



FINANCE & AUDIT COMMITTEE MEETING AGENDA
December 15, 2021 at 12:00 P.M.
1515 N. Flagler Drive, Suite 101
West Palm Beach, FL 33401

Remote Participation Link:

<https://zoom.us/j/5507895592?pwd=REZ4TWtYUXowQWNpWTBaVXRzZ1dDQT09>

Via Telephone dial-in access: (646) 558-8656 / Meeting ID: 550 789 5592 / Password: 946503

1. Call to Order – Edward Sabin, Chair

- A. Roll Call
- B. Affirmation of Mission: The mission of the Health Care District of Palm Beach County is to be the health care safety net for Palm Beach County. Our vision is meeting changes in health care to keep our community healthy.

2. Agenda Approval

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

3. Awards, Introductions and Presentations

- A. Economic Update and Yield Curve Analysis
(John Grady, Public Trust Advisors)

4. Disclosure of Voting Conflict

5. Public Comment

6. Meeting Minutes

- A. **Staff Recommends a MOTION TO APPROVE:**
Joint Board and Finance & Audit Committee Meeting Minutes of September 16, 2021
[Pages 1 - 8]

7. Consent Agenda – Motion to Approve Consent Agenda Items

- A. **ADMINISTRATION**

- 7A-1 **RECEIVE AND FILE:**
December 2021 Internet Posting of District Public Meeting
<https://www.hcdpbc.org/EventViewTrainingDetails.aspx?Bck=Y&EventID=327&m=0/0&DisplayType=C>

7. Consent Agenda (continued)

- 7A-2 **RECEIVE AND FILE:**
Finance and Audit Committee Attendance [Page 9]
- 7A-3 **RECEIVE AND FILE:**
Finance and Audit Committee Meeting Schedule for 2022
(Candice Abbott) [Pages 10 - 11]

8. Regular Agenda

A. ADMINISTRATION

- 8A-1 **RECEIVE AND FILE:**
Health Care District Financial Statements – September 2021
(Candice Abbott) [Pages 12 - 61]
- 8A-2 **RECEIVE AND FILE:**
Internal Audit Update
(Betsy Bittar) [Pages 62 - 66]
- 8A-3 **Staff Recommends a MOTION TO APPROVE:**
Internal Audit FY22 Workplan
(Betsy Bittar) [Pages 67 - 70]
- 8A-4 **Staff Recommends a MOTION TO APPROVE:**
Sponsored Programs Funding Recommendation
(Thomas Cleare) [Pages 71 - 75]

9. CEO Comments

10. CFO Comments

11. Committee Member Comments

12. Establishment of Upcoming Finance and Audit Committee Meetings

March 23, 2022

- 12:00PM, Finance and Audit Committee Meeting

June 15, 2022

- 2:00PM, Joint Meeting with the District Board

September Meeting (Date TBD)

- 4:00PM, Joint Meeting with the District Board

December 14, 2022

- 12:00PM, Finance and Audit Committee Meeting

13. Motion to Adjourn



**HEALTH CARE DISTRICT OF
PALM BEACH COUNTY
BOARD OF COMMISSIONERS AND FINANCE & AUDIT COMMITTEE
SUMMARY MEETING MINUTES
September 16, 2021 at 4:00PM
1515 N Flagler Drive, Suite101
West Palm Beach, FL 33401**

Remote Participation Link:

<https://zoom.us/j/5507895592?pwd=REZ4TWtYUXowQWNpWTBaVXRzZ1dDQT09>

Via Telephone dial-in access: (646) 558-8656 / Meeting ID: 550 789 5592 / Password: 946503

1. Call to Order

Les Daniels called the meeting to order.

A. Roll Call

Health Care District Board members present included: Les Daniels, Chair; Nancy Banner, Vice Chair; Sean O'Bannon, Secretary; Dr. Alonso; Ed Sabin and Tammy Jackson-Moore. Cory Neering was absent.

Finance and Audit Committee members present: Michael Burke; Mark Marciano. Joseph Gibbons and Sophia Eccleston. Richard Sartory was absent.

Staff present included: Darcy Davis, Chief Executive Officer; Dr. Belma Andric, Chief Medical Officer; Bernabe Icaza, General Counsel; Karen Harris, VP of Field Operations; Steven Hurwitz, Chief Administrative Officer; Candice Abbott, Chief Financial Officer; Patty Lavelly, Chief Information & Digital Officer; Heather Bokor, Chief Compliance & Privacy Officer.

Recording/Transcribing Secretary: Heidi Bromley

B. Invocation

Ms. Davis led the invocation.

C. Pledge of Allegiance

The Pledge of Allegiance was recited.

Health Care District Board and Finance & Audit Committee
Summary Meeting Minutes
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- D. Affirmation of Mission: The mission of the Health Care District of Palm Beach County is to be the health care safety net for Palm Beach County. Our vision is meeting changes in health care to keep our community healthy.

2. Agenda Approval

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

CONCLUSION/ACTION: Commissioner O'Bannon made a motion to approve the agenda. The motion was duly seconded by Commissioner Alonso. There being no opposition, the motion passed unanimously.

3. Awards, Introductions and Presentations

- A. Budget FY 2022– Version 2

Ms. Abbott presented the Board with the Budget FY 2022.

- B. OB Service Line at Lakeside Medical Center

Ms. Harris discussed the OB Service Line at Lakeside Medical Center.

- C. Epic Journey Go-Live Update

Ms. Lavelly provided the Board with an update on EPIC.

4. Disclosure of Voting Conflict

5. Public Comment

6. Meeting Minutes

- A. **Staff Recommends a MOTION TO APPROVE:**
Joint Board and Finance & Audit Committee Meeting Minutes of June 29, 2021.

CONCLUSION/ACTION: Commissioner O'Bannon made a motion to approve the Joint Board and Finance & Audit Committee Meeting Minutes of June 29, 2021 as presented. The motion was duly seconded by Commissioner Alonso. There being no objection, the motion passed unanimously.

Health Care District Board and Finance & Audit Committee
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7. Committee Reports

7.1 Finance and Audit Committee – (No Report)

7.2 Good Health Foundation Committee – (No Report)

7.3 Quality, Patient Safety and Compliance Committee – (No Report)

7.4 Lakeside Health Advisory Board – (Commissioner Alonso)

Dr. Alonso stated that The Lakeside Health Advisory Board met on September 1st 2021. Ms. Harris introduced Heather Bokor and Bernabe Icaza to the Board. Ms. Harris discussed Community Engagement related to OB services and working with community partners to advertise the OB Services. Ms. Moreland gave an update on the new MRI machine, an update to the ASCOM system and an update on the ambulance. Dr. Dorce-Medard gave an update on the COVID data specific to Lakeside. She highlighted the positivity percentage, the increase that was noted from July to August in the positivity rate and highlighted the increase in the age category 31-40.

7.5 Primary Care Clinics Board – (Commissioner Jackson-Moore)

Ms. Jackson – Moore stated that OD2A is a federal project led by the Centers for Disease Control and Prevention (CDC). We have recently been awarded an additional \$251,450 to add six new positions, including two additional Recovery Coaches, one Lead Recovery Coach, one Care Coordination Specialist, and one Lead Care Coordination Specialist to the program. The grant is awarded through August 2021 with an expectation of renewal for an additional year with all eight positions funded. FACHC (Florida Association of Community Health Centers) has granted the C. L. Brumback Primary Care Clinics with \$212,862 as a part of its efforts to strengthen the safety net across the state. This program ensures the viability and capacity for providing primary care services to low-income and uninsured individuals where there is great need. On the front lines of the COVID-19 pandemic, CDR's team of disaster health and medical experts are assisting state and local governments respond to and manage health crises. Contract was executed for CDR to perform COVID-19 testing in Belle Glade starting this month.

CONCLUSION/ACTION: Commissioner Jackson-Moore made a motion to approve the Consent Agenda. The motion was duly seconded by Commissioner Sabin. There being no objection, the motion passed unanimously.

