



C. L. Brumback

Primary Care Clinics

Health Care District Palm Beach County

FINANCE COMMITTEE

November 28, 2018

12:15 P.M.

Meeting Location

1515 N. Flagler Drive, Suite 101

West Palm Beach, FL 33401

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

**FINANCE COMMITTEE MEETING
AGENDA
November 28, 2018
1515 N. Flagler Drive
West Palm Beach, FL 33401**

1. **Call to Order**
 - A. Roll Call
2. **Agenda Approval**
 - A. Additions/Deletions/Substitutions
 - B. Motion to Approve Agenda
3. **Awards, Introductions and Presentations**
4. **Disclosure of Voting Conflict**
5. **Public Comment**
6. **Meeting Minutes**
 - A. **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of October 24, 2018. [Pages 1-6]
7. **Consent Agenda – Motion to Approve Consent Agenda Items**
 - A. **ADMINISTRATION**
 - 7A-1 **RECEIVE AND FILE:**
November 2018 Internet Posting of District Public Meeting.
<http://www.hcdpbc.org/index.aspx?recordid=2597&page=15>
 - 7A-2 **RECEIVE AND FILE:**
Attendance Tracking. [Page 7]
 - 7A-3 **RECEIVE AND FILE:**
Proposed Schedule for 2019 Finance Committee Meetings.
(Belma Andric) [Page 8-10]

**C. L. Brumback Primary Care Clinics
Finance Committee
Meeting Agenda
November 28, 2018**

8. Regular Agenda

A. FINANCE

8A-1 RECEIVE AND FILE:

C.L. Brumback Primary Care Clinics Finance Report September 2018.
(Dawn Richards) [Page 11-29]

8A-2 RECEIVE AND FILE:

C.L. Brumback Primary Care Clinics Finance Report October 2018.
(Dawn Richards) [Under Separate Cover]

9. VP and Executive Director of Clinic Services Comments

10. Board Member Comments

11. Establishment of Upcoming Meetings

December 12, 2018 (HCD Board Room) – Cancelled
12:15pm Finance Committee

12. Motion to Adjourn



DISTRICT CLINIC HOLDINGS, INC.
d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS
BOARD OF DIRECTORS FINANCE COMMITTEE
MEETING MINUTES
October 24, 2018
1515 N. Flagler Drive
West Palm Beach, FL 33401

1. Call to Order

Mr. Kendle called the meeting to order at 12:17 p.m.

A. Roll Call

Committee members present: David Kendle, Chairperson; Vice Chairperson, James Elder, Bessie Brown; Joan Roude, Joseph Morel

Excused: Frances Navarro

Staff present included: Dr. Belma Andric, VP & Executive Director of Clinic Services; Dawn Richards, Chief Financial Officer and Valerie Shahriari, General Counsel; Mina Bayik, Director of Finance

Recording/transcribing Secretary: Marguerite Lynch

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

2. Agenda Approval

A. Additions/Deletions/Substitutions

None.

B. Motion to Approve Agenda

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

3. Awards and Presentations

A. None.

4. Disclosure of Voting Conflict

None.

5. Public Comment

6. Meeting Minutes

- A. Staff Recommends a MOTION TO APPROVE:
C.L. Brumback Primary Care Clinics Finance Committee Minutes of September 26, 2018.

CONCLUSION/ACTION: Mr. Elder made a motion to approve the C.L. Brumback Primary Care Clinics Finance Committee minutes of September 26, 2018 as presented. The motion was duly seconded by Ms. Brown. A vote was called, and the motion passed unanimously.

7. Consent Agenda – Motion to Approve Consent Agenda Items

A. ADMINISTRATION

- 7A-1 RECEIVE AND FILE:
October Internet Posting of District Public Meeting
<https://www.hcdpbc.org/EventViewTrainingDetails.aspx?Bck=Y&EventID=230&m=0|0&DisplayType=C>

- 7A-2 RECEIVE AND FILE:
Attendance Tracking

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

8. Regular Agenda

Reports

A. FINANCE

- 8A-1 Staff Recommends a MOTION TO APPROVE:
Management has provided the fiscal year 2019 proposed budget and supporting schedules for the Finance Committee review. The 2019 budget includes total expenditures and capital of \$31,296,081 with District support of \$13,050,000.

The 2019 Proposed Budget was presented by Director of Finance, Mina Bayik and reviewed in detail. Fiscal analysis and economic impact include Capital Requirements: \$1,221,688; Annual Net Revenue: \$18,017,381; Annual Expenditures: \$30,074,393.

Highlights include:

<u>2019 Strategic Initiatives</u>	<u>Revenue</u>	<u>Expense</u>	<u>Capital</u>	<u>FTEs</u>
1. LMC/PCC Move Clinics to Hospital	---	---	\$1.2m*	---
2. PCC Mobile Health Clinic	\$225k	\$474k*	---	4.0**
3. PCC MAT Program	\$465k	\$1,046k*	---	10.0**

* Grant offsets a portion of expenditure

** FTEs are offset by closure of Jerome Golden and/or grant funding

Strategic initiative 1: Moving the medical and dental clinics into the Lakeside Medical Center in Belle Glade will result in a cost savings of \$150,000 annually.
Strategic initiative 2: Mobile Van started operation in August 2018. 2019 will be a full year of operations with a significant cost increase to the budget.
Strategic initiative 3: Medication Assisted Treatment (MAT) will be moving into a larger space in West Palm Beach and add 4.5 FTE. Some of this expense will be funded by a substance abuse grant.

The 2019 budget will realize four significant areas of change:

Loss of HCD medical and dental payments	(5,807,117)
Shift of lab payments from HCD to Clinics	(750,000)
Reimbursement from HCD of mental health visits	154,657
<u>Addition of Low Income Pool Funding</u>	<u>690,049</u>
Net Change in Clinics	(5,712,411)

HCD will no longer be subsidizing the medical/dental visits for the District Cares patients. The effect is to the bottom-line of income from District Cares. In the past it was \$60.00 for medical and \$100 per visit for dental. Now HCD will no longer pay by visit and they will do a lump sum transfer at the end of the month.

Summary of volumes for 2019 are projecting an increase of 6.6% for medical and 12% in dental. Total projection is 146,248. This is an overall increase of 7.8%.

Ms. Roude ask what is the fluctuation in volumes. Dr. Andric advised that we over budgeted last year and then right sized in mid-2018. Staff have moved

based on patient need. Currently physicians are expected to see 18 patients per day and ARNPs are 16 patients per day. Lantana dental has budgeted an increased volume due to increased hours for access and additional providers.

