(4.4%)	OH Risk Management	131,806	197,324	65,518	33.2%	117,684	(14,122)	(12.0%)
93,384	103,525	10,141	9.8%	91,047	(2,337)	(2.6%)	OH Revenue Cycle	1,013,986	1,242,267	228,281	18.4%	978,185	(35,801)	(3.7%)
3,050	3,185	135	4.2%	2,688	(362)	(13.5%)	OH Internal Audit	33,460	38,187	4,726	12.4%	27,881	(5,579)	(20.0%)
47,713	28,134	(19,579)	(69.6%)	33,322	(14,391)	(43.2%)	Home Office Facilities	336,004	337,597	1,592	0.5%	377,302	41,298	10.9%
14,597	14,510	(87)	(0.6%)	-	(14,597)	-	OH Administration	168,135	174,131	5,995	3.4%	497,720	329,585	66.2%
79,410	99,171	19,761	19.9%	83,679	4,269	5.1%	OH Human Resources	1,013,644	1,190,074	176,431	14.8%	836,439	(177,205)	(21.2%)
30,655	38,030	7,375	19.4%	23,784	(6,871)	(28.9%)	Legal	332,968	456,393	123,426	27.0%	214,010	(118,958)	(55.6%)
4,578	4,524	(54)	(1.2%)	4,373	(205)	(4.7%)	Records	44,562	54,277	9,715	17.9%	42,335	(2,227)	(5.3%)
-	8,919	8,919	-	8,890	8,890	-	OH Compliance	106,985	106,984	(1)	-	85,489	(21,496)	(25.1%)
52,765	58,197	5,432	9.3%	39,716	(13,049)	(32.9%)	IT Operations	599,687	698,408	98,721	14.1%	461,419	(138,268)	(30.0%)
23,666	19,494	(4,172)	(21.4%)	6,101	(17,565)	(287.9%)	IT Security	178,044	233,895	55,851	23.9%	202,296	24,252	12.0%
49,333	39,344	(9,989)	(25.4%)	29,928	(19,405)	(64.8%)	OH Finance	465,609	472,205	6,596	1.4%	339,102	(126,507)	(37.3%)
19,662	20,025	363	1.8%	16,129	(3,533)	(21.9%)	Corporate Communications	180,720	240,300	59,580	24.8%	139,923	(40,797)	(29.2%)

Primary Care Clinics Statement of Revenues and Expenses  
or the Twelfth Month Ended September 30, 2024

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
1,492	19,304	17,812	92.3%	-	(1,492)	-	OH Information Technology
130,854	242,579	111,725	46.1%	99,344	(31,510)	(31.7%)	IT Applications
67,621	45,850	(21,771)	(47.5%)	53,857	(13,764)	(25.6%)	IT Service Center
17,669	20,699	3,030	14.6%	-	(17,669)	-	OH Performance Excellence
-	13,785	13,785	-	4,193	4,193	-	Corporate Quality
52,382	55,378	2,996	5.4%	36,449	(15,933)	(43.7%)	OH Security Services
20,640	21,357	717	3.4%	-	(20,640)	-	OH Supply Chain
11,417	12,280	863	7.0%	-	(11,417)	-	HIM Department
7,244	20,831	13,587	65.2%	15,496	8,252	53.3%	OH Coding
2,035	2,394	359	15.0%	3,472	1,437	41.4%	OH Reimbursement
10,044	29,524	19,480	66.0%	-	(10,044)	-	OH Clinical Labor Pool
1,400	22,557	21,157	93.8%	-	(1,400)	-	District Nursing Admin
14,239	10,674	(3,565)	(33.4%)	-	(14,239)	-	District Operations Admin
3,882	4,779	897	18.8%	-	(3,882)	-	OH Mail Room
771,917	975,497	203,580	20.9%	564,145	(207,772)	(36.8%)	Total Overhead Allocations-
6,165,651	5,671,373	(494,278)	(8.7%)	4,689,941	(1,475,710)	(31.5%)	Total Expenses
\$ (3,933,513)	\$ (4,208,288)	\$ 274,775	(6.5%)	\$ (2,372,866)	\$ (1,560,646)	65.8%	Net Margin
1,389,539	252,462	1,137,077	450.4%	854,131	535,408	62.7%	Capital Contributions.
\$ 5,978,908	-	\$ 5,978,908	-	\$ 4,466,125	\$ (1,512,783)	(33.9%)	Transfer In/(Out)

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
231,603	231,604	1	-	60,595	(171,008)	(282.2%)	
2,104,431	2,910,948	806,516	27.7%	2,050,016	(54,415)	(2.7%)	
499,890	550,222	50,332	9.1%	442,735	(57,155)	(12.9%)	
200,321	248,410	48,090	19.4%	77,609	(122,712)	(158.1%)	
165,364	165,365	1	-	91,192	(74,172)	(81.3%)	
510,262	664,591	154,329	23.2%	486,621	(23,641)	(4.9%)	
215,372	256,284	40,911	16.0%	70,603	(144,769)	(205.0%)	
148,454	147,426	(1,028)	(0.7%)	121,464	(26,990)	(22.2%)	
249,974	249,972	(2)	-	226,355	(23,619)	(10.4%)	
28,085	28,728	643	2.2%	27,964	(121)	(0.4%)	
102,468	354,281	251,813	71.1%	-	(102,468)	-	
270,681	270,679	(2)	-	-	(270,681)	-	
120,020	128,084	8,065	6.3%	-	(120,020)	-	
48,954	57,343	8,389	14.6%	-	(48,954)	-	
9,501,488	11,705,978	2,204,490	18.8%	7,974,939	(1,526,549)	(19.1%)	
48,524,405	55,114,071	6,589,666	12.0%	41,634,904	(6,889,501)	(16.5%)	
\$ (26,297,404)	\$ (36,933,801)	\$ 10,636,397	(28.8%)	\$ (18,773,312)	\$ (7,524,091)	40.1%	
2,461,886	3,029,500	(567,614)	(18.7%)	986,971	1,474,916	149.4%	
\$ 25,323,558	\$ 37,000,000	\$ (11,676,442)	(31.6%)	\$ 18,565,823	\$ (6,757,734)	(36.4%)	

Primary Care Clinics Statement of Revenues and Expenses by Month

	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Year to Date
Gross Patient Revenue	\$ 3,208,530	\$ 2,531,499	\$ 2,552,091	\$ 2,896,182	\$ 2,909,023	\$ 3,190,147	\$ 3,138,945	\$ 3,090,915	\$ 2,811,962	\$ 3,086,536	\$ 3,705,563	\$ 3,391,796	\$ 36,513,190
Contractual Allowance	1,059,426	940,971	795,450	911,759	1,014,205	921,809	815,993	1,230,968	673,491	910,212	1,206,688	886,651	11,367,622
Charity Care	1,188,343	893,302	917,542	1,078,843	1,050,015	1,175,551	1,166,762	1,098,122	973,009	1,198,555	1,215,302	1,291,086	13,246,432
Bad Debt	325,374	204,443	347,137	404,411	354,100	398,923	309,917	381,214	648,346	699,755	515,822	541,125	5,130,567
Total Contractuals and Bad Debt	2,573,143	2,038,717	2,060,129	2,395,013	2,418,320	2,496,283	2,292,672	2,710,304	2,294,846	2,808,522	2,937,811	2,718,862	29,744,621
Other Patient Revenue	566,684	575,505	543,247	678,114	590,888	590,888	679,561	350,153	589,156	228,008	770,867	547,359	6,710,431
Net Patient Service Revenue	1,202,071	1,068,287	1,035,210	1,179,284	1,081,590	1,284,752	1,525,834	730,765	1,106,272	506,023	1,538,620	1,220,293	13,479,001
Collection %	37.46%	42.20%	40.56%	40.72%	37.18%	40.27%	48.61%	23.64%	39.34%	16.39%	41.52%	35.98%	36.92%
Non-Operating Revenues													
Grants	550,122	658,694	428,700	450,916	969,806	756,066	766,155	671,832	678,531	1,061,035	661,745	996,970	8,650,571
Interest Earnings	1,943	-	-	-	-	-	-	-	-	-	-	-	1,943
Other Revenue	1,437	2,526	13,368	1,092	2,155	895	3,630	1,590	13,983	36,816	3,123	14,874	95,486
Total Other Revenues	\$ 553,502	\$ 661,220	\$ 442,068	\$ 452,008	\$ 971,960	\$ 756,960	\$ 769,785	\$ 673,422	\$ 692,513	\$ 1,097,851	\$ 664,867	\$ 1,011,845	\$ 8,748,000
Total Non-Operating Revenues	\$ 1,755,573	\$ 1,729,507	\$ 1,477,278	\$ 1,631,292	\$ 2,053,550	\$ 2,041,712	\$ 2,295,619	\$ 1,404,186	\$ 1,798,785	\$ 1,603,873	\$ 2,203,487	\$ 2,232,138	\$ 22,227,001
Direct Operating Expenses:													
Salaries and Wages	1,872,309	1,512,292	1,998,118	1,593,013	1,992,463	1,948,992	1,843,046	1,801,624	2,026,079	1,783,964	1,974,992	3,186,325	23,533,214
Benefits	471,718	444,080	475,086	511,022	495,690	531,749	529,481	483,407	521,285	502,406	525,478	571,529	6,062,929
Purchased Services	3,780	39,841	27,633	301,222	336,285	108,413	114,020	123,775	89,583	45,273	73,259	58,497	1,321,581
Medical Supplies	31,086	71,763	74,918	166,912	88,454	141,793	80,069	90,637	54,694	122,742	69,578	367,842	1,360,488
Other Supplies	5,859	9,819	7,603	12,044	12,747	75,884	27,911	70,018	29,716	15,645	9,617	107,476	384,338
Medical Services	37,749	102,323	125,019	69,614	82,573	76,331	91,847	114,405	79,063	95,437	104,037	120,930	1,099,328
Drugs	74,182	46,702	41,892	42,320	42,188	63,681	53,006	50,428	58,629	46,578	82,270	77,821	679,696
Repairs and Maintenance	34,302	44,761	36,325	64,782	33,531	16,288	86,800	20,299	48,558	62,251	44,710	49,362	541,968
Lease and Rental	191,910	129,886	(54,422)	90,137	90,805	83,498	92,625	151,394	37,932	37,605	8,719	388,493	1,248,583
Utilities	5,558	13,231	5,510	7,644	10,006	7,361	10,185	9,291	8,555	8,059	9,131	14,548	109,080
Other Expense	86,265	78,069	93,788	58,676	105,038	75,674	92,735	92,956	99,414	144,225	65,206	336,550	1,328,597
Interest Expense	-	-	56,288	18,450	17,949	17,790	17,630	17,470	17,308	17,143	16,976	16,674	213,677
Principal And Interest	-	-	-	-	-	-	-	-	-	-	-	-	1,606
Insurance	4,947	4,947	4,947	4,947	4,947	4,947	4,947	6,334	6,937	6,635	6,635	6,635	67,809
Total Operating Expenses	2,819,665	2,497,713	2,892,703	2,940,782	3,312,676	3,152,400	3,044,303	3,032,038	3,077,754	2,887,964	2,990,609	5,304,289	37,952,895
Net Performance before Depreciation & Overhead Allocations													
	\$ (1,064,092)	\$ (768,206)	\$ (1,415,425)	\$ (1,309,490)	\$ (1,259,126)	\$ (1,110,688)	\$ (748,684)	\$ (1,627,851)	\$ (1,278,969)	\$ (1,284,090)	\$ (787,122)	\$ (3,072,150)	\$ (15,725,894)
Depreciation	30,892	30,892	201,655	87,803	89,261	88,977	89,813	89,813	90,241	90,345	90,885	89,445	1,070,022
Overhead Allocations:													
OH Risk Management	11,508	10,550	11,012	10,599	11,437	10,402	11,655	10,891	9,818	10,102	11,647	12,185	131,806
OH Revenue Cycle	81,046	75,330	-	162,033	84,800	85,134	73,335	79,426	79,387	90,824	109,286	93,384	1,013,986
OH Internal Audit	3,588	3,044	3,008	3,211	3,189	2,070	1,976	2,031	1,977	2,031	4,286	3,050	33,460
Home Office Facilities	26,450	25,091	-	37,902	19,592	25,574	24,239	37,077	18,192	33,779	40,396	47,713	336,004
OH Administration	2,283	18,787	12,453	13,871	12,698	13,349	18,937	13,648	21,108	14,196	12,208	14,597	168,135
OH Human Resources	85,592	68,007	134,987	68,587	90,552	82,055	64,698	91,855	82,713	74,306	90,882	79,410	1,013,644
Legal	22,394	24,447	22,316	40,492	33,271	26,867	25,216	25,941	27,432	23,653	30,283	30,655	332,968
Records	3,633	3,542	3,789	3,875	2,924	3,470	3,607	3,746	4,473	3,187	3,737	4,578	44,562
OH Compliance	13,667	11,822	14,607	12,306	12,965	12,765	12,096	13,047	3,710	-	-	-	106,985
IT Operations	42,187	48,371	5,820	68,578	36,151	44,138	64,162	47,012	135,914	1,337	53,251	52,765	599,687

Primary Care Clinics Statement of Revenues and Expenses by Month

	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Year to Date
IT Security	11,440	16,335	11,257	12,739	15,875	12,433	12,969	13,431	24,634	11,851	11,414	23,666	178,044
OH Finance	34,202	34,793	38,236	32,428	38,205	40,967	34,849	39,512	43,144	43,607	36,333	49,333	465,609
Corporate Communications	18,203	15,236	11,791	10,279	14,449	13,466	11,992	15,054	12,805	19,574	18,208	19,662	180,720
OH Information Technology	24,790	18,081	20,994	25,954	14,034	20,951	19,251	22,228	46,380	-	17,448	1,492	231,603
IT Applications	111,456	65,852	-	736,277	116,402	117,312	59,647	167,228	107,474	178,484	313,445	130,854	2,104,431
IT Service Center	41,803	30,484	35,825	34,788	38,269	45,034	56,323	38,254	28,602	24,940	57,946	67,621	499,890
OH Performance Excellence	24,133	10,449	15,136	15,961	14,678	20,187	15,833	15,706	18,321	15,203	17,045	17,669	200,321
Corporate Quality	13,253	11,415	17,059	16,561	20,146	19,739	19,246	20,925	23,302	-	3,718	-	165,364
OH Security Services	40,055	33,123	39,430	55,297	33,543	25,329	38,937	55,663	40,590	41,963	53,949	52,382	510,262
OH Supply Chain	20,666	16,737	17,733	17,584	17,338	15,756	17,348	17,412	19,662	16,225	18,271	20,640	215,372
HIM Department	13,556	11,912	15,225	10,052	12,903	12,507	12,059	12,517	12,126	12,275	11,905	11,417	148,454
OH Coding	25,327	18,592	22,685	21,159	21,870	21,803	21,748	21,702	25,565	21,791	20,488	7,244	249,974
OH Reimbursement	1,908	2,445	2,220	2,221	2,209	2,244	2,170	2,238	2,560	2,251	3,583	2,035	28,085
OH Clinical Labor Pool	2,245	2,386	7,201	13,315	10,555	10,094	10,949	6,541	11,522	9,328	8,289	10,044	102,468
District Nursing Admin	20,342	10,043	15,230	23,024	11,314	24,702	78,439	22,709	17,639	26,307	19,532	1,400	270,681
District Operations Admin	11,946	6,420	13,665	10,752	9,784	9,300	12,343	6,064	8,533	9,301	7,673	14,239	120,020
OH Mail Room	3,893	4,266	5,253	2,595	4,140	4,583	3,833	4,824	2,929	5,012	3,745	3,882	48,954
Total Overhead Allocations	711,568	597,561	496,932	1,462,440	703,293	722,231	727,857	806,682	830,512	691,527	978,968	771,917	9,501,488
<b>Total Expenses</b>	<b>3,562,125</b>	<b>3,126,166</b>	<b>3,591,290</b>	<b>4,491,025</b>	<b>4,105,230</b>	<b>3,963,609</b>	<b>3,861,973</b>	<b>3,928,533</b>	<b>3,998,506</b>	<b>3,669,835</b>	<b>4,060,462</b>	<b>6,165,651</b>	<b>48,524,405</b>
<b>Net Margin</b>	<b>\$ (1,806,552)</b>	<b>\$ (1,396,660)</b>	<b>\$ (2,114,013)</b>	<b>\$ (2,859,733)</b>	<b>\$ (2,051,680)</b>	<b>\$ (1,921,897)</b>	<b>\$ (1,566,354)</b>	<b>\$ (2,524,346)</b>	<b>\$ (2,199,721)</b>	<b>\$ (2,065,962)</b>	<b>\$ (1,856,975)</b>	<b>\$ (3,933,513)</b>	<b>\$ (26,297,404)</b>
<b>Capital Contributions.</b>	<b>204,850</b>	<b>-</b>	<b>79,780</b>	<b>-</b>	<b>-</b>	<b>46,790</b>	<b>201,342</b>	<b>233,306</b>	<b>49,312</b>	<b>244,823</b>	<b>12,144</b>	<b>1,389,539</b>	<b>2,461,886</b>
<b>General Fund Support/Transfer In</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$14,702,849</b>	<b>-</b>	<b>\$4,641,801</b>	<b>-</b>	<b>-</b>	<b>\$5,978,908</b>	<b>\$25,323,558</b>