8. Consent Agenda – Motion to Approve Consent Agenda Items

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HEALTH CARE DISTRICT

A. ADMINISTRATION

8A-1 RECEIVE AND FILE:

September 2021 Internet Posting of District Public Meeting

<https://www.hcdpbc.org/EventViewTrainingDetails.aspx?Bck=Y&EventID=423&m=0|0&DisplayType=C>

8A-2 RECEIVE AND FILE:

Health Care District Board Attendance

8A-3 RECEIVE AND FILE:

Health Care District Financial Statements July 2021

8A-4 RECEIVE AND FILE:

Good Health Foundation Tax Form 990

8A-5 Staff Recommends a MOTION TO APPROVE:

Medical Staff Appointment(s) for Lakeside Medical Center

8A-6 Staff Recommends a MOTION TO APPROVE:

Re-credentialing and Privileging of Healey Center Practitioner

9. Regular Agenda

A. ADMINISTRATION

9A-1 Staff Recommends a MOTION TO APPROVE:

Low Income Pool Participation for Palm Beach County Hospitals and Federally Qualified Health Centers

Ms. Abbott requested the Board approve funding the 2021-22 Low Income Pool Program IGT funding for the Federally Qualified Health Centers and authorize the CEO to execute the required agreements.

CONCLUSION/ACTION: Commissioner O'Bannon made a motion to approve funding the Low Income Pool Participation for Palm Beach County Hospitals and Federally Qualified Health Centers. The motion was duly seconded by Commissioner Jackson-Moore. There being no objection, the motion passed unanimously.

Health Care District Board and Finance & Audit Committee
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9A-2 Staff Recommends a MOTION TO APPROVE:

Local Provider Participation Fund for the Directed Payment Program

Ms. Abbott presented the Board with an overview of the Health Care District of Palm Beach County's role as the administrator of the Local Provider Participation Fund for the Medicaid Directed Payment Program as requested by PBC Board of Commissioners.

CONCLUSION/ACTION: Commissioner Banner made a motion to approve the Local Provider Participation Fund for the Directed Payment Program. The motion was duly seconded by Commissioner Alonso. There being no objection, the motion passed unanimously.

9A-3 Staff Recommends a MOTION TO APPROVE:

Medicaid Directed Payment Program – Lakeside Medical Center

Ms. Abbott requested the Board approve funding the 2021-22 DPP IGT for Lakeside Medical Center and authorize the CEO or CFO to execute the required agreements.

CONCLUSION/ACTION: Commissioner Banner made a motion to approve the Medicaid Directed Payment Program. The motion was duly seconded by Commissioner O'Bannon. There being no objection, the motion passed unanimously.

9A-4 Staff Recommends a MOTION TO APPROVE:

Indirect Medical Education Program

Ms. Abbott requested the Board approve funding the Intergovernmental Transfer (IGT) required for participation in the retroactive 2020-2021 and the current 2021-22 Indirect Medical Education Program (IME).

CONCLUSION/ACTION: Commissioner Banner made a motion to approve the Indirect Medical Education Program. The motion was duly seconded by Commissioner Jackson-Moore. There being no objection, the motion passed unanimously.

Health Care District Board and Finance & Audit Committee
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9A-5 RECEIVE AND FILE:

Internal Audit Update

Ms. Bittar provided the Board with an internal audit update and a summary of one of the completed audits (the vendor risk/vendor management). She reviewed changes to the internal audit work plan and completed items.

CONCLUSION/ACTION: Received and filed.

9A-6 Staff Recommends a MOTION TO APPROVE:

Lease Agreement – Delray Primary Care Clinic

Dr. Andric requested the approval of the lease agreement to move the existing Delray Beach clinic to 200 Congress Park Drive Suite 100, Delray Beach, FL 33445, which is located across the street from our existing clinic. Once improvements are completed in approximately nine months, we would move our current Delray Beach Clinic services to this new location.

CONCLUSION/ACTION: Commissioner Jackson-Moore made a motion to approve the Delray Beach Lease Agreement. The motion was duly seconded by Commissioner O'Bannon. There being no objection, the motion passed unanimously.

9A-7 Staff Recommends a MOTION TO APPROVE:

Lease Agreement – West Boca Primary Care Clinic

Dr. Andric requested the approval of the lease agreement to move the existing West Boca site to 9960 S Central Park Blvd, Suite 450, Boca Raton, FL 33428, which is located two miles from our existing clinic. Once improvements are completed in approximately six months, we would move our current West Boca Clinic services to this new location.

CONCLUSION/ACTION: Commissioner Jackson-Moore made a motion to approve the West Boca Lease Agreement. The motion was duly seconded by Commissioner Alonso. There being no objection, the motion passed unanimously.

Health Care District Board and Finance & Audit Committee
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9A-8 Staff Recommends a MOTION TO APPROVE:

Lease Agreement – Mangonia Park Primary Care Clinic

Dr. Andric requested the approval of the lease agreement to move the existing Mangonia clinic to 2051 N 45th Street, Suite 300, West Palm Beach, FL 33407, which is located on the same campus as our existing clinic. Once improvements are completed in approximately six months, we would move our current Mangonia services to this new location.

CONCLUSION/ACTION: Commissioner Jackson-Moore made a motion to approve the Mangonia Park Lease Agreement. The motion was duly seconded by Commissioner Alonso. There being no objection, the motion passed unanimously.

10. CEO Comments

Ms. Davis congratulated Mike Burke as Superintendent of Palm Beach County School District.

Ms. Davis congratulated Sophia Eccleston who received a diamond award from the Greater Boca Chamber.

Ms. Davis welcomed Joe Gibbons back from a triple bypass.

Ms. Davis stated that the CL Brumback Primary Care Clinics achieved gold medal status from HRSA recognizing them for being top 10% in the country for their quality. A special recognition was provided for their outreach response to COVID.

11. Finance & Audit Committee Member Comments

12. HCD Board Member Comments

13. Establishment of Upcoming Board Meetings

September 28, 2021

- 4:00PM, Health Care District Board Annual Meeting (Officer Elections)
- 5:15PM, Truth In Millage (TRIM) Meeting

December 15, 2021

- 2:00PM, Health Care District Board Meeting

Health Care District Board and Finance & Audit Committee
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14. Motion to Adjourn

There being no further business, the meeting was adjourned.

**Sean O'Bannon, Secretary
Health Care District Board**

Date

**Edward Sabin, Chair
Finance & Audit Committee**

Date

**HEALTH CARE DISTRICT
OF PALM BEACH COUNTY
FINANCE and AUDIT COMMITTEE**

Attendance Tracking

	3/10/2021	6/29/2021	9/16/2021	12/15/2021
Edward Sabin	✓	✓	✓	
Nancy Banner	✓	✓	✓	
Mike Burke	✓	✓	✓	
Les Daniels	✓	✓	✓	
Richard Sartory	✓	✓		
Mark Marciano	✓	✓	✓	
Joseph Gibbons	✓		✓	
Sophia Eccleston	✓		✓	

**HEALTH CARE DISTRICT
FINANCE AND AUDIT COMMITTEE
December 15, 2021**

1. Description: Finance and Audit Committee Meeting Schedule for 2022

2. Summary:

This agenda item provides the committee with the meeting schedule for 2022.

3. Substantive Analysis:

In September, the Health Care District will convene two (2) Truth In Millage (TRIM) meetings. The actual dates will be determined once other taxing authorities establish their TRIM dates.

March 23, 2022

- 12:00PM, Finance and Audit Committee Meeting

June 15, 2022

- 2:00PM, Joint Meeting with the District Board

September Meeting (Date TBD)

- 4:00PM, Joint Meeting with the District Board

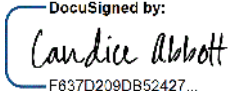
December 14, 2022

- 12:00PM, Finance and Audit 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:

DocuSigned by:

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 Candice Abbott
 VP & Chief Financial Officer

**HEALTH CARE DISTRICT
FINANCE AND AUDIT COMMITTEE
December 15, 2021**

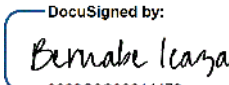
5. Reviewed/Approved by Committee:

<p>N/A</p> <hr/>	<p>N/A</p> <hr/>
<p>Committee Name</p>	<p>Date Approved</p>

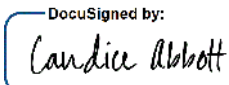
6. Recommendation:

Staff recommends the Finance and Audit Committee receive and file the meeting schedule for 2022.

Approved for Legal sufficiency:


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Bernabe Icaza
VP & General Counsel


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Candice Abbott
VP & Chief Financial Officer

**HEALTH CARE DISTRICT
FINANCE AND AUDIT COMMITTEE
December 15, 2021**

1. Description: Health Care District Financial Report September 2021

2. Summary:

The unaudited September 2021 financial statements for the Health Care District are presented for Finance and Audit Committee review.