2019 Proposed Expenditures expect a 12% increase from 2018.

Total Operating Expenses 2018	\$22,641,673
Total Operating Expenses 2019	<u>\$25,263,693</u>
Total Increase	\$ 2,622,020

Highlights of the 2019 expenditures include:

	Increase/ (Decrease)
Laboratory costs transferred from HCD	\$750,000
Salaries – MAT and Mobile Van	\$678,070
MAT Program operating expenses (net of SWB)	\$314,025
Mobile van operating expenses (net of SWB)	\$185,800
Salaries – merit increases (3%)	\$428,715
Health insurance premium Increase	\$360,200
Salaries – vacancies	\$388,620
Minor equipment (Beds, Lights, Stands, Monitors)	\$141,955
Professional Fees - Athena billing and FW Health	\$237,150
Training and education	\$36,205
Answering services	\$21,175
Reduced contract physician expense	(\$15,355)
Other reductions (Travel, Mileage, Supplies)	(\$102,855)
Lease and rents (Belle Glade and Clinic Admin)	(\$139,705)
Reduced software expense (Allscripts)	(\$300,980)
<u>Reduction of expense for Jerome Golden</u>	<u>(\$361,000)</u>
Total Net Increase	\$2,622,020

Proposed Capital funding for 2019

1. Belle Glade Medical & Dental Clinic move will partially be covered by Delta Dental grant and HRSA grant funding. Overall funding \$1,208,490. There is an owner's rep and construction manager, who will be assisting in making sure this project is completed by April 2019. Dr. Andric and Terry Megiveron will partner with other District business units to make sure this is completed successfully and on time.

2. Lantana Dental Clinic will be purchasing new dental equipment for a project cost of \$13,198.

2019 FTE review

The overall 241.70 FTEs budgeted for the clinics realizes no change from the 2018 amended budget. Staffing was shifted from less volume locations to busier locations.

The MAT program expansion at JFK North is awaiting a final lease contract from JFK. There is a \$150,000 one-time grant funding for renovations. Lawyers are working on a daily basis to finalize this. Cost of renovation to be able to draw the money from HRSA is the hold up. Anticipate opening in January. We have hired an ARNP who specializes in psychiatry, mental health counseling and primary care. The current MAT team in Lantana will move to the JFK location.

Ms. Brown thanked Mina Bayik for her presentation and would like a copy of the presentation sent to all board members.

CONCLUSION/ACTION: Ms. Roude made a motion to approve the 2019 Fiscal Year Budget as presented. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.

9. VP and Executive Director of Clinic Services Comments

None.

10. Board Member Comments

11. Establishment of Upcoming Meetings

November 28, 2018 (HCD Board Room)

- 12 p.m., Finance Committee

December 12, 2018 (HCD Board Room)

- 12 p.m., Finance Committee

12. Motion to Adjourn

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

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Finance Committee
Meeting Minutes
October 24, 2018
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There being no further business, the meeting was adjourned at 12:41 p.m.

DCHI Finance Committee Chair

Date

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

Attendance Tracking

	1/24/18	2/28/18	3/27/18	4/25/2018	5/23/18	6/27/18	7/25/18	8/22/18	9/26/18	10/24/18	11/28/18	12/12/18
David Kendle	X	X	X	X	X	C	X	X	X	X		
James Elder	X	X	X	X	X	C	X	X	X	X		
Bessie Brown	X	X	X	X	X	C	X	E	X	X		
Frances Navarro	X	X	X	X	X	C	X	X	X	E		
Joan Roude							X	X	E	X		

X= Present

C= Cancel

E= Excused

A= Absent

**DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
November 28, 2018**

1. Description: Proposed Schedule for 2019 Finance Committee Meetings

2. Summary:

This agenda item provides the Board with the proposed schedule for 2019 Finance Committee Meetings. The meetings have been scheduled for the last Wednesday of every month.

3. Substantive Analysis:

We would like to propose Strategic Planning in March on a Saturday morning. HRSA requires this every three years.

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

January 30, 2019

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

February 27, 2019

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

March 9, 2019

- 9:00AM, District Clinic Holdings, Inc. Board Strategic Planning

April 24, 2019

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

May 29, 2019

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

June 26, 2019

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

July 31, 2019

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

**DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
November 28, 2018**

August 28, 2019

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

September 25, 2019

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

October 30, 2019

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

November 27, 2019

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

December 18, 2019

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

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Dawn Richards
VP & Chief Financial Officer

**DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
November 28, 2018**



5. Reviewed/Approved by Committee:

N/A	N/A
Committee Name	Date Approved

6. Recommendation:

Staff recommends the Finance Committee receive and file the schedule for 2019 Finance Committee Meetings.

Approved for Legal sufficiency:

	
Valene Shahriani VP & General Counsel	
Belma Andric, MD, MPH CMO, VP & Executive Director of Clinical Services	

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
November 28, 2018

1. **Description:** C. L. Brumback Primary Care Clinics Financial Report September 2018

2. **Summary:**

The YTD September 2018 financial statements for the C.L. Brumback Primary Care Clinics are presented for your information.

3. **Substantive Analysis:**

Management has provided the income statements for C.L. Brumback Primary Care Clinics. Additional Management discussion and analysis is incorporated into the financial statements presentation.

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

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

Reviewed for financial accuracy and compliance with purchasing procedure:


 Dawn Richards
 VP & Chief Financial Officer

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

N/A

 Committee Name


 Date Approved

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
November 28, 2018


6. Recommendation:

Staff recommends the Board receive and file the September 2018 financials.

Approved for Legal sufficiency:


Valene Shahrari
VP & General Counsel


Dawn Richards
VP & Chief Financial Officer


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



MEMO

To: Finance Committee
From: Dawn L. Richards
Chief Financial Officer
Date: November 16, 2018

Subject: Management Discussion and Analysis of YTD September 2018 C.L. Brumback Primary Care Clinic Financial Statements (Unaudited)

The September statements represent the financial performance for the twelve months of the 2018 fiscal year for C.L. Brumback. Included below are year-to-date (YTD) explanations of volume, revenue and expense variances.

Summary

YTD Clinic volumes (medical, dental, and suboxone combined), are below budget by 16,552 visits or 11.1%. Suboxone clinic visits YTD of 3,763 were below budget of 15,392 by 11,629 or 75.6% due to unanticipated changes to the MAT strategy. All other medical clinics combined (net of suboxone) were above budgeted volume by 2,135 visits or 2.2%. Mobile van visits YTD of 416 were below budget of 2,070 by 1,654 or 79.9%. Total revenues, year to date, are over budget by \$2.0M or 8.7% due to volume variance in medical clinics, including unbudgeted LIP payment and incentive payments. Total operating expenses are under budget by \$1.8M or 7.4% due to delayed strategy implementations. Net operating margin is a loss of \$2.3M compared to a budgeted loss of \$6.9M. YTD the Health Care District has subsidized the Primary Care Clinics with \$2.4M.

Volume Analysis

Total medical clinic visits YTD in all adult and pediatric clinics of 101,579 were below budget of 111,073 by 9,494 or 8.5% but are over prior year of 86,878 by 14,701 or 16.9%. Dental visits YTD of 30,411 were under budget of 37,469 by 7,058 or 18.8% and below prior year of 33,445 by 3,034 or 9.1%. Suboxone clinic visits YTD of 3,763 were below budget of 15,392 by 11,629 or 75.6% due to unanticipated changes to the MAT strategy. Medical visits (net of suboxone) YTD of 97,816 were above budget of 95,681 by 2,135 or 2.2% and above prior year of 85,812 by 12,004 or 14.0%.

Net Revenue

Clinic net patient revenue YTD of \$15.3M exceeded budget of \$13.7M by \$1.6M or 11.4% and above prior year of \$12.3M by \$3.0M or 24.4%. Clinics received an unbudgeted LIP payment of \$2.2M. Other revenue exceeded budget by \$1.7M due to EHR incentives.



