



C. L. Brumback

Primary Care Clinics

Health Care District Palm Beach County

FINANCE COMMITTEE

December 14, 2021

12:15 P.M.

Meeting Location

1515 N. Flagler Drive, Suite 101

West Palm Beach, FL 33401

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

**FINANCE COMMITTEE MEETING
AGENDA
December 14, 2021
12:15 P.M.
1515 N. Flagler Drive, Suite 101
West Palm Beach, FL 33401**

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

or

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

1. Call to Order

A. Roll Call

2. Agenda Approval

A. Additions/Deletions/Substitutions

B. Motion to Approve Agenda

3. Awards, Introductions and Presentations

4. Disclosure of Voting Conflict

5. Public Comment

6. Meeting Minutes

A. **Staff recommends a MOTION TO APPROVE:**

Finance Committee Meeting Minutes of November 30, 2021. [Pages 1-3]

7. Consent Agenda – Motion to Approve Consent Agenda Items

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

A. **ADMINISTRATION**

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

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

(Consent Agenda cont.)

7A-2 **RECEIVE AND FILE:**
Attendance Tracking. [Page 4]

7A-3 **Staff recommends a MOTION TO APPROVE:**
Proposed Schedule for 2022 Finance Committee Meetings
(Dr. Hyla Fritsch) [Pages 5-6]

8. Regular Agenda

A. **FINANCE**

8A-1 **Staff recommends a MOTION TO APPROVE:**
District Clinic Holdings, Inc. Financial Report September 2021
(Candice Abbott) [Pages 7-24]

9. AVP and Executive Director of Clinic Services Comments

10. Board Member Comments

11. Establishment of Upcoming Meetings

January 26, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

February 22, 2022 (HCD Board Room) – Proposed Quarterly Date

12:15 p.m. Finance Committee

March 30, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

April 27, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

May 25, 2022 (HCD Board Room) – Proposed Quarterly Date

12:15 p.m. Finance Committee

June 29, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

July 27, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

August 24, 2022 (HCD Board Room) – Proposed Quarterly Date

12:15 p.m. Finance Committee

(Regular Agenda cont.)

September 28, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

October 26, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

November 29, 2022 (HCD Board Room) – Proposed Quarterly Date

12:15 p.m. Finance Committee

December 14, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

12. Motion to Adjourn

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

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

**DISTRICT CLINIC HOLDINGS, INC.
d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS
BOARD OF DIRECTORS FINANCE COMMITTEE
MEETING MINUTES
November 30, 2021
Zoom Webinar Meeting**

1. Call to Order

Mr. Smith called the meeting to order at 12:22 p.m.

A. Roll Call

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

Staff present included: Hyla Fritsch; Shannon Wynn; Candice Abbott; Andrea Steele; Jessica Cafarelli; Marisol Miranda; Betsy Bittar; Jonathan Dominique; Donald Moniger; Patricia Lavelly

Recording/transcribing Secretary: Shannon Wynn

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

2. Agenda Approval

A. Additions/Deletions/Substitutions

None.

B. Motion to Approve Agenda

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

3. Awards and Presentations

None.

4. Disclosure of Voting Conflict

None.

5. Public Comment

None.

6. Meeting Minutes

None.

- 6A. **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of October 27, 2021.

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

7. Consent Agenda – Motion to Approve Consent Agenda Items

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

A. ADMINISTRATION

- 7A-1 **RECEIVE AND FILE:**
November 2021 Internet Posting of District Public Meeting.
<https://www.hcdpbc.org/resources/public-meetings>

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

8. Regular Agenda

A. FINANCE

- 8A-1 **RECEIVE AND FILE:**
District Clinic Holdings, Inc. Top 20 utilized procedure's pricing

The top 20 CPT codes and pricing for District Clinic Holdings, Inc. are presented for Finance Committee review and discussion.

Per Finance Committee's request, management has provided the top 20 CPT codes for District Clinics Holdings, Inc. with a pricing comparison to the Medicare Allowed Amount. Additional Management discussion and analysis are incorporated into the presentation.

Ms. Jackson-Moore asked when we will revisit the ChargeMaster Review.

Ms. Abbott stated that in January 2022, we would revisit and review the annual CPT codes.

9. VP and Executive Director of Clinic Services Comments

None.

10. Board Member Comments

None.

11. Establishment of Upcoming Meetings

December 14, 2021 (HCD Board Room)

12:15 p.m. Finance Committee

12. Motion to Adjourn

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

There being no further business, the meeting was adjourned at 12:32 p.m.

DCHI Finance Committee Chair

Date

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

Attendance Tracking

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

X= Present

C= Cancel

E= Excused

A= Absent

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
December 14, 2021

1. Description: Proposed Schedule for 2022 Meetings

2. Summary:

This agenda item provides the Finance Committee with the proposed schedule for meetings taking place in the year 2022. The meetings are scheduled for the last Wednesday of every month with some exceptions for holidays. Also, pending the approval by the Board of Directors, the Finance Committee's proposed quarterly meeting dates are provided below as indicated.

3. Substantive Analysis:

Please also note that the November Finance Committee meeting will take place on the last Tuesday of the month (11/29/2022), and the December Finance Committee meeting will take place on the second Wednesday of the month (12/14/2022).

January 26, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

February 22, 2022 (HCD Board Room) – Proposed Quarterly Date

12:15 p.m. Finance Committee

March 30, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

April 27, 2022 (HCD Board Room)

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May 25, 2022 (HCD Board Room) – Proposed Quarterly Date

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August 24, 2022 (HCD Board Room) – Proposed Quarterly Date

12:15 p.m. Finance Committee

September 28, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
December 14, 2021

October 26, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

November 29, 2022 (HCD Board Room) – Proposed Quarterly Date

12:15 p.m. Finance Committee

December 14, 2022 (HCD Board Room)

12:15 p.m. Finance Committee

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Candice Abbott
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

N/A

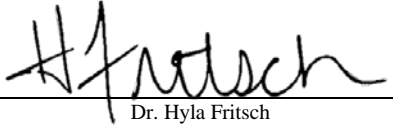
Date Approved

6. Recommendation:

Staff recommends that the Finance Committee approve the Schedule for 2022 Finance Committee meetings.

Approved for Legal sufficiency:

Bernabe Icaza
VP & General Counsel



Dr. Hyla Fritsch
AVP & Executive Director of Clinic Operations &
Pharmacy Services

DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
December 14, 2021

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

2. Summary:

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

3. Substantive Analysis:

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

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:



Candice Abbott
VP & Chief Executive Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

Date Reviewed/Approved

6. Recommendation:

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

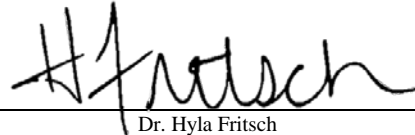
DISTRICT CLINIC HOLDINGS, INC.
FINANCE COMMITTEE
December 14, 2021

Approved for Legal sufficiency:

Bernabe A Icaza
VP & General Counsel



Candice Abbott
VP & Chief Financial Officer



Dr. Hyla Fritsch
Executive Director of Clinic and Pharmacy
Services

MEMO

To: Finance Committee

From: Candice Abbott
Chief Financial Officer

Date: December 14, 2021

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

The unaudited September statements represent the financial performance through the twelfth month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$7.3M due to higher patient volumes than initially anticipated. Net patient revenue YTD was favorable to budget by \$2.2M. Total YTD revenue was favorable to budget by \$2.0M. Increased patient traffic is contributing to this favorable variance. Operational expenses before depreciation were favorable to budget by \$791k due mostly to positive variances in medical supplies \$686k, medical services \$259k, and lease and rental of \$408k. Total YTD net margin was (\$13.1M) compared to budget of (\$16.1M) resulting in a favorable variance of \$3.0M or (18.4%).

The Medical clinics YTD gross patient revenue exceeded budget by \$5.1M. Net patient revenue YTD for the Medical clinics was favorable to budget by \$1.8M. The Medical clinics total YTD revenue was favorable to budget by \$1.1M. This favorable variance resulted from increased patient visits. Total operating expenses of \$24.2M were favorable to budget of \$25.0M by \$730k. The positive variance of \$730k is primarily due to purchase timing of medical supplies, including COVID-19 test kits. Total YTD net margin was (\$11.8M) compared to budget of (\$13.8M) resulting in a favorable variance of \$2.0M or (14.7%).

The Dental clinics total YTD gross patient revenue was favorable to budget by \$2.2M. Net patient revenue YTD for the Dental clinics was favorable to budget by \$398k. Total operating expenses of \$4.1M were favorable to budget by \$60k. Total YTD net margin was (\$1.4M) compared to a budget loss of (\$2.3M) for a favorable variance of \$945k or (40.9%).

On the Comparative Statement of Net Position, due from other governments increased from \$1.6M to \$3.7M. This balance is due mainly from Health Resources and Service Administration (HRSA) and American Rescue Plan. The District subsidy YTD for the Medical and Dental clinics is \$9.0M, and \$961k respectively for a combined subsidy of \$10.0M.

DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION

	<u>Sep 30, 2021</u>	<u>Aug 31, 2021</u>	<u>Increase (Decrease)</u>
Assets			
Cash and Cash Equivalents	(6,193,478)	(4,523,276)	\$ (1,670,202)
Restricted Cash	-	-	-
Accounts Receivable, net	2,499,163	3,359,665	(860,501)
Due From Other Funds	-	-	-
Due from Other Governments	3,730,086	1,646,586	2,083,499
Other Current Assets	205,884	206,935	(1,051)
Net Investment in Capital Assets	2,814,171	2,767,117	47,054
Total Assets	<u><u>\$ 3,055,826</u></u>	<u><u>\$ 3,457,027</u></u>	<u><u>\$ (401,200)</u></u>
Liabilities			
Accounts Payable	224,972	317,493	(92,521)
Due To Other Governments	-	-	-
Deferred Revenue	834,022	834,022	-
Other Current Liabilities	2,531,682	1,542,692	988,990
Non-Current Liabilities	1,413,145	1,426,124	(12,979)
Total Liabilities	<u><u>5,003,821</u></u>	<u><u>4,120,331</u></u>	<u><u>883,490</u></u>
Deferred Inflows of Resources			
Deferred Inflows- Other Post Employment Benefits	<u><u>\$ 474</u></u>	<u><u>\$ 474</u></u>	<u><u>\$ -</u></u>
Net Position			
Net Investment in Capital Assets	2,814,171	2,767,117	47,054
Unrestricted	(4,762,640)	(3,430,896)	(1,331,745)
Total Net Position	<u><u>(1,948,469)</u></u>	<u><u>(663,778)</u></u>	<u><u>(1,284,691)</u></u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u><u>\$ 3,055,826</u></u>	<u><u>\$ 3,457,027</u></u>	<u><u>\$ (401,200)</u></u>

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
1,933,303	1,169,698	763,605	65.3%	1,775,768	157,536	8.9%	Gross Patient Revenue	22,193,163	14,919,566	7,273,597	48.8%	18,294,850	3,898,312	21.3%
1,247,167	210,809	(1,036,358)	(491.6%)	465,542	(781,625)	(167.9%)	Contractual Allowances	8,028,524	2,681,503	(5,347,021)	(199.4%)	3,629,389	(4,399,135)	(121.2%)
1,180	457,791	456,611	99.7%	114,058	112,878	99.0%	Charity Care	6,086,572	5,842,091	(244,481)	(4.2%)	5,797,489	(289,083)	(5.0%)
242,880	164,168	(78,712)	(47.9%)	1,027,273	784,393	76.4%	Bad Debt	3,066,575	2,084,660	(981,915)	(47.1%)	4,393,095	1,326,520	30.2%
1,491,227	832,768	(658,459)	(79.1%)	1,606,873	115,646	7.2%	Total Contractuals and Bad Debts	17,181,671	10,608,254	(6,573,417)	(62.0%)	13,819,973	(3,361,698)	(24.3%)
320,343	357,774	(37,431)	(10.5%)	463,901	(143,558)	(30.9%)	Other Patient Revenue	6,019,454	4,542,416	1,477,038	32.5%	4,725,920	1,293,533	27%
762,419	694,704	67,715	9.7%	632,796	129,624	20.5%	Net Patient Revenue	11,030,946	8,853,728	2,177,218	24.6%	9,200,798	1,830,148	19.9%
39.44%	59.39%			35.64%			Collection %	49.70%	59.34%			50.29%		
1,950,380	42,158	1,908,222	4,526.4%	1,179,115	771,265	65.4%	Grant Funds	11,855,713	7,486,812	4,368,901	58.4%	8,143,988	3,711,725	45.6%
-	145,852	(145,852)	(100.0%)	146,579	(146,579)	(100.0%)	Other Financial Assistance	951,576	5,041,440	(4,089,864)	(81.1%)	2,421,186	(1,469,609)	(60.7%)
1,537	45,007	(43,470)	(96.6%)	503,348	(501,811)	(99.7%)	Other Revenue	76,576	540,381	(463,805)	(85.8%)	578,373	(501,797)	(86.8%)
1,951,917	233,017	1,718,900	737.7%	1,829,042	122,875	6.7%	Total Other Revenues	12,883,865	13,068,633	(184,768)	(1.4%)	11,143,546	1,740,319	15.6%
2,714,337	927,721	1,786,616	192.6%	2,461,838	252,499	10.3%	Total Revenues	23,914,810	21,922,361	1,992,449	9.1%	20,344,344	3,570,466	17.6%
Direct Operational Expenses:														
2,099,596	2,182,176	82,580	3.8%	1,795,543	(304,053)	(16.9%)	Salaries and Wages	17,892,865	18,046,480	153,616	0.9%	17,206,257	(686,607)	(4.0%)
455,433	441,400	(14,034)	(3.2%)	412,381	(43,053)	(10.4%)	Benefits	4,848,667	4,669,124	(179,543)	(3.8%)	4,479,585	(369,082)	(8.2%)
72,565	45,680	(26,885)	(58.9%)	77,488	4,922	6.4%	Purchased Services	1,159,111	645,306	(513,805)	(79.6%)	872,041	(287,069)	(32.9%)
90,448	111,887	21,439	19.2%	83,139	(7,309)	(8.8%)	Medical Supplies	736,923	1,423,135	686,212	48.2%	500,203	(236,721)	(47.3%)
25,168	26,505	1,337	5.0%	(15,738)	(40,906)	(259.9%)	Other Supplies	264,995	318,303	53,308	16.7%	167,960	(97,036)	(57.8%)
34,055	76,691	42,636	55.6%	77,729	43,674	56.2%	Medical Services	713,958	973,182	259,224	26.6%	1,076,791	362,833	33.7%
100,914	55,372	(45,542)	(82.2%)	84,368	(16,545)	(19.6%)	Drugs	743,999	702,874	(41,125)	(5.9%)	989,744	245,745	24.8%
33,372	9,624	(23,748)	(246.8%)	16,872	(16,500)	(97.8%)	Repairs & Maintenance	282,957	115,543	(167,414)	(144.9%)	316,713	33,756	10.7%
97,033	166,965	69,931	41.9%	88,957	(8,076)	(9.1%)	Lease & Rental	1,241,933	1,650,152	408,219	24.7%	1,345,490	103,557	7.7%
8,900	7,323	(1,577)	(21.5%)	8,411	(488)	(5.8%)	Utilities	87,942	88,074	132	0.1%	83,710	(4,232)	(5.1%)
36,025	38,831	2,806	7.2%	46,059	10,033	21.8%	Other Expense	358,236	483,119	124,883	25.8%	319,921	(38,315)	(12.0%)
4,026	4,351	325	7.5%	3,716	(310)	(8.3%)	Insurance	45,096	52,025	6,929	13.3%	32,673	(12,423)	(38.0%)
3,057,536	3,166,804	109,269	3.5%	2,678,925	(378,611)	(14.1%)	Total Operational Expenses	28,376,683	29,167,316	790,633	2.7%	27,391,089	(985,595)	(3.6%)
Net Performance before Depreciation &														
(343,199)	(2,239,083)	1,895,885	(84.7%)	(217,087)	(126,112)	58.1%	Overhead Allocations	(4,461,873)	(7,244,955)	2,783,082	(38.4%)	(7,046,745)	2,584,872	(36.7%)

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
31,642	17,326	(14,316)	(82.6%)	29,980	(1,662)	(5.5%)	Depreciation
<i>Overhead Allocations:</i>							
-	2,875	2,875	100.0%	2,925	2,925	100.0%	Risk Mgt
118,450	206,967	88,518	42.8%	-	(118,450)	0.0%	Rev Cycle
3,797	3,852	55	1.4%	-	(3,797)	0.0%	Internal Audit
21,814	19,769	(2,045)	(10.3%)	22,250	437	2.0%	Home Office Facilities
-	33,232	33,232	100.0%	38,865	38,865	100.0%	Administration
11,850	47,193	35,343	74.9%	16,669	4,818	28.9%	Human Resources
-	17,241	17,241	100.0%	25,970	25,970	100.0%	Legal
707	8,048	7,342	91.2%	6,781	6,074	89.6%	Records
5,341	6,886	1,545	22.4%	6,015	674	11.2%	Compliance
4,431	7,007	2,575	36.8%	-	(4,431)	0.0%	Comm Engage Plan
89,506	82,883	(6,622)	(8.0%)	-	(89,506)	0.0%	IT Operations
6,238	8,445	2,208	26.1%	-	(6,238)	0.0%	IT Security
31,112	40,421	9,309	23.0%	-	(31,112)	0.0%	IT Applications
54,672	47,251	(7,421)	(15.7%)	-	(54,672)	0.0%	Security Services
311,620	121,544	(190,076)	(156.4%)	-	(311,620)	0.0%	IT EPIC
22,694	31,664	8,970	28.3%	29,819	7,125	23.9%	Finance
6,832	10,057	3,226	32.1%	6,841	9	0.1%	Public Relations
-	8,302	8,302	100.0%	134,667	134,667	100.0%	Information Technology
-	4,762	4,762	100.0%	-	-	0.0%	Corporate Quality
14,428	11,235	(3,193)	(28.4%)	-	(14,428)	0.0%	Project MGMT Office
-	1,328	1,328	100.0%	2,022	2,022	100.0%	Managed Care Contract
703,490	720,963	17,473	2.4%	292,824	(410,666)	(140.2%)	Total Overhead Allocations
3,792,668	3,905,094	112,426	2.9%	3,001,728	(790,940)	(26.3%)	Total Expenses
\$ (1,078,331)	\$ (2,977,373)	\$ 1,899,041	(63.8%)	\$ (539,891)	\$ (538,441)	99.7%	Net Margin
(22,718)	-	22,718	0.0%	(102,945)	(80,227)	77.9%	Capital
\$ -	\$ 2,791,000	\$ 2,791,000	100.0%	\$ 74,652	\$ 74,652	100.0%	General Fund Support/ Transfer In