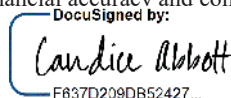
3. Substantive Analysis:

Management has provided the unaudited income statements and key statistical information for Health Care District. 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:

DocuSigned by:

F837D209DB52427...

Candice Abbott
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A
Committee Name

N/A
Date

6. Recommendation:

Staff recommends that the Finance and Audit Committee receive and file the Health Care District September 2021 YTD financial statements.

**HEALTH CARE DISTRICT
FINANCE AND AUDIT COMMITTEE
December 15, 2021**

Approved for Legal sufficiency:

DocuSigned by:

Bernabe Icaza

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Bernabe Icaza
VP & General Counsel

DocuSigned by:

Candice Abbott

F837D209DB52427...

Candice Abbott
VP & Chief Financial Officer

DocuSigned by:

Darcy Davis

77A3B53589A1477...

Darcy J. Davis
Chief Executive Officer



Health Care District of Palm Beach County



FINANCIAL STATEMENT

September 2021



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Management Discussion and Analysis

Combined Financial Statements

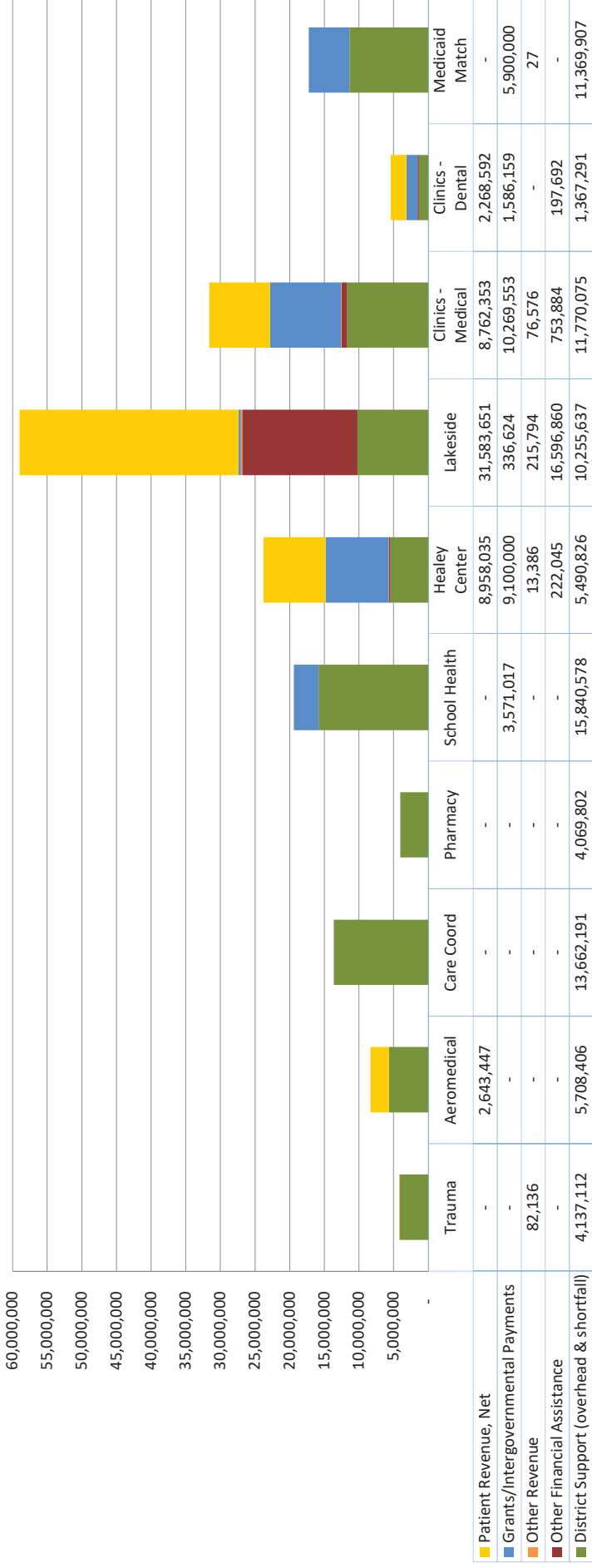
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Supplemental Information

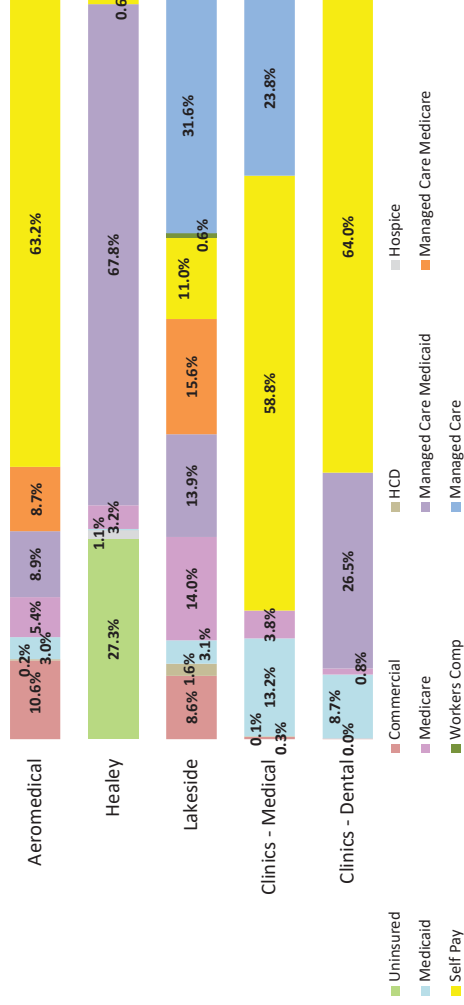
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Program Dashboard - YTD September 2021

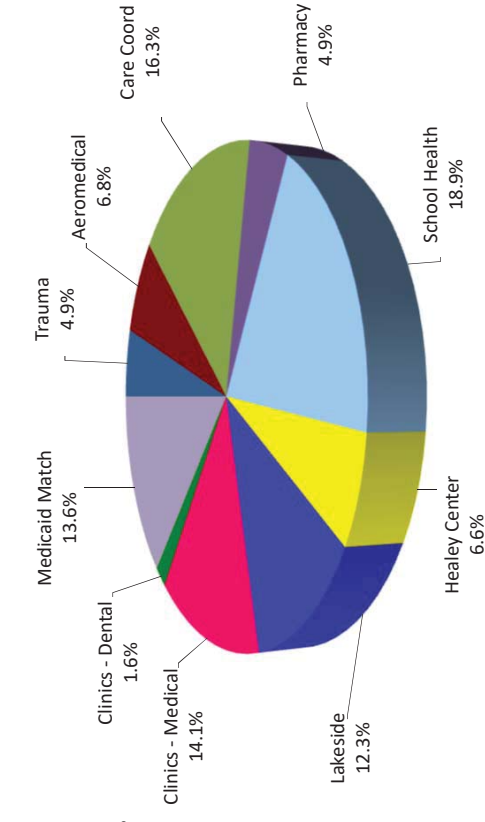
YTD Revenue and District Support by Program



YTD Payor Mix by Volume

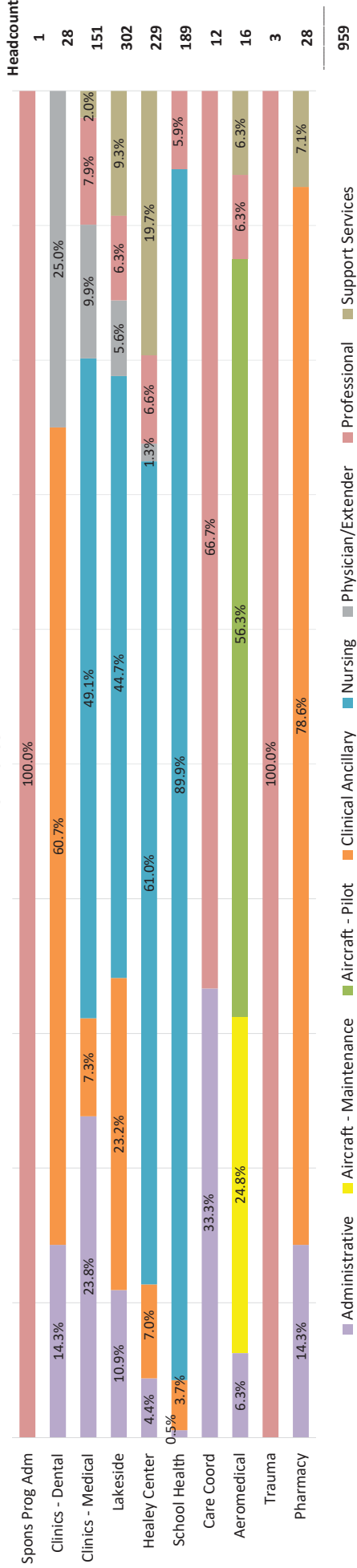


District Support (overhead and shortfall)