28



Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
\$ 1,951,903	\$ 1,517,807	\$ 434,096	28.6%	\$ 1,658,657	\$ 293,247	17.7%	Gross Patient Revenue	\$ 22,532,408	\$ 18,863,926	\$ 3,668,482	19.4%	\$ 18,740,707	\$ 3,791,701	20.2%
412,969	434,318	(21,349)	(4.9%)	(3,011,655)	3,424,624	(113.7%)	Contractual Allowance	6,635,582	5,397,917	1,237,665	22.9%	4,510,961	2,124,621	47.1%
691,581	583,261	108,320	18.6%	318,108	373,473	117.4%	Charity Care	7,676,759	7,249,205	427,554	5.9%	6,796,430	880,328	13.0%
271,257	143,831	127,426	88.6%	287,668	(16,410)	(5.7%)	Bad Debt	2,931,863	1,787,591	1,144,272	64.0%	2,518,564	413,299	16.4%
1,375,807	1,161,410	214,397	18.5%	(2,405,879)	3,781,687	(157.2%)	Total Contractuals and Bad Debt	17,244,204	14,434,713	2,809,491	19.5%	13,825,955	3,418,249	24.7%
348,120	226,941	121,179	53.4%	726,471	(378,351)	(52.1%)	Other Patient Revenue	4,519,814	2,820,680	1,699,134	60.2%	3,529,597	990,217	28.1%
924,216	583,338	340,878	58.4%	4,791,007	(3,866,791)	(80.7%)	Net Patient Service Revenue	9,808,018	7,249,893	2,558,125	35.3%	8,444,349	1,363,669	16.1%
47.35%	38.43%			288.85%			Collection %	43.53%	38.43%			45.06%		
891,451	599,977	291,474	48.6%	1,242,480	(351,029)	(28.3%)	Grants	7,287,728	7,456,580	(168,852)	(2.3%)	9,443,053	(2,155,325)	(22.8%)
-	-	-	-	1,246	(1,246)	-	Interest Earnings	1,943	-	1,943	-	2,063	(120)	(5.8%)
-	-	-	-	-	-	-	Other Financial Assistance	-	-	-	-	649,065	(649,065)	-
14,874	10,534	4,340	41.2%	(642,548)	657,422	(102.3%)	Other Revenue	93,567	130,811	(37,244)	(28.5%)	155,286	(61,719)	(39.7%)
\$ 1,830,541	\$ 1,193,849	\$ 636,692	53.3%	\$ 5,392,185	\$ (3,561,643)	(66.1%)	Total Revenues	\$ 17,191,256	\$ 14,837,284	\$ 2,353,972	15.9%	\$ 18,693,818	\$ (1,502,562)	(8.0%)
							Direct Operating Expenses:							
2,610,402	2,730,975	120,574	4.4%	1,981,267	(629,135)	(31.8%)	Salaries and Wages	19,218,729	22,104,895	2,886,166	13.1%	17,163,330	(2,055,399)	(12.0%)
458,130	511,928	53,798	10.5%	442,861	(15,269)	(3.4%)	Benefits	4,943,983	5,361,197	417,214	7.8%	4,502,429	(441,554)	(9.8%)
55,422	111,189	55,767	50.2%	16,453	(38,969)	(236.9%)	Purchased Services	1,279,310	1,334,598	55,289	4.1%	363,837	(915,473)	(251.6%)
331,964	90,542	(241,422)	(266.6%)	325,000	(6,964)	(2.1%)	Medical Supplies	1,030,343	1,086,453	56,110	5.2%	966,813	(63,530)	(6.6%)
98,364	37,554	(60,809)	(161.9%)	26,938	(71,426)	(265.1%)	Other Supplies	324,877	450,494	125,618	27.9%	397,809	72,933	18.3%
120,930	68,139	(52,791)	(77.5%)	60,938	(59,991)	(98.4%)	Medical Services	1,099,328	817,800	(281,528)	(34.4%)	782,428	(316,900)	(40.5%)
77,821	57,103	(20,718)	(36.3%)	81,165	3,343	4.1%	Drugs	679,696	685,797	6,101	0.9%	553,861	(125,835)	(22.7%)
45,297	55,756	10,459	18.8%	35,565	(9,732)	(27.4%)	Repairs and Maintenance	499,218	669,061	169,843	25.4%	372,229	(126,988)	(34.1%)
305,109	120,625	(184,484)	(152.9%)	(340,654)	(645,763)	189.6%	Lease and Rental	950,672	1,447,548	496,876	34.3%	730,078	(220,594)	(30.2%)
12,871	11,951	(920)	(7.7%)	12,196	(674)	(5.5%)	Utilities	87,343	143,500	56,157	39.1%	78,188	(9,156)	(11.7%)
283,417	103,968	(179,450)	(172.6%)	173,868	(109,549)	(63.0%)	Other Expense	1,126,496	1,248,969	122,473	9.8%	1,179,755	53,260	4.5%
14,233	8,923	(5,310)	(59.5%)	148,580	134,347	90.4%	Interest Expense	183,416	112,543	(70,874)	(63.0%)	148,580	(34,836)	(23.4%)
1,606	-	(1,606)	-	-	(1,606)	-	Principal And Interest	1,606	-	(1,606)	-	-	(1,606)	-
6,459	6,479	20	0.3%	4,902	(1,557)	(31.8%)	Insurance	66,609	77,748	11,139	14.3%	63,039	(3,571)	(5.7%)
4,422,025	3,915,133	(506,893)	(12.9%)	2,969,080	(1,452,945)	(48.9%)	Total Operating Expenses	31,491,626	35,540,602	4,048,976	11.4%	27,302,376	(4,189,250)	(15.3%)
							Net Performance before Depreciation & Overhead Allocations	\$ (14,300,370)	\$ (20,703,318)	\$ 6,402,948	(30.9%)	\$ (8,608,559)	\$ (5,691,811)	66.1%
\$ (2,591,484)	\$ (2,721,283)	\$ 129,799	(4.8%)	\$ 2,423,105	\$ (5,014,589)	(206.9%)	Depreciation	922,436	829,979	(92,456)	(11.1%)	731,132	(191,304)	(26.2%)
75,751	69,164	(6,586)	(9.5%)	499,711	423,961	84.8%	Overhead Allocations:							
10,167	13,725	3,558	25.9%	9,858	(309)	(3.1%)	OH Risk Management	109,977	164,645	54,668	33.2%	99,349	(10,628)	(10.7%)
69,407	76,944	7,537	9.8%	75,273	5,866	7.8%	OH Revenue Cycle	753,638	923,306	169,668	18.4%	808,710	55,072	6.8%
2,545	2,658	113	4.3%	2,269	(276)	(12.2%)	OH Internal Audit	27,920	31,863	3,943	12.4%	23,536	(4,384)	(18.6%)
37,272	21,975	(15,297)	(69.6%)	29,140	(8,132)	(27.9%)	Home Office Facilities	262,478	263,722	1,244	0.5%	329,952	67,474	20.4%
12,180	12,105	(75)	(0.6%)	-	(12,180)	-	OH Administration	140,290	145,293	5,002	3.4%	420,173	279,883	66.6%
65,312	81,567	16,255	19.9%	71,465	6,153	8.6%	OH Human Resources	833,684	978,793	145,109	14.8%	714,352	(119,332)	(16.7%)
25,578	31,736	6,158	19.4%	20,078	(5,500)	(27.4%)	Legal	277,825	380,810	102,984	27.0%	180,666	(97,159)	(53.8%)
3,820	3,774	(46)	(1.2%)	3,692	(128)	(3.5%)	Records	37,182	45,288	8,106	17.9%	35,738	(1,444)	(4.0%)
-	7,438	7,438	-	7,505	7,505	-	OH Compliance	89,268	89,267	(1)	-	72,169	(17,099)	(23.7%)
44,027	48,562	4,535	9.3%	33,528	(10,499)	(31.3%)	IT Operations	500,372	582,744	82,372	14.1%	389,526	(110,846)	(28.5%)
19,747	16,267	(3,480)	(21.4%)	5,150	(14,597)	(283.4%)	IT Security	148,558	195,160	46,602	23.9%	170,777	22,219	13.0%
41,163	32,829	(8,334)	(25.4%)	25,265	(15,898)	(62.9%)	OH Finance	388,500	394,003	5,503	1.4%	286,268	(102,232)	(35.7%)
16,406	16,705	299	1.8%	13,616	(2,790)	(20.5%)	Corporate Communications	150,791	200,504	49,713	24.8%	118,121	(32,670)	(27.7%)

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
1,245	16,104	14,859	92.3%	-	(1,245)	-	193,248	193,248	1	-	51,154	(142,094)	(277.8%)
109,183	202,410	93,227	46.1%	83,866	(25,317)	(30.2%)	1,755,915	2,428,865	672,950	27.7%	1,730,615	(25,300)	(1.5%)
56,422	38,261	(18,161)	(47.5%)	45,466	(10,956)	(24.1%)	417,103	459,099	41,996	9.1%	373,754	(43,349)	(11.6%)
14,743	17,268	2,525	14.6%	-	(14,743)	-	167,146	207,271	40,125	19.4%	65,517	(101,629)	(155.1%)
-	11,501	11,501	-	3,540	3,540	-	137,978	137,979	-	-	76,985	(60,993)	(79.2%)
34,921	36,919	1,998	5.4%	30,085	(4,836)	(16.1%)	340,174	443,061	102,886	23.2%	401,659	61,485	15.3%
17,222	17,820	598	3.4%	-	(17,222)	-	179,705	213,840	34,135	16.0%	59,604	(120,101)	(201.5%)
9,526	10,250	724	7.1%	-	(9,526)	-	123,868	123,011	(857)	(0.7%)	102,540	(21,328)	(20.8%)
6,044	17,383	11,339	65.2%	13,082	7,038	53.8%	208,575	208,574	(1)	-	191,088	(17,487)	(9.2%)
1,698	1,992	294	14.8%	2,931	1,233	42.1%	23,433	23,970	537	2.2%	23,606	173	0.7%
8,381	24,635	16,254	66.0%	-	(8,381)	-	85,499	295,609	210,109	71.1%	-	(85,499)	-
1,168	18,821	17,653	93.8%	-	(1,168)	-	225,853	225,852	(1)	-	-	(225,853)	-
11,881	8,906	(2,975)	(33.4%)	-	(11,881)	-	100,144	106,872	6,728	6.3%	-	(100,144)	-
3,239	3,987	748	18.8%	-	(3,239)	-	40,846	47,846	7,000	14.6%	-	(40,846)	-
623,297	792,541	169,244	21.4%	475,809	(147,488)	(31.0%)	7,719,971	9,510,494	1,790,523	18.8%	6,725,859	(994,112)	(14.8%)
5,121,073	4,776,838	(344,235)	(7.2%)	3,944,600	(1,176,472)	(29.8%)	40,134,033	45,881,075	5,747,043	12.5%	34,759,367	(5,374,665)	(15.5%)
\$ (3,290,531)	\$ (3,582,988)	\$ 292,457	(8.2%)	\$ 1,447,584	\$ (4,738,116)	(327.3%)	\$ (22,942,777)	\$ (31,043,791)	\$ 8,101,015	(26.1%)	\$ (16,065,550)	\$ (6,877,227)	42.8%
1,119,872	198,187	921,685	465.1%	932,653	187,219	20.1%	1,826,242	2,378,200	(551,958)	(23.2%)	970,072	856,170	88.3%
\$ 5,335,409	-	\$ 5,335,409	-	\$ 2,072,229	\$ (3,263,179)	(157.5%)	\$ 21,116,535	\$ 31,000,000	\$ (9,883,465)	(31.9%)	\$ 15,447,247	\$ (5,669,288)	(36.7%)
Total Expenses													
Net Margin													
Capital Contributions.													
Transfer In/(Out)													

	Dental Clinic Administration	Belle Glade Dental Clinic	Delray Dental Clinic	Lantana Dental Clinic	West Palm Beach Dental Clinic	Atlantis Dental Clinic	Port Dental Clinic	Total
Gross Patient Revenue	-	\$ 1,826,662	\$ 2,769,689	\$ 3,224,162	\$ 3,712,033	-	\$ 48,439	\$ 11,580,986
Contractual Allowance	-	639,633	748,196	1,116,374	1,297,474	-	139	3,801,816
Charity Care	-	551,896	1,234,771	1,382,427	1,797,270	-	48,188	5,014,552
Bad Debt	-	183,452	455,312	450,735	440,954	-	4,255	1,534,708
Total Contractual Allowances and Bad Debt	-	1,374,981	2,438,279	2,949,536	3,535,699	-	52,582	10,351,077
Other Patient Revenue	-	415,077	475,774	562,200	687,698	-	259	2,141,007
Net Patient Revenue	-	866,757	807,184	836,826	864,032	-	(3,883)	3,370,917
Collection %	-	47.45%	29.14%	25.95%	23.28%	-	(8.02%)	29.11%
Grants	80,987	151,569	301,671	363,637	464,980	-	-	1,362,843
Other Revenue	1,919	-	-	-	-	-	-	1,919
Total Other Revenues	82,906	151,569	301,671	363,637	464,980	-	-	1,364,762
Total Revenues	\$ 82,906	\$ 1,018,326	\$ 1,108,855	\$ 1,200,463	\$ 1,329,012	-	\$ (3,883)	\$ 4,735,679
Direct Operational Expenses:								
Salaries and Wages	506,316	435,990	668,854	951,945	1,492,641	-	-	4,055,747
Benefits	116,260	140,398	172,807	296,872	344,280	-	-	1,070,617
Purchased Services	-	10,987	5,035	23,516	2,423	311	-	42,272
Medical Supplies	-	44,536	71,943	81,277	132,389	-	-	330,145
Other Supplies	75	2,923	17,918	5,594	20,778	12,174	-	59,462
Repairs and Maintenance	-	6,475	14,378	8,259	10,776	2,862	-	42,750
Lease and Rental	-	35,066	45,445	67,569	133,209	16,622	-	297,911
Utilities	-	9,500	4,726	2,145	2,145	3,221	-	21,737
Other Expense	18,741	29,716	43,256	49,620	55,541	1,934	-	198,808
Interest Expense	-	-	30,261	-	-	-	-	30,261
Insurance	-	1,200	-	-	-	-	-	1,200
Total Operating Expenses	641,393	716,790	1,074,622	1,486,795	2,194,183	37,123	-	6,150,907
Net Performance before Depreciation & Overhead Allocations	(558,486)	301,536	34,233	(286,332)	(865,171)	(37,123)	(3,883)	(1,415,228)
Depreciation	-	14,412	24,286	10,503	31,785	1,208	-	82,195
Overhead Allocations:								
OH Risk Management	21,829	-	-	-	-	-	-	21,829
OH Revenue Cycle	260,348	-	-	-	-	-	-	260,348
OH Internal Audit	5,540	-	-	-	-	-	-	5,540
Home Office Facilities	73,526	-	-	-	-	-	-	73,526
OH Administration	27,845	-	-	-	-	-	-	27,845
OH Human Resources	179,959	-	-	-	-	-	-	179,959
Legal	55,142	-	-	-	-	-	-	55,142
Records	7,380	-	-	-	-	-	-	7,380
OH Compliance	17,717	-	-	-	-	-	-	17,717
IT Operations	99,314	-	-	-	-	-	-	99,314
IT Security	29,486	-	-	-	-	-	-	29,486
OH Finance	77,110	-	-	-	-	-	-	77,110
Corporate Communications	29,929	-	-	-	-	-	-	29,929
OH Information Technology	38,356	-	-	-	-	-	-	38,356
IT Applications	348,516	-	-	-	-	-	-	348,516
IT Service Center	82,787	-	-	-	-	-	-	82,787
OH Performance Excellence	33,175	-	-	-	-	-	-	33,175
Corporate Quality	27,385	-	-	-	-	-	-	27,385
OH Security Services	170,087	-	-	-	-	-	-	170,087
OH Supply Chain	35,667	-	-	-	-	-	-	35,667
HIM Department	24,586	-	-	-	-	-	-	24,586
OH Coding	41,399	-	-	-	-	-	-	41,399
OH Reimbursement	4,652	-	-	-	-	-	-	4,652
OH Clinical Labor Pool	16,969	-	-	-	-	-	-	16,969
District Nursing Admin	44,828	-	-	-	-	-	-	44,828
District Operations Admin	19,876	-	-	-	-	-	-	19,876
OH Mail Room	8,108	-	-	-	-	-	-	8,108
Total Overhead Allocations	1,781,517	-	-	-	-	-	-	1,781,517
Total Expenses	2,422,909	731,202	1,164,300	1,497,298	2,225,969	38,331	-	8,080,010
Net Margin	\$ (2,340,003)	\$ 287,124	\$ (55,445)	\$ (296,836)	\$ (896,957)	\$ (38,331)	\$ (3,883)	\$ (3,344,331)
Capital	-	-	-	-	-	-	-	-
Transfer In/(Out)	-	-	31	-	-	-	-	-