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
378,440	208,000	(170,440)	(81.9%)	236,878	(141,562)	(59.8%)	
34,477	34,499	22	0.1%	11,857	(22,620)	(190.8%)	
2,481,625	2,483,606	1,981	0.1%	1,162,953	(1,318,672)	(113.4%)	
34,822	46,219	11,397	24.7%	40,512	5,691	14.0%	
224,547	237,222	12,674	5.3%	230,886	6,338	2.7%	
398,561	398,785	224	0.1%	410,739	12,178	3.0%	
562,029	566,320	4,291	0.8%	451,129	(110,900)	(24.6%)	
206,896	206,896	-	0.0%	211,072	4,176	2.0%	
76,967	96,579	19,612	20.3%	81,609	4,642	5.7%	
63,915	82,631	18,716	22.6%	93,906	29,991	31.9%	
84,094	84,083	(11)	(0.0%)	-	(84,094)	0.0%	
852,036	994,602	142,566	14.3%	-	(852,036)	0.0%	
101,341	101,344	3	0.0%	-	(101,341)	0.0%	
465,452	485,050	19,599	4.0%	-	(465,452)	0.0%	
561,286	567,016	5,730	1.0%	-	(561,286)	0.0%	
1,432,787	1,458,521	25,733	1.8%	-	(1,432,787)	0.0%	
346,684	379,975	33,291	8.8%	367,905	21,221	5.8%	
83,995	120,683	36,688	30.4%	104,415	20,420	19.6%	
99,633	99,633	-	0.0%	1,261,053	1,161,420	92.1%	
57,129	57,134	6	0.0%	17,368	(39,760)	(228.9%)	
122,363	134,823	12,459	9.2%	59,985	(62,378)	(104.0%)	
6,415	15,940	9,525	59.8%	29,490	23,075	78.2%	
8,297,053	8,651,558	354,506	4.1%	4,534,880	(3,762,173)	(83.0%)	
37,052,176	38,026,875	974,699	2.6%	32,162,847	(4,889,329)	(15.2%)	
\$ (13,137,366)	\$ (16,104,514)	\$ 2,967,148	(18.4%)	\$ (11,818,503)	\$ (1,318,863)	11.2%	
-	847,210	847,210	100.0%	-	-	0.0%	
\$ 9,987,030	\$ 16,775,000	\$ 6,787,970	40.5%	\$ 11,249,311	\$ 1,262,281	11.2%	

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

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Year to Date
Gross Patient Revenue	1,842,091	1,535,619	1,685,042	1,321,289	1,595,963	1,870,757	2,230,803	2,066,863	2,570,345	1,642,906	1,898,181	1,933,303	22,193,163
Contractual Allowances	509,972	470,624	453,962	303,580	404,818	543,358	562,148	464,663	764,925	1,306,229	997,078	1,247,167	8,028,524
Charity Care	158,009	-	1,751,178	434,796	538,927	530,618	809,796	782,187	998,787	46,809	34,285	1,180	6,086,572
Bad Debt	788,060	799,873	(860,761)	338,348	289,586	402,163	405,392	368,549	331,418	(33,070)	(5,864)	242,880	3,066,575
Other Patient Revenue	414,367	286,936	350,651	704,172	439,031	439,031	905,685	513,976	513,976	732,778	398,507	320,343	6,019,454
Net Patient Revenue	800,416	552,056	691,315	948,737	801,664	833,649	1,359,153	965,440	989,190	1,055,716	1,271,190	762,419	11,030,946
Collections %	43.45%	35.95%	41.03%	71.80%	50.23%	44.56%	60.93%	46.71%	38.48%	64.26%	66.97%	39.44%	49.70%
Grant Funds	104,059	-	130,321	2,271,653	(629,521)	974,299	1,566,400	1,488,547	1,325,105	1,403,407	1,271,064	1,950,380	11,855,713
Other Financial Assistance	-	-	588,890	-	179,158	5,710	27,883	19,439	10,358	80,496	39,642	-	951,576
Other Revenue	9,732	1,689	3,302	809	26,487	13,061	14,654	1,578	513	1,823	1,392	1,537	76,576
Total Other Revenues	113,791	1,689	722,512	2,272,462	(423,876)	993,070	1,608,937	1,509,564	1,335,976	1,485,726	1,312,098	1,951,917	12,883,865
Total Revenues	914,207	553,745	1,413,827	3,221,199	377,788	1,826,719	2,968,090	2,475,004	2,325,166	2,541,441	2,583,288	2,714,337	23,914,810
Direct Operational Expenses:													
Salaries and Wages	1,612,557	1,177,306	1,310,859	1,482,538	1,423,741	1,551,730	1,629,754	1,480,781	1,418,683	1,315,072	1,390,250	2,099,596	17,892,865
Benefits	394,482	358,883	404,282	407,085	420,732	406,226	427,189	429,489	409,178	401,983	333,706	455,433	4,848,667
Purchased Services	35,150	59,503	33,586	71,484	37,746	151,018	248,133	165,470	118,524	109,493	56,438	72,565	1,159,111
Medical Supplies	19,841	24,253	46,148	84,529	35,626	41,196	28,620	27,504	177,731	46,960	114,069	90,448	736,923
Other Supplies	2,686	4,538	8,638	12,332	32,280	4,195	13,176	25,786	26,739	89,909	19,548	25,168	264,995
Medical Services	92,709	55,338	56,152	45,535	47,251	80,848	55,468	61,653	74,408	63,843	46,697	34,055	713,958
Drugs	82,365	73,242	60,219	55,947	59,708	49,636	62,547	51,857	49,570	54,509	43,486	100,914	743,999
Repairs & Maintenance	6,725	4,061	3,703	7,491	3,518	6,010	14,332	5,264	16,859	153,420	28,202	33,372	282,957
Lease & Rental	105,605	104,935	96,815	102,475	102,093	106,287	97,843	125,417	100,952	101,103	101,374	97,033	1,241,933
Utilities	5,024	10,320	7,438	6,515	6,285	6,819	7,229	6,933	7,242	7,549	7,689	8,900	87,942
Other Expense	26,726	23,914	19,350	30,184	26,817	25,554	52,110	12,164	21,251	24,966	59,175	36,025	358,236
Insurance	3,716	3,716	2,892	4,649	3,331	3,331	3,331	4,026	4,026	4,026	4,026	4,026	45,096
Total Operational Expenses	2,387,586	1,900,008	2,050,081	2,310,763	2,199,128	2,432,851	2,639,732	2,396,345	2,425,163	2,372,830	2,204,660	3,057,536	28,376,683
Net Performance before Depreciation & Overhead Allocations	(1,473,379)	(1,346,263)	(636,254)	910,436	(1,821,340)	(606,132)	328,358	78,659	(99,997)	168,611	378,628	(343,199)	(4,461,873)
Depreciation	20,995	42,335	31,665	31,896	31,706	31,593	31,592	31,525	31,296	31,098	31,096	31,642	378,440
Overhead Allocations:													
Risk Mgt	2,012	1,749	1,914	1,899	1,713	4,413	6,192	3,330	5,042	4,167	2,046	-	34,477
Rev Cycle	215,318	177,247	193,553	191,807	169,849	197,221	212,145	227,981	227,784	255,603	294,666	118,450	2,481,625
Internal Audit	261	2,616	2,029	2,200	1,135	1,246	7,147	2,099	4,462	6,583	1,246	3,797	34,822
Home Office Facilities	17,338	17,140	20,876	18,248	17,620	20,104	9,531	18,817	22,018	20,056	20,987	21,814	224,547
Administration	23,989	26,119	37,026	49,639	36,008	44,102	45,279	41,444	42,774	34,474	17,706	-	398,561
Human Resources	42,681	36,896	77,803	48,416	60,805	77,147	3,301	64,825	46,846	46,879	44,579	11,850	562,029
Legal	10,774	17,493	15,799	13,841	14,400	25,673	38,855	11,084	18,366	40,541	70	-	206,896
Records	7,126	7,518	8,070	7,478	6,020	8,062	8,127	8,395	9,635	3,387	2,443	707	76,967
Compliance	4,813	5,086	3,125	8,017	5,183	8,271	(1,922)	10,663	12,669	656	2,013	5,341	63,915
Comm Engage Plan	6,756	6,116	6,940	6,621	6,060	6,624	7,424	7,980	11,422	6,688	7,031	4,431	84,094
IT Operations	50,805	70,691	70,850	96,616	74,267	109,310	44,072	71,882	68,316	53,197	52,523	89,506	852,036
IT Security	7,989	5,317	9,366	7,739	6,244	7,634	7,228	7,647	17,290	8,247	10,402	6,238	101,341
IT Applications	23,045	40,862	27,197	44,176	20,639	34,133	93,419	84,463	50,443	(19,562)	35,527	31,112	465,452
Security Services	42,428	41,825	46,136	46,399	42,607	47,158	46,146	48,653	46,862	50,177	48,223	54,672	561,286
IT EPIC	48,185	53,582	65,588	81,914	67,894	180,108	137,495	141,685	155,840	(37,053)	225,929	311,620	1,432,787
Finance	29,725	28,440	28,580	29,666	24,493	25,741	24,055	26,159	32,441	40,576	34,115	22,694	346,684
Public Relations	11,466	8,342	3,617	5,257	7,654	9,625	5,644	9,271	5,769	5,395	5,124	6,832	83,995
Information Technology	9,827	8,743	9,357	10,810	11,233	10,196	10,978	11,671	15,104	1,680	35	-	99,633
Corporate Quality	5,104	7,241	4,957	5,242	5,965	6,203	7,863	4,933	5,912	3,677	32	-	57,129
Project MGMT Office	7,800	8,679	9,051	9,313	8,472	9,555	10,778	10,897	10,025	10,265	13,101	14,428	122,363
Managed Care Contract	1,205	1,157	1,243	1,204	1,096	508	3	-	-	-	-	-	6,415
Total Overhead Allocations	568,646	572,859	643,078	686,500	589,359	833,035	723,759	813,878	809,020	535,632	817,797	703,490	8,297,053
Total Expenses	2,977,227	2,515,202	2,724,824	3,029,159	2,820,193	3,297,479	3,395,083	3,241,748	3,265,479	2,939,561	3,053,553	3,792,668	37,052,176
Net Margin	\$ (2,063,020)	\$ (1,961,457)	\$ (1,310,997)	\$ 192,040	\$ (2,442,405)	\$ (1,470,760)	\$ (426,994)	\$ (766,744)	\$ (940,313)	\$ (398,119)	\$ (470,265)	\$ (1,078,331)	\$ (13,137,366)
Capital	-	13,568	3,078	(16,646)	-	-	-	-	-	-	22,718	(22,718)	-
General Fund Support/ Transfer In	2,042,025	-	3,228,001	-	700,000	-	-	4,017,004	-	-	-	-	\$ 9,987,030