Program Dashboard - YTD September 2021

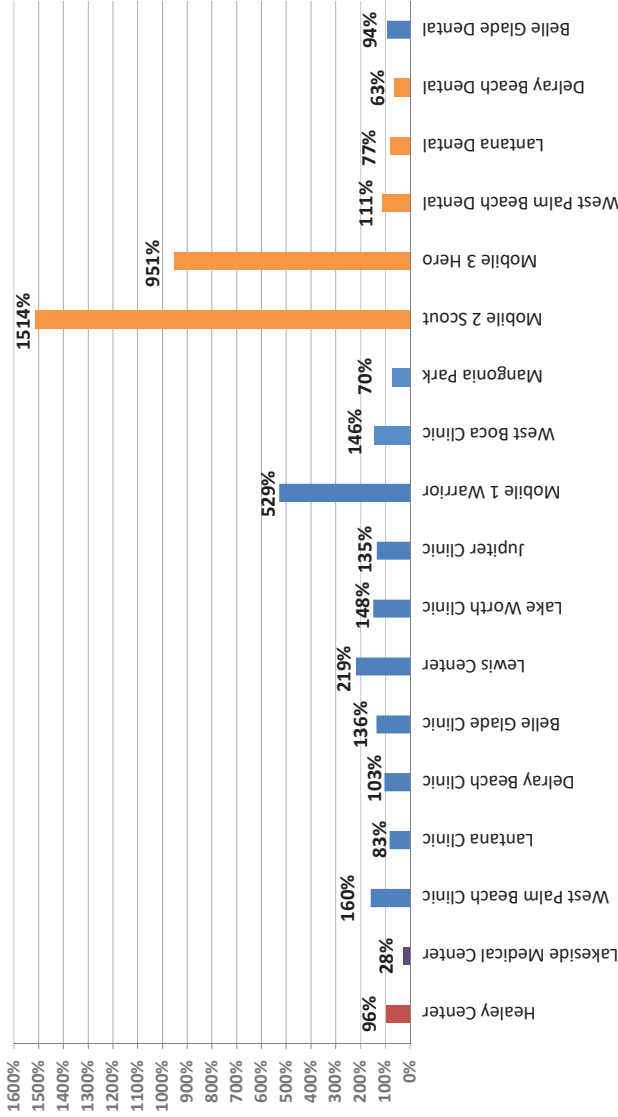
Workforce



* Clinical Ancillary is comprised of employees in pharmacy, lab, radiology, ultrasound, respiratory, physical therapy, social services, activities, and dental hygienists/assistants

** Support Services is comprised of employees in housekeeping, dietary, laundry, purchasing, and warehouse/delivery

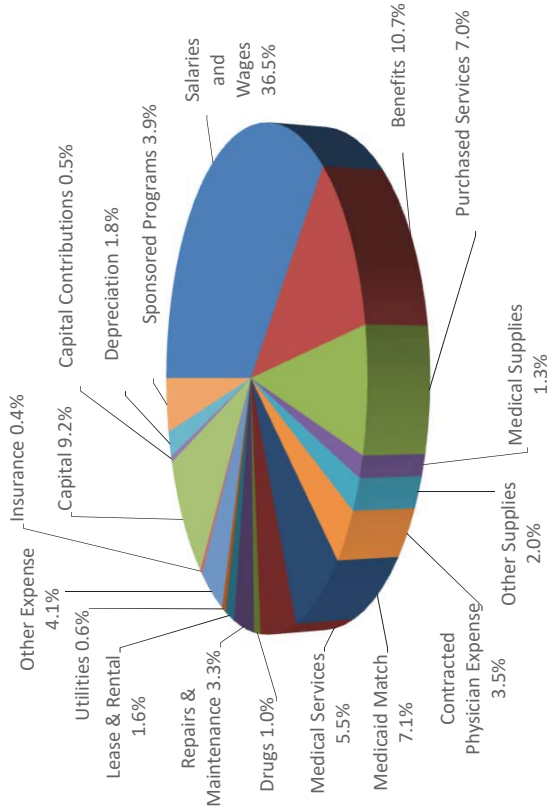
Capacity Percentage



Healey Center and Lakeside Medical Center capacity percentages reflect the year-to-date average daily census.

Primary Care and Dental Clinic capacity percentages represent the number of completed visits compared to the budgeted number of visits at each location.

Functional Expense Breakdown





MEMO

To: Finance & Audit Committee

From: Candice Abbott, Chief Financial Officer

Date: December 15, 2021

Subject: Management Discussion and Analysis as of September 2021 Health Care District Financial Statements

The unaudited September statements represent the financial performance for the twelve months of the 2021 fiscal year for the Health Care District. Total revenue year to date (YTD) of \$258.1M is favorable to budget of \$245.4M by \$12.7M or 5.2%. Operational expenditures YTD are \$28.4M favorable to budget or 11.6%. Year to date, the consolidated net margin is \$37.4M, with a favorable variance to budget of \$40.9M.

The General Fund YTD total revenue of \$161.3M is over budget of \$161.0M by \$293k or 0.2%. This overall favorable variance is mainly due to revenue recognized from Cares Act, as well as timing of intergovernmental revenue for School Health and County related JFK Revenue Guarantee. Unfavorable net patient revenue variance of (\$833k) is due to reduced Aeromedical transport volumes. Unrealized loss on investment variance of (\$1.4M) represents a decrease in current market value of the investment portfolio held by the District, and it will only be realized should the District liquidate its portfolio. Other revenue is unfavorable by \$1.6M due to timing of the subrogation lien revenue anticipated.

Expenditures in the General Fund YTD after overhead allocation are favorable to budget by \$26.6M or 24.1%. Significant categories of favorable YTD budget variance include medical services of \$21.7M, salaries, wages and benefits \$2.2M, other expenses of \$2.0M, repairs and maintenance \$991k, and sponsored programs \$413k. Medical services claims continue to decline through better utilization management of District Cares membership. Trauma contracts cap on payments ended in December 2020, and the new contract started in January. Other expenses are favorable to budget due to less than anticipated training expenses for EPIC as well as receiving refunds for prior year medical claims. Salaries and wages are favorable to budget due primarily to vacancies in the school health program. The repair and



maintenance variance relates to IT software maintenance cost after Epic implementation. The sponsored programs favorable variance is attributable to delayed implementation of the transportation program, as well as reduced contracted personnel. Reduced YTD contracted personnel in the Aeromed program resulted from reduced fire rescue staff due to one helicopter being grounded for repairs. The helicopter has since come back online beginning in April 2021.

The General Fund YTD has a net margin of \$77.6M versus a budgeted net margin of \$50.7M, for a favorable net margin variance of \$26.9M or 53.1%. The General Fund has subsidized a total of \$28.3M YTD to support operations of; Healey Center \$3.7M, Primary Care Clinics \$10.0M, Capital Project \$3.2M, and Medicaid Match \$11.4M.

The Healey Center total revenue YTD of \$18.3M was unfavorable to budget by \$279k. This unfavorable variance is primarily due to increased charity classification. Total YTD operating expenses before overhead allocation of \$19.8M were favorable to budget by \$523k or 2.6%. This favorable variance is mainly due to savings in the categories of salaries, wages, and benefits of \$428k, as well as other supplies of \$92k. Current vacant positions and the timing of certain expenses are the primary reason for savings. The YTD net margin after overhead allocations for the Healey Center was a loss of (\$5.5M) compared to budgeted loss of (\$5.9M) or (7.7%).

Lakeside Medical Center total revenue YTD of \$48.7M was favorable to budget by \$10.8M or 28.3%. This favorable variance resulted from the remaining Provider Relief Funds revenue being fully recognized for a total of \$16.6M YTD. Net patient revenue YTD of \$31.6M was under budget by (\$1.0M) or (3.2%). Total operating expenses YTD of \$45.9M was unfavorable to budget by \$931k or 2.1%. The YTD net margin after overhead allocations at Lakeside Medical Center was a loss of (\$10.3M) compared to a budgeted loss of (\$20.6M) for a variance of \$10.4M or (50.3%).