Current Month								Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
\$ 1,060,383	\$ 788,277	\$ 272,106	34.5%	\$ 831,963	\$ 228,420	27.5%	Gross Patient Revenue	\$ 11,580,986	\$ 9,797,174	\$ 1,783,812	18.2%	\$ 11,486,535	\$ 94,451	0.8%
325,439	290,330	35,109	12.1%	3,419,684	(3,094,245)	(90.5%)	Contractual Allowance	3,801,816	3,608,341	193,475	5.4%	5,210,965	(1,409,148)	(27.0%)
517,671	403,606	114,065	28.3%	498,439	19,232	3.9%	Charity Care	5,014,552	5,016,264	(1,712)	-	4,728,688	285,865	6.0%
143,386	46,946	96,440	205.4%	217,217	(73,831)	(34.0%)	Bad Debt	1,534,708	583,462	951,246	163.0%	1,195,871	338,837	28.3%
986,495	740,882	245,613	33.2%	4,135,340	(3,148,845)	(76.1%)	Total Contractuals and Bad Debt	10,351,077	9,208,067	1,143,010	12.4%	11,135,524	(784,447)	(7.0%)
181,613	82,168	99,446	121.0%	237,392	(55,779)	(23.5%)	Other Patient Revenue	2,141,007	1,021,136	1,119,871	109.7%	1,614,345	526,662	32.6%
255,501	129,563	125,938	97.2%	(3,065,984)	3,321,485	(108.3%)	Net Patient Service Revenue	3,370,917	1,610,243	1,760,673	109.3%	1,965,356	1,405,560	71.5%
24.10%	16.44%			(368.52%)			Collection %	29.11%	16.44%			17.11%		
105,520	132,108	(26,588)	(20.1%)	216,125	(110,605)	(51.2%)	Grants	1,362,843	1,641,900	(279,057)	(17.0%)	1,784,706	(421,863)	(23.6%)
-	-	-	-	-	-	-	Other Financial Assistance	-	-	-	-	89,351	(89,351)	-
-	172	(171)	(99.4%)	350	(350)	(100.0%)	Other Revenue	1,919	2,122	(202)	(9.5%)	121,277	(119,358)	(98.4%)
\$ 361,020	\$ 261,842	\$ 99,178	37.9%	\$ (2,849,509)	\$ 3,210,530	(112.7%)	Total Revenues	\$ 4,735,679	\$ 3,254,265	\$ 1,481,414	45.5%	\$ 3,960,691	\$ 774,988	19.6%
							Direct Operating Expenses:							
488,588	506,821	18,233	3.6%	455,289	(33,299)	(7.3%)	Salaries and Wages	4,059,333	4,687,682	628,349	13.4%	3,749,906	(309,426)	(8.3%)
92,506	109,839	17,334	15.8%	93,185	679	0.7%	Benefits	1,070,968	1,210,707	139,739	11.5%	968,250	(102,718)	(10.6%)
3,074	5,914	2,840	48.0%	3,453	379	11.0%	Purchased Services	42,272	71,012	28,740	40.5%	30,745	(11,527)	(37.5%)
35,878	25,679	(10,199)	(39.7%)	36,007	129	0.4%	Medical Supplies	330,145	308,005	(22,140)	(7.2%)	273,529	(56,615)	(20.7%)
9,113	7,967	(1,146)	(14.4%)	2,855	(6,258)	(219.2%)	Other Supplies	59,462	95,670	36,208	37.8%	38,608	(20,854)	(54.0%)
-	212	212	-	102	102	-	Drugs	-	2,500	2,500	100.0%	1,145	1,145	100.0%
4,065	2,499	(1,566)	(62.7%)	2,003	(2,062)	(102.9%)	Repairs and Maintenance	42,750	29,900	(12,850)	(43.0%)	75,703	32,953	43.5%
83,384	32,890	(50,494)	(153.5%)	9,397	(73,987)	(787.3%)	Lease and Rental	297,911	394,682	96,771	24.5%	268,726	(29,185)	(10.9%)
1,678	2,650	972	36.7%	2,863	1,185	41.4%	Utilities	21,737	31,899	10,162	31.9%	18,585	(3,152)	(17.0%)
52,190	12,344	(39,846)	(322.8%)	13,395	(38,795)	(289.6%)	Other Expense	199,395	148,392	(51,003)	(34.4%)	100,717	(98,678)	(98.0%)
2,441	-	(2,441)	-	10,553	8,113	76.9%	Interest Expense	30,261	-	(30,261)	-	10,553	(19,707)	(186.7%)
176	49	(128)	(261.2%)	45	(131)	(291.1%)	Insurance	1,200	582	(618)	(106.2%)	815	(385)	(47.2%)
773,093	706,864	(66,229)	(9.4%)	629,146	(143,947)	(22.9%)	Total Operating Expenses	6,155,431	6,981,031	825,599	11.8%	5,537,282	(618,150)	(11.2%)
							Net Performance before Depreciation & Overhead Allocations	\$ (1,419,752)	\$ (3,726,766)	\$ 2,307,013	(61.9%)	\$ (1,576,591)	\$ 156,839	(9.9%)
13,695	4,715	(8,980)	(190.5%)	27,859	14,164	50.8%	Depreciation	147,586	56,481	(91,105)	(161.3%)	89,175	(58,412)	(65.5%)
							Overhead Allocations:							
2,018	2,726	708	26.0%	1,819	(199)	(10.9%)	OH Risk Management	21,829	32,679	10,850	33.2%	18,335	(3,494)	(19.1%)
23,977	26,580	2,603	9.8%	15,774	(8,203)	(52.0%)	OH Revenue Cycle	260,348	318,960	58,613	18.4%	169,475	(90,873)	(53.6%)
505	527	22	4.2%	419	(86)	(20.5%)	OH Internal Audit	5,540	6,324	784	12.4%	4,345	(1,195)	(27.5%)
10,441	6,159	(4,282)	(69.5%)	4,182	(6,259)	(149.7%)	Home Office Facilities	73,526	73,875	349	0.5%	47,350	(26,176)	(55.3%)
2,417	2,405	(12)	(0.5%)	-	(2,417)	-	OH Administration	27,845	28,838	993	3.4%	77,547	49,702	64.1%
14,098	17,604	3,506	19.9%	12,214	(1,884)	(15.4%)	OH Human Resources	179,959	211,281	31,322	14.8%	122,087	(57,872)	(47.4%)
5,077	6,294	1,217	19.3%	3,706	(1,371)	(37.0%)	Legal	55,142	75,583	20,441	27.0%	33,344	(21,798)	(65.4%)
758	750	(8)	(1.1%)	681	(77)	(11.3%)	Records	7,380	8,989	1,609	17.9%	6,597	(783)	(11.9%)
-	1,482	1,482	-	1,385	1,385	-	OH Compliance	17,717	17,718	-	-	13,320	(4,397)	(33.0%)
8,738	9,634	896	9.3%	6,188	(2,550)	(41.2%)	IT Operations	99,314	115,663	16,349	14.1%	71,893	(27,421)	(38.1%)
3,919	3,227	(692)	(21.4%)	951	(2,968)	(312.1%)	IT Security	29,486	38,735	9,249	23.9%	31,519	2,033	6.5%
8,170	6,515	(1,655)	(25.4%)	4,663	(3,507)	(75.2%)	OH Finance	77,110	78,202	1,092	1.4%	52,834	(24,276)	(45.9%)
3,256	3,320	64	1.9%	2,513	(743)	(29.6%)	Corporate Communications	29,929	39,796	9,867	24.8%	21,802	(8,127)	(37.3%)
247	3,200	2,953	92.3%	-	(247)	-	OH Information Technology	38,356	38,356	-	-	9,441	(28,915)	(306.3%)
21,671	40,169	18,498	46.1%	15,478	(6,193)	(40.0%)	IT Applications	348,516	482,083	133,567	27.7%	319,401	(29,115)	(9.1%)
11,199	7,588	(3,611)	(47.6%)	8,391	(2,808)	(33.5%)	IT Service Center	82,787	91,122	8,336	9.1%	68,981	(13,806)	(20.0%)

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
2,926	3,431	505	14.7%	-	(2,926)	-	OH Performance Excellence
-	2,284	2,284	-	653	653	-	Corporate Quality
17,461	18,459	998	5.4%	6,364	(11,097)	(174.4%)	OH Security Services
3,418	3,536	118	3.3%	-	(3,418)	-	OH Supply Chain
1,891	2,030	139	6.8%	-	(1,891)	-	HIM Department
1,200	3,448	2,248	65.2%	2,414	1,214	50.3%	OH Coding
337	402	65	16.2%	541	204	37.7%	OH Reimbursement
1,663	4,889	3,226	66.0%	-	(1,663)	-	OH Clinical Labor Pool
232	3,736	3,504	93.8%	-	(232)	-	District Nursing Admin
2,358	1,768	(590)	(33.4%)	-	(2,358)	-	District Operations Admin
643	791	148	18.7%	-	(643)	-	OH Mail Room
148,620	182,956	34,336	18.8%	88,336	(60,284)	(68.2%)	Total Overhead Allocations-
935,407	894,535	(40,872)	(4.6%)	745,341	(190,067)	(25.5%)	Total Expenses
\$ (574,387)	\$ (632,693)	\$ 58,306	(9.2%)	\$ (3,594,850)	\$ 3,020,463	(84.0%)	Net Margin
269,667	54,275	215,392	396.9%	(78,522)	348,189	(443.4%)	Capital Contributions.
\$ 427,601	-	\$ 427,601	-	\$ 2,230,911	\$ 1,803,309	80.8%	Transfer In/(Out)

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
33,175	41,139	7,965	19.4%	12,092	(21,083)	(174.4%)	
27,385	27,386	1	-	14,207	(13,178)	(92.8%)	
170,087	221,530	51,443	23.2%	84,962	(85,125)	(100.2%)	
35,667	42,443	6,776	16.0%	10,999	(24,668)	(224.3%)	
24,586	24,415	(171)	(0.7%)	18,924	(5,662)	(29.9%)	
41,399	41,398	(1)	-	35,267	(6,132)	(17.4%)	
4,652	4,758	106	2.2%	4,358	(294)	(6.7%)	
16,969	58,673	41,703	71.1%	-	(16,969)	-	
44,828	44,827	(1)	-	-	(44,828)	-	
19,876	21,212	1,336	6.3%	-	(19,876)	-	
8,108	9,497	1,389	14.6%	-	(8,108)	-	
1,781,517	2,195,484	413,967	18.9%	1,249,080	(532,437)	(42.6%)	
8,084,535	9,232,995	1,148,461	12.4%	6,875,536	(1,208,998)	(17.6%)	
\$ (3,348,855)	\$ (5,978,730)	\$ 2,629,875	(44.0%)	\$ (2,914,846)	\$ (434,010)	14.9%	
635,645	651,300	(15,655)	(2.4%)	16,899	618,746	3,661.4%	
\$ 4,030,917	\$ 6,000,000	\$ (1,969,083)	(32.8%)	\$ 2,955,591	\$ (1,075,326)	(36.4%)	

	Belle Glade Behavioral Health	Delray Behavioral Health	Lantana Behavioral Health	Mangonia Park Behavioral Health	Mangonia Pilot	West Palm Beach Behavioral Health	Lake Worth Behavioral Health	Lewis Center Behavioral Health	St Ann Place Behavioral Health	Mobile Warrior Behavioral Health	Co-Responder Unit	Total
Gross Patient Revenue	-	\$578,649	\$164,419	\$1,319,818	-	\$165,396	\$170	\$170,319	\$188	\$838	-	\$2,399,797
Contractual Allowance	-	222,092	42,796	573,880	-	53,907	-	37,214	237	98	-	930,224
Charity Care	-	130,180	61,423	259,256	-	55,115	-	49,148	-	-	-	555,121
Bad Debt	1	122,759	33,169	406,210	-	38,368	52	63,367	69	-	-	663,996
Total Contractual Allowances and Bad Debt	1	475,031	137,388	1,239,345	-	147,390	52	149,728	306	98	-	2,149,340
Other Patient Revenue	-	13,621	1,330	24,307	-	4,564	-	5,788	-	-	-	49,610
Net Patient Revenue	(1)	117,239	28,361	104,779	-	22,570	118	26,379	(118)	740	-	300,066
Collection %	-	20.26%	17.25%	7.94%	-	13.65%	69.35%	15.49%	(62.80%)	88.25%	-	12.50%
Ad Valorem Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-	-	-	-	-	-
Unrealized Gain/(Loss) On Investments	-	-	-	-	-	-	-	-	-	-	-	-
Other Financial Assistance	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ (1)	\$ 117,239	\$ 28,361	\$ 104,779	-	\$ 22,570	\$ 118	\$ 26,379	\$ (118)	\$ 740	-	\$ 300,066
Direct Operational Expenses:												
Salaries and Wages	-	-	-	-	205,820	-	-	-	-	-	49,333	255,153
Benefits	-	-	-	-	38,182	-	-	126	-	-	9,670	47,979
Other Expense	-	-	-	-	2,706	-	-	-	-	-	-	2,706
Total Operating Expenses	-	-	-	-	246,708	-	-	126	-	-	59,004	305,838
Net Performance before Depreciation & Overhead Allocations	(1)	117,239	28,361	104,779	(246,708)	22,570	118	26,253	(118)	740	(59,004)	(5,771)
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Overhead Allocations:												
Total Overhead Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	246,708	-	-	126	-	-	59,004	305,838
Net Margin	\$ (1)	\$ 117,239	\$ 28,361	\$ 104,779	\$ (246,708)	\$ 22,570	\$ 118	\$ 26,253	\$ (118)	\$ 740	\$ (59,004)	\$ (5,771)
Capital	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/Transfer In	-	-	-	-	-	-	-	-	-	-	-	-

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
\$ 379,511	\$ 95,933	\$ 283,577	295.6%	\$ 100,049	\$ 279,462	279.3%	Gross Patient Revenue
148,243	46,111	102,132	221.5%	239,585	(91,342)	(38.1%)	Contractual Allowance
81,835	18,630	63,205	339.3%	28,893	52,942	183.2%	Charity Care
126,482	24,216	102,266	422.3%	56,924	69,558	122.2%	Bad Debt
356,560	88,957	267,603	300.8%	325,402	31,158	9.6%	Total Contractuals and Bad Debt
17,626	417	17,209	4,126.9%	(247)	17,873	(7,236.0%)	Other Patient Revenue
40,577	7,393	33,183	448.8%	(225,600)	266,177	(118.0%)	Net Patient Service Revenue
10.69%	7.71%			(225.49%)			Collection %
\$ 40,577	\$ 7,393	\$ 33,183	448.8%	\$ (225,600)	\$ 266,177	(118.0%)	Total Revenues
							Direct Operating Expenses:
87,335	-	(87,335)	-	-	(87,335)	-	Salaries and Wages
20,893	-	(20,893)	-	-	(20,893)	-	Benefits
943	-	(943)	-	-	(943)	-	Other Expense
109,171	-	(109,171)	-	-	(109,171)	-	Total Operating Expenses
\$ (68,594)	\$ 7,393	\$ (75,987)	(1,027.8%)	\$ (225,600)	\$ 157,006	(69.6%)	Net Performance before Depreciation & Overhead Allocations
109,171	-	(109,171)	-	-	(109,171)	-	Total Expenses
\$ (68,594)	\$ 7,393	\$ (75,987)	(1,027.8%)	\$ (225,600)	\$ 157,006	(69.6%)	Net Margin
\$ 215,898	-	\$ 215,898	-	\$ 162,985	\$ (52,913)	(32.5%)	Transfer In/(Out)

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
\$ 2,399,797	\$ 1,151,200	\$ 1,248,597	108.5%	\$ 1,112,950	\$ 1,286,847	115.6%	
930,224	553,335	376,889	68.1%	346,135	584,089	168.7%	
555,121	223,554	331,567	148.3%	215,126	339,995	158.0%	
663,996	290,590	373,406	128.5%	361,751	302,244	83.6%	
2,149,340	1,067,479	1,081,861	101.3%	923,012	1,226,329	132.9%	
49,610	5,000	44,610	892.2%	17,145	32,465	189.4%	
300,066	88,721	211,345	238.2%	207,083	92,983	44.9%	
12.50%	7.71%			18.61%			
\$ 300,066	\$ 88,721	\$ 211,345	238.2%	\$ 207,083	\$ 92,983	44.9%	
255,153	-	(255,153)	-	-	(255,153)	-	
47,979	-	(47,979)	-	-	(47,979)	-	
2,706	-	(2,706)	-	-	(2,706)	-	
305,838	-	(305,838)	-	-	(305,838)	-	
\$ (5,771)	\$ 88,721	\$ (94,492)	(106.5%)	\$ 207,083	\$ (212,854)	(102.8%)	
305,838	-	(305,838)	-	-	(305,838)	-	
\$ (5,771)	\$ 88,721	\$ (94,492)	(106.5%)	\$ 207,083	\$ (212,854)	(102.8%)	
\$ 176,105	-	\$ 176,105	-	\$ 162,985	\$ (13,120)	(8.0%)	



District Clinic Holdings, Inc.