Grant revenue YTD of \$7.3M was below budget of \$8.6M by \$1.3M or 15.5% and above prior year of \$6.7M by \$645k or 9.7%. Due to the delayed relocation of the Belle Glade clinic to Lakeside Medical Center, the clinics were unable to recognize HRSA grant funding for construction at the site.

Expenses

Clinic operating expenses YTD of \$23.2M were under budget of \$25.0M by \$1.8M or 7.4% and above prior year of \$20.0M by \$3.2M or 16.3%. Most of this positive variance related to salaries (\$1.0M), repair and maintenance (\$675k), benefits (\$246k), drugs (\$137k), and medical supplies (\$95k). These are mainly due to unimplemented strategies in West Boca Dental, Lake Worth Dental and Lantana (Suboxone). Drugs are under budget due to use of the District in house pharmacy and 340B medications. Purchased services exceeded the budget by \$306k due to the Athena clinic EHR implementation.

DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION

	<u>Sep 30, 2018</u>	<u>Aug 31, 2018</u>	<u>Increase (Decrease)</u>
Assets			
Cash and Cash Equivalents	764,351	1,454,249	\$ (689,897)
Accounts Receivable, net	841,891	1,329,873	(487,982)
Due From Other Funds	-	-	-
Due from Other Governments	2,057,948	1,676,060	381,888
Other Current Assets	244,047	312,219	(68,172)
Net Investment in Capital Assets	663,074	755,881	(92,807)
Total Assets	<u>\$ 4,571,311</u>	<u>\$ 5,528,282</u>	<u>\$ (956,971)</u>
Liabilities			
Accounts Payable	320,744	170,790	149,954
Due To Other Governments	-	-	-
Deferred Revenue	98,769	-	98,769
Other Current Liabilities	879,309	861,824	17,485
Non-Current Liabilities	728,163	729,254	(1,091)
Total Liabilities	<u>2,026,985</u>	<u>1,761,869</u>	<u>265,117</u>
Net Position			
Net Investment in Capital Assets	663,074	755,881	(92,807)
Unrestricted	1,881,252	3,010,532	(1,129,280)
Total Net Position	<u>2,544,326</u>	<u>3,766,414</u>	<u>(1,222,087)</u>
Total Liabilities and Net Position	<u>\$ 4,571,311</u>	<u>\$ 5,528,282</u>	<u>\$ (956,971)</u>

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE TWELVE MONTHS ENDED SEPTEMBER 30, 2018

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
1,686,293	1,937,631	(251,337)	(13.0%)	1,134,503	551,790	48.6%	22,427,858	22,916,606	(488,748)	(2.1%)	18,878,041	3,549,816	18.8%
711,444	561,663	(149,781)	(26.7%)	243,847	(467,597)	(191.8%)	9,844,789	6,589,849	(3,254,940)	(49.4%)	7,400,075	(2,444,714)	(33.0%)
412,318	189,162	(223,155)	(118.0%)	240,863	(171,455)	(71.2%)	4,444,727	2,125,825	(2,318,902)	(109.1%)	3,884,041	(560,685)	(14.4%)
120,750	35,429	(85,321)	(240.8%)	371,575	250,824	67.5%	2,296,913	451,371	(1,845,543)	(408.9%)	1,450,970	(845,943)	(58.3%)
1,244,512	786,254	(458,258)	(58.3%)	856,284	(388,227)	(45.3%)	16,586,429	9,167,045	(7,419,384)	(80.9%)	12,735,086	(3,851,343)	(30.2%)
\$ 346,880	\$ -	\$ 346,880	0.0%	\$ 361,035	\$ (14,155)	\$ (0)	\$ 9,480,710	\$ -	\$ 9,480,710	0.0%	\$ 6,176,537	\$ 3,304,173	\$ 1
788,662	1,151,377	(362,715)	(31.5%)	639,254	149,408	23.4%	15,322,138	13,749,561	1,572,578	11.4%	12,319,492	3,002,646	24.4%
46.77%	59.42%			56.35%			68.32%	60.00%		65.26%			
299,019	749,012	(449,994)	(60.1%)	589,038	(290,019)	(49.2%)	7,310,918	8,648,515	(1,337,597)	(15.5%)	6,665,844	645,074	9.7%
13,578	16,225	(2,647)	(16.3%)	1,878	11,700	622.9%	1,929,420	194,700	1,734,720	891.0%	693,492	1,235,928	178.2%
312,597	765,237	(452,641)	(59.2%)	590,916	(278,319)	(47.1%)	9,240,338	8,843,215	397,123	4.5%	7,359,336	1,881,002	25.6%
1,101,259	1,916,614	(815,355)	(42.5%)	1,230,170	(128,912)	(10.5%)	24,562,477	22,592,776	1,969,701	8.7%	19,678,828	4,883,649	24.8%
<i>Direct Operational Expenses:</i>													
1,110,064	1,245,795	135,730	10.9%	1,091,466	(18,598)	(1.7%)	14,600,308	15,647,843	1,047,534	6.7%	12,454,862	(2,145,446)	(17.2%)
312,415	353,494	41,079	11.6%	307,424	(4,991)	(1.6%)	3,966,692	4,213,050	246,358	5.8%	3,415,369	(551,323)	(16.1%)
130,280	59,582	(70,698)	(118.7%)	71,525	(58,755)	(82.1%)	1,001,218	694,533	(306,685)	(44.2%)	648,779	(352,439)	(54.3%)
58,368	58,641	273	0.5%	51,979	(6,390)	(12.3%)	489,562	584,201	94,639	16.2%	382,918	(106,644)	(27.9%)
79,964	16,276	(63,689)	(391.3%)	28,651	(51,314)	(179.1%)	218,830	166,175	(52,655)	(31.7%)	328,060	109,230	33.3%
-	-	-	0.0%	21,645	21,645	100.0%	15,355	-	(15,355)	0.0%	49,534	34,179	69.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
64,349	56,299	(8,051)	(14.3%)	84,581	20,231	23.9%	527,296	664,512	137,216	20.6%	547,665	20,370	3.7%
103,251	108,467	5,216	4.8%	66,509	(36,742)	(55.2%)	586,669	1,261,398	674,729	53.5%	510,492	(76,177)	(14.9%)
77,924	115,600	37,676	32.6%	209,369	131,445	62.8%	1,358,420	1,374,592	16,172	1.2%	1,341,235	(17,186)	(1.3%)
6,586	8,025	1,439	17.9%	4,492	(2,094)	(46.6%)	73,840	91,030	17,190	18.9%	42,433	(31,407)	(74.0%)
39,517	21,890	(17,627)	(80.5%)	(10,509)	(50,026)	(476.0%)	296,902	275,350	(21,552)	(7.8%)	171,274	(125,628)	(73.3%)
1,883	2,690	807	30.0%	1,778	(105)	(5.9%)	22,163	27,954	5,791	20.7%	21,672	(491)	(2.3%)
1,984,602	2,046,758	62,155	3.0%	1,928,908	(55,694)	(2.9%)	23,157,257	25,000,638	1,843,381	7.4%	19,914,294	(3,242,963)	(16.3%)
Net Performance before Depreciation & Overhead Allocations													
(883,344)	(130,144)	(753,200)	578.7%	(698,738)	(184,606)	26.4%	1,405,220	(2,407,862)	3,813,082	(158.4%)	(235,466)	1,640,686	(696.8%)