The Primary Care Clinics total revenue YTD of \$23.9M was over budget by \$2M primarily due to an unanticipated increase in patient visits, and grant funding, however, most of this gain was offset by revenue recognition timing of COVID-19 stimulus funds. Net patient revenue YTD was favorable to budget by \$2.2M or 24.6%. Total operating expenses YTD for the clinics are favorable to budget by \$791k or 2.7%. This favorable variance is primarily due to medical supplies of \$686k. The timing of medical supply purchases including COVID test kits are the primary reason for savings. Total net margin YTD after overhead allocations for the Primary Care Clinics is a loss of (\$13.1M), compared to budgeted loss of (\$16.1M) for a favorable variance of \$3.0M or (18.4%).



Cash and investments have a combined balance of \$157.0M, of which \$1.5M is restricted. Due from other governments of \$11.0M reflects the School District receivable of \$3.3M, grants receivable of \$4.8M, the Tax Collector receivable of \$1.7M and Palm Beach County of \$1.3M. Total net position for all funds combined is \$210M.

Revenues & Expenditures - Combined All Funds (Functional)

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	%
Revenues:												
\$	(36,501)	\$	0.0%	\$	(48)	\$	(36,453)	\$	335,534	0.2%	\$	139,422,223
\$	5,570,396	4,212,356	32.2%	3,828,111	1,742,285	45.5%	Ad Valorem Taxes	54,390,776	174,698	0.3%	44,125,699	7,983,310
1,875,687	1,250,011	625,676	50.1%	1,591,625	284,062	17.8%	Patient Revenue, Net	1,414,817	1,414,817	8.0%	17,943,440	10,090,378
1,936,140	42,350	1,893,790	4,471.8%	1,282,858	653,282	50.9%	Intergovernmental Revenue	7,489,149	4,703,188	62.8%	9,857,195	2,354,376
114,489	121,338	(6,849)	(5.6%)	164,346	(49,857)	(30.3%)	Grants	1,456,067	77,360	5.3%	3,066,290	2,335,142
(316,655)	-	(316,655)	0.0%	(106,348)	(210,308)	197.8%	Interest Earnings	(1,422,041)	(1,422,041)	0.0%	1,186,501	(1,532,863)
-	375,852	(375,852)	(100.0%)	5,470,633	(5,470,633)	100.0%	Unrealized Gain/(Loss) Investments	-	-	0.0%	1,186,501	(1,532,863)
(78,249)	278,298	(356,547)	(128.1%)	872,299	(950,548)	100.0%	Other Financial Assistance	13,003,537	9,813,728	75.5%	12,270,266	10,546,999
						(109.0%)	Other Revenue	4,223,561	(2,044,231)	(48.4%)	3,843,959	(1,664,630)
\$	9,065,307	\$	44.3%	\$	13,103,477	\$	(30.8%) Total Revenues	\$	12,703,656	5.2%	\$	26,404,173
Expenditures:												
10,365,151	10,109,800	(255,351)	(2.5%)	8,907,514	(1,457,637)	(16.4%)	Salaries and Wages	91,092,337	1,996,545	2.2%	86,233,239	(2,862,553)
2,500,653	2,456,180	(44,473)	(1.8%)	2,665,092	164,439	6.2%	Benefits	27,158,022	1,054,720	3.9%	26,103,302	97,307
2,375,668	1,295,061	(1,080,607)	(83.4%)	1,049,306	(1,326,363)	(126.4%)	Purchased Services	15,899,163	(1,277,127)	(8.0%)	15,549,507	(1,626,783)
435,434	289,149	(146,285)	(50.6%)	176,529	(258,905)	(146.7%)	Medical Supplies	3,719,504	572,626	15.4%	2,967,713	(179,165)
521,934	401,335	(120,599)	(30.0%)	628,763	106,829	17.0%	Other Supplies	4,850,301	39,417	0.8%	3,573,182	(1,237,702)
860,657	702,359	(158,298)	(22.5%)	740,942	(119,714)	(16.2%)	Contracted Physician Expense	8,428,374	(15,709)	(0.2%)	8,859,205	415,122
1,407,924	1,485,815	77,891	5.2%	1,449,573	41,649	2.9%	Medicaid Match	17,503,600	233,667	1.3%	17,103,799	(166,135)
1,180,060	1,748,191	568,131	32.5%	(1,108,430)	(2,288,490)	206.5%	Medical Services	35,400,065	21,921,058	61.9%	33,476,853	19,997,846
56,320	167,878	111,558	66.5%	238,165	181,845	76.4%	Drugs	2,162,774	(328,572)	(15.2%)	2,622,623	131,277
924,028	754,380	(169,648)	(22.5%)	586,404	(337,624)	(57.6%)	Repairs & Maintenance	9,053,110	929,479	10.3%	6,352,038	(1,771,593)
311,786	402,250	90,464	22.5%	295,807	(15,979)	(5.4%)	Lease & Rental	4,463,496	666,158	14.9%	3,862,465	65,128
218,687	132,608	(86,079)	(64.9%)	142,666	(76,021)	(53.3%)	Utilities	1,591,098	95,509	6.0%	1,446,011	(49,578)
1,271,342	780,994	(490,348)	(62.8%)	965,083	(306,259)	(31.7%)	Other Expense	12,310,805	2,185,527	17.8%	9,255,263	(870,015)
94,560	83,739	(10,821)	(12.9%)	92,200	(2,360)	(2.6%)	Insurance	1,004,736	(50,741)	(5.1%)	1,331,217	275,740
783,181	836,491	53,310	6.4%	835,272	52,092	6.2%	Sponsored Programs	10,037,947	413,432	4.1%	9,737,585	113,070
23,307,383	21,646,229	(1,661,154)	(7.7%)	17,664,887	(5,642,496)	(31.9%)	Total Operational Expenditures	244,675,331	28,435,990	11.6%	228,571,308	12,331,967
Net Performance before Depreciation &												
\$	(14,242,076)	\$	(7.3%)	\$	(4,561,410)	\$	212.2% Overhead Allocations	\$	41,139,646	5,553.7%	\$	38,736,140
							Depreciation	(240,051)		(5.7%)	4,266,807	(221,243)
23,694,908	22,000,229	(1,694,678)	(7.7%)	18,031,623	(5,663,284)	(31.4%)	Total Expenses	248,923,331	28,195,939	11.3%	232,838,116	12,110,724
\$	(14,629,600)	\$	(6.9%)	\$	(4,928,146)	\$	196.9% Net Margin	\$	40,899,595	(1,166.1%)	\$	(1,122,542)
							Capital	32,285,666	9,732,845	30.1%	18,765,870	(3,786,951)
568,123	1,803,451	1,235,328	68.5%	5,226,020	4,657,897	89.1%	Capital Contributions	-	(1,119,135)	0.0%	2,155,270	1,036,135
407,850	-	(407,850)	0.0%	1,522,082	1,114,233	73.2%	RESERVES ADDED (USED)					
\$	(14,789,874)	\$	(15.6%)	\$	(8,632,084)	\$	71.3% RESERVES ADDED (USED)	\$	51,751,575	(144.6%)	\$	(17,733,142)
								\$	33,691,810	190.0%	\$	190,000