	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
<b>Clinic Visits - Adults and Pediatrics</b>																
West Palm Beach	1,749	1,462	1,463	1,714	1,592	1,580	1,706	1,673	1,504	1,612	1,557	1,489	19,101	17,523	9.0%	17,583
Delray & Women's Health Care	728	760	735	846	774	884	927	843	731	956	904	945	10,033	8,961	12.0%	9,009
Lantana & Atlantis	1,894	1,716	1,658	1,980	1,927	2,028	2,084	1,774	1,736	1,692	1,945	1,719	22,153	21,637	2.4%	21,488
Belle Glade & Women's Health Care	821	756	792	913	848	909	887	896	753	889	973	837	10,274	9,543	7.7%	9,467
Lewis Center	22	44	27	33	45	35	43	48	30	58	74	60	519	339	53.1%	286
Lake Worth & Women's Health Care	1,205	1,023	1,063	1,184	1,141	1,094	1,252	1,228	1,058	1,324	1,238	1,182	13,992	13,743	1.8%	13,649
Jupiter & Women's Health Care	599	555	497	549	514	528	548	554	466	612	551	519	6,492	5,859	10.8%	5,868
West Boca & Women's Health Care	388	324	304	383	360	356	379	394	295	407	321	262	4,173	3,826	9.1%	3,823
St Ann Place	15	11	14	18	10	19	20	8	17	1	12	63	208	158	31.6%	91
Cib Mob 1 Warrior	30	18	-	-	-	-	-	-	-	32	-	-	80	-	100.0%	36
Cib Mob 2 Scout	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	14
Cib Mob 3 Hero	5	32	24	27	27	24	35	38	46	116	89	84	547	574	(4.7%)	557
Portable Medical	88	33	47	80	100	68	78	74	-	24	197	102	891	324	175.0%	114
Mangonia Park	623	625	609	825	809	832	847	853	673	587	648	610	8,541	10,715	(20.3%)	10,664
<b>Total Clinic Visits</b>	<b>8,167</b>	<b>7,359</b>	<b>7,233</b>	<b>8,552</b>	<b>8,147</b>	<b>8,357</b>	<b>8,806</b>	<b>8,383</b>	<b>7,309</b>	<b>8,310</b>	<b>8,509</b>	<b>7,872</b>	<b>97,004</b>	<b>93,202</b>	<b>4.1%</b>	<b>92,649</b>
<b>Dental Visits</b>																
West Palm Beach Dental	1,292	985	896	1,150	1,141	1,124	1,165	1,110	867	1,177	1,148	1,204	13,259	13,295	(0.3%)	13,381
Delray Dental	533	481	541	783	791	782	927	901	803	880	814	726	8,962	7,152	25.3%	7,061
Lantana & Atlantis Dental	921	718	783	920	970	938	962	890	869	960	856	701	10,488	9,931	5.6%	9,927
Belle Glade Dental	543	462	477	430	511	465	566	453	449	538	535	506	5,935	5,219	13.7%	5,120
Portable Dental	15	16	10	13	12	8	15	8	14	-	14	-	125	149	(16.1%)	105
<b>Total Dental Visits</b>	<b>3,304</b>	<b>2,662</b>	<b>2,707</b>	<b>3,296</b>	<b>3,425</b>	<b>3,317</b>	<b>3,635</b>	<b>3,362</b>	<b>3,002</b>	<b>3,555</b>	<b>3,367</b>	<b>3,137</b>	<b>38,769</b>	<b>35,746</b>	<b>8.5%</b>	<b>35,594</b>
<b>Total Medical and Dental Visits</b>	<b>11,471</b>	<b>10,021</b>	<b>9,940</b>	<b>11,848</b>	<b>11,572</b>	<b>11,674</b>	<b>12,441</b>	<b>11,745</b>	<b>10,311</b>	<b>11,865</b>	<b>11,876</b>	<b>11,009</b>	<b>135,773</b>	<b>128,948</b>	<b>5.3%</b>	<b>128,243</b>
<b>Mental Health Counselors (non-billable)</b>																
West Palm Beach BH	96	156	192	274	300	310	323	318	257	10	59	22	2,317	1,070	116.5%	1,022
Delray BH	436	394	391	503	496	514	548	525	381	423	370	455	5,436	1,928	182.0%	1,874
Lantana BH	144	180	191	161	266	276	276	256	274	262	206	167	2,659	1,642	61.9%	1,572
Belle Glade BH	-	-	-	35	31	-	-	-	-	-	22	79	167	-	100.0%	235
Mangonia Park BH	1,110	798	839	834	782	796	820	778	810	778	753	843	9,941	11,095	(10.4%)	11,068
Lewis Center BH	-	-	-	-	-	-	-	-	-	222	229	253	704	-	100.0%	38
Lake Worth BH	143	131	114	115	141	157	189	190	117	173	34	43	1,547	2,028	(23.7%)	2,008
Jupiter BH	-	-	-	-	-	-	-	-	-	-	-	-	-	153	(100.0%)	139
St Ann Place BH	82	65	75	100	70	84	97	101	40	58	34	10	816	1,158	(29.5%)	679
West Boca BH	33	17	25	24	26	37	33	43	29	27	43	23	360	429	(16.1%)	296
Mob 1 Warrior BH	-	-	-	-	-	-	-	-	-	-	38	57	95	-	100.0%	-
Mob 3 Hero BH	-	-	-	-	-	-	-	-	-	-	55	58	113	-	100.0%	-
<b>Total Mental Health Screenings</b>	<b>2,044</b>	<b>1,741</b>	<b>1,827</b>	<b>2,046</b>	<b>2,112</b>	<b>2,174</b>	<b>2,286</b>	<b>2,211</b>	<b>1,908</b>	<b>1,953</b>	<b>1,843</b>	<b>2,010</b>	<b>24,155</b>	<b>19,503</b>	<b>23.9%</b>	<b>18,931</b>
GRAND TOTAL	13,515	11,762	11,767	13,894	13,684	13,848	14,727	13,956	12,219	13,818	13,719	13,019	159,928	148,451		147,174





**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

**1. Description: Change in Scope of Services for Lewis Center**

**2. Summary:**

Lewis Center Hours of Operations: Monday to Friday 8:00am – 5:00pm

**3. Substantive Analysis:**

Lewis Center was previously providing services on Mondays and Fridays from 8:00am to 5:00pm. This change of scope is to update the hours of operation listed on Form 5B, from 18 hours to 45 hours. The increase is due to expansion of behavioral health services Monday through Friday 8:00am to 5:00pm.

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

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval. Reviewed for financial accuracy and compliance with purchasing procedure:

\_\_\_\_\_  
N/A  
Jessica Cafarelli  
VP & Chief Financial Officer

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

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

\_\_\_\_\_  
N/A  
Date Approved

**6. Recommendation:**

Staff recommends the Board approve the Change in Scope of Services for the Health Care District Community Health Center at Lewis Center.

Approved for Legal sufficiency:

Signed by:  
  
\_\_\_\_\_  
Bernabe Icaza  
SVP & General Counsel

Signed by:  
  
\_\_\_\_\_  
Joshua Adametz, DMD, MPH, MA  
AVP & Executive Director of Community Health Centers

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

**1. Description: 2024 Palm Beach County Community Health Improvement Plan, Service Area & Hours Confirmation**

**2. Summary:**

This agenda item presents the Board with the 2024 Palm Beach County Community Health Improvement Plan, our current service area, and confirmation of operating hours.

**3. Substantive Analysis:**

The HRSA Compliance Manual requires that the health center completes or updates a needs assessment of the current or proposed population at least once every three years, for the purposes of informing and improving the delivery of health center services. The needs assessment utilizes the most recently available data for the service area and, if applicable, special populations and addresses the following:

- Factors associated with access to care and health care utilization (for example, geography, transportation, occupation, transience, unemployment, income level, educational attainment);
- The most significant causes of morbidity and mortality (for example, diabetes, cardiovascular disease, cancer, low birth weight, behavioral health) as well as any associated health disparities; and
- Any other unique health care needs or characteristics that impact health status or access to, or utilization of, primary care (for example, social factors, the physical environment, cultural/ethnic factors, language needs, housing status).

The 2024 Palm Beach County Community Health Improvement Plan identified three priority areas for the County. Those include:

1. Chronic Disease Prevention and Self-Management
2. Mental and Behavioral Health
3. Access and Linkage to Health and Human Services

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

Health Care District Community Health Centers Implementation Strategy focuses on three key strategies that address the needs and priority areas of Palm Beach County.

1. American Heart Association Partnership (*AHA Target Type 2 Quality Collective*–Grant for Diabetes) and Chronic Disease Management with self-management pilot.
2. Expanded integrated Behavioral Health and MAT program and improve SBIRT rates.
3. Continue increasing access to care (HIV grant to increase screenings) Community Partnership Schools (CPS) program, and community outreach events, and expansion of clinics at Atlantis.

The updated 2024 Palm Beach County Community Health Improvement Plan (July 2022–June 2027) revised June 2024 is included with this agenda item for review.

**Service Area Map**

Comparison of the zip codes on Form 5B to the patient origin confirmed an overlap of 100% overlap of zip codes reported in the 2023 UDS report.

**Hours of Operation**

Reviewed patient satisfaction survey preferences for days of the week appointment times being offered in alignment with patient preferences and hours of operation.

## Service Area Map



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

<b>Health Care District Community Health Centers Hours of Operation</b>			
	<b>Location</b>	<b>Address</b>	<b>Hours</b>
1	Belle Glade	39200 Hooker Highway Suite 101 Belle Glade, FL 33430	Monday-Friday 8am – 5pm Saturday 9am - 1pm
2	Jupiter	411 W. Indiantown Road Jupiter, FL 33458	Monday-Friday 8am – 5pm
* 3	Lake Worth	7408 Lake Worth Road, Suite 700 Lake Worth, FL 33467	Monday-Friday 8am – 5pm Saturday 9am - 1pm
* 4	Lantana	1250 Southwinds Drive Lantana, FL 33462	Monday-Friday 8am – 5pm Saturday 9am - 1pm
5	West Boca Raton	9960 South Central Park Blvd, Suite 450 Boca Raton, FL 33428	Monday-Friday 8am – 5pm
6	Delray Beach	200 Congress Park Drive, Suite 100 Delray Beach, FL 33445	Monday-Friday 8am – 5pm Saturday 9am - 1pm
7	Mangonia Park	2151 45th Street, Suite 300 West Palm Beach, FL 33407	Monday-Friday 7am – 7pm
8	West Palm Beach	1150 45th Street West Palm Beach, FL 33407	Monday-Friday 8am – 5pm Saturday 9am - 1pm
9	Lewis Center	1000 45th Street West Palm Beach, FL 33407	Monday-Friday 8am – 5pm
10	St. Ann's Place	2107 N Dixie Highway West Palm Beach, FL 33407	Monday-Friday 8am – 3pm
* 11	Atlantis	4801 S Congress Ave Suite 101 Palm Springs, FL 33461	Monday-Friday 8am – 5pm Saturday 9am - 1pm
1	Mobile Unit - WARRIOR	Parked at EJH	Operates based on outreach need
2	Mobile Unit - SCOUT	Parked at EJH	Operates based on outreach need
3	Mobile Unit - HERO	Parked at EJH	Operates based on outreach need
* Lake Worth and Lantana location closure is anticipated before the end of the year with the opening of the Atlantis Community Health Center in the upcoming month.			

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

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

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval. Reviewed for financial accuracy and compliance with purchasing procedure:

N/A  
\_\_\_\_\_  
Jessica Cafarelli  
VP & Chief Financial Officer

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

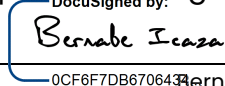
N/A  
\_\_\_\_\_  
Committee Name


N/A  
\_\_\_\_\_  
Date Approved

**6. Recommendation:**

Staff recommends the Board Receive and File 2024 Palm Beach County Community Health Improvement Plan, our current service area, confirmation of the operating hours (updates to the Lewis Center expansion of hours in behavioral health).

Approved for Legal sufficiency:

DocuSigned by:  
  
\_\_\_\_\_  
0CF6F7DB6706433 Bernabe Icaza  
SVP & General Counsel

Signed by:  
  
\_\_\_\_\_  
2B4234F087844B0 Joshua A. Ametz, DMD, MPH, MA  
AVP & Executive Director of Community  
Health Centers



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20<sup>th</sup>, 2024**

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

**2. Summary:**

- Board of Directors Self Evaluation Follow Ups

**3. Substantive Analysis:**

Training Opportunities: Discussing options with FACHC due to board evaluations. Options: Comprehensive one day training ~10:00-2:30 (with lunch/breaks) during the week or a Saturday. Broken up, shorter sessions after board meetings.

Board Packet Review: Plan to provide Board Packet 7 days ahead of the meeting for the Board's review.

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

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval. Reviewed for financial accuracy and compliance with purchasing procedure:

\_\_\_\_\_  
 N/A  
 Jessica Cafarelli  
 VP & Chief Financial Officer

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

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

\_\_\_\_\_  
 N/A  
 Date Approved

**6. Recommendation:**

Staff recommends the Board Receive and File the Executive Director Informational Update.

Approved for Legal sufficiency:

DocuSigned by:  
  
 0CF6F7DB6706434 Bernabe Icaza  
 SVP & General Counsel

Signed by:  
  
 2B4234F08784482 Joshua Adametz, DMD, MPH, MA  
 AVP & Executive Director of Community Health Centers



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 27, 2024**

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

**2. Summary:**

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

**3. Substantive Analysis:**

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

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

Last Name	First Name	Degree	Specialty	Credentialing
Batto	Mahala Louse	APRN	Nurse Practitioner	Initial Credentialing
Burrowes	Sharon	APRN	Nurse Practitioner	Recredentialing
Mitchell	Angela	LCSW	Licensed Clinical Social Worker	Recredentialing
Brown	Jeremy	LMHC	Licensed Mental Health Counselor	Recredentialing

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

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





**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 27, 2024**

Mahalah Louse Batto, APRN joined the West Palm Beach Clinic in 2024 as a Nurse Practitioner. She attended the University of Alabama at Birmingham. Ms. Batto is certified as a Family Nurse Practitioner and a Psychiatric-Mental Health Nurse Practitioner by The American Nurses Credentialing Center. She has been in practice for twelve years.

Sharon Burrowes, APRN joined the West Palm Beach Clinic in 2022 as a Nurse Practitioner. She attended the Rutgers University of New Jersey. Ms. Burrowes is certified as a Psychiatric-Mental Health Nurse Practitioner by The American Nurses Credentialing Center. She has been in practice for six years.

Angela Mitchell, LCSW joined the Mangonia Park Clinic in 2020 as a Licensed Clinical Social Worker. She attended the Florida International University. She has been in practice for twenty-one years.

Jeremy Brown, LMHC joined the Boca Raton Clinic in 2022 as a Licensed Mental Health Counselor. He attended Lynn University and is certified Mental Health Counselor by the National Board of Certified Counselors. He has been in practice for four years.

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

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval. Reviewed for financial accuracy and compliance with purchasing procedure:

\_\_\_\_\_  
N/A  
Jessica Cafarelli  
VP & Chief Financial Officer

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

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

\_\_\_\_\_  
N/A  
Date Approved

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 27, 2024**

**6. Recommendation:**

Staff recommends the Board approve the Initial Credentialing and privileging of Mahalah Louse Batto, APRN, Family Medicine and Psychiatric Mental Health Nurse Practitioner.

Staff recommends the Board approve the Recredentialing and privileging of Sharon Burrowes, APRN, Nurse Practitioner.

Staff recommends the Board approve the Recredentialing and privileging of Angela Mitchell, LCSW, Licensed Clinical Social Worker.

Staff recommends the Board approve the Recredentialing and privileging of Jeremy Brown, LMHC, Licensed Mental Health Counselor.

Approved for Legal sufficiency:

DocuSigned by:



0CF6F7DB6706434...Bernabe Icaza

SVP & General Counsel


DocuSigned by:



FF528E6E1A16461...Dr. Ana Ferwerda

FQHC Medical Director

Signed by:



2B4234F087844B2...Joshua Adametz, DMD, MPH, MA

AVP & Executive Director of Community  
Health Centers

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

**1. Description: Quality Report**

**2. Summary:**

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

- Quality Council Meeting Minutes – November 2024
- UDS Report – YTD

**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.

QUALITY ASSURANCE & IMPROVEMENT

The Health Centers participated in a collaborative effort with the American Heart Association under the "Diabetes Quality Collective" grant, a comprehensive project that was initiated to enhance diabetes care. The primary focus of the initiative was to provide education to medical providers about the American Diabetes Association (ADA) Standards of Care.

This education was integrated into the peer review process, where the clinical decision-making of providers was evaluated using targeted questions. These questions helped assess how well providers applied diabetes care standards in their practices. The peer review process served as both a learning tool for providers and an opportunity to reinforce their understanding of the ADA guidelines. At the six-month mark in 2024, a summary of peer review results was presented to medical providers, offering feedback on their performance.