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

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

	Clinic Administration	West Palm Beach Clinic	Lantana Clinic	Delray Clinic	Belle Glade Clinic	St Ann Place	Lewis Center	Lake Worth Clinic	Jupiter Clinic	West Boca Clinic	Mangonia Park Clinic	Mobile Warrior	Mobile Van Scout	Mobile Van Hero	Total
Gross Patient Revenue	-	2,256,345	3,648,657	1,559,643	1,374,758	-	1,449,432	2,757,178	1,126,334	1,383,387	1,075,700	7,558	-	3,177	16,642,170.48
Contractual Allowances	-	798,453	1,308,077.16	394,024	264,395	-	294,479	893,095	404,436	557,015	244,991	(25,413)	-	(102)	5,133,452
Charity Care	-	583,384	894,234	448,229	267,251	-	491,615	859,517	262,935	222,722	308,163	4,024	-	-	4,342,076
Bad Debt	-	350,458	464,535	241,065	173,666	-	531,466	210,435	93,286	63,680	426,598	17,119	-	-	2,572,308
Total Contractual Allowances and Bad Debt	-	1,732,296	2,666,847	1,083,318	705,312	-	1,317,560	1,963,047	760,657	843,417	979,753	(4,270)	-	(102)	12,047,835
Other Patient Revenue	-	819,218	1,053,963	498,197	253,826	-	295,536	520,605	190,979	253,527	221,545	60,825	-	-	4,168,222
Net Patient Revenue	-	1,343,268	2,035,774	974,522	923,272	-	427,409	1,314,736	556,656	793,496	317,492	72,652	-	3,075	8,762,353
Collection %	0.00%	59.53%	55.80%	62.48%	67.16%	0.00%	29.49%	47.68%	49.42%	57.36%	29.51%	961.28%	0.00%	0.00%	52.65%
Grant Funds	3,083,727	1,131,320	1,463,712	658,217	673,373	827	304,635	1,106,508	439,515	469,071	760,186	159,297	(43,512)	62,676	10,269,553
Other Financial Assistance	349,232	3,629	132,235	763	(6,990)	-	6,530	(24,746)	12,267	(4,079)	(23,024)	31,226	131,246	145,595	753,884
Other Revenue	12,878	10,809	7,038	12,141	13,167	-	58	6,687	3,236	10,534	13	-	15	-	76,576
Total Other Revenues	3,445,836	1,145,758	1,602,984	671,121	679,550	827	311,223	1,088,449	455,018	475,526	737,176	190,524	87,749	208,271	11,100,013
Total Revenues	3,445,836	2,489,026	3,638,758	1,645,643	1,602,822	827	738,632	2,403,186	1,011,674	1,269,023	1,054,668	263,176	87,749	211,347	19,862,366
<i>Direct Operational Expenses:</i>															
Salaries and Wages	4,458,544	1,633,312	2,171,932	1,000,411	960,396	-	445,155	1,732,535	675,434	709,426	1,000,732	239,676	51,123	69,757	15,148,433
Benefits	1,069,512	451,770	598,322	295,612	282,920	-	122,336	494,691	177,397	213,134	283,065	85,954	10,548	18,809	4,104,072
Purchased Services	752,407	40,882	91,424	36,441	42,929	-	15,789	56,534	27,389	35,541	23,870	2,696	2,696	2,696	1,131,293
Medical Supplies	83,197	62,901	82,645	40,818	52,376	1,596	62,300	65,814	24,754	22,312	48,308	8,453	1,144	1,332	557,949
Other Supplies	50,042	14,794	35,218	20,588	4,075	6,560	3,278	7,980	6,741	7,120	6,785	3,110	6,454	5,470	178,214
Medical Services	24,150	83,385	147,478	74,161	54,327	-	29,235	169,807	42,697	67,099	21,618	-	-	-	713,958
Drugs	-	328,797	206,336	96,519	64,314	-	1,663	24,349	6,708	13,125	596	1,302	-	247	743,956
Repairs & Maintenance	193,174	4,293	3,662	4,783	4,741	-	2,512	23,225	3,075	6,118	5,162	10,143	2,585	1,731	265,202
Lease & Rental	-	129,035	166,320	88,920	83,260	-	270	256,144	83,333	114,467	50,848	205	70	205	973,077
Utilities	-	4,385	4,188	1,294	20,410	-	2,352	14,373	8,329	6,696	5,227	-	-	-	67,254
Other Expense	206,104	16,386	25,674	9,814	6,390	340	7,124	16,592	4,158	8,265	10,711	5,241	3,790	1,429	322,017
Insurance	-	5,451	5,195	4,136	1,955	-	553	2,705	1,342	1,657	933	8,102	5,458	6,885	44,374
Total Operational Expenses	6,837,129	2,775,390	3,538,393	1,673,498	1,578,094	8,495	692,568	2,864,748	1,061,357	1,204,960	1,457,855	364,882	83,868	108,561	24,249,800
Net Performance before Depreciation & Overhead Allocations	(3,391,293)	(286,365)	100,365	(27,855)	24,728	(7,668)	46,064	(461,562)	(49,683)	64,063	(403,187)	(101,706)	3,881	102,786	(4,387,433)
Depreciation	5,661	13,745	14,520	1,366	69,536	-	326	4,441	2,743	4,795	1,842	75,000	13,884	83,526	291,385
<i>Overhead Allocations:</i>															
Risk Mgt	5,578	3,202	5,589	2,416	1,968	-	878	3,521	1,236	1,541	2,103	631	435	443	29,542
Rev Cycle	-	279,982	488,203	211,224	172,057	-	76,860	307,905	108,119	134,744	183,816	55,187	38,040	38,733	2,094,870
Internal Audit	5,814	3,235	5,601	2,423	1,974	-	882	3,532	1,240	1,546	2,109	633	436	444	29,870
Home Office Facilities	202,190	-	-	-	-	-	-	-	-	-	-	-	-	-	202,190
Administration	64,482	37,017	64,630	27,928	22,753	-	10,153	40,706	14,293	17,812	24,305	7,295	5,023	5,118	341,513
Human Resources	124,671	59,862	68,384	38,346	31,955	-	14,912	53,471	17,043	21,303	34,298	8,521	6,391	6,391	485,550
Legal	33,462	19,205	33,639	14,489	11,804	-	5,268	21,119	7,415	9,241	12,610	3,785	2,606	2,655	177,298
Records	12,851	7,150	12,380	5,356	4,363	-	1,949	7,808	2,742	3,417	4,661	1,399	965	982	66,023
Compliance	10,672	5,938	10,281	4,448	3,623	-	1,619	6,484	2,277	2,837	3,871	1,162	801	816	54,827
Comm Engage Plan	13,595	7,805	13,625	5,895	4,802	-	2,145	8,593	3,017	3,760	5,130	1,540	1,062	1,081	72,050
IT Operations	142,261	79,153	137,048	59,295	48,300	-	21,576	86,435	30,351	37,825	51,601	15,492	10,679	10,873	730,888
IT Security	16,384	9,407	16,419	7,104	5,786	-	2,585	10,355	3,636	4,532	6,182	1,856	1,279	1,303	86,827
IT Applications	77,715	43,240	74,867	32,392	26,385	-	11,787	47,218	16,580	20,663	28,189	8,463	5,940	5,940	399,271
Security Services	22,050	61,219	105,998	45,861	37,357	-	16,688	66,852	23,474	29,255	39,910	11,982	8,259	8,410	477,315
IT EPIC	239,227	133,103	230,461	99,710	81,221	-	36,282	145,349	51,038	63,607	86,772	26,051	17,957	18,284	1,229,064
Finance	57,885	32,206	55,763	24,126	19,653	-	8,779	35,169	12,349	15,391	20,996	6,304	4,345	4,424	297,390
Public Relations	14,024	7,803	13,510	5,845	4,761	-	2,127	8,521	2,992	3,729	5,087	1,527	1,053	1,072	72,052
Information Technology	16,114	9,248	16,199	6,978	5,685	-	2,537	10,170	3,571	4,450	6,072	1,823	1,255	1,279	85,380
Corporate Quality	9,241	5,303	9,284	4,001	3,260	-	1,455	5,832	2,048	2,552	3,482	1,045	720	733	48,955
Project MGMT Office	20,431	11,367	19,682	8,515	6,936	-	3,099	12,413	4,359	5,432	7,411	2,225	1,534	1,562	104,965
Managed Care Contract	-	728	1,261	546	444	-	199	795	279	348	475	143	98	100	5,416
Total Overhead Allocations	1,088,646	816,176	1,382,823	606,898	495,087	-	221,778	882,248	308,061	383,987	529,078	157,063	108,770	110,642	7,091,256
Total Expenses	7,931,437	3,605,311	4,935,737	2,281,763	2,142,718	8,495	914,671	3,751,437	1,372,160	1,593,742	1,988,774	596,946	206,522	302,730	31,632,441
Net Margin	\$ (4,485,601)	\$ (1,116,285)	\$ (1,296,978)	\$ (636,120)	\$ (539,896)	\$ (7,668)	\$ (176,039)	\$ (1,348,251)	\$ (360,486)	\$ (324,719)	\$ (934,106)	\$ (333,769)	\$ (118,773)	\$ (91,383)	\$ (11,770,075)
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 9,025,566	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,025,566