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE TWELVE MONTHS ENDED SEPTEMBER 30, 2018

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
17,256	26,945	9,688	36.0%	17,505	249	1.4%	206,940	323,334	116,394	36.0%	198,076	(8,864)	(4.5%)
							<i>Overhead Allocations:</i>						
9,810	12,733	2,922	23.0%	14,327	4,517	31.5%	120,273	148,144	27,871	18.8%	81,492	(38,781)	(47.6%)
64,150	56,115	(8,035)	(14.3%)	26,153	(37,996)	(145.3%)	534,139	650,261	116,122	17.9%	229,390	(304,749)	(132.9%)
5,528	5,384	(144)	(2.7%)	3,821	(1,706)	(44.7%)	40,581	62,643	22,062	35.2%	56,757	16,177	28.5%
16,675	32,462	15,788	48.6%	-	(16,675)	0.0%	275,668	389,548	113,880	29.2%	-	(275,668)	0.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
22,093	26,224	4,131	15.8%	19,806	(2,287)	(11.5%)	292,779	305,109	12,330	4.0%	239,527	(53,252)	(22.2%)
26,729	34,408	7,680	22.3%	19,260	(7,469)	(38.8%)	350,624	391,638	41,014	10.5%	283,865	(66,759)	(23.5%)
24,589	13,293	(11,296)	(85.0%)	13,446	(11,143)	(82.9%)	141,861	154,659	12,799	8.3%	104,176	(37,684)	(36.2%)
(4,745)	6,168	10,914	176.9%	(3,943)	802	(20.4%)	68,534	71,767	3,233	4.5%	29,154	(39,380)	(135.1%)
4,311	8,570	4,259	49.7%	8,354	4,044	48.4%	69,997	99,709	29,712	29.8%	52,560	(17,437)	(33.2%)
(2,788)	1,509	4,296	284.8%	-	2,788	0.0%	15,464	17,551	2,087	11.9%	-	(15,464)	0.0%
28,382	28,771	389	1.4%	22,294	(6,088)	(27.3%)	327,857	334,740	6,884	2.1%	238,940	(88,917)	(37.2%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
10,985	19,277	8,293	43.0%	4,952	(6,033)	(121.8%)	94,244	224,284	130,040	58.0%	77,017	(17,226)	(22.4%)
122,873	93,555	(29,317)	(31.3%)	111,080	(11,792)	(10.6%)	1,012,243	1,088,490	76,248	7.0%	795,052	(217,190)	(27.3%)
-	3,602	3,602	100.0%	3,134	3,134	100.0%	13,118	41,904	28,786	68.7%	40,720	27,602	67.8%
(5,144)	3,035	8,178	269.5%	-	5,144	0.0%	33,706	35,308	1,603	4.5%	-	(33,706)	0.0%
(1,958)	10,950	12,908	117.9%	-	1,958	0.0%	57,922	126,885	68,963	54.4%	-	(57,922)	0.0%
321,487	356,055	34,568	9.7%	242,685	(78,803)	(32.5%)	3,449,008	4,142,641	693,634	16.7%	2,228,651	(1,220,357)	(54.8%)
2,323,346	2,429,757	106,411	4.4%	2,189,098	(134,248)	(6.1%)	26,813,204	29,466,613	2,653,409	9.0%	22,341,021	(4,472,184)	(20.0%)
\$ (1,222,088)	\$ (513,144)	\$ (708,944)	138.2%	\$ (958,928)	\$ (263,160)	27.4%	\$ (2,250,728)	\$ (6,873,837)	\$ 4,623,109	(67.3%)	\$ (2,662,193)	\$ 411,465	(15.5%)
-	52,700	52,700	100.0%	-	-	0.0%	-	3,026,096	3,026,096	100.0%	-	-	0.0%
\$ -	\$ 800,000	\$ 800,000	100.0%	\$ 3,300,000	\$ 3,300,000	100.0%	\$ 2,370,000	\$ 9,600,000	\$ 7,230,000	75.3%	\$ 3,300,000	\$ 930,000	28.2%