In addition to the peer review component, the project introduced a population health dashboard created with Tableau to track and assess diabetes quality metrics. This dashboard allowed for the identification of gaps in patient care, providing both data and insights to help medical

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

providers address those gaps. The dashboard’s metrics were aligned with the national diabetes care goals set for Healthy People 2030. Some of the key areas for improvement included reducing the percentage of uncontrolled diabetes cases to under 25%, ensuring more diabetic patients received annual eye and foot exams, and increasing screenings for social determinants of health. Other targets focused on improving the management of blood pressure, cholesterol levels, and kidney health among diabetic patients.

The project also aimed to improve the classification and management of chronic kidney disease in people with diabetes, ensuring proper pharmacological treatments and timely referrals to specialists. Through these efforts, the initiative sought to significantly enhance the quality of diabetes care provided to patients and help meet national healthcare objectives for diabetes management.

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

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval.  
Reviewed for financial accuracy and compliance with purchasing procedure:

\_\_\_\_\_  
N/A  
Jessica Cafarelli  
VP & Chief Financial Officer

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

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

\_\_\_\_\_  
N/A  
Date Approved

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

**6. Recommendation:**

Staff recommends the Board approve the updated Quality Report.

Approved for Legal sufficiency:

DocuSigned by:



0CF6F7DB6706434

Bernabe Icaza  
SVP & General Counsel


DocuSigned by:



FF528E6E1A16454

Dr. Ana M. Ferwerda  
FQHC Medical Director

Signed by:



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Dr. Joshua Adametz, DMD, MPH, MA  
AVP & Executive Director of  
FQHC Services



Quality Council Meeting Minutes

Date: November 6, 2024

Time: 11am-1pm

**Attendees:** Steven Sadiku – Director of Corporate Quality; Shauniel Brown – Senior Risk Manager; Jessica Ramirez – Manager Patient Access Services, Erik Lalani –Operations Manager; Dr. Sandra Warren – Associate Medical Director; Angela Santos – Director of Ops; Dr. Josh Adametz – FQHC Executive Director & Dental Director; Nancy Gonzalez – Director of Clinic Operations; Elizabeth Haller-Quality Manager; Irene Garcia– Dental Quality Coordinator; Sakiya Henderson– Dental Clinical Manager, , Joe-Ann Reynolds–Patient Relations Coordinator, Manager, Dr. Valena Grbic – Medical Director District Cares; Alexa Goodwin – Patient Relations Manager; Ivonne Cohen – Business Intelligence Developer, Dr. Courtney Phillips – VP of Behavioral Health; Maria Chamberlin – Assistant Director of Nursing, Carolina Foksinski- Operations Manager; Miriam Meza – Clinic Service Center Supervisor; Jesenia Montalvo- Manager of Regulatory and Accreditation; Bianca Badolati – Executive Assistant

**Excused:** Candice Abbot – SVP & Chief Operating Officer; Dr. Belma Andric – SVP & Chief Medical Officer; Dr. Ana Ferwerda – FQHC Medical Director; Jokebed Laroure–Clinical Educator; Lisa Hogans – Director of Nursing

**Minutes by:** Steven Sadiku – Director of Corporate Quality

AGENDA ITEM	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIB LE PARTY	DATE
PATIENT SAFETY & ADVERSE EVENTS				
OCCURRENCES	<p><i>Per Compliance, discussion surrounding not recording meetings.</i></p> <p><b><u>Report Summary</u></b></p> <p>The October 2024 Risk Management Tableau dashboard was presented. Volumes were</p>			



	<p>provided for the following clinic areas and types: total reported events, incidents, and good catches. Trends were also presented by volume of reported entries and clinic location. The Risk Report Summary and graphical data were reviewed with the Committee for October 2024. Reports included the risk severity - volume and category/type for incidents and near misses entered in HCD's safety event reporting system. Risk mitigation strategies were also shared with the Committee.</p> <p>(<a href="#">October 2024</a> Risk Report Summary presented with graphs.)</p>			
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UTILIZATION

OPERATIONS	Productivity					Request monthly data from Startel	Angela Santos		
	Productivity October 2024								
	Service Line	Target		Seen					% of Goal
		In Person	Tele	In Person	Tele				Total
	Adult Care	5916		5351					90%
	Pediatrics	1713		1585					93%
	Primary Residents	644		581					90%
	Women's Health	757		732					97%



	<table><tr><td>Behavioral Health Integration</td><td>1094</td><td></td><td>891</td><td></td><td>81%</td></tr><tr><td>Behavioral Health - Psych</td><td>1161</td><td></td><td>835</td><td></td><td>72%</td></tr><tr><td>Psych Residents</td><td>N/A</td><td></td><td>N/A</td><td></td><td>N/A</td></tr><tr><td>Behavioral Health Addiction</td><td>999</td><td></td><td>689</td><td></td><td>69%</td></tr><tr><td>Dental Health</td><td>2092</td><td></td><td>2205</td><td></td><td>105%</td></tr><tr><td>Dental Hygiene</td><td>844</td><td></td><td>755</td><td></td><td>89%</td></tr><tr><td>Dental MDI</td><td>456</td><td></td><td>374</td><td></td><td>82%</td></tr></table> <p><b><i>(Clinic productivity report with graphs were presented.)</i></b></p>	Behavioral Health Integration	1094		891		81%	Behavioral Health - Psych	1161		835		72%	Psych Residents	N/A		N/A		N/A	Behavioral Health Addiction	999		689		69%	Dental Health	2092		2205		105%	Dental Hygiene	844		755		89%	Dental MDI	456		374		82%			
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Dental MDI	456		374		82%																																									
	<p><b><u>Walk-ins</u></b></p> <p>22% Between Medical and Dental</p> <p>94% same day walk-ins scheduled by front line staff</p> <p>6% same-day walk-ins scheduled by the CSC</p>																																													
	<p><b><u>No Show Rates</u></b></p> <p>22% between Medical and Dental</p> <p>11% of no-shows have already completed an encounter in August.</p>																																													





	<p>13% have a future scheduled appointment.</p> <p>(Report with graph presented.)</p>			
	<p><b><u>Doximity Dialer Usage (Telemedicine) - October 2024</u></b></p> <p><b>Users</b></p> <ul style="list-style-type: none"> <li>74 registered users (100% registration rate) <ul style="list-style-type: none"> <li>31 active users (12 MD/DOs, 6 NP, PA, 13 Care Team)</li> </ul> </li> </ul> <p><b>Calls</b></p> <ul style="list-style-type: none"> <li>563 total calls <ul style="list-style-type: none"> <li>236 voice calls <ul style="list-style-type: none"> <li>211 successful calls (89.4%) success rate</li> <li>3 calls escalated to video</li> </ul> </li> <li>327 video calls <ul style="list-style-type: none"> <li>238 successful calls (72.8%) success rate</li> </ul> </li> <li>15 secure texts</li> </ul> </li> </ul> <p>(Report with breakdown by specialty and user)</p>			



<b>PATIENT RELATIONS</b>				
<b>GRIEVANCES, COMPLAINTS &amp; COMPLIMENTS</b>	<p><b><u>Patient Relations Dashboard – October 2024</u></b></p> <p>For October 2024, there were a total of 10 Patient Relations Occurrences that occurred between 5 Centers and Center Administration. Of the 10 occurrences, there were 2 Grievances and 8 Complaints. The top 5 Categories were Medical Records, Care &amp; Treatment, Physician Related, Communication, Finance and Respect Related issues. The top subcategory was change or amend medical chart with 2 occurrences. There was also a total of 5 compliments received across 2 Centers. All 5 were patient generated compliments.</p> <p><b><i>(Patient Relations Report &amp; Patient Relations Dashboard with Graphs presented.)</i></b></p>			
<b>SURVEY RESULTS</b>	<p><b><u>Patient Satisfaction Survey – October 2024</u></b></p> <p>For October 2024 there were 474 Patient Satisfaction Surveys completed. Delray Primary had the highest return rate with 70 completed surveys followed by West Palm Primary with 56</p>	Updating patient satisfaction survey to include specific times for hours of operations requested by patients	Alexa G.	



	<p>completed surveys. Our Net Promoter Score (NPS) was 70 (out of 433 responses) compared to the Phreesia FQHC/CHC/RHC Network at 81. The top 5 and lowest 5 scored-questions were presented for each area.</p> <p>“Best Questions” for in person visits – October 2024:</p> <ul style="list-style-type: none"> <li>• Professionalism of our staff – 85% (2% increase)</li> <li>• Overall cleanliness of exam rooms and overall practice – 84% (new)</li> <li>• Ease of making your appointment – 84% (new)</li> <li>• Time taken to listen and answer your questions – 83% (decrease of 3%)</li> <li>• Overall experience at today’s visit – 83% (new)</li> </ul> <p>“Worst Questions” for in person visits – October 2024:</p> <ul style="list-style-type: none"> <li>• Being informed about any delays during this visit? – 16% (3% increase)</li> </ul>			
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	<ul style="list-style-type: none"> <li>• Your ability to contact us after hours – 16% (7% increase)</li> <li>• Appointment available within a reasonable amount of time – 10% (1% increase)</li> <li>• Overall experience at today’s visit – 8% (new)</li> <li>• Things explained in a way you could understand – 8% (new)</li> </ul> <p>Of the surveys received for October, 42% of patients perceived wait time between 6 to 15 minutes, 37% of responses were from patients that this was their first visit to the practice. 87% of patients were scheduled and 24% were a walk-in.</p> <p>70% of surveys completed were by females and most patients preferred to be seen on Monday, Tuesday and Wednesday mornings.</p> <p>For Dental, 69% of patients felt educated on how to better care for your teeth and gums,</p>			
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	<p>71% were satisfied with results of dental treatment, 70% felt staff explained the procedures in a clear and understandable way and 68% felt staff who provided dental care were sensitive to my concerns.</p> <p>77% of responses in October were promoters (3% decrease), 14% of responses were neutrals (2% increase) and 9% of responses were detractors (1% increase).</p> <p>Top promoters, detractors, and patient comments presented by center and service line.</p> <p><b>(Patient Satisfaction Survey PowerPoint presented.)</b></p>			
<b>After Hours</b>	<p><b><u>Afterhours Report – Oct 2024</u></b></p> <p>The Clinic Service Center received 180 after hours calls, same volume as previous month. Our top 3 call types are Appt request with 33% of the volume. Followed by a new call high volume type of “paged out providers” calls with 15% and reschedule requests with 14% of the volume.</p> <p>Our WPB Location remains at our highest volume health center with 34% of the call volume. Followed by Delray with 22% and Lantana with 13%.</p>			



	<p>AH Paged Out calls - There were 27 after hours calls that required a provider to be paged out. 100% of those calls had telephone encounters created in their Epic chart. Of the 27 encounters created, 1 had the correct reason for encounter listed as "after Hours".</p> <p>0 patients telephone encounters were missed <i>(Outbound Campaign PowerPoint presented.)</i></p>			
<b>NEXT THIRD AVAILABLE</b>	<p><b><u>PCP</u></b> Belle Glade - 9 days out Boca - 26 days out Delray - 22 days out Jupiter - 4 days out Lake Worth - 30 days out Lantana - 22 days out West Palm - 10 days out</p> <p><b><u>BH</u></b> Delray - 6 days out Lewis Center - 15 days out Mangonia - 10 days out</p> <p><b><u>Dental</u></b> Belle Glade - 22 days out Delray - No access Lantana - 94 days out</p>			



	<p>West Palm – 40 Peds – No Access Adults</p> <p><u>Womens Health</u></p> <p>Belle Glade – 24 days out</p> <p>Delray – 22 days out</p> <p>Jupiter – 26 days out</p> <p>Lake Worth – 23</p>			
<b>REFERRAL/ CALL CENTER</b>	<p><b>Referrals</b> – The HCD providers placed a total of 6,496 referral orders. This was a 4% increase in volume from the previous month. The average turnaround time for referral processing was 4.64 days for routine with a goal of 5-7 days or less. The TAT for urgent referrals was 2.20 days with a goal of 2 days or less.</p> <p>We continue to see our highest volume of referrals placed by our WPB Health Center with 21% of the total referral volume, followed by Delray with 17% and Lantana with 15% of the total volume. This is consistent with the previous month.</p> <p>Carline St Vil remains to be the provider with the highest volume of referral placed the most with 7.1% of the total volume. Followed by Dr Noukelak with 6.9% and Dr Florez with 6.5%.</p>	Monitor referral volume by specialty and by provider	Steven Sadiku	



	<p>Our most common payer remains the HCD Voucher with 28% of the referral volume followed by Self pay (no coverage) with 17% and BCBS with 10%. Very similar to last month</p> <p>Our top referred to specialties this month are Radiology Orders with 29%, followed by Ophthalmology with 7% and physical therapy with 4% .</p> <p><b><u>Call Center –</u></b>  The call center received 21,984 calls. This was an 8% increase.  Of those, 19,620, or 91% of the total call volume reached a live agent and was resolved.</p> <p>The abandonment rate for August was 9% with a goal of 10% or less. Consistent with the previous month</p> <p>The service level (Calls Answered within 3 mins) Was 78% with a goal of 80% or higher.  We an increase of 4% from the previous month.</p> <p>The Average hold time for August was 1min 50s with a goal of 3 minutes or less.</p>			
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<b>QUALITY</b>				
<b>QUALITY</b>				
<b>MEDICAL</b>	<p><b><u>Controlled Diabetes based on A1c less than 9%</u></b>  <b><u>October, 2024</u></b>  <b>Yearly goal 67%</b></p> <p>We saw 4110 unique patients with a diagnosis of diabetes. 71% were controlled and 26% uncontrolled with an A1c equal or greater than 9%. 72 patients (3%) did not have data. By clinic, Jupiter (77%), Lake Worth (75%) and Boca (74%) are the clinics with highest number of patients with controlled diabetes. Belle Glade, Lantana, Delray and West Palm Beach ranged between 68% to 72%. The larger number of patients with diabetes are in Lantana and West Palm Beach Clinics.</p>			
	<p><b><u>Colorectal Cancer Screening – October, 2024</u></b>  <b>Yearly goal 82%</b></p> <p>We saw 9773 unique patients due for colorectal cancer screening. 4080 (42%) of the patients had the screening satisfied with an increase by 1% compared with the previous month. 5693 (58%) of the patients did not have the screening satisfied. Among those patients, 131 (2%) had a fit test done in the previous 12 months and was not due as it was completed in 2023.</p>			



	<p>Compared to the previous year we have a lower percentage of missed patients with 16% vs 33%.</p> <p>The highest percentage of screening completed was at the Boca Clinic with 59%.</p> <p>The largest number of patients that needed colorectal cancer screening were at the West Palm Beach, Lantana and Delray Clinics accounting for 49% of the patients. They individually achieved 38%, 47% and 41% of colorectal cancer screening completion.</p> <p>The largest number of patients with missing orders to address the screening were at Belle Glade, Mangonia, West Palm Beach and Lake Work clinics.</p> <p>The last graph shows the met, unmet and missed patients by provider percentages</p> <p>The type of screening test ordered shows the majority of patients are screen with fit test, followed by colonoscopy and last with Cologuard.</p> <p>By clinics the majority of Cologuard orders are from Delray, Boca Raton and Jupiter Clinics. Similarly, the providers on those clinics are the most frequent providers ordering Cologuard to screen for colorectal cancer.</p> <p>(Report with graph presented.)</p>			
	<p><b>Breast Cancer Screening – October, 2024</b></p> <p><b>Yearly goal 60%</b></p> <p>Satisfied screenings – 2252 (57%)</p> <p>Unsatisfied Screenings – 1726 (43%)</p>			



	<p>There was no improvement compared to the previous month.</p> <p>Not Met with order – 1327 (77%)</p> <p>Not Met (Patient Missed) – 399 (23%)</p> <p>The clinics with the highest percentage of screening were Belle Glade with 73%, Boca with 69% and Lantana 64%.</p> <p>The clinics with the lowest percentage of patients who completed breast cancer screening were West Palm Beach (49%), Delray (53%) and Jupiter (52%).</p> <p>The larger number of patients where the screening was not addressed were Delray, Jupiter, West Palm Beach and Lake Worth clinics. Accounting for 66% of missed patients.</p> <p>(Report with graph presented.)</p>			
	<p><b><u>Cervical Cancer Screening – October, 2024</u></b></p> <p><b>Yearly goal 65%</b></p> <p>We saw 11686 unique patients with screening due. Cervical cancer screening was completed in 7338 (63%) of the patients and 4348 (37%) patients the screening was not addressed.</p> <p>Boca, Lake Worth, Lantana and Belle Glade Clinics achieved at or above the goal of 65%.</p> <p>The graph on the right shows the distribution by percentage of met, not met and missing orders to address the screening by provider which correlates with the clinics with larger percentage of screening met.</p> <p>The lowest right graph shows the number of missed patients by clinic in descending order.</p>			



	<p>The last slide shows the number of PAPs orders by provider and the number of referrals during 2024.</p> <p>Report with graph presented.)</p>			
	<p><b><u>HIV Screening – October, 2024</u></b></p> <p><b>Yearly goal 32%</b></p> <p>Satisfied: 13,685 (61%) No satisfied: 8798(39%). There was an increase of 4% compared to the previous month.</p> <p>The majority of the clinics are meeting the screening above 60% except Lantana, Mangonia, Delray and West Palm Beach. The largest percentage of patients for which the screening was not addressed were from West Palm, Lake Worth, Lantana and Belle Glade Clinics accounting for more than 50% of the missed patients.</p>			
	<p><b><u>Controlling High Blood Pressure – October, 2024</u></b></p> <p><b>Yearly goal 80%</b></p> <p>4753 (72%) of patients had BP controlled and 1870 (28%) BP uncontrolled. From all the clinics Boca reached 82%, Lantana 74%, Lake worth 74%, and Mangonia 74%.</p>			