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

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

Current Month								Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
1,312,970	912,599	400,371	43.9%	1,527,021	(214,051)	(14.0%)	Gross Patient Revenue	16,642,170	11,589,352	5,052,818	43.6%	15,476,662	1,165,508	7.5%
388,545	168,894	(219,651)	(130.1%)	416,191	27,646	6.6%	Contractual Allowances	5,133,656	2,136,534	(2,997,122)	(140.3%)	3,134,856	(1,998,799)	(63.8%)
1,180	309,744	308,564	99.6%	-	(1,180)	0.0%	Charity Care	4,342,076	3,928,562	(413,514)	(10.5%)	4,188,478	(153,598)	(3.7%)
205,288	147,824	(57,464)	(38.9%)	987,858	782,571	79.2%	Bad Debt	2,572,308	1,871,730	(700,578)	(37.4%)	4,168,423	1,596,115	38.3%
595,012	626,462	31,450	5.0%	1,404,049	809,037	57.6%	Total Contractuals and Bad Debts	12,048,039	7,936,826	(4,111,213)	(51.8%)	11,491,757	(556,282)	(4.8%)
272,654	263,851	8,803	3.3%	310,039	(37,385)	(12.1%)	Other Patient Revenue	4,168,222	3,330,302	837,920	25.2%	3,438,753	729,469	21.2%
990,612	549,988	440,624	80.1%	433,011	557,601	128.8%	Net Patient Revenue	8,762,353	6,982,828	1,779,525	25.5%	7,423,658	1,338,695	18.0%
75.45%	60.27%			28.36%			Collection %	52.65%	60.25%			47.97%		
1,702,848	35,414	1,667,434	4,708.4%	975,356	727,492	74.6%	Grant Funds	10,269,553	6,170,191	4,099,362	66.4%	6,710,257	3,559,296	53.0%
-	145,852	(145,852)	(100.0%)	(35,644)	35,644	(100.0%)	Other Financial Assistance	753,884	5,041,440	(4,287,556)	(85.0%)	1,920,733	(1,166,849)	(60.8%)
1,537	45,007	(43,470)	(96.6%)	503,348	(501,811)	(99.7%)	Other Revenue	76,576	540,381	(463,805)	(85.8%)	578,373	(501,797)	(86.8%)
1,704,385	226,273	1,478,112	653.2%	1,443,060	261,325	18.1%	Total Other Revenues	11,100,013	11,752,012	(651,999)	(5.5%)	9,209,363	1,890,650	20.5%
2,694,997	776,261	1,918,736	247.2%	1,876,071	818,926	43.7%	Total Revenues	19,862,366	18,734,840	1,127,526	6.0%	16,633,021	3,229,345	19.4%
Direct Operational Expenses:														
1,765,749	1,810,850	45,101	2.5%	1,521,816	(243,933)	(16.0%)	Salaries and Wages	15,148,433	15,232,298	83,865	0.6%	14,365,557	(782,875)	(5.4%)
385,062	373,549	(11,513)	(3.1%)	350,730	(34,332)	(9.8%)	Benefits	4,104,072	3,982,100	(121,972)	(3.1%)	3,731,106	(372,966)	(10.0%)
69,684	42,589	(27,095)	(63.6%)	72,659	2,975	4.1%	Purchased Services	1,131,293	606,831	(524,462)	(86.4%)	772,218	(359,075)	(46.5%)
62,948	99,694	36,746	36.9%	75,285	12,336	16.4%	Medical Supplies	557,949	1,265,188	707,239	55.9%	296,745	(261,205)	(88.0%)
15,546	19,080	3,534	18.5%	(16,074)	(31,621)	196.7%	Other Supplies	178,214	229,103	50,889	22.2%	137,824	(40,391)	(29.3%)
34,055	76,691	42,636	55.6%	77,729	43,674	56.2%	Medical Services	713,958	973,182	259,224	26.6%	1,076,791	362,833	33.7%
100,879	55,312	(45,567)	(82.4%)	84,349	(16,531)	(19.6%)	Drugs	743,956	702,074	(41,882)	(6.0%)	989,506	245,550	24.8%
26,266	7,305	(18,961)	(259.6%)	11,593	(14,673)	(126.6%)	Repairs & Maintenance	265,202	87,693	(177,509)	(202.4%)	272,423	7,221	2.7%
74,633	140,296	65,662	46.8%	64,174	(10,459)	(16.3%)	Lease & Rental	973,077	1,362,274	389,196	28.6%	1,043,975	70,898	6.8%
7,052	5,990	(1,062)	(17.7%)	5,446	(1,606)	(29.5%)	Utilities	67,254	72,078	4,824	6.7%	59,389	(7,865)	(13.2%)
35,341	33,415	(1,926)	(5.8%)	44,718	9,378	21.0%	Other Expense	322,017	415,775	93,758	22.6%	294,056	(27,961)	(9.5%)
3,938	4,314	376	8.7%	3,675	(263)	(7.2%)	Insurance	44,374	51,537	7,163	13.9%	32,253	(12,120)	(37.6%)
2,581,155	2,669,084	87,929	3.3%	2,296,100	(285,056)	(12.4%)	Total Operational Expenses	24,249,800	24,980,132	730,333	2.9%	23,071,844	(1,177,956)	(5.1%)
113,841	(1,892,823)	2,006,665	(106.0%)	(420,029)	533,871	(127.1%)	Net Performance before Depreciation & Overhead Allocations	(4,387,433)	(6,245,292)	1,857,859	(29.7%)	(6,438,822)	2,051,389	(31.9%)

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

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

Actual	Budget	Variance	Current Month		Prior Year	Variance	%	
			%					
24,070	12,913	(11,157)	(86.4%)	21,006	(3,064)	(14.6%)		Depreciation
<i>Overhead Allocations:</i>								
-	2,464	2,464	100.0%	2,406	2,406	100.0%		Risk Mgt
99,696	174,744	75,048	42.9%	-	(99,696)	0.0%		Rev Cycle
3,257	3,301	44	1.3%	-	(3,257)	0.0%		Internal Audit
19,642	17,713	(1,928)	(10.9%)	19,886	244	1.2%		Home Office Facilities
-	28,478	28,478	100.0%	31,962	31,962	100.0%		Administration
10,140	40,769	30,629	75.1%	13,645	3,506	25.7%		Human Resources
-	14,775	14,775	100.0%	21,357	21,357	100.0%		Legal
606	6,897	6,291	91.2%	5,577	4,971	89.1%		Records
4,581	5,901	1,319	22.4%	4,947	365	7.4%		Compliance
3,727	6,005	2,278	37.9%	-	(3,727)	0.0%		Comm Engage Plan
76,779	71,027	(5,753)	(8.1%)	-	(76,779)	0.0%		IT Operations
5,248	7,237	1,989	27.5%	-	(5,248)	0.0%		IT Security
26,688	34,639	7,950	23.0%	-	(26,688)	0.0%		IT Applications
46,493	40,184	(6,309)	(15.7%)	-	(46,493)	0.0%		Security Services
267,312	104,156	(163,155)	(156.6%)	-	(267,312)	0.0%		IT EPIC
19,467	27,135	7,668	28.3%	24,522	5,055	20.6%		Finance
5,860	8,618	2,758	32.0%	5,626	(235)	(4.2%)		Public Relations
-	7,115	7,115	100.0%	110,747	110,747	100.0%		Information Technology
-	4,080	4,080	100.0%	-	-	0.0%		Corporate Quality
12,376	9,628	(2,748)	(28.5%)	-	(12,376)	0.0%		Project MGMT Office
-	1,121	1,121	100.0%	1,643	1,643	100.0%		Managed Care Contract
601,872	615,984	14,112	2.3%	242,317	(359,555)	(148.4%)		Total Overhead Allocations
3,207,098	3,297,982	90,883	2.8%	2,559,423	(647,675)	(25.3%)		Total Expenses
\$ (512,101)	\$ (2,521,721)	\$ 2,009,619	(79.7%)	\$ (683,353)	\$ 171,251	(25.1%)		Net Margin
(22,718)	-	22,718	0.0%	-	22,718	0.0%		Capital
\$ -	\$ 2,485,000	\$ 2,485,000	100.0%	\$ 74,652	\$ 74,652	100.0%		General Fund Support/ Transfer In

Actual	Budget	Variance	%	Fiscal Year To Date			Variance	%
				Prior Year				
291,385	155,000	(136,385)	(88.0%)	173,775	(117,610)	(67.7%)		
29,542	29,563	22	0.1%	9,751	(19,790)	(203.0%)		
2,094,870	2,096,920	2,050	0.1%	944,673	(1,150,196)	(121.8%)		
29,870	39,607	9,737	24.6%	33,317	3,446	10.3%		
202,190	212,558	10,368	4.9%	206,347	4,158	2.0%		
341,513	341,737	224	0.1%	337,784	(3,729)	(1.1%)		
485,550	489,221	3,671	0.8%	369,307	(116,243)	(31.5%)		
177,298	177,298	-	0.0%	173,582	(3,717)	(2.1%)		
66,023	82,763	16,740	20.2%	67,113	1,090	1.6%		
54,827	70,810	15,983	22.6%	77,227	22,399	29.0%		
72,050	72,054	5	0.0%	-	(72,050)	0.0%		
730,888	852,320	121,432	14.2%	-	(730,888)	0.0%		
86,827	86,846	19	0.0%	-	(86,827)	0.0%		
399,271	415,662	16,391	3.9%	-	(399,271)	0.0%		
477,315	482,208	4,893	1.0%	-	(477,315)	0.0%		
1,229,064	1,249,872	20,808	1.7%	-	(1,229,064)	0.0%		
297,390	325,618	28,227	8.7%	302,558	5,168	1.7%		
72,052	103,419	31,367	30.3%	85,869	13,817	16.1%		
85,380	85,380	-	0.0%	1,037,066	951,687	91.8%		
48,955	48,961	6	0.0%	14,283	(34,672)	(242.7%)		
104,965	115,536	10,571	9.1%	49,331	(55,634)	(112.8%)		
5,416	13,458	8,042	59.8%	23,955	18,539	77.4%		
7,091,256	7,391,810	300,554	4.1%	3,732,165	(3,359,091)	(90.0%)		
31,632,441	32,526,943	894,501	2.8%	26,977,783	(4,654,658)	(17.3%)		
\$ (11,770,075)	\$ (13,792,103)	\$ 2,022,028	(14.7%)	\$ (10,344,762)	\$ (1,425,313)	13.8%		
-	847,210	847,210	100.0%	-	-	0.0%		
\$ 9,025,566	\$ 14,650,000	\$ 5,624,434	38.4%	\$ 9,583,293	\$ 557,727	5.8%		