Revenues and Expenses by Fund YTD

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

	General Fund	Healey Center	Lakeside Medical	Primary Care Clinics	Medicaid Match	Capital Funds	Total
Revenues:							
Ad Valorem Taxes	\$ 147,405,534	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 147,405,534
Premiums	-	-	-	-	-	-	-
Patient Revenue, Net	2,643,447	8,958,035	31,583,651	11,030,946	-	-	54,216,078
Intergovernmental Revenue	4,197,817	9,100,000	-	-	5,900,000	-	19,197,817
Grants	-	-	336,624	11,855,713	-	-	12,192,337
Interest Earnings	1,526,653	-	-	-	-	-	1,526,653
Unrealized Gain/(Loss)-Investments	(1,422,041)	-	-	-	-	-	(1,422,041)
Other Financial Assistance	5,046,784	222,045	16,596,860	951,576	-	-	22,817,265
Other Revenue	1,878,733	13,386	215,794	76,576	27	1,589	2,186,104
Total Revenues	\$ 161,276,926	\$ 18,293,465	\$ 48,732,929	\$ 23,914,810	\$ 5,900,027	\$ 1,589	\$ 258,119,746
Expenditures:							
Salaries and Wages	38,564,420	12,131,893	20,506,614	17,892,865	-	-	89,095,792
Benefits	11,680,734	4,067,543	5,506,358	4,848,667	-	-	26,103,302
Purchased Services	11,696,781	654,710	3,665,649	1,159,111	-	-	17,176,290
Medical Supplies	146,294	667,260	1,596,400	736,923	-	-	3,146,878
Other Supplies	2,111,786	840,492	1,593,611	264,995	-	-	4,810,884
Contracted Physician Expense	12,500	14,237	8,417,346	-	-	-	8,444,083
Medicaid Match	-	-	-	-	17,269,934	-	17,269,934
Medical Services	12,632,488	132,560	-	713,958	-	-	13,479,007
Drugs	(52,221)	357,490	1,442,078	743,999	-	-	2,491,346
Repairs & Maintenance	6,825,208	291,470	723,995	282,957	-	-	8,123,631
Lease & Rental	1,939,676	17,338	598,390	1,241,933	-	-	3,797,337
Utilities	107,122	438,720	861,806	87,942	-	-	1,495,589
Other Expense	8,823,824	133,506	809,711	358,236	-	-	10,125,278
Insurance	722,946	87,001	200,433	45,096	-	-	1,055,477
Sponsored Programs	9,624,515	-	-	-	-	-	9,624,515

Total Operational Expenditures 104,836,074 19,834,259 45,972,391 28,376,683 17,269,934 - 216,239,342

Net Performance before Depreciation & Overhead Allocations

\$ 56,440,852 \$ (1,540,794) \$ 2,810,537 \$ (4,461,873) \$ (11,369,907) \$ 1,589 \$ 41,880,405

Budget

\$ 28,327,960 \$ (1,784,361) \$ (7,018,549) \$ (7,244,955) \$ (11,602,311) \$ 62,976 \$ 740,759

Prior Year: Net Performance before Depreciation & Overhead Allocations

\$ 33,312,373 \$ (1,224,954) \$ (10,742,391) \$ (7,046,745) \$ (11,202,780) \$ 48,762 \$ 3,144,266

Combined Governmental Funds Statement of Net Position

As of September 30, 2021

	General Fund September 2021	General Fund August 2021	Medicaid Match September 2021	Medicaid Match August 2021	Capital Projects September 2021	Capital Projects August 2021	Governmental Funds September 2021	Governmental Funds August 2021
Assets								
Cash and Cash Equivalents	\$ 51,709,859	\$ 59,151,384	\$ 117,376	\$ 117,376	\$ 8,007,606	\$ 8,687,770	\$ 59,834,840	\$ 67,956,529
Restricted Cash	-	-	-	-	-	-	-	-
Investments	111,744,419	112,100,243	-	-	-	-	111,744,419	112,100,243
Notes Receivable	-	-	-	-	-	-	-	-
Accounts Receivable, net	1,862,050	2,251,511	-	-	-	-	1,862,050	2,251,511
Due From Other Funds	-	-	-	-	-	-	-	-
Due From Other Governments	4,942,368	5,209,877	491,667	491,667	-	-	5,434,035	5,701,544
Inventory	32,405	47,382	-	-	-	-	32,405	47,382
Other Current Assets	5,871,813	4,584,442	-	-	-	-	5,871,813	4,584,442
Total Assets	\$ 176,162,914	\$ 183,344,840	\$ 609,042	\$ 609,042	\$ 8,007,606	\$ 8,687,770	\$ 184,779,562	\$ 192,641,652
Liabilities								
Accounts Payable	4,980,713	3,802,172	-	-	269,089	358,422	5,249,803	4,160,594
Medical Benefits Payable	2,080,723	1,081,482	-	-	-	-	2,080,723	1,081,482
Due To Other Funds	-	-	-	-	-	-	-	-
Due To Other Governments	-	-	-	-	-	-	-	-
Deferred Revenue	2,597,844	3,333,563	-	-	-	-	2,597,844	3,333,563
Other Current Liabilities	3,998,139	2,302,119	-	-	-	-	3,998,139	2,302,119
Noncurrent Liabilities	575,174	648,810	-	-	-	-	575,174	648,810
Total Liabilities	14,232,594	11,168,146	-	-	269,089	358,422	14,501,683	11,526,568
Fund Balances								
Nonspendable	5,372,573	4,101,583	-	-	-	-	5,372,573	4,101,583
Assigned to Subsequent Year's Budget	51,900,000	51,900,000	-	-	-	-	51,900,000	51,900,000
Assigned to Capital Projects	-	-	-	-	7,738,516	8,329,348	7,738,516	8,329,348
Assigned to Medicaid Match	-	-	609,042	609,042	-	-	609,042	609,042
Unassigned	104,657,747	116,175,110	-	-	-	-	104,657,747	116,175,110
Ending Fund Balance	161,930,320	172,176,693	609,042	609,042	7,738,516	8,329,348	170,277,878	181,115,084
Total Liabilities and Fund Balances	\$ 176,162,914	\$ 183,344,840	\$ 609,042	\$ 609,042	\$ 8,007,605	\$ 8,687,770	\$ 184,779,560	\$ 192,641,651

Combined Business-Type Funds Statement of Net Position

As of September 30, 2021

	Healey Center		Healey Center		Healthy Palm		Healthy Palm		Lakeside		Lakeside		Primary Care		Primary Care		Business-Type	
	September	August	September	August	Beaches	Beaches	Beaches	Beaches	Medical Center	Medical Center	Medical Center	Medical Center	Clincs	Clincs	Clincs	Clincs	Funds	Funds
	2021	2021	2021	2021	2021	2021	2021	2021	September	August	September	August	September	August	September	August	2021	2021
Assets																		
Cash and Cash Equivalents	\$ 1,795,207	\$ 2,028,651	\$ 1,415,104	\$ 1,415,104	\$ 1,415,104	\$ 1,415,104	\$ 1,415,104	\$ 1,415,104	\$ (13,071,351)	\$ (10,972,474)	\$ (6,193,478)	\$ (4,523,276)	\$ (16,054,517)	\$ (12,051,995)	\$ (16,054,517)	\$ (12,051,995)		
Restricted Cash	8,855	8,855	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-	-	-	-	1,508,855	1,508,855	1,508,855	1,508,855		
Accounts Receivable, net	780,055	799,071	1,630	1,630	1,630	1,630	1,630	1,630	5,042,420	6,967,443	2,499,163	3,359,665	8,323,269	11,127,809	8,323,269	11,127,809		
Due From Other Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Due From Other Governments	758,333	758,333	-	-	-	-	-	-	1,116,247	427,634	3,730,086	1,646,586	5,604,666	2,832,554	5,604,666	2,832,554		
Inventory	-	-	-	-	-	-	-	-	900,512	690,481	-	-	900,512	690,481	900,512	690,481		
Other Current Assets	62,599	79,833	45,555	45,555	45,555	45,555	45,555	45,555	296,058	335,004	205,884	206,935	610,096	667,326	610,096	667,326		
Net Investment in Capital Assets	17,252,485	17,307,905	-	-	-	-	-	-	34,203,016	34,099,191	2,814,171	2,767,117	54,269,672	54,174,214	54,269,672	54,174,214		
Total Assets	\$ 20,657,535	\$ 20,982,649	\$ 2,962,289	\$ 2,962,289	\$ 2,962,289	\$ 2,962,289	\$ 2,962,289	\$ 2,962,289	\$ 28,486,902	\$ 31,547,280	\$ 3,055,826	\$ 3,457,027	\$ 55,162,552	\$ 58,949,245	\$ 55,162,552	\$ 58,949,245		
Deferred Outflows of Resources																		
Deferred Outflows Related to Pensions	\$ 112,870	\$ 112,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	13,243	\$ 13,243	\$ 20,199	\$ 20,199	\$ 146,312	\$ 146,312	\$ 146,312	\$ 146,312		
Liabilities																		
Accounts Payable	169,167	183,560	-	-	-	-	-	-	1,184,773	602,603	224,972	317,493	1,578,913	1,103,656	1,578,913	1,103,656		
Medical Benefits Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Due to Other Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Due to Other Governments	55,857	55,857	-	-	-	-	-	-	57,723	2,301,819	-	-	113,581	2,357,676	113,581	2,357,676		
Deferred Revenue	-	-	-	-	-	-	-	-	130,264	130,264	834,022	834,022	964,286	964,286	964,286	964,286		
Other Current Liabilities	1,937,082	1,390,595	-	-	-	-	-	-	3,504,645	2,874,667	2,531,682	1,542,692	7,973,409	5,807,953	7,973,409	5,807,953		
Noncurrent Liabilities	1,370,203	1,376,865	-	-	-	-	-	-	2,012,393	1,994,314	1,413,145	1,426,124	4,795,740	4,797,303	4,795,740	4,797,303		
Total Liabilities	\$ 3,532,309	\$ 3,006,876	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,889,798	\$ 7,903,667	\$ 5,003,821	\$ 4,120,331	\$ 15,425,929	\$ 15,030,874	\$ 15,425,929	\$ 15,030,874		
Deferred Inflows of Resources																		
Deferred Inflows	\$ 102,110	\$ 102,110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	13,627	\$ 13,627	\$ 474	\$ 474	\$ 116,211	\$ 116,211	\$ 116,211	\$ 116,211		
Net Position																		
Net Investment in Capital Assets	17,252,485	17,307,905	-	-	-	-	-	-	34,203,016	34,099,191	2,814,171	2,767,117	54,269,672	54,174,214	54,269,672	54,174,214		
Restricted	8,855	8,855	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-	-	-	-	1,508,855	1,508,855	1,508,855	1,508,855		
Unrestricted	(125,354)	669,773	1,462,289	1,462,289	1,462,289	1,462,289	1,462,289	1,462,289	(12,606,296)	(10,455,963)	(4,742,441)	(3,410,697)	(16,011,802)	(11,734,597)	(16,011,802)	(11,734,597)		
Total Net Position	17,135,986	17,986,533	2,962,289	2,962,289	2,962,289	2,962,289	2,962,289	2,962,289	21,596,720	23,643,229	(1,928,270)	(643,579)	39,766,725	43,948,471	39,766,725	43,948,471		
Total Net Position and Liabilities	\$ 20,668,295	\$ 20,993,409	\$ 2,962,289	\$ 2,962,289	\$ 2,962,289	\$ 2,962,289	\$ 2,962,289	\$ 2,962,289	\$ 28,486,518	\$ 31,546,896	\$ 3,075,551	\$ 3,476,752	\$ 55,192,653	\$ 58,979,346	\$ 55,192,653	\$ 58,979,346		