	BY provider some of the providers had reached the 80% goal and the majority of them had reached above 70%.			
<b>BEHAVIORAL HEALTH</b>	<p><b><u>PHQ9 – October 2024</u></b>  % of patients with PHQ9: 5,669/7,675 =88.66%  Unique patients with positive PHQ9= 492/7.58%</p> <p><b><u>SBIRT– October 2024</u></b>  1,571 unique patients/30,353 = <b>5.18%</b>  The goal is 5%</p> <p><b>(Report with graph presented.)</b></p>			
	<p><b><u>Depression Remission October, 2024</u></b>  <b>Yearly goal 14%</b>  We are currently meeting this metric at 44% of patients with depression in remission.  <b>(Report with graph presented.)</b></p>			
<b>WOMEN’S HEALTH</b>	<p><b><u>Early Entry into Prenatal Care Jan–October 2024</u></b>  Early Entry into care into the First Trimester is 53%  UDS National Average for 2022 is 72%  Total population of 428 prenatal patients</p> <p><b><u>Low Birth Weight Jan–September 2024</u></b>  Babies born with a birth weight below normal (under 2,500 grams) 6%  --&lt;1500 grams: 1%  --1500–2499 grams: 5%  UDS 2022 National average 8.43%  Total deliveries/birth weight= 153</p>			



<b>DENTAL</b>	<b><u>Dental Sealants</u></b>  YTD 2024: <b>99%</b> (575; n=582)			
	<b><u>Limited Exams</u></b>  <b>October 2024: 249</b> - Same Day Extractions: 101 ( <b>39%</b> , n=261) - Antibiotics Given: Patients without a future extraction appointment type 92 ( <b>35%</b> , n=261) - Ext. not needed(non-emergent): <b>54</b> ( <b>21%</b> , n=261) - Returns (Follow-Up): Patients with a future extraction appointment type 14 ( <b>5%</b> , n=261) - Returned within 21 days for ext.: 9( <b>64%</b> , n=14)			
	<b><u>MDI/WHO</u></b>  <b><u>October 2024</u></b>  <u>Total Well Visit Pediatric Patients: 239</u> <ul style="list-style-type: none"> <li>- Excluded from MDI KPI 125 (<b>52%</b>; n=239)</li> <li>- Eligible MDI <b>113</b> (<b>47%</b>; n=239)</li> </ul> <u>Total Pediatrician KPI Patients (Pts who do not have a dental home): 113</u> <ul style="list-style-type: none"> <li>- No MDI 56(<b>50%</b> n=113)</li> <li>- MDI 57 (<b>50%</b> n=113)</li> </ul> <u>Total of patients who had MDI visit: 57</u>			



	<ul style="list-style-type: none"> <li>- Declined WHO 43 (75% n=57)</li> <li>- Interested in WHO 14 (25% n=57)</li> </ul> <p><u>Total Dentist KPI Patients (Pts. Interested in WHO): 14</u></p> <ul style="list-style-type: none"> <li>- WHO not seen by Dentists 8 (57%; n=14)</li> <li>- WHO seen by Dentists 6 (43%; n=14)</li> </ul>			
<b>NURSING</b>	<p><b><u>Higher Level of Care</u></b></p> <p>This a summary of October HLC.</p> <p>124 ER referrals /119 patients were sent to the ER in October.</p> <p>The breakdown of referrals is:</p> <ul style="list-style-type: none"> <li>• WH – 22 (18%)</li> <li>• Peds – 33 (27%)</li> <li>• Adult – 69 (56%) (this combines urgent care and emergency medicine referrals)                             <ul style="list-style-type: none"> <li>○ Transport – 0</li> <li>○ Adult Crisis – 3</li> <li>○ Peds Crisis – 0</li> </ul> </li> </ul> <p>ADULT REFERRALS: highest producer this month Carline St Vil Dupuy, APRN Delray, and Michael Zhang, Physician Jupiter, both with 8 referrals each.</p> <p>PEDIATRIC REFERRALS: highest producer this month was Dr. Clarke in WPB with 25 referrals (76%). Note *Dr. Hernandez in same clinic had 1 referral.</p> <p>Top Diagnosis:</p> <p>ADULT</p>			



	<ul style="list-style-type: none"> <li>• Hyperglycemia 5</li> <li>• Hypertensive urgency 3</li> <li>• Chest pain, unspecified 2</li> <li>• Fever of unspecified cause 2</li> <li>• Hypotension, unspecified type 2</li> </ul> <p>PEDS</p> <ul style="list-style-type: none"> <li>• Bronchiolitis 5</li> <li>• Respiratory tract infections 3</li> <li>• upper respiratory tract infections, unspecified type 3</li> <li>• Fever, unspecified cause 2</li> <li>• Abscess of left thigh 1</li> </ul> <p>There were 5 patients with duplicate referrals. All reviewed and no charts sent to Medical Director for review.</p>			
<b>NEEDS ASSESSMENT</b>	<p>Priority 1: Chronic Disease Prevention and Self-Management</p> <p>Chronic Disease Management Project</p> <ul style="list-style-type: none"> <li>• We implemented the Chronic Care Management program in the Belle Glade Community Health Center on March 11<sup>th</sup>, 2024.</li> <li>• We implemented the Chronic Care Management program in Lantana Community Health Center on June 20<sup>th</sup>, 2024.</li> </ul>			





	<p>Focus Areas:</p> <ul style="list-style-type: none"><li>• Expand risk stratification criteria, which will increase the number of patients eligible for services and allow for more specific care planning, tailored to the individuals needs.</li><li>• Expand services to Delray and West Palm Beach Community Health Centers.</li></ul> <p><b>“Diabetes quality Collective” Quality Improvement Project”.</b></p> <p>Collaborated with the American Heart Association to improve diabetes care as a participant of the grant “Diabetes quality Collective”. The quality improvement project focused on:</p> <ul style="list-style-type: none"><li>• Providing education about the American Diabetes Association Standards of Care to our Medical Providers.</li></ul> <div><table><tr><td>Sep 2023</td><td>Oct 2023</td><td>Dec 2023</td><td>Mar 2024</td><td>Sep 2024</td></tr><tr><td>Training</td><td>Training</td><td>Training/ Implementation</td><td>Training</td><td>Feedback</td></tr><tr><td>Diabetes Standards of Care 2023 Part 1</td><td>Diabetes Standards of Care 2023 Part 2</td><td>Foot Examination and Documentation in Epic</td><td>Update Standards of Care 2024</td><td>Foot Examination performance feedback</td></tr></table></div> <ul style="list-style-type: none"><li>• Integrating specific Diabetes Standards of Care elements into the peer review process as a learning tool. The questions are targeted to assess the clinical decision making related to the patient’s diabetes plan of</li></ul>	Sep 2023	Oct 2023	Dec 2023	Mar 2024	Sep 2024	Training	Training	Training/ Implementation	Training	Feedback	Diabetes Standards of Care 2023 Part 1	Diabetes Standards of Care 2023 Part 2	Foot Examination and Documentation in Epic	Update Standards of Care 2024	Foot Examination performance feedback			
Sep 2023	Oct 2023	Dec 2023	Mar 2024	Sep 2024															
Training	Training	Training/ Implementation	Training	Feedback															
Diabetes Standards of Care 2023 Part 1	Diabetes Standards of Care 2023 Part 2	Foot Examination and Documentation in Epic	Update Standards of Care 2024	Foot Examination performance feedback															



	<p>care. The peer review process reinforces the reviewers understanding of the Diabetes Standards of Care. The rendering provider will receive the feedback from the peer. The summary of peer reviews completed the first six months of 2024 were presented to the medical providers on 11/7/2024.</p> <ul style="list-style-type: none"><li>• Developed population health diabetic metrics for decision making. A dashboard for diabetes quality metrics was developed using Tableau. The dashboard provides information to identify gaps in patient care services needed and to provide feedback and education to medical providers to improve gaps. These metrics aligns with the diabetes goals for the nation for People 2030. Some of the areas for improvement include:<ul style="list-style-type: none"><li>○ Decrease the percentage of uncontrolled diabetic patients to less than 25%.</li><li>○ Increase the proportion of adults with diabetes who have a yearly eye exam.</li><li>○ Increase the proportion of adults with diabetes who have a yearly foot exam completed and documented in the HER by the primary care provider.</li></ul></li></ul>			
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	<ul style="list-style-type: none"><li>○ Increase the proportion of screening of the social determinants of health among diabetic patients.</li><li>○ Increase control of high blood pressure in adults with diabetes.</li><li>○ Increase the proportion of diabetic patient with cholesterol at recommended target goal.</li><li>○ Increase the proportion of adults with diabetes who get a yearly urinary albumin test.</li><li>○ Increase the proportion of proper classification of chronic kidney disease and implement appropriate pharmacological and referral to specialist interventions.</li></ul> <p>Priority 2: Mental and Behavioral Health</p> <p><b>Expansion of Behavioral Health Services across multiple sites in our county</b></p> <ul style="list-style-type: none"><li>○ Mangonia Park Clinic is currently fully operating at full capacity for mental health care. The clinic provides psychiatric care, substance use disorder treatment, group therapy, and individual group therapy. In June 2024, we launched a new pilot program collaboration with the West Palm Beach Police Department drop-off patients and a separate pilot with the crisis corresponding team at PBSO (the program operates offsite). We are also gradually incorporating the Riviera Beach PD</li></ul>			
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	<p>and Palm Beach Sheriff's Office into this collaboration.</p> <ul style="list-style-type: none"> <li>○ Delray Clinic is now fully operational, offering comprehensive psychiatric services, including substance use disorder treatment, group therapy, and individual therapy. Additionally, we have hired a pediatric psychiatric provider who will join a new team at our Atlantis location. This new site will incorporate our pediatric mental health care.</li> <li>○ The Dental Department has recently initiated a pilot program focused on integrating behavior with dental services by using depression screening tools. This approach has long been used in adult primary care.</li> <li>○ We expanded behavioral health services at our Lewis Center clinic, offering psychiatric care and individual therapy 5 days a week.</li> <li>○ Our HERO bus is staffed with a fully integrated team, including/a Psychiatric provider, BH therapist, and care coordinator.</li> <li>○ Our Warrior bus has added a pediatric Mental health therapist to the team who provides care to patients referred by the school as part of the CPS program</li> </ul>			
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	<ul style="list-style-type: none"> <li>○ We have successfully added a behavior health therapist to the Belle Glade clinic, achieving fully integrated BH services alongside primary care.</li> <li>○ We are working very closely with our community partners to coordinate care for our patients, which has helped us acquire recovery coordinators and care coordinators.</li> <li>○ We are working closely with the homeless coalition of Palm Beach County to bridge every gap in our patient care plan, actively identify gaps in care within the community, and work to address them in collaboration with our partners.</li> <li>○ Hired Dr. Force as BH director, who actively sees patients in Mangonia Park and supports all BH clinical staff during operational hours from 7 am to 7 pm.</li> <li>○ Dr. Phillips is currently working on expanding our pediatric mental health care services, and t is currently leading efforts to introduce extended hours for greater accessibility.</li> <li>○ We've successfully implemented Suboxone and injectable treatments as part of its comprehensive approach to substance use disorder (SUD) management. By incorporating Suboxone, a medication-assisted treatment (MAT), patients struggling with opioid addiction now have access to a proven therapeutic option</li> </ul>			
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	<p>that helps reduce cravings and withdrawal symptoms.</p> <p><b>HIV Grant with HRSA- FY 2024 Ending the HIV Epidemic - Primary Care HIV Prevention (PCHP).</b></p> <p>Focus Areas:</p> <ul style="list-style-type: none"><li>• Increasing diagnosis of HIV improving testing: We implemented the HIV POC in April 2024 in six of our Clinic’s locations. We continue to use the tools that were developed in EPIC (EHR system) to facilitate workflows with the HIV Point of Care (POC) testing. Currently, we are improving our tracking system to provide feedback to each location.</li><li>• Decreased transmission of HIV using pre-exposure prophylaxis prescribing (PrEP).</li></ul> <p>Currently, we are working with different organizations that have EPIC as electronic health record and had implemented PrEP in person and by telehealth. This is in order to create workflows, optimize tools in the electronic health record and create reports to implement the service in our clinics. This will track the patient in the different stages of the requirement to provide PrEP. It will also allow scheduling appointments, ordering labs,</p>			
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	<p>follow-up for prescriptions and completing the required follow-up to the patient.</p> <ul style="list-style-type: none"><li>• Outreach: We recently added a new department to our organization, the Department of Communications and External Affairs. They will be crucial in building and maintaining relationships with other partners in the communities. We will be developing targeted outreach activities in HIV areas of critical need. We continue collaborating with the Florida Department of Health to create a working plan for outreach activities among the two organizations.</li><li>• Workforce Development: We provided an overview of the Ending HIV Epidemic in the U.S. (EHE) including goals, pillars, and strategies to achieve decreasing 90% of new HIV cases by 2030 and how our organization is aligned with the initiative to the medical providers. Medical providers completed training on the GOALS approach to streamline sexual history conversation and integrate universal HIV testing. The medical assistants and nurses were trained in the standard operating procedure to start HIV POC testing at the clinics. We continue to provide training to the staff, the last training was completed in early September, 2024.</li></ul>			
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	<p><b>Service Area Map</b></p> <p>Comparison of zip codes on Form 5B to the patient origin confirmed an overlap of 100% overlap of zip codes reported in the 2023 UDS Report.</p> <p><b>Operating Hours Confirmation</b></p> <p>Reviewed patient satisfaction survey preferences of day of the week appointment times being offered in alignment with patient preferences and hours of operation.</p>			
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# Health Care District

OF PALM BEACH COUNTY

WE CARE FOR ALL

## Health Care District Community Health Centers Hours of Operation

	Location	Address	Hours
1	Belle Glade	39200 Hooker Highway Suite 101 Belle Glade, FL 33430	Monday-Friday 8am - 5pm Saturday 9am - 1pm
2	Jupiter	411 W. Indiantown Road Jupiter, FL 33458	Monday-Friday 8am - 5pm
* 3	Lake Worth	7408 Lake Worth Road, Suite 700 Lake Worth, FL 33467	Monday-Friday 8am - 5pm Saturday 9am - 1pm
* 4	Lantana	1250 Southwinds Drive Lantana, FL 33462	Monday-Friday 8am - 5pm Saturday 9am - 1pm
5	West Boca Raton	3500 South Central Park Blvd, Suite 100 Boca Raton, FL 33428	Monday-Friday 8am - 5pm
6	Delray Beach	200 Congress Park Drive, Suite 100 Delray Beach, FL 33445	Monday-Friday 8am - 5pm Saturday 9am - 1pm
7	Mangonia Park	2151 45th Street, Suite 300 West Palm Beach, FL 33407	Monday-Friday 7am - 7pm
8	West Palm Beach	1150 45th Street West Palm Beach, FL 33407	Monday-Friday 8am - 5pm Saturday 9am - 1pm
9	Lewis Center	1000 45th Street West Palm Beach, FL 33407	Monday-Friday 8am - 5pm
10	St. Ann's Place	2107 N Dixie Highway West Palm Beach, FL 33407	8am - 3pm Monday-Friday
* 11	Atlantis	4801 S Congress Ave Suite 101 Palm Springs, FL 33461	Monday-Friday 8am - 5pm Saturday 9am - 1pm
1	Mobile Unit - WARRIOR	Parked at EJH	Operates based on outreach need
2	Mobile Unit - SCOUT	Parked at EJH	Operates based on outreach need
3	Mobile Unit - HERO	Parked at EJH	Operates based on outreach need

\* Lake Worth and Lantana location closure is anticipated before the end of the year with the opening of the Atlantis Community Health Center in the upcoming month.