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

	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Year to Date
Gross Patient Revenue	1,932,348	1,614,292	1,726,128	1,887,183	1,901,243	2,169,234	1,858,934	1,729,846	1,801,509	2,072,740	2,048,106	1,686,293	22,427,858
Contractual Allowances	787,418	59,317	337,720	278,529	555,200	399,431	2,339,528	828,230	529,647	2,256,497	761,828	711,444	9,844,789
Charity Care	311,552	(253,490)	167,151	218,711	2,463	65,773	2,052,688	259,306	353,313	446,784	408,156	412,318	4,444,727
Bad Debt	213,806	165,082	190,754	153,100	156,052	249,996	17,792	22,862	248,396	106,526	651,797	120,750	2,296,913
Other Patient Revenue	\$ 580,915	\$ (580,915)	\$ -	\$ 153,027	\$ 21,861	\$ 21,861	\$ 3,783,586	\$ 1,790,782	\$ 649,599	\$ 2,008,457	\$ 704,658	\$ 346,880	\$ 9,480,710
Net Patient Revenue	1,200,487	1,062,467	1,030,503	1,389,870	1,209,390	1,475,895	1,232,511	2,410,230	1,319,752	1,271,389	226,326	441,782	15,322,138
Collections %	62.13%	65.82%	59.70%	73.65%	63.61%	68.04%	66.30%	139.33%	73.26%	61.34%	11.05%	26.20%	68.32%
Grant Funds	581,399	570,025	610,755	694,423	646,404	601,484	633,222	706,398	590,251	586,159	791,380	299,019	7,310,918
Other Revenue	2,856	1,864	109,616	3,012	7,486	43,940	4,062	64,999	3,771	4,339	1,674,896	13,578	1,929,420
Total Other Revenues	584,255	571,889	720,371	697,436	648,890	645,424	637,784	771,396	594,022	590,499	2,466,276	312,597	9,240,338
Total Revenues	1,784,741	1,634,356	1,750,874	2,087,305	1,858,280	2,121,319	1,869,795	3,181,626	1,913,774	1,861,888	2,692,602	754,378	24,562,477
<i>Direct Operational Expenses:</i>													
Salaries and Wages	1,216,848	1,147,815	1,156,021	1,157,040	1,203,702	1,316,763	1,241,980	1,415,855	1,174,280	1,165,687	1,294,254	1,110,064	14,600,308
Benefits	302,737	307,341	306,130	339,069	334,301	350,911	339,579	357,361	345,001	328,226	343,621	312,415	3,966,692
Purchased Services	36,818	31,240	55,668	56,008	40,481	92,475	101,864	53,008	102,800	203,204	97,371	130,280	1,001,218
Medical Supplies	25,047	34,241	41,871	45,383	65,137	41,037	40,647	35,160	36,607	33,213	32,851	58,368	489,562
Other Supplies	5,129	8,001	5,444	8,044	14,369	10,848	12,495	44,476	16,237	7,092	6,730	79,964	218,830
Contracted Physician Expense	12,703	2,652	-	-	-	-	-	-	-	-	-	-	15,355
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Drugs	39,087	60,113	48,821	50,181	48,344	52,837	42,549	40,454	26,793	26,987	26,779	64,349	527,296
Repairs & Maintenance	28,999	49,299	58,740	12,935	48,891	41,387	21,609	92,624	23,703	38,120	67,112	103,251	586,669
Lease & Rental	111,395	109,108	90,150	129,097	117,865	127,337	165,851	122,460	95,932	106,145	105,159	77,924	1,358,420
Utilities	2,097	8,470	8,236	5,588	5,756	4,661	6,556	9,388	5,547	4,134	6,822	6,586	73,840
Other Expense	29,001	31,159	9,617	20,430	22,501	28,627	29,722	11,680	21,355	33,817	19,476	39,517	296,902
Insurance	1,778	1,778	1,416	1,417	1,417	1,417	1,417	1,883	2,417	2,404	2,938	1,883	22,163
Total Operational Expenses	1,811,638	1,791,217	1,782,114	1,825,192	1,902,763	2,068,299	2,004,269	2,184,349	1,850,671	1,949,029	2,003,113	1,984,602	23,157,257
Net Performance before Depreciation & Overhead Allocations	(26,897)	(156,860)	(31,240)	262,113	(44,484)	53,020	(134,474)	997,277	63,104	(87,141)	689,489	(1,230,224)	1,405,220
Depreciation	17,505	16,479	16,992	16,992	16,992	16,992	17,540	16,972	16,722	15,335	21,163	17,256	206,940
<i>Overhead Allocations:</i>													
Risk Mgt	7,453	8,836	13,641	8,777	9,774	10,231	8,967	9,838	13,092	9,732	10,122	9,810	120,273
Rev Cycle	48,556	47,099	34,355	59,652	49,552	37,122	48,655	16,506	35,835	52,339	40,319	64,150	534,139
Internal Audit	5	-	580	1,967	5,809	5,377	5,377	5,328	5,328	5,281	5,528	40,581	40,581
Palm Springs Facility	20,677	21,156	20,813	20,281	41,731	15,176	27,667	36,418	19,871	17,709	17,494	16,675	275,668
Legislative Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration	25,875	24,692	26,547	27,033	30,666	20,796	27,963	17,828	22,096	23,099	24,090	22,093	292,779
Human Resources	29,597	13,464	33,802	21,072	21,563	28,368	49,058	34,524	29,915	29,178	33,355	26,729	350,624
Legal	5,569	7,477	13,345	8,693	13,576	9,757	8,811	14,375	12,734	13,811	9,124	24,589	141,861
Records	4,860	4,152	3,963	4,751	10,058	6,632	9,240	10,701	5,944	6,255	6,722	(4,745)	68,534
Compliance	5,184	6,493	6,603	8,310	6,895	7,066	1,786	5,303	5,513	6,255	6,278	4,311	69,997
Planning/Research	1,666	1,204	1,163	1,248	1,111	1,207	5,733	1,250	1,093	1,225	1,353	(2,788)	15,464
Finance	26,706	21,729	22,431	24,720	24,201	43,417	29,974	30,126	24,580	25,476	26,114	28,382	327,857
Communications	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Relations	5,778	7,688	7,362	5,198	13,328	3,213	6,360	8,045	7,531	8,785	9,972	10,985	94,244
Information Technology	68,942	137,669	80,805	37,467	76,905	67,776	75,088	110,642	65,435	74,684	93,958	122,873	1,012,243
Budget & Decision Support	2,141	2,508	2,397	2,616	84	(231)	3,602	-	-	-	-	-	13,118
Corporate Quality	4,089	3,976	1,372	3,565	2,776	4,069	3,662	3,945	3,675	3,762	3,957	(5,144)	33,706
Managed Care Contract	4,449	4,604	4,302	5,502	15,408	(1,070)	5,381	7,962	2,006	7,586	3,751	(1,958)	57,922
Total Overhead Allocations	261,549	312,747	272,899	239,466	319,593	259,338	317,325	312,840	254,648	285,225	291,890	321,487	3,449,008
Total Expenses	2,090,692	2,120,442	2,072,005	2,081,650	2,239,348	2,344,629	2,339,134	2,514,161	2,122,041	2,249,589	2,316,167	2,323,346	26,813,204
Net Margin	\$ (305,951)	\$ (486,086)	\$ (321,131)	\$ 5,655	\$ (381,068)	\$ (223,310)	\$ (469,339)	\$ 667,465	\$ (208,267)	\$ (387,701)	\$ 376,436	\$ (1,568,968)	\$ (2,250,728)
Capital	-	10,221	(10,221)	-	-	-	40,825	(40,825)	-	-	-	-	-
General Fund Support/ Transfer In	-	-	-	-	-	2,000,000	70,000	100,000	-	200,000	-	-	\$ 2,370,000