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

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Total
Gross Patient Revenue	-	2,063,874	1,906,959	887,656	692,504	5,550,992
Contractual Allowances	-	980,178	1,013,382	456,977	444,331	2,894,868
Charity Care	-	814,893	478,466	320,440	130,697	1,744,496
Bad Debt	-	122,939	302,658	46,369	22,301	494,267
Total Contractual Allowances and Bad Debt	-	1,918,010	1,794,506	823,787	597,329	5,133,631
Other Patient Revenue	-	811,476	405,889	290,840	343,027	1,851,231
Net Patient Revenue	-	957,339	518,342	354,709	438,202	2,268,592
Collection %	-	46.39%	27.18%	39.96%	63.28%	40.87%
Grant Funds	160,642	606,077	375,040	303,395	141,005	1,586,159
Other Financial Assistance	(1,389)	64,763	28,930	91,833	13,555	197,692
Other Revenue	-	-	-	-	-	-
Total Other Revenues	159,253	670,839	403,970	395,229	154,560	1,783,851
Total Revenues	159,253	1,628,179	922,312	749,937	592,762	4,052,444
<i>Direct Operational Expenses:</i>						
Salaries and Wages	477,118	935,631	569,398	530,856	231,429	2,744,432
Benefits	99,695	270,332	146,718	152,016	75,834	744,595
Purchased Services	-	5,544	6,514	4,606	11,154	27,818
Medical Supplies	-	62,782	50,208	36,001	29,983	178,974
Other Supplies	488	34,068	19,984	18,600	13,640	86,781
Drugs	-	-	41	2	-	43
Repairs & Maintenance	-	4,016	6,422	3,509	3,809	17,755
Lease & Rental	-	110,280	65,325	61,150	32,100	268,855
Utilities	-	4,344	4,708	1,814	9,822	20,688
Other Expense	2,282	14,007	8,304	7,710	3,917	36,220
Insurance	-	-	-	-	723	723
Total Operational Expenses	579,583	1,441,004	877,622	816,265	412,410	4,126,884
Net Performance before Depreciation & Overhead Allocations	(420,329)	187,175	44,690	(66,328)	180,353	(74,440)
Depreciation	-	23,941	11,266	10,135	41,712	87,054
<i>Overhead Allocations:</i>						
Risk Mgt	512	1,735	1,099	1,071	518	4,935
Rev Cycle	-	151,653	96,180	93,617	45,306	386,755
Internal Audit	514	1,740	1,103	1,074	520	4,951
Home Office Facilities	22,358	-	-	-	-	22,358
Administration	5,923	20,051	12,706	12,380	5,988	57,048
Human Resources	6,391	28,547	15,978	19,173	6,391	76,479
Legal	3,073	10,403	6,592	6,423	3,107	29,597
Records	1,136	3,846	2,439	2,374	1,149	10,944
Compliance	944	3,194	2,025	1,971	954	9,088
Comm Engage Plan	1,251	4,232	2,684	2,613	1,264	12,044
IT Operations	12,578	42,572	27,000	26,280	12,718	121,148
IT Security	1,507	5,100	3,235	3,148	1,524	14,514
IT Applications	6,871	23,256	14,749	14,356	6,948	66,181
Security Services	-	32,927	20,882	20,326	9,837	83,972
IT EPIC	21,152	71,589	45,403	44,193	21,387	203,723
Finance	5,118	17,322	10,986	10,693	5,175	49,294
Public Relations	1,240	4,197	2,662	2,591	1,254	11,943
Information Technology	1,480	5,010	3,174	3,093	1,496	14,253
Corporate Quality	849	2,873	1,820	1,774	858	8,173
Project MGMT Office	1,806	6,114	3,877	3,774	1,826	17,398
Managed Care Contract	-	392	248	242	117	999
Total Overhead Allocations	94,703	436,750	274,844	271,165	128,335	1,205,796
Total Expenses	674,286	1,901,695	1,163,732	1,097,565	582,457	5,419,735
Net Margin	\$ (515,033)	\$ (273,516)	\$ (241,419)	\$ (347,628)	\$ 10,305	\$ (1,367,291)
General Fund Support/ Transfer In	\$ 961,464	-	-	-	-	961,464

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

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
620,333	257,099	363,234	141.3%	248,746	371,587	149.4%	5,550,992	3,330,214	2,220,778	66.7%	2,818,188	2,732,804	97.0%
858,622	41,915	(816,707)	(1,948.5%)	49,351	(809,271)	(1,639.8%)	2,894,868	544,969	(2,349,899)	(431.2%)	494,533	(2,400,335)	(485.4%)
-	148,047	148,047	100.0%	114,058	114,058	100.0%	1,744,496	1,913,529	169,033	8.8%	1,609,010	(135,486)	(8.4%)
37,592	16,344	(21,248)	(130.0%)	39,415	1,822	4.6%	494,267	212,930	(281,337)	(132.1%)	224,672	(269,595)	(120.0%)
896,215	206,306	(689,909)	(334.4%)	202,824	(693,391)	(341.9%)	5,133,631	2,671,428	(2,462,203)	(92.2%)	2,328,216	(2,805,416)	(120.5%)
47,689	93,923	(46,234)	(49.2%)	153,862	(106,173)	(69.0%)	1,851,231	1,212,114	639,117	52.7%	1,287,168	564,064	43.8%
(228,192)	144,716	(372,908)	(257.7%)	199,785	(427,977)	(214.2%)	2,268,592	1,870,900	397,692	21.3%	1,777,140	491,452	27.7%
-36.79%	56.29%			80.32%			40.87%	56.18%			63.06%		
247,532	6,744	240,788	3,570.4%	203,759	43,773	21.5%	1,586,159	1,316,621	269,538	20.5%	1,433,731	152,429	10.6%
-	-	-	0.0%	182,223	(182,223)	(100.0%)	197,692	-	197,692	0.0%	500,452	(302,760)	(60.5%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
247,532	6,744	240,788	3,570.4%	385,982	(138,450)	(35.9%)	1,783,851	1,316,621	467,230	35.5%	1,934,183	(150,331)	(7.8%)
19,340	151,460	(132,120)	(87.2%)	585,767	(566,427)	(96.7%)	4,052,444	3,187,521	864,923	27.1%	3,711,323	341,121	9.2%
Total Revenues							Total Revenues						
Direct Operational Expenses:							Direct Operational Expenses:						
333,847	371,326	37,479	10.1%	273,727	(60,120)	(22.0%)	2,744,432	2,814,182	69,750	2.5%	2,840,700	96,268	3.4%
70,371	67,851	(2,520)	(3.7%)	61,651	(8,721)	(14.1%)	744,595	687,024	(57,571)	(8.4%)	748,479	3,883	0.5%
2,881	3,091	210	6.8%	4,828	1,947	40.3%	27,818	38,475	10,657	27.7%	99,824	72,006	72.1%
27,499	12,193	(15,306)	(125.5%)	7,854	(19,645)	(250.1%)	178,974	157,947	(21,027)	(13.3%)	203,458	24,484	12.0%
9,622	7,425	(2,197)	(29.6%)	336	(9,286)	(2,762.0%)	86,781	89,200	2,419	2.7%	30,136	(56,645)	(188.0%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
34	60	26	42.8%	20	(15)	(75.8%)	43	800	757	94.6%	238	195	81.8%
7,105	2,319	(4,786)	(206.4%)	5,279	(1,826)	(34.6%)	17,755	27,850	10,095	36.2%	44,290	26,535	59.9%
22,400	26,669	4,269	16.0%	24,783	2,383	9.6%	268,855	287,878	19,023	6.6%	301,515	32,660	10.8%
1,848	1,333	(515)	(38.6%)	2,966	1,118	37.7%	20,688	15,996	(4,692)	(29.3%)	24,321	3,633	14.9%
685	5,416	4,731	87.4%	1,340	656	48.9%	36,220	67,344	31,124	46.2%	25,865	(10,355)	(40.0%)
88	37	(51)	(136.8%)	41	(47)	(115.7%)	723	488	(235)	(48.1%)	420	(303)	(72.1%)
476,380	497,720	21,340	4.3%	382,825	(93,556)	(24.4%)	4,126,884	4,187,184	60,300	1.4%	4,319,245	192,361	4.5%
Total Operational Expenses							Total Operational Expenses						
Net Performance before Depreciation & Overhead Allocations							Net Performance before Depreciation & Overhead Allocations						
(457,040)	(346,260)	(110,780)	32.0%	202,942	(659,983)	(325.2%)	(74,440)	(999,663)	925,223	(92.6%)	(607,922)	533,482	(87.8%)

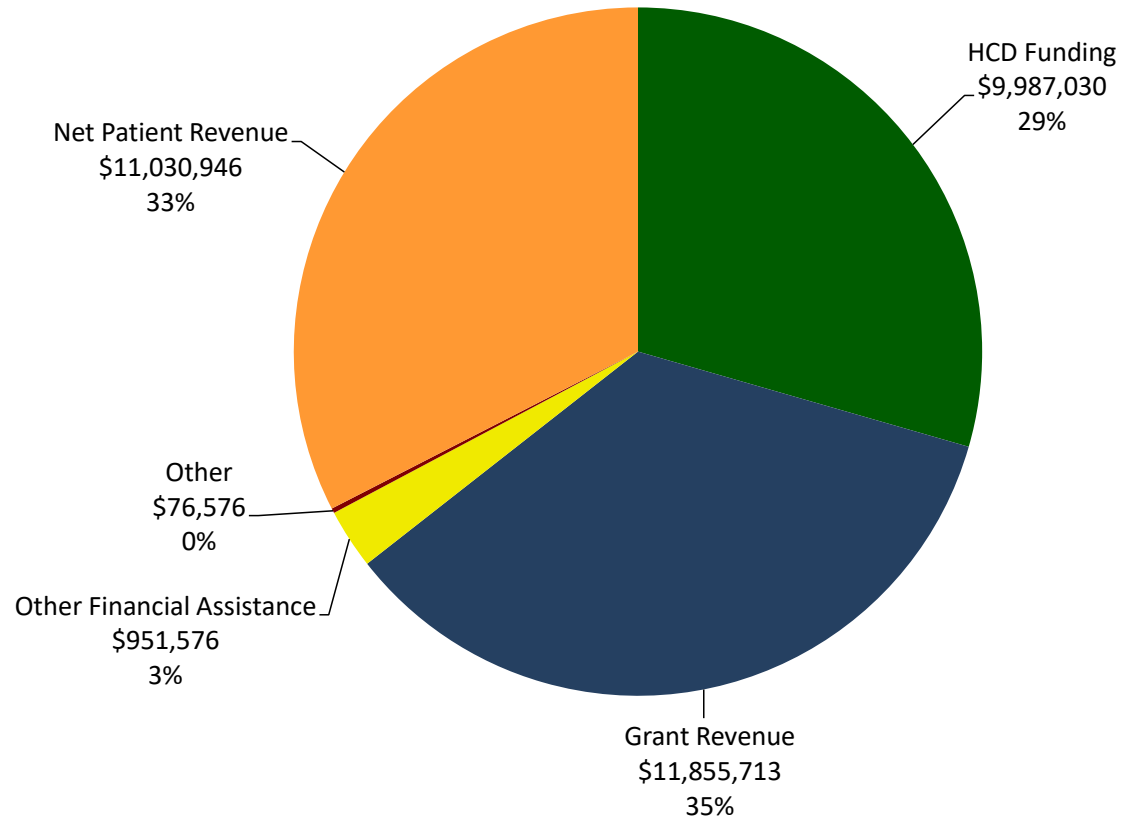
District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