<p><b>PEER REVIEWS</b></p>	<p><b><u>Quarter 1-2023</u></b>  <b>Dentist:</b> N/A  <b>Hygienist:</b> 40 charts were peer reviewed. 25 were evaluated as “within standard of care”, 08 were evaluated as “Provider Self-identified Remediation” and 07 were evaluated as “Provider Education Required”, 00 were evaluated as “Inappropriate Care”</p> <p><b><u>Quarter 3-2023</u></b>  <b>Dentist:</b> 40 charts were peer reviewed. 35 were evaluated as “within standard of care”, 4 were evaluated as “ Provider Self-identified Remediation” and 0 were evaluated as “Provider Education Required”, 1 were evaluated as “Inappropriate Care”  <b>Hygienist:</b> 35 charts were peer reviewed. 24 were evaluated as “within standard of care”, 5 were evaluated as “Provider Self-identified Remediation” and 6 were evaluated as “Provider Education Required”, 00 were evaluated as “Inappropriate Care”</p> <p><b><u>Quarter 4-2023</u></b>  <b>Dentist:</b> 40 charts were peer reviewed. 40 were evaluated as “within standard of care”, 0 were evaluated as “Provider Self-identified Remediation” and 0 were evaluated as “Provider Education Required”, 0 were evaluated as “Inappropriate Care”  <b>Hygienist:</b> 35 charts were peer reviewed. 31 were evaluated as “within standard of care”, 4 were evaluated as “Provider Self-identified Remediation” and 0 were evaluated as “Provider Education Required”, 0 were evaluated as “Inappropriate Care”</p>			
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## QUALITY METRICS

### UDS YTD 2024

Of the 17 UDS Measures: 9 Exceeded the HRSA Goal, 7 were short of the HRSA Goal and 1 was excluded (*Clinic Score/ HRSA Goal*)

#### **Medical UDS Report**

Adult Weight screening and follow-up: (84% / 90%)			
<i>Breast Cancer Screening: ( _57_%/60%)</i>			
<i>Cervical Cancer Screening: ( _63_% /65%)</i>			
Childhood Immunization: ( _52_% / 60%)			
Colorectal Cancer Screening: ( _42_% / 82%)			
<i>Coronary Artery Disease CAD: ( _86_% / 81%)</i>			
Dental Sealants: ( _99_% / 75% )			
Depression Remission: ( _44_% / 14% )			
Diabetes: ( _71_% / 67% )			
HIV Screening: ( _61_% / 32%)			
Hypertension: ( _72_% / 80% )			
<i>Ischemic Vascular Disease (IVD): ( _74_% / 86%)</i>			
Depression screening: ( _95_% / 83% )			
Depression screening (Homeless): ( _91_% / 83% )			
Tobacco use screening & cessation: ( _95_% / 93%)			

**Meeting Adjourned: 1:53pm**



**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

**1. Description: Operations Report – October 2024**

**2. Summary:**

This agenda item provides the following operations report for October 2024: Clinic Productivity, Payer Mix and Demographics. In addition, it becomes a spotlight on the utilization of the Hero and Warrior Mobile Health Centers.

**3. Substantive Analysis:**

In October, the Health Centers had a total of 9,618 unique patients and 13,526 visits across health centers which is a 1.6% increase from last month and a 0.2% increase when compared to October 2023. 1,668 patients, or 17.3% of unique patients were new to the Health Centers. 40% of visits were from Adult Primary Care, which is up 1%, and 12% were from Pediatrics, down 1%. 22% came from Dental, which meant no change from from last month. In October, Lantana Medical had the highest volume with 1,818 visits, followed by Mangonia Health Center with 1,654 visits. Our payer mix for October reflected a variation of 1 % from last month in each category. The six month trendline of demographic information indicates little to no variation.

**Hero Mobile Health Center:** This mobile center serves as a liaison between HCD and our local homeless resource centers. This partnership was created to address the needs of the homeless communities who otherwise do not have access to care. An exponential increase of 76% in the volumes has been achieved since the month of July due to our partnership with homeless resources centers in Palm Beach County.

Hero consists of a team of five members: A provider who sees primary care, behavioral health, and women's health, a care coordinator who works closely with the HRCs ensuring we are maximizing our impact on the patients by coonecting them to helpful resources in the community , a LCSW, an MA, and a Driver who not only drives the team to each location safely, but registers the patients.

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

This mobile center serves patients three days per week in Delray, Lake Worth and the Glades communities at the homeless shelters and spends two days per week in the Lewis Center.

**Warrior Mobile Health Center:** The community partnership schools program is a 25 year agreement where we will provide health care services to JFK middle (Mondays and Tuesdays), and Lake Worth High school (Weds-Fri). Bringing resources and opportunities to the school's doorsteps improves students' health, behaviors and increase academic gains while enhancing parental and community involvement. We are currently 2 years into this agreement.

We deliver Primary Care Services to students, faculty and the community, as well as Immunizations and Mental Health Services. BH services have been recently added, as there is a large need for these students and the community. We are currently devising a plan to improve utilization on this mobile health center.

Warrior has a team of four: A provider, a therapist, an MA, and a Driver who also performs registration. Due to the great results our care coordinator gets in Hero, we may explore adding this position to further improve our successes.

**DISTRICT CLINIC HOLDINGS, INC.**  
**BOARD OF DIRECTORS**  
**November 20, 2024**

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

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

\*Non-budgeted expenditures in excess of \$250,000 require Finance and Audit Committee review and Board approval. Reviewed for financial accuracy and compliance with purchasing procedure:

N/A  
\_\_\_\_\_  
Jessica Cafarelli  
VP & Chief Financial Officer

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

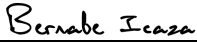
N/A  
\_\_\_\_\_  
Committee Name


N/A  
\_\_\_\_\_  
Date Approved

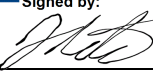
**6. Recommendation:**

Staff recommends the Board approve the Operations Report for October 2024.

Approved for Legal sufficiency:

DocuSigned by:  
  
\_\_\_\_\_  
0CF6F7DB6706434... Bernabe Icaza  
SVP & General Counsel

DocuSigned by:  
  
\_\_\_\_\_  
24CBCE432B6840B... Nancy Gonzalez  
Director of Clinic Operations

Signed by:  
  
\_\_\_\_\_  
2B4234F087844B2... Joshua Adametz, DMD, MPH, MA  
AVP & Executive Director of Community  
Health Centers

Patient Visits  
9,618

New Patients  
1,668

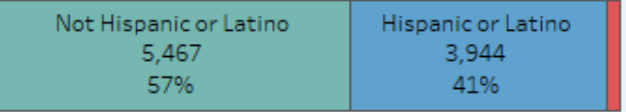
Monthly Productivity October 2024

Demographics

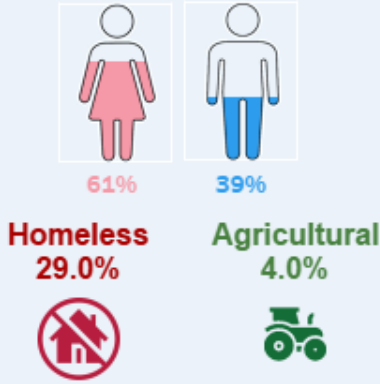
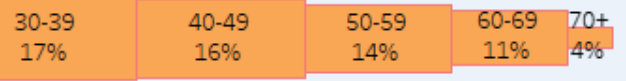
Race