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

FOR THE TWELVE MONTHS ENDED SEPTEMBER 30, 2018

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
1,380,050	1,503,910	(123,861)	(8.2%)	883,291	496,759	56.2%	18,498,402	18,148,548	349,854	1.9%	14,663,031	3,835,371	26.2%
Gross Patient Revenue							Gross Patient Revenue						
621,958	508,285	(113,673)	(22.4%)	358,748	(263,210)	(73.4%)	8,766,046	6,017,761	(2,748,286)	(45.7%)	6,191,158	(2,574,888)	(41.6%)
278,070	163,403	(114,666)	(70.2%)	142,800	(135,270)	(94.7%)	2,901,754	1,836,780	(1,064,974)	(58.0%)	2,399,077	(502,677)	(21.0%)
114,951	32,082	(82,869)	(258.3%)	386,451	271,500	70.3%	1,909,808	417,228	(1,492,580)	(357.7%)	1,384,286	(525,522)	(38.0%)
1,014,979	703,770	(311,209)	(44.2%)	887,999	(126,980)	(14.3%)	13,577,608	8,271,768	(5,305,840)	(64.1%)	9,974,521	(3,603,087)	(36.1%)
Total Contractuals and Bad Debts							Total Contractuals and Bad Debts						
196,265	-	196,265	0.0%	220,035	(23,770)	(0)	6,173,774	-	6,173,774	0.0%	3,890,237	2,283,537	59%
Other Patient Revenue							Other Patient Revenue						
561,337	800,141	(238,804)	(29.8%)	215,327	346,009	160.7%	11,094,568	9,876,780	1,217,788	12.3%	8,578,747	2,515,821	29.3%
40.68%	53.20%			24.38%			59.98%	54.42%		58.51%			
Net Patient Revenue							Net Patient Revenue						
181,043	493,281	(312,238)	(63.3%)	473,768	(292,725)	(61.8%)	5,807,094	6,072,369	(265,275)	(4.4%)	5,174,323	632,772	12.2%
13,578	7,725	5,853	75.8%	1,878	11,700	622.9%	1,895,420	92,700	1,802,720	1,944.7%	693,491	1,201,929	173.3%
Grant Funds							Grant Funds						
Other Revenue							Other Revenue						
194,621	501,006	(306,385)	(61.2%)	475,646	(281,025)	(59.1%)	7,702,515	6,165,069	1,537,445	24.9%	5,867,814	1,834,701	31.3%
Total Other Revenues							Total Other Revenues						
755,957	1,301,146	(545,189)	(41.9%)	690,973	64,984	9.4%	18,797,083	16,041,849	2,755,234	17.2%	14,446,561	4,350,522	30.1%
Total Revenues							Total Revenues						
<i>Direct Operational Expenses:</i>													
879,061	967,418	88,356	9.1%	881,919	2,857	0.3%	11,943,929	12,448,779	504,850	4.1%	9,867,841	(2,076,088)	(21.0%)
248,700	266,814	18,114	6.8%	243,978	(4,723)	(1.9%)	3,188,279	3,270,701	82,422	2.5%	2,693,652	(494,627)	(18.4%)
31,435	47,839	16,404	34.3%	65,159	33,724	51.8%	800,940	572,783	(228,157)	(39.8%)	540,028	(260,912)	(48.3%)
33,986	19,706	(14,280)	(72.5%)	31,102	(2,884)	(9.3%)	186,330	234,201	47,871	20.4%	162,997	(23,333)	(14.3%)
59,457	9,713	(49,744)	(512.2%)	22,088	(37,369)	(169.2%)	168,247	115,175	(53,072)	(46.1%)	292,283	124,035	42.4%
-	-	-	0.0%	21,645	21,645	100.0%	15,355	-	(15,355)	0.0%	49,534	34,179	69.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
64,317	52,948	(11,369)	(21.5%)	83,475	19,158	23.0%	516,286	640,012	123,726	19.3%	530,842	14,556	2.7%
93,329	95,620	2,291	2.4%	52,470	(40,860)	(77.9%)	515,066	1,134,938	619,872	54.6%	438,168	(76,898)	(17.5%)
50,400	83,815	33,415	39.9%	182,341	131,941	72.4%	964,162	1,005,773	41,611	4.1%	1,017,188	53,026	5.2%
5,721	6,231	510	8.2%	4,492	(1,229)	(27.4%)	63,847	74,770	10,923	14.6%	42,433	(21,414)	(50.5%)
32,063	20,583	(11,479)	(55.8%)	(10,578)	(42,640)	(403.1%)	249,246	245,100	(4,146)	(1.7%)	152,591	(96,655)	(63.3%)
1,808	2,317	509	22.0%	1,670	(138)	(8.3%)	21,143	23,644	2,501	10.6%	20,356	(787)	(3.9%)
Insurance							Insurance						
1,500,277	1,573,003	72,726	4.6%	1,579,759	79,482	5.0%	18,632,830	19,765,876	1,133,046	5.7%	15,807,912	(2,824,918)	(17.9%)
Total Operational Expenses							Total Operational Expenses						
Net Performance before													
(744,320)	(271,857)	(472,463)	173.8%	(888,786)	144,467	(16.3%)	164,253	(3,724,027)	3,888,280	(104.4%)	(1,361,351)	1,525,604	(112.1%)
Depreciation & Overhead							Depreciation & Overhead						

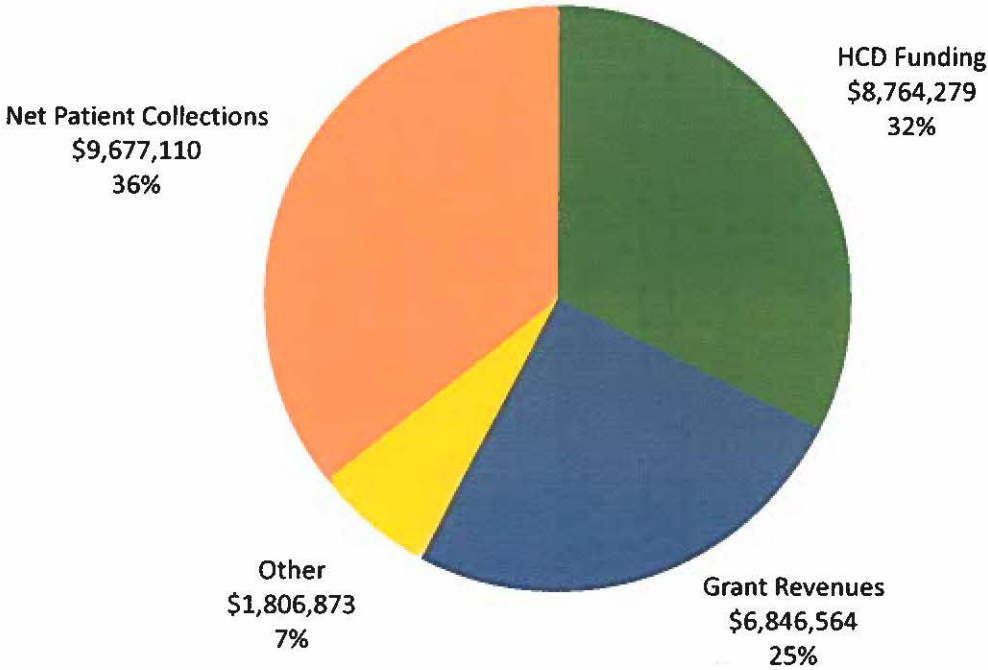
District Clinic Holdings, Inc.- Medical Statement of Revenue and Expenses