SUPPLEMENTAL INFORMATION

GENERAL FUND

General Fund Revenue & Expenditures

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

	Current Month				Fiscal Year To Date			
	Actual	Budget	Variance	%	Prior Year	Variance	%	
\$ (36,501) \$	-\$	\$(36,501)	0.0%	0.0%	\$(48)	\$ (36,453)	76.245.9%	Ad Valorem Taxes
326,861	264,624	62,237	23.5%	(496,040)	822,902	(165.9%)	165.9%	Patient Revenue, Net
625,687	-	625,687	0.0%	341,625	284,062	83.2%	83.2%	Intergovernmental Revenue
-	-	-	0.0%	-	-	0.0%	0.0%	Grants
114,453	114,051	402	0.4%	163,773	(49,320)	(30.1%)	(30.1%)	Interest Earnings
(316,655)	-	(316,655)	0.0%	(106,348)	(210,308)	197.8%	197.8%	Unrealized Gain/(Loss)-Investments
-	230,000	(230,000)	(100.0%)	-	-	0.0%	0.0%	Other Financial Assistance
(93,212)	220,163	(313,375)	(142.3%)	250,868	(344,080)	(137.2%)	(137.2%)	Other Revenue
\$ 620,633 \$	\$ 828,838 \$	\$(208,205)	(25.1%)	\$ 153,830	\$ 466,803	303.5%	303.5%	Total Revenues
Expenditures:								
4,674,873	4,565,684	(109,188)	(2.4%)	4,066,885	(607,988)	(14.9%)	(14.9%)	Salaries and Wages
1,109,839	1,125,540	15,702	1.4%	1,396,821	286,983	20.5%	20.5%	Benefits
1,829,128	931,654	(897,474)	(96.3%)	920,061	(909,068)	(98.8%)	(98.8%)	Purchased Services
21,563	19,989	(1,574)	(7.9%)	15,464	(6,099)	(39.4%)	(39.4%)	Medical Supplies
154,005	204,834	50,829	24.8%	335,292	181,286	54.1%	54.1%	Other Supplies
-	4,163	4,163	100.0%	4,167	4,167	100.0%	100.0%	Contracted Physician Expense
1,153,586	1,667,000	513,414	30.8%	(1,204,160)	(2,357,746)	195.8%	195.8%	Medical Services
7,169	6,600	(569)	(8.6%)	14,415	7,247	50.3%	50.3%	Drugs
762,009	651,292	(110,717)	(17.0%)	345,844	(416,165)	(120.3%)	(120.3%)	Repairs & Maintenance
162,794	181,753	18,959	10.4%	151,519	(11,274)	(7.4%)	(7.4%)	Lease & Rental
10,877	9,723	(1,154)	(11.9%)	7,507	(3,370)	(44.9%)	(44.9%)	Utilities
1,039,479	654,734	(384,745)	(58.8%)	550,067	(489,413)	(89.0%)	(89.0%)	Other Expense
66,067	55,850	(10,217)	(18.3%)	65,085	(982)	(1.5%)	(1.5%)	Insurance
783,181	836,491	53,310	6.4%	835,272	52,092	6.2%	6.2%	Sponsored Programs
11,774,568	10,915,308	(859,261)	(7.9%)	7,504,238	(4,270,331)	(56.9%)	(56.9%)	Total Operational Expenditures
(11,153,935)	(10,086,470)	(1,067,466)	10.6%	(7,350,408)	(3,803,527)	51.7%	51.7%	Net Performance before Overhead
(1,823,819)	(1,866,559)	42,741	(2.3%)	(952,877)	870,942	(91.4%)	(91.4%)	Overhead Allocations
9,950,749	9,048,748	(902,001)	(10.0%)	6,551,361	(3,399,389)	(51.9%)	(51.9%)	Total Expenses
\$ (9,330,117) \$	\$(8,219,910) \$	\$(1,110,206)	13.5%	\$ (6,397,531) \$	\$(2,932,586)	45.8%	45.8%	Net Margin
-	-	-	0.0%	-	-	0.0%	0.0%	Capital
\$ (916,257) \$	\$(6,940,818) \$	6,024,561	(86.8%)	\$ 8,967,449	\$ 9,883,706	110.2%	110.2%	General Fund Support/Transfer In(Out)

Operating Revenue	
Operating Expenses	
Direct Operational Expenses:	
Salaries and Wages	
Benefits	
Purchased Services	
Medical Services	
Other Supplies	
Contracted Physician Expense	
Rentals & Maintenance	
Utilities	
Travel Expense	
Insurance	
Other Operational Expenses	
Performance before Overhead	
Allocations	
Overhead Allocations:	
Management	
Internal Audit	
Shared Office Facilities	
Administration	
Human Resources	
Legal Affairs	
Records	
Compliance	
Human Engage Plan	
Operations	
Security	
Finance	
Public Relations	
Information Technology	
Project MGMT Office	
Corporate Quality	
Other Overhead Allocations	
Other Expenses	
Margin	