Ethnicity

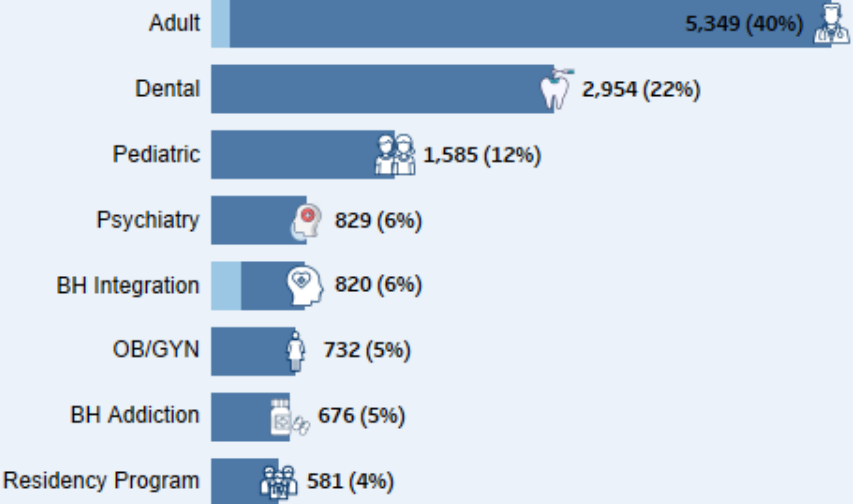


Age Group

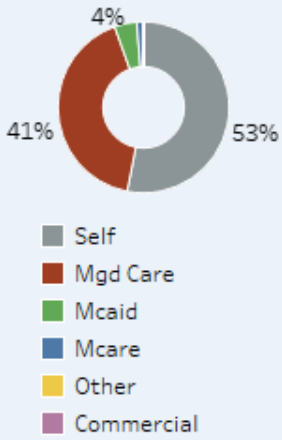


In Person  
Tele Health

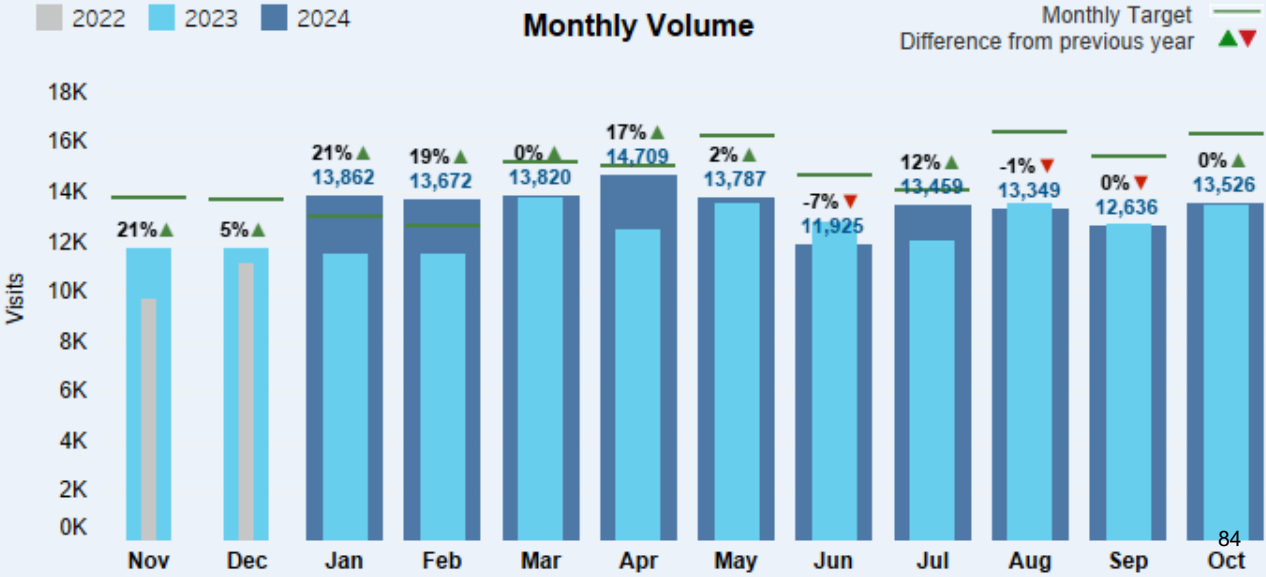
Visit Type



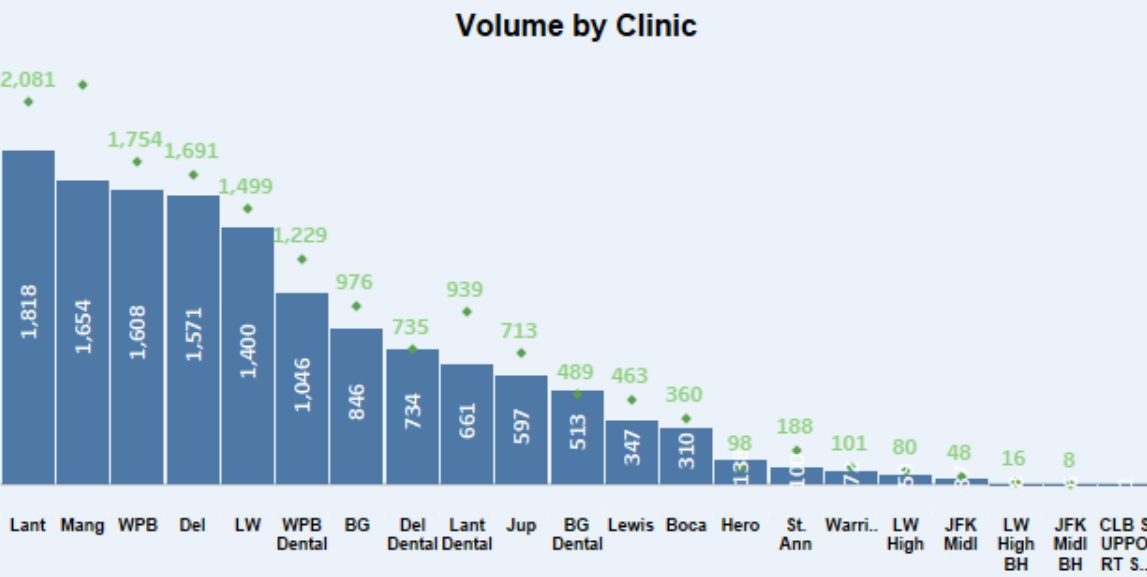
Payor Mix



Monthly Volume



Volume by Clinic





# Clinic visit types, Trends & Different Service Utilization 1/1/2024 to 10/31/2024



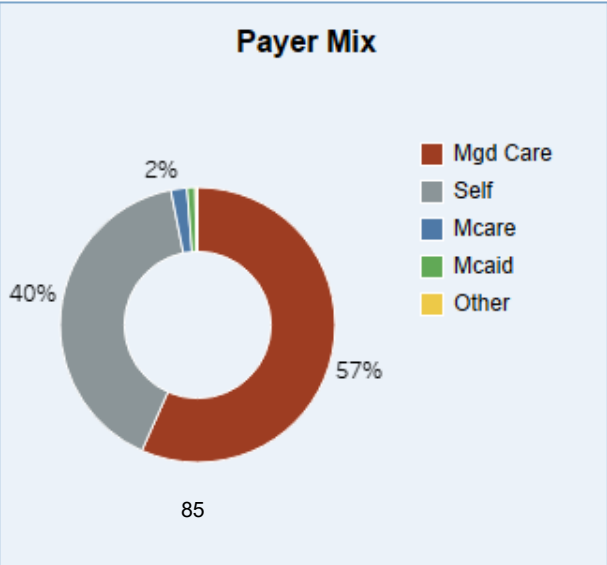
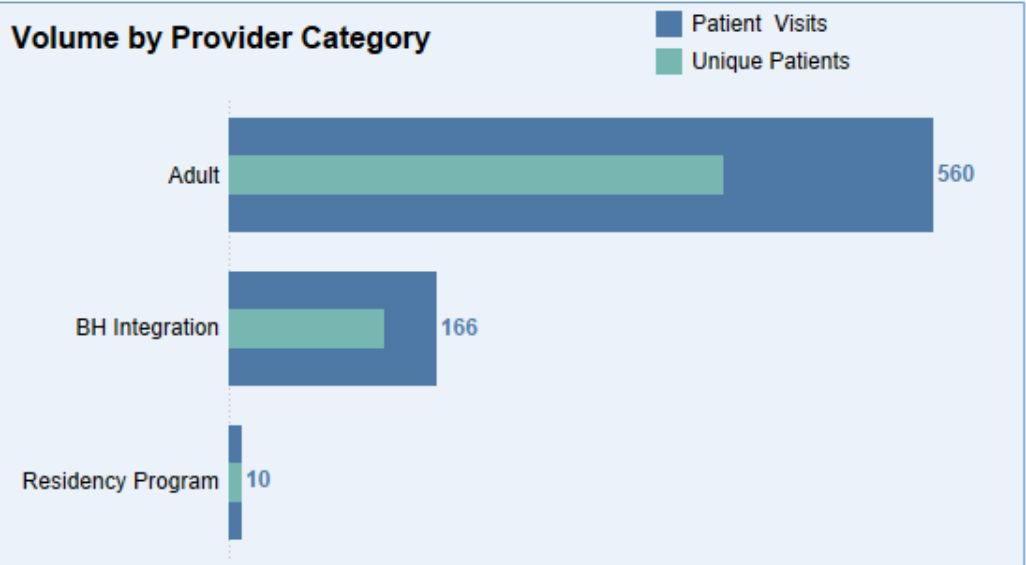
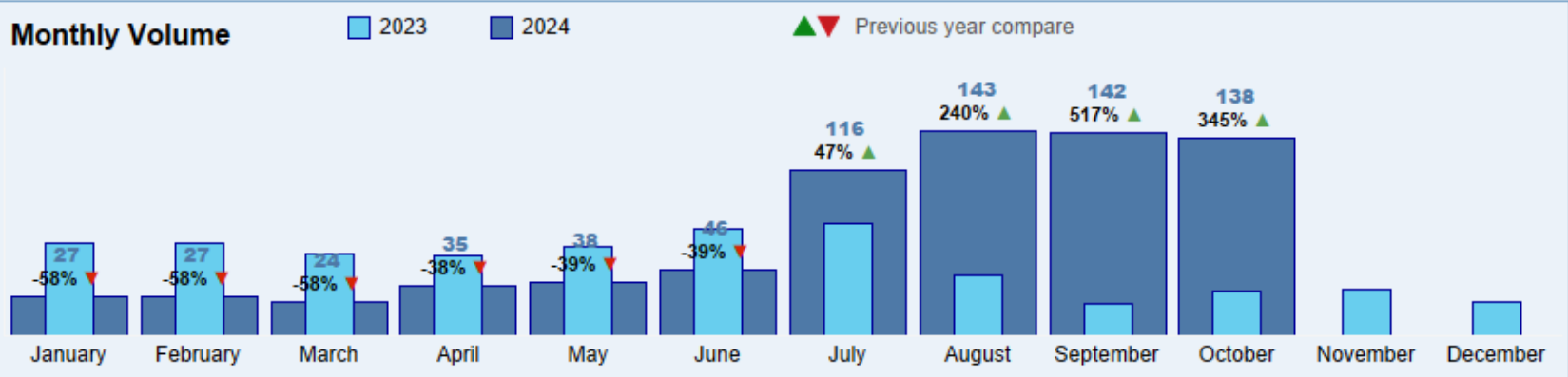
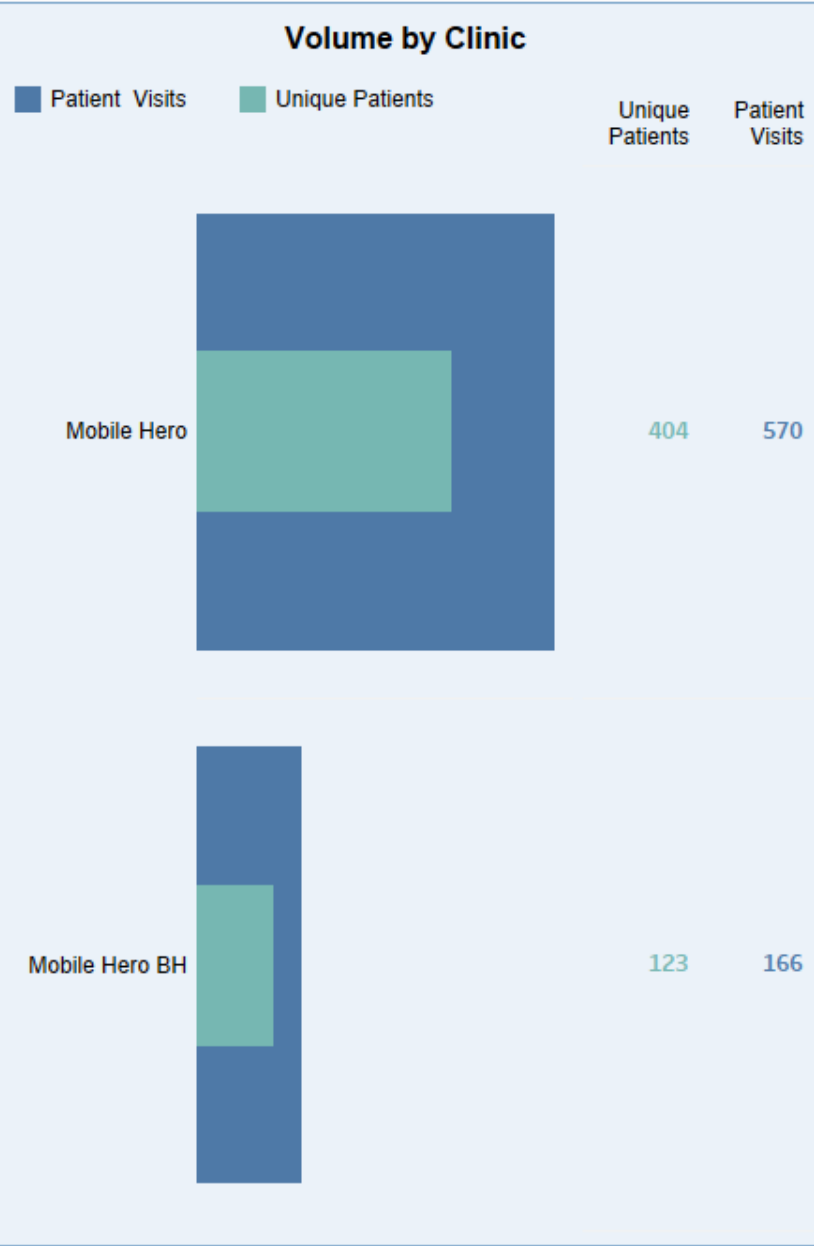
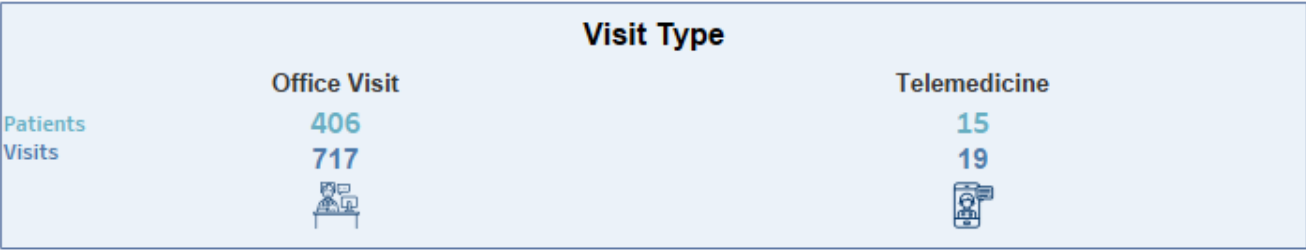
## Mobile Hero BH & Mobile Hero

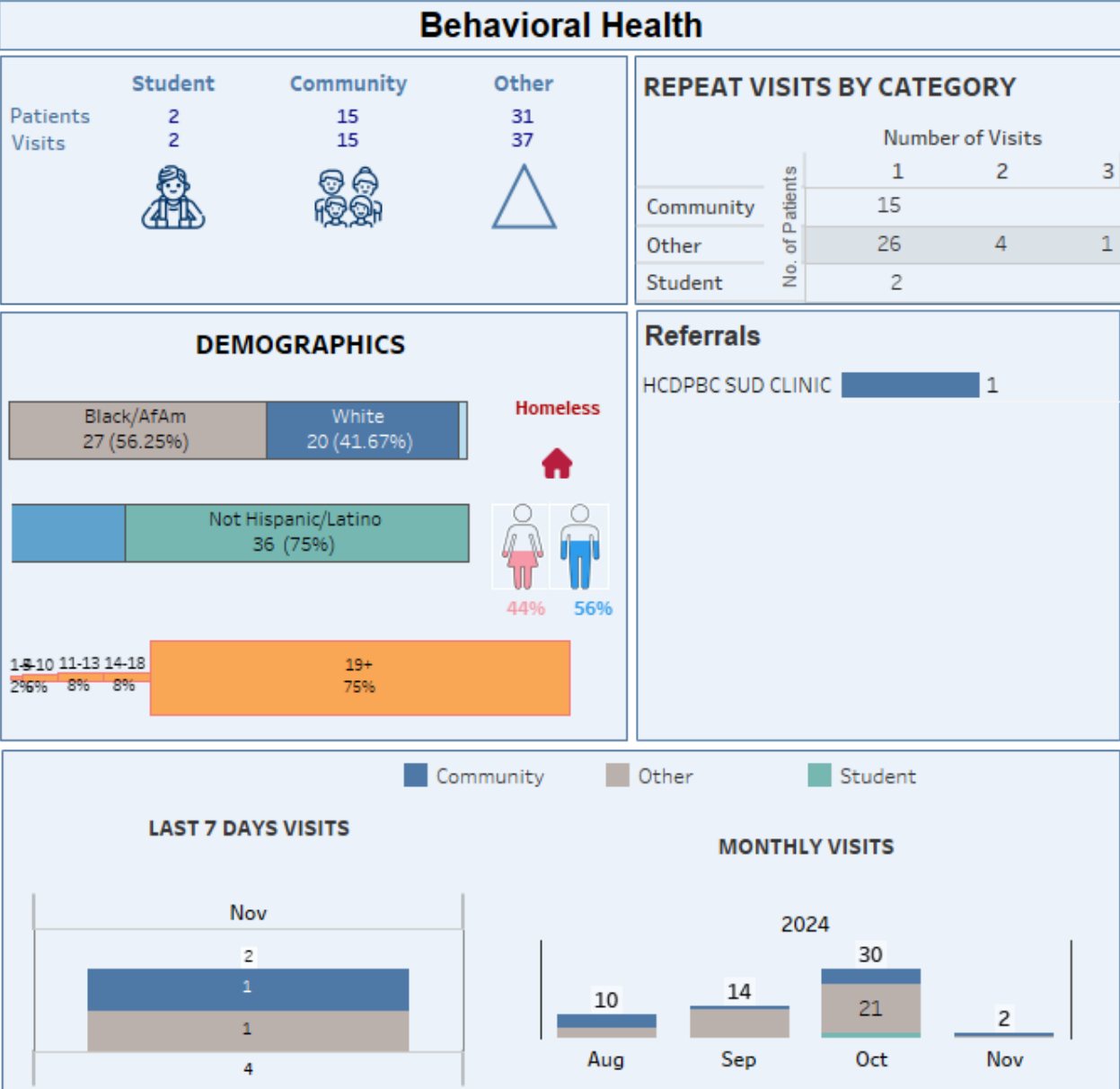
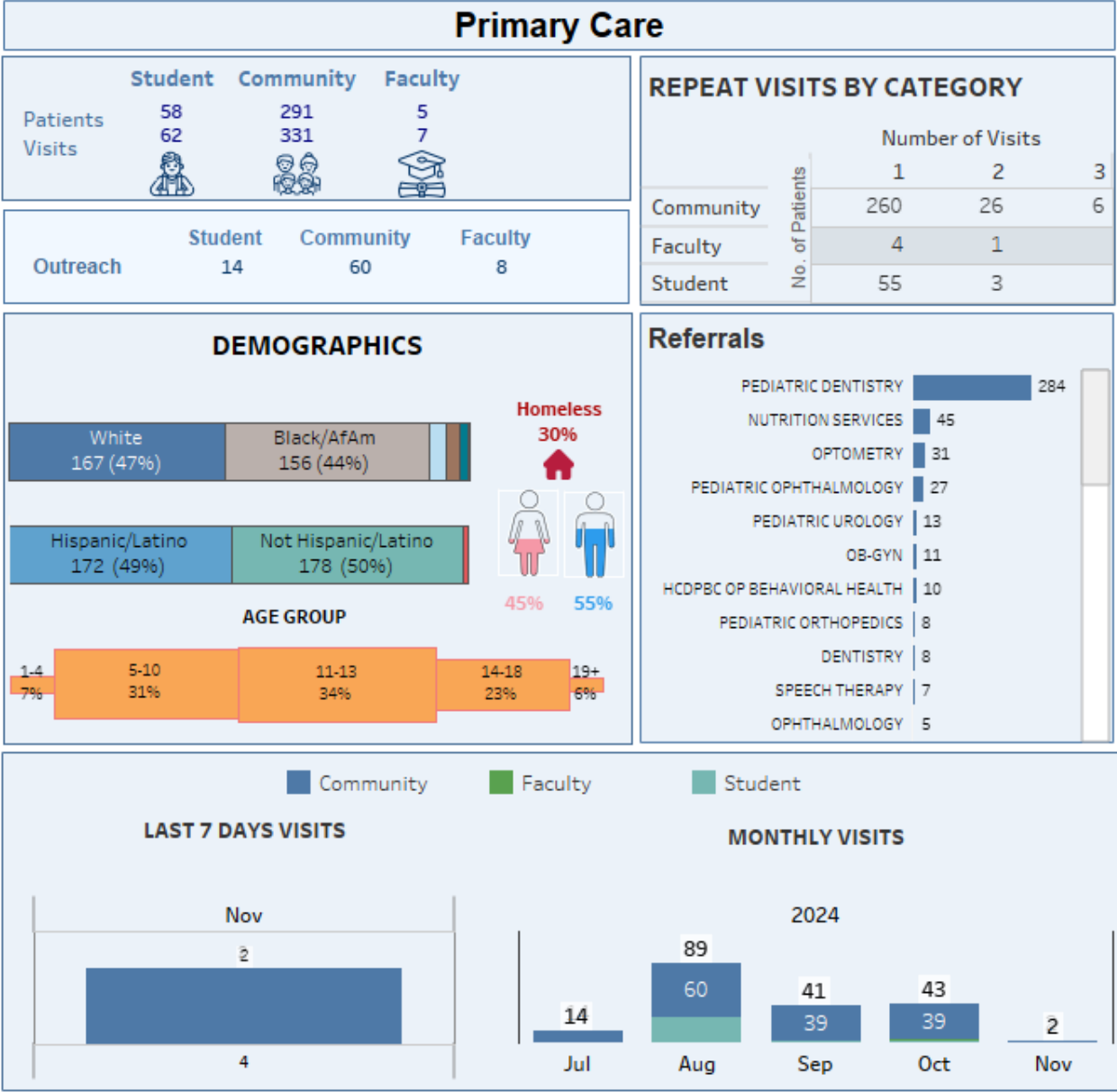
Unique Patients

410

Patient Visits

736







**CPS - COMMUNITY PARTNERSHIP SCHOOLS**  
**LAKE WORTH HIGH SCHOOL**  
**8/1/2023 - 10/31/2024**

Unduplicated  
Patients  
707

Total  
Visits  
886



**Primary Care**

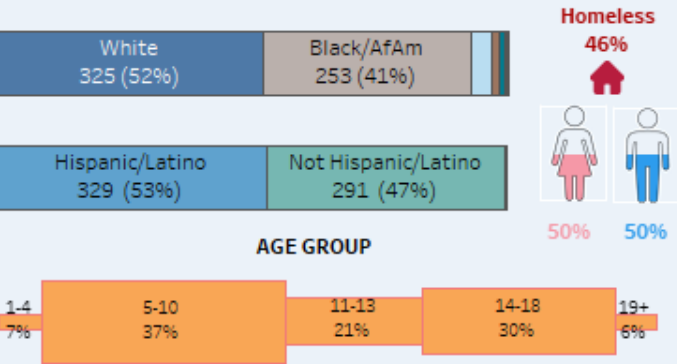
	Student	Community	Other
Patients	105	512	6
Visits	138	619	7

	Student	Community	Faculty
Outreach	36	67	13

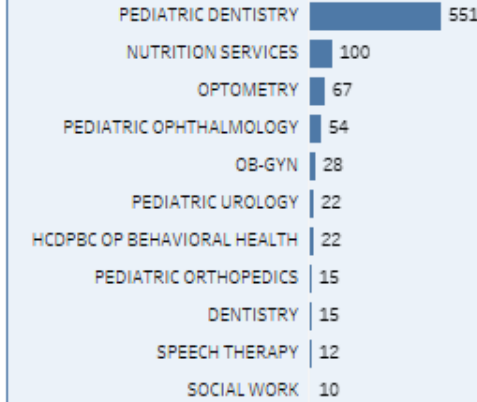
**REPEAT VISITS BY CATEGORY**

		Number of Visits			
		1	2	3	4
Community	No. of Patients	420	87	6	1
Other		5	1		
Student		85	17	5	

**DEMOGRAPHICS**



**Referrals**



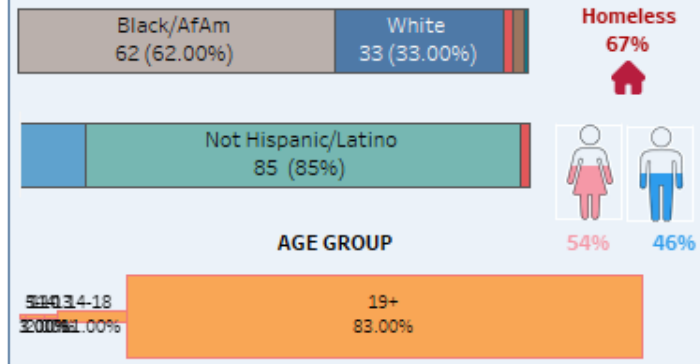
**Behavioral Health**

	Student	Community	Other
Patients	9	18	73
Visits	10	27	84

**REPEAT VISITS BY CATEGORY**

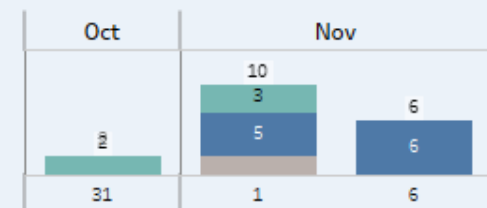
		Number of Visits			
		1	2	3	4
Community	No. of Patients	12	4	1	1
Other		63	9	1	
Student		8	1		

**DEMOGRAPHICS**

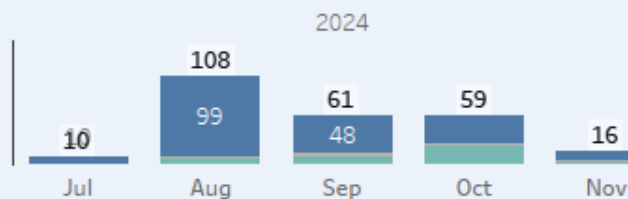


**Referrals**

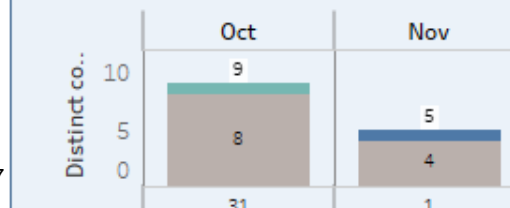
**LAST 7 DAYS VISITS**



**MONTHLY VISITS**



**LAST 7 DAYS VISITS**



**MONTHLY VISITS**