FOR THE TWELVE MONTHS ENDED SEPTEMBER 30, 2018

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
9,764	8,105	(1,659)	(20.5%)	4,999	(4,765)	(95.3%)	Depreciation	63,896	97,256	33,360	34.3%	48,699	(15,197)	(31.2%)
<i>Overhead Allocations:</i>														
7,696	9,782	2,086	21.3%	11,565	3,868	33.4%	Risk Mgt	94,355	116,222	21,867	18.8%	65,419	(28,935)	(44.2%)
49,719	42,483	(7,236)	(17.0%)	20,850	(28,869)	(138.5%)	Rev Cycle	413,981	503,990	90,009	17.9%	181,412	(232,569)	(128.2%)
4,337	4,137	(200)	(4.8%)	3,370	(966)	(28.7%)	Internal Audit	31,836	49,144	17,308	35.2%	45,759	13,923	30.4%
14,274	27,788	13,515	48.6%	-	(14,274)	0.0%	Palm Springs Facility	235,978	333,462	97,484	29.2%	-	(235,978)	0.0%
-	-	-	0.0%	-	-	0.0%	Legislative Affairs	-	-	-	0.0%	-	-	0.0%
17,332	20,148	2,816	14.0%	15,987	(1,345)	(8.4%)	Administration	228,535	239,363	10,828	4.5%	191,922	(36,613)	(19.1%)
20,171	25,138	4,967	19.8%	15,498	(4,674)	(30.2%)	Human Resources	267,014	295,559	28,545	9.7%	226,487	(40,527)	(17.9%)
19,290	10,213	(9,078)	(88.9%)	10,854	(8,437)	(77.7%)	Legal	111,578	121,333	9,755	8.0%	83,318	(28,261)	(33.9%)
(1,575)	4,739	6,314	133.2%	(2,996)	(1,421)	47.4%	Records	55,889	56,303	414	0.7%	23,666	(32,223)	(136.2%)
3,382	6,584	3,202	48.6%	6,744	3,362	49.9%	Compliance	55,458	78,223	22,765	29.1%	42,135	(13,323)	(31.6%)
922	1,159	236	20.4%	-	(922)	0.0%	Planning/Research	12,417	13,769	1,352	9.8%	-	(12,417)	0.0%
22,266	22,104	(162)	(0.7%)	17,996	(4,270)	(23.7%)	Finance	259,503	262,610	3,107	1.2%	191,290	(68,213)	(35.7%)
-	-	-	0.0%	-	-	0.0%	Communications	-	-	-	0.0%	-	-	0.0%
8,617	14,810	6,193	41.8%	3,997	(4,621)	(115.6%)	Public Relations	74,497	175,955	101,458	57.7%	61,738	(12,759)	(20.7%)
96,395	71,878	(24,518)	(34.1%)	89,663	(6,732)	(7.5%)	Information Technology	794,123	853,941	59,818	7.0%	637,307	(156,816)	(24.6%)
-	2,767	2,767	100.0%	2,529	2,529	100.0%	Budget & Decision Support	8,068	32,875	24,807	75.5%	32,589	24,521	75.2%
(2,993)	2,332	5,325	228.4%	-	2,993	0.0%	Corporate Quality	27,485	27,700	215	0.8%	-	(27,485)	0.0%
(1,518)	8,290	9,807	118.3%	-	1,518	0.0%	Managed Care Contract	44,893	98,343	53,450	54.4%	-	(44,893)	0.0%
258,317	274,352	16,035	5.8%	196,056	(62,261)	(31.8%)	Total Overhead Allocations	2,715,609	3,258,792	543,183	16.7%	1,783,043	(932,567)	(52.3%)
1,768,358	1,855,459	87,102	4.7%	1,780,814	12,456	0.7%	Total Expenses	21,412,335	23,121,924	1,709,589	7.4%	17,639,654	(3,772,681)	(21.4%)
\$ (1,012,400)	\$ (554,313)	\$ (458,087)	82.6%	\$ (1,089,841)	\$ 77,441	(7.1%)	Net Margin	\$ (2,615,252)	\$ (7,080,075)	\$ 4,464,823	(63.1%)	\$ (3,193,093)	\$ 577,841	(18.1%)
-	52,700	52,700	100.0%	-	-	0.0%	Capital	-	870,400	870,400	100.0%	-	-	0.0%
\$ -	\$ 800,000	\$ 800,000	100.0%	\$ 3,300,000	\$ 3,300,000	100.0%	General Fund Support/ Transfer In	\$ 2,370,000	\$ 9,600,000	\$ 7,230,000	75.3%	\$ 3,300,000	\$ 930,000	28.2%

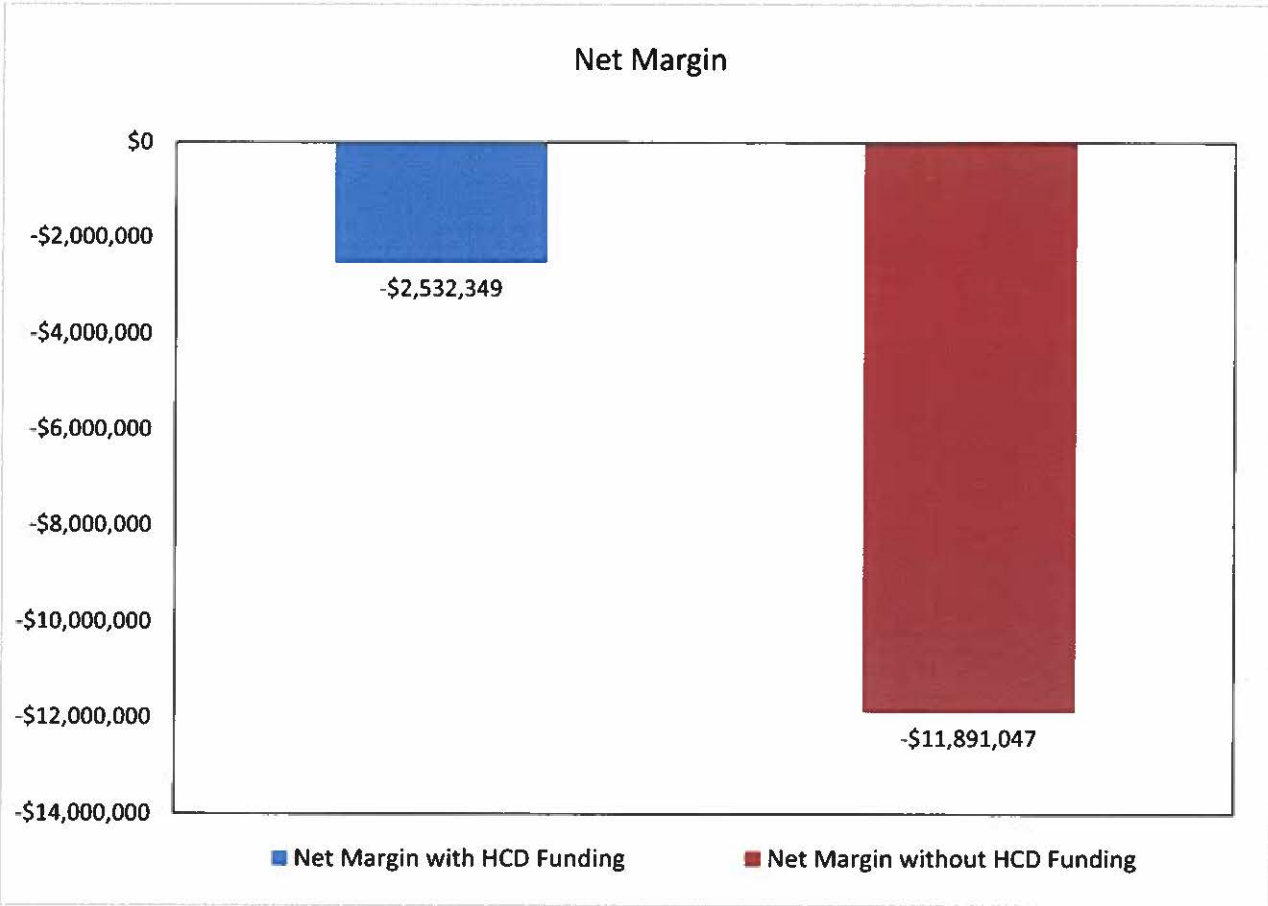
Clinic Visits - Adults and Pediatrics	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Current Year	Current YTD	%Var to	Prior Year
													Total	Budget	Budget	Total
West Palm Beach	1,678	1,467	1,614	1,583	1,648	1,561	1,681	1,300	1,579	1,635	1,719	1,322	18,787	17,088	9.9%	17,812
Delray	1,590	1,367	1,429	1,307	1,439	1,420	1,441	1,021	1,240	1,105	1,251	1,087	15,697	16,460	(4.6%)	17,415
Lantana	1,448	1,214	1,212	1,304	1,312	1,399	1,373	1,036	1,303	1,149	1,323	1,202	15,275	15,283	(0.1%)	14,885
Belle Glade	836	904	805	856	947	988	920	871	832	706	796	843	10,304	9,576	7.6%	9,849
Jerome Golden Center	294	214	238	206	239	278	310	235	246	155	-	-	2,415	3,251	(25.7%)	3,374
Lewis Center	197	169	205	166	203	212	218	191	257	275	325	243	2,661	2,360	12.8%	2,385
Lake Worth & Women's Health Care	1,540	1,431	1,497	1,527	1,554	1,660	1,557	1,251	1,520	1,409	1,458	1,335	17,739	16,488	7.6%	15,770
Jupiter Clinic	479	406	485	495	552	592	552	340	515	524	549	457	5,946	6,190	(3.9%)	2,557
West Boca	407	353	438	510	702	812	859	809	774	977	1,061	874	8,576	6,915	24.0%	1,765
Mobile Van	-	-	-	-	-	-	-	-	-	-	-	225	191	416	(79.9%)	-
Suboxone	199	269	216	214	308	352	383	384	324	414	452	248	3,763	15,392	(75.6%)	1,066
Total Clinic Visits	8,668	7,794	8,139	8,168	8,904	9,274	9,294	7,438	8,590	8,349	9,159	7,802	101,579	111,073	(8.5%)	86,878
Dental Visits																
West Palm Beach	1,085	816	926	870	803	858	987	897	754	746	828	745	10,315	11,181	(7.7%)	11,276
Lantana	833	711	699	697	671	754	749	709	623	649	675	548	8,318	8,935	(6.9%)	8,728
Delray	824	651	649	627	609	602	592	516	504	583	627	516	7,300	9,176	(20.4%)	8,948
Belle Glade	423	334	346	390	313	442	358	386	363	352	428	343	4,478	4,675	(4.2%)	4,493
Lake Worth	-	-	-	-	-	-	-	-	-	-	-	-	-	2,316	(100.0%)	-
West Boca	-	-	-	-	-	-	-	-	-	-	-	-	-	1,186	(100.0%)	-
Total Dental Visits	3,165	2,512	2,620	2,584	2,396	2,656	2,686	2,508	2,244	2,330	2,558	2,152	30,411	37,469	(18.8%)	33,445
Total Medical and Dental Visits	11,833	10,306	10,759	10,752	11,300	11,930	11,980	9,946	10,834	10,679	11,717	9,954	131,990	148,542	(11.1%)	120,323
Mental Health Counselors (non-billable)																
West Palm Beach	80	61	63	94	105	110	111	97	150	123	172	124	1,290	-	-	924
Delray	84	94	95	86	78	71	90	79	138	126	105	111	1,157	-	-	1,071
Lantana	235	126	149	63	158	136	150	146	222	226	253	378	2,242	-	-	1,423
Belle Glade	17	7	21	7	17	15	16	15	18	16	21	19	189	-	-	211
Lewis Center	61	49	74	105	137	158	189	172	195	213	233	208	1,794	-	-	657
Lake Worth	112	105	65	114	145	183	177	195	166	151	189	145	1,747	-	-	1,025
Jupiter	23	24	21	34	36	38	42	23	27	39	8	-	315	-	-	103
West Boca	7	14	23	24	23	27	34	19	30	26	12	-	239	-	-	64
Mobile Van	-	-	-	-	-	-	-	-	-	-	13	-	13	-	-	-
Total Mental Health Screenings	619	480	511	527	699	738	809	746	946	920	1,006	985	8,986	-	-	5,478