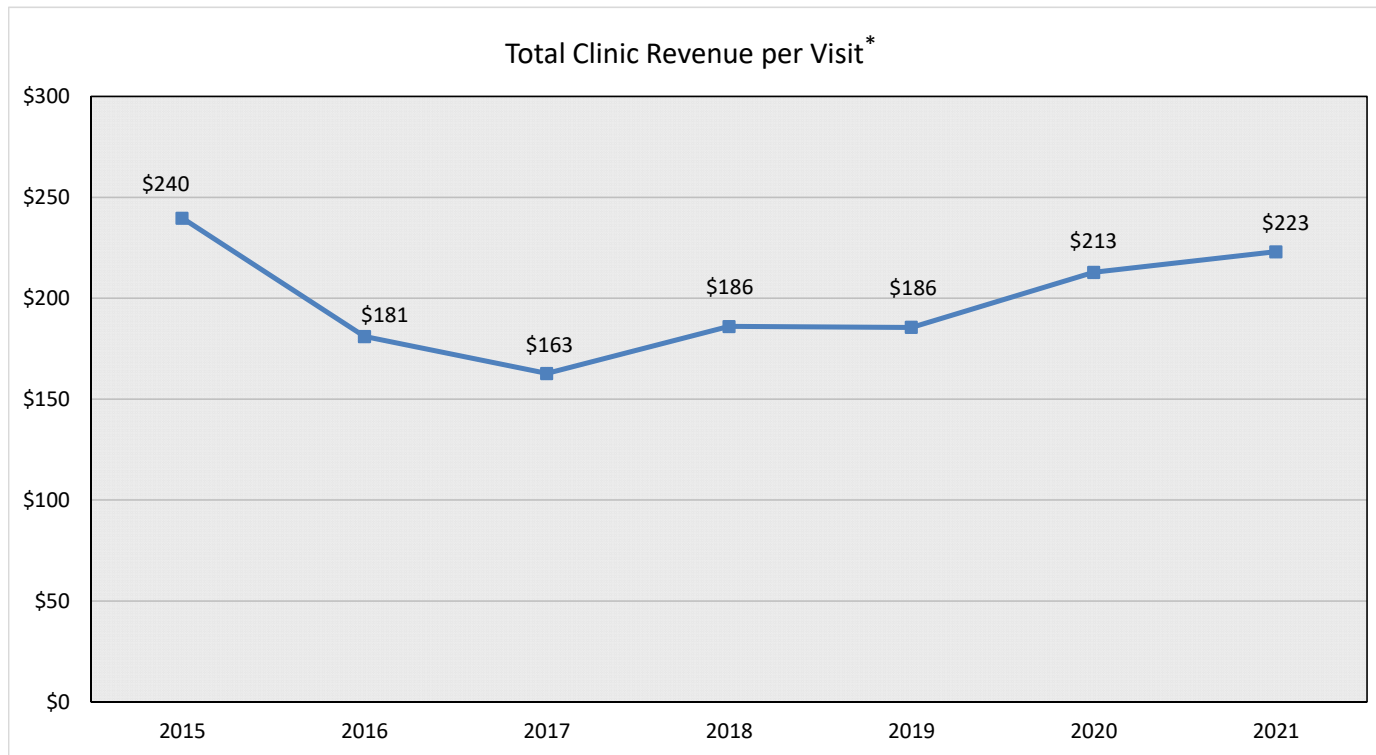
Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
7,572	4,413	(3,159)	(71.6%)	8,974	1,402	15.6%	87,054	53,000	(34,054)	(64.3%)	63,103	(23,952)	(38.0%)
Overhead Allocations:													
-	411	411	100.0%	520	520	100.0%	4,935	4,935	-	0.0%	2,106	(2,829)	(134.3%)
18,754	32,224	13,470	41.8%	-	(18,754)	0.0%	386,755	386,686	(69)	(0.0%)	218,279	(168,476)	(77.2%)
540	551	11	2.0%	-	(540)	0.0%	4,951	6,612	1,661	25.1%	7,196	2,245	31.2%
2,172	2,055	(117)	(5.7%)	2,365	193	8.2%	22,358	24,664	2,306	9.3%	24,538	2,181	8.9%
-	4,754	4,754	100.0%	6,903	6,903	100.0%	57,048	57,048	-	0.0%	72,955	15,907	21.8%
1,711	6,425	4,714	73.4%	3,023	1,313	43.4%	76,479	77,099	619	0.8%	81,821	5,342	6.5%
-	2,466	2,466	100.0%	4,613	4,613	100.0%	29,597	29,597	-	0.0%	37,490	7,893	21.1%
100	1,151	1,051	91.3%	1,204	1,104	91.7%	10,944	13,816	2,872	20.8%	14,495	3,552	24.5%
759	985	226	22.9%	1,068	309	28.9%	9,088	11,821	2,733	23.1%	16,680	7,592	45.5%
705	1,002	297	29.7%	-	(705)	0.0%	12,044	12,028	(16)	(0.1%)	-	(12,044)	0.0%
12,727	11,857	(870)	(7.3%)	-	(12,727)	0.0%	121,148	142,283	21,135	14.9%	-	(121,148)	0.0%
990	1,208	219	18.1%	-	(990)	0.0%	14,514	14,498	(16)	(0.1%)	-	(14,514)	0.0%
4,424	5,782	1,359	23.5%	-	(4,424)	0.0%	66,181	69,389	3,208	4.6%	-	(66,181)	0.0%
8,179	7,067	(1,112)	(15.7%)	-	(8,179)	0.0%	83,972	84,808	837	1.0%	-	(83,972)	0.0%
44,308	17,387	(26,921)	(154.8%)	-	(44,308)	0.0%	203,723	208,648	4,925	2.4%	-	(203,723)	0.0%
3,227	4,530	1,303	28.8%	5,296	2,070	39.1%	49,294	54,357	5,063	9.3%	65,347	16,053	24.6%
971	1,439	467	32.5%	1,215	244	20.1%	11,943	17,264	5,321	30.8%	18,546	6,603	35.6%
-	1,188	1,188	100.0%	23,919	23,919	100.0%	14,253	14,253	-	0.0%	223,987	209,734	93.6%
-	681	681	100.0%	-	-	0.0%	8,173	8,173	-	0.0%	3,085	(5,088)	(164.9%)
2,051	1,607	(444)	(27.6%)	-	(2,051)	0.0%	17,398	19,287	1,889	9.8%	10,654	(6,744)	(63.3%)
-	207	207	100.0%	380	380	100.0%	999	2,482	1,483	59.7%	5,535	4,536	82.0%
101,618	104,979	3,361	3.2%	50,507	(51,111)	(101.2%)	1,205,796	1,259,748	53,951	4.3%	802,715	(403,081)	(50.2%)
585,570	607,112	21,542	3.5%	442,305	(143,265)	(32.4%)	5,419,735	5,499,932	80,197	1.5%	5,185,063	(234,671)	(4.5%)
\$ (566,230)	\$ (455,652)	\$ (110,578)	24.3%	\$ 143,462	\$ (709,692)	(494.7%)	\$ (1,367,291)	\$ (2,312,411)	\$ 945,120	(40.9%)	\$ (1,473,741)	\$ 106,450	(7.2%)
-	-	-	0.0%	(102,945)	(102,945)	100.0%	-	-	-	0.0%	-	-	0.0%
\$ -	\$ 306,000	\$ 306,000	100.0%	\$ -	\$ -	0.0%	\$ 961,464	\$ 2,125,000	\$ 1,163,536	54.8%	\$ 1,666,019	\$ 704,555	42.3%
General Fund Support/ Transfer In													

													Current Year	Current YTD	%Var to	Prior Year
Clinic Visits - Adults and Pediatrics	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Total	Budget	Budget	Total
West Palm Beach	1,227	929	1,068	836	879	1,119	1,138	1,007	1,173	911	1,004	1,166	12,457	6,858	81.6%	14,042
Delray	1,061	883	989	776	582	723	600	541	560	457	528	664	8,364	7,368	13.5%	10,332
Lantana	1,738	1,282	1,379	1,374	1,480	1,638	1,799	1,695	1,832	1,258	1,452	1,684	18,611	19,176	(2.9%)	16,932
Belle Glade	616	395	661	451	555	656	622	566	616	621	792	725	7,276	5,022	44.9%	6,899
Lewis Center	786	695	807	662	696	685	584	541	648	227	427	448	7,206	2,000	260.3%	3,401
Lake Worth & Women's Health Care	1,153	979	958	907	953	1,339	1,206	1,222	1,409	1,002	1,246	1,278	13,652	8,223	66.0%	12,522
Jupiter Clinic	602	407	468	450	527	656	501	415	533	484	456	476	5,975	4,437	34.7%	4,473
West Boca & Women's Health Care	786	679	730	641	666	798	741	637	562	354	395	473	7,462	5,115	45.9%	7,381
Cib Mob 1 Warrior	16	-	-	1	-	-	-	-	-	351	2,234	810	3,412	150	2,174.7%	1,117
Cib Mob 2 Scout	-	-	-	-	-	-	-	-	-	559	1,115	597	2,271	150	1,414.0%	-
Cib Mob 3 Hero	-	-	-	-	-	-	-	-	-	592	460	374	1,426	150	850.7%	-
Mangonia Park	259	203	198	224	261	447	508	523	554	64	52	65	3,358	1,476	-	2,125
Mangonia Park-Substance	-	-	-	-	-	-	-	-	-	-	-	-	-	1,952	(100.0%)	2,338
Total Clinic Visits	8244	6,452	7,258	6,322	6,599	8,061	7,699	7,147	7,887	6,880	10,161	8,760	91,470	62,077	47.3%	81,562
Dental Visits																
West Palm Beach	467	334	427	172	159	179	693	691	705	469	703	664	5,663	5,118	10.6%	5,812
Lantana	447	358	473	466	495	558	553	423	561	475	603	484	5,896	7,608	(22.5%)	3,413
Delray	-	-	-	-	-	-	306	480	403	338	362	408	2,297	3,665	(37.3%)	3,171
Belle Glade	-	-	-	2	-	-	201	270	346	307	375	364	1,865	1,988	(6.2%)	2,081
Lake Worth	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
West Boca	0	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-
Total Dental Visits	914	692	900	640	654	737	1,753	1,864	2,015	1,589	2,043	1,920	15,721	18,379	(14.5%)	14,477
Total Medical and Dental Visits	9158	7,144	8,158	6,962	7,253	8,798	9,452	9,011	9,902	8,469	12,204	10,680	107,191	80,456	33.2%	96,039
Mental Health Counselors (non-billable)																
West Palm Beach	-	2	-	1	-	-	-	-	-	54	86	89	232	936	(75.2%)	1,345
Delray	60	41	22	1	3	2	-	-	1	19	-	3	152	728	(79.1%)	915
Lantana	-	36	2	-	1	-	-	3	1	-	-	-	43	3,117	(98.6%)	4,684
Belle Glade	26	18	41	21	14	21	18	15	11	67	80	62	394	333	18.3%	882
Mangonia Park	458	205	225	214	205	311	441	387	409	463	533	438	4,289	1,365	214.2%	2,351
Lewis Center	308	381	544	678	709	838	729	625	677	764	927	949	8,129	1,290	530.2%	1,685
Lake Worth	12	-	1	-	-	-	-	-	-	137	174	178	502	978	(48.7%)	1,258
Jupiter	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	1
West Boca	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	11
Mobile Van	-	-	-	-	-	-	-	-	-	-	-	-	-	495	(100.0%)	362
Total Mental Health Screenings	864	683	835	915	932	1,172	1,188	1,030	1,099	1,504	1,800	1,719	13,741	9,242	48.7%	13,494

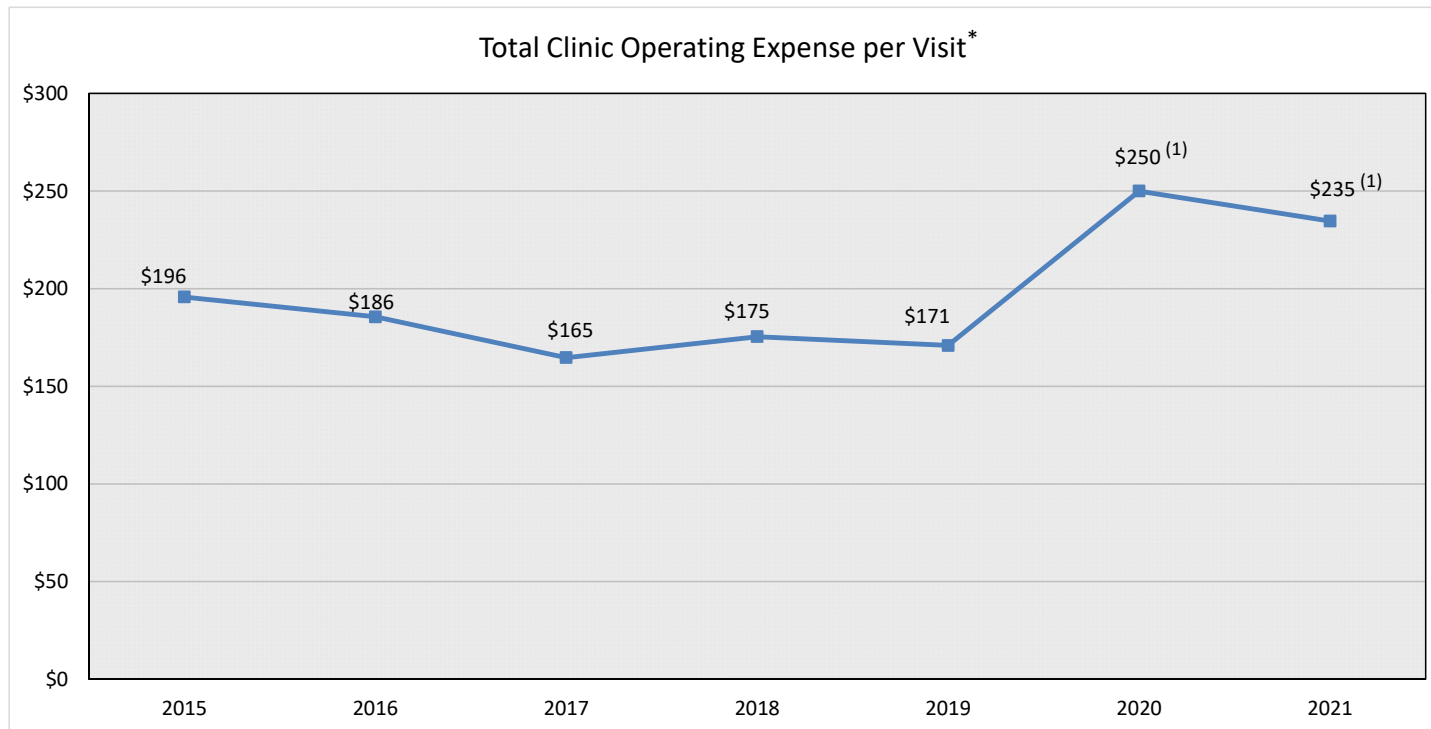
Primary Care Clinics Funding Sources



Fiscal YTD September 2021 Total Revenue \$33,901,840

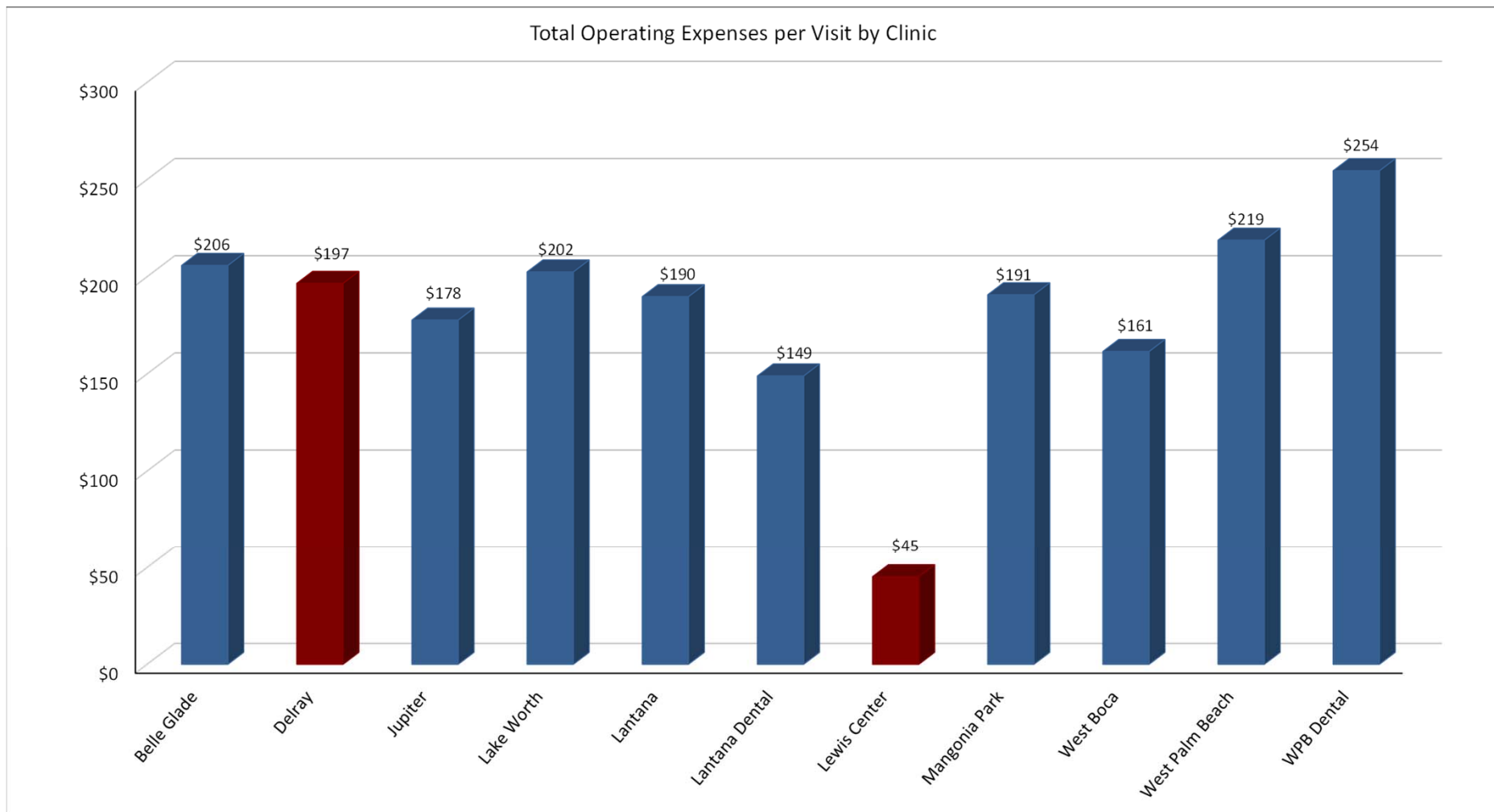


* Based on total medical and dental visits



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

* Based on total medical, dental, and mental health visits



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

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