Primary Care Clinics Funding Sources

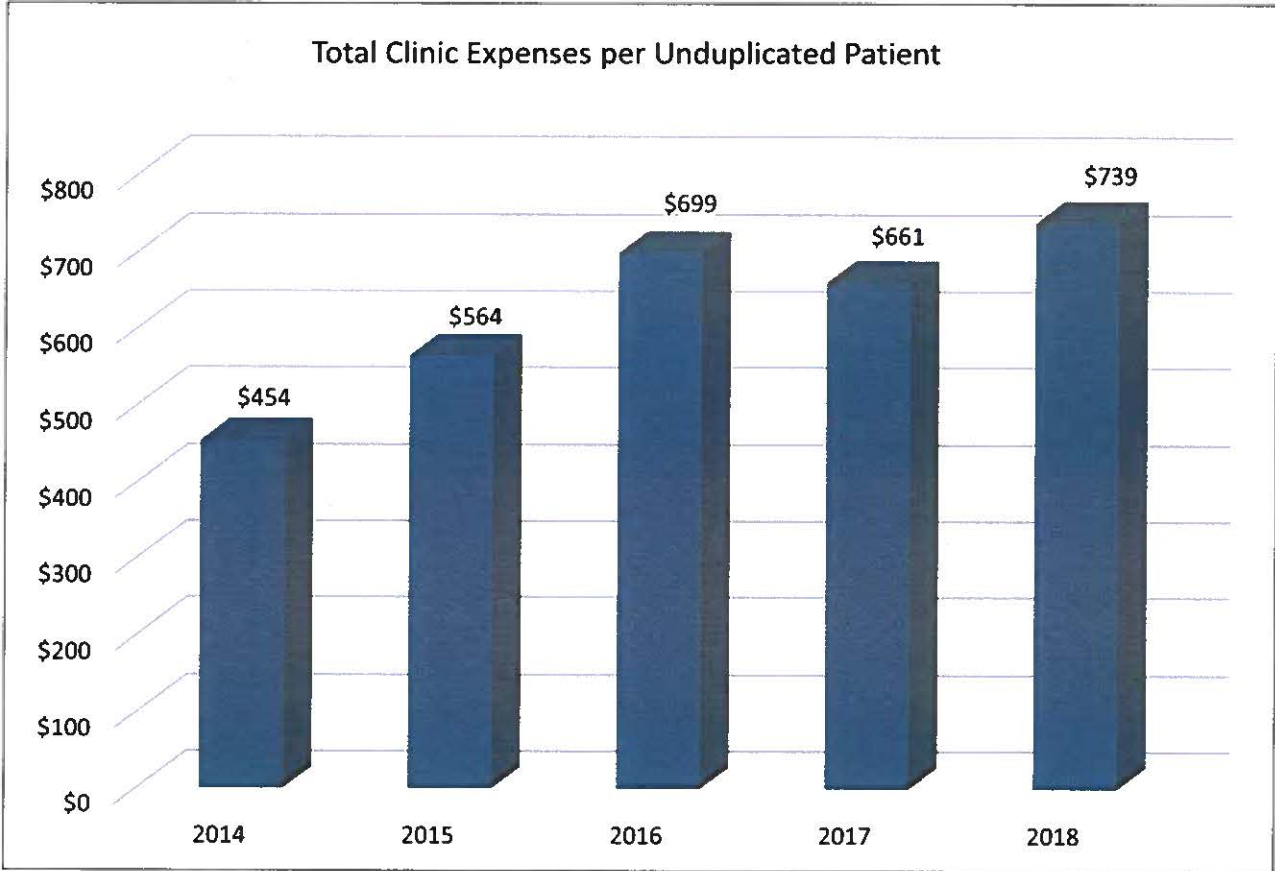


YTD September 2018 Total Expenses \$27,094,826

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



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



* 2018 data reflects fiscal year-to-date September expenses.

Total Clinic Revenue per Visit