Aeromedical Statement of Revenues and Expenditures

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

	Current Month			Fiscal Year To Date			
	Actual	Budget	Variance	%	Variance	%	
\$	978,153	\$ 1,084,053	\$ (105,900)	(9.8%)	\$ 897,424	\$ 80,729	
1,089,829	(543,421)	546,408	(543,421)	(99.5%)	890,435	(199,394)	
(28,436)	187,532	159,096	187,532	117.9%	(14,548)	13,887	
(410,102)	113,925	524,027	460.0%	517,577	524,027	179.2% Bad Debt	
651,291	168,138	819,429	20.5%	1,393,464	742,173	53.3% Total Contractuals and Bad Debt	
326,861	62,237	264,624	23.5%	(496,040)	822,902	(165.9%) Net Patient Revenue	
33.42%	24.41%		-55.27%			Collection %	
326,862	62,237	264,624	23.5%	(496,041)	822,902	(165.9%) Total Revenues	
Direct Operational Expenses:							
210,517	184,462	(26,055)	(14.1%)	197,068	(13,449)	(6.8%) Salaries and Wages	
63,698	56,643	(7,055)	(12.5%)	62,033	(1,665)	(2.7%) Benefits	
286,305	263,486	(22,819)	(8.7%)	226,576	(59,730)	(26.4%) Purchased Services	
1,138	1,538	400	26.0%	2,489	1,351	54.3% Medical Supplies	
8,647	1,196	9,843	12.1%	3,550	(5,097)	(143.6%) Other Supplies	
111,420	98,416	(13,004)	(13.2%)	55,488	(55,932)	(100.8%) Repairs & Maintenance	
5,235	4,936	(299)	(6.1%)	5,284	49	0.9% Utilities	
5,090	5,100	10	0.2%	5,090	-	0.0% Lease & Rental	
40,877	27,565	(13,312)	(48.3%)	23,498	(17,379)	(74.0%) Other Expense	
19,244	15,181	(4,063)	(26.8%)	14,048	(5,195)	(37.0%) Insurance	
752,171	667,170	(85,001)	(12.7%)	595,124	(157,047)	(26.4%) Total Operational Expenses	
(425,310)	(402,546)	(22,764)	5.7%	(1,091,165)	665,855	(61.0%) Allocations	
Net Performance before Overhead							
Overhead Allocations:							
-	887	887	100.0%	866	866	100.0% Risk Mgt	
8,029	13,798	5,769	41.8%	-	(8,029)	0.0% Rev Cycle	
1,162	1,188	26	2.2%	-	(1,162)	0.0% Internal Audit	
-	10,254	10,254	100.0%	11,503	11,503	100.0% Administration	
862	3,239	2,377	73.4%	1,238	376	30.3% Human Resources	
-	5,320	5,320	100.0%	7,686	7,686	100.0% Legal	
216	2,483	2,267	91.3%	2,007	1,791	89.2% Records	
1,635	2,125	490	23.0%	1,780	145	8.2% Compliance	
1,517	2,162	645	29.8%	-	(1,517)	0.0% Comm Engage Plan	
27,402	25,575	(1,827)	(7.1%)	-	(27,402)	0.0% IT Operations	
2,131	2,606	475	18.2%	-	(2,131)	0.0% IT Security	
6,948	9,771	2,823	28.9%	8,825	1,877	21.3% Finance	
2,091	3,103	1,012	32.6%	2,025	(67)	(3.3%) Public Relations	
-	2,562	2,562	100.0%	39,856	39,856	100.0% Information Technology	
4,417	3,467	(950)	(27.4%)	-	(4,417)	0.0% Project MGMT Office	
-	1,469	1,469	100.0%	-	-	0.0% Corporate Quality	
56,412	90,011	33,599	37.3%	75,785	19,374	25.6% Total Overhead Allocations	
808,583	757,181	(51,402)	(6.8%)	670,909	(137,674)	(20.5%) Total Expenses	
\$ (481,721)	\$ (492,557)	\$ 10,836	(2.2%)	\$ (1,166,951)	\$ 685,228	(58.7%) Net Margin	

[illegible]

Pharmacy Services Statement of Revenues and Expenditures

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

Actual	Budget	Current Month		Prior Year	Variance	%	Fiscal Year To Date		Prior Year	Variance	%
		Variance	%				Variance	%			
-	-	-	0.0%	-	-	-	-	0.0%	-	-	0.0%
Direct Operational Expenses:											
223,068	237,063	13,996	5.9%	202,645	(20,423)	(10.1%)	254,540	9.1%	2,734,249	176,463	6.5%
78,068	76,146	(1,922)	(2.5%)	66,053	(12,015)	(18.2%)	111,221	12.2%	820,493	23,356	2.8%
4,698	1,905	(2,793)	(146.6%)	9,719	5,020	51.7%	17,645	22.6%	93,163	75,519	81.1%
3,969	15,288	11,319	74.0%	5,602	1,633	29.1%	183,500	64.4%	97,148	31,733	32.7%
7,169	6,600	(569)	(8.6%)	14,415	7,247	50.3%	79,200	165.9%	73,579	125,800	171.0%
2,100	776	(1,324)	(170.6%)	19,133	17,032	89.0%	131,421	6.8%	211,137	202,374	95.8%
8,278	8,968	690	7.7%	6,999	(1,279)	(18.3%)	9,400	12.8%	83,359	(10,570)	(12.7%)
		-	0.0%	-	-	0.0%	-	0.0%	-	-	0.0%
7,133	13,571	6,438	47.4%	13,232	6,099	46.1%	90,421	55.5%	77,338	4,984	6.4%
2,349	1,901	(448)	(23.6%)	1,898	(451)	(23.8%)	22,779	(12.3%)	17,308	(8,283)	(47.9%)
336,831	362,218	25,387	7.0%	339,694	2,863	0.8%	722,415	16.8%	4,207,775	621,376	14.8%
Net Performance before Overhead											
(336,831)	(362,218)	25,387	(7.0%)	(339,694)	2,863	(0.8%)	722,415	(16.8%)	(4,207,775)	621,376	(14.8%)
Overhead Allocations:											
-	464	464	100.0%	478	478	100.0%	5,570	0.1%	1,939	(3,628)	(187.1%)
-	-	-	0.0%	-	-	0.0%	-	0.0%	-	-	0.0%
608	622	14	2.2%	-	(608)	0.0%	7,463	25.3%	6,624	1,046	15.8%
-	5,366	5,366	100.0%	6,355	6,355	100.0%	64,388	21	67,161	2,795	4.2%
1,601	6,013	4,412	73.4%	2,264	663	29.3%	71,579	0.8%	61,274	(10,306)	(16.8%)
-	2,784	2,784	100.0%	4,246	4,246	100.0%	33,406	0.0%	34,513	1,108	3.2%
113	1,300	1,186	91.3%	1,109	996	89.8%	12,330	20.9%	13,344	1,015	7.6%
856	1,112	256	23.0%	984	128	13.0%	13,342	23.3%	15,355	5,116	33.3%
794	1,131	337	29.8%	-	(794)	0.0%	13,576	0.0%	-	(13,569)	0.0%
14,338	13,383	(956)	(7.1%)	-	(14,338)	0.0%	160,589	15.0%	-	(136,491)	0.0%
1,115	1,364	248	18.2%	-	(1,115)	0.0%	16,363	0.1%	-	(16,352)	0.0%
3,635	5,113	1,477	28.9%	4,876	1,240	25.4%	61,351	9.5%	60,157	4,621	7.7%
1,094	1,624	529	32.6%	1,119	24	2.2%	19,486	30.9%	17,073	3,618	21.2%
-	1,341	1,341	100.0%	22,020	22,020	100.0%	16,087	0.0%	206,199	190,112	92.2%
-	769	769	100.0%	-	-	0.0%	9,225	(0.2%)	2,840	(6,406)	(225.6%)
2,311	1,814	(497)	(27.4%)	-	(2,311)	0.0%	21,769	10.0%	9,808	(9,793)	(99.8%)
-	-	-	0.0%	-	-	0.0%	-	0.0%	-	-	0.0%
26,466	44,197	17,731	40.1%	43,450	16,984	39.1%	530,366	8.9%	496,288	12,885	2.6%
363,298	406,415	43,117	10.6%	383,145	19,847	5.2%	4,839,180	15.9%	4,704,063	634,261	13.5%
\$ (363,298)	\$ (406,415)	\$ 43,117	(10.6%)	\$ (383,145)	\$ 19,847	(5.2%)	\$ (4,839,180)	(15.9%)	\$ (4,704,063)	\$ 634,261	(13.5%)

Sponsored Programs

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

			Current Month		Prior Year		Fiscal Year To Date		Prior Year			
Actual	Budget	Variance	%		Variance	%	Actual	Budget	Variance	%	Actual	Variance
Sponsored Programs:												
708,996	708,991	(5)	(0.0%)	708,996	-	0.0%	8,507,947	8,507,947	-	0.0%	8,507,947	-
74,185	125,000	50,815	40.7%	126,277	52,092	41.3%	1,106,568	1,500,000	393,432	26.2%	1,219,638	113,070
-	2,500	2,500	100.0%	-	-	0.0%	10,000	30,000	20,000	66.7%	10,000	-
783,181	836,491	53,310	6.4%	835,272	52,092	6.2%	9,624,515	10,037,947	413,432	4.1%	9,737,585	113,070
Total Sponsored Programs												
Direct Operational Expenses:												
8,671	14,122	5,451	38.6%	8,411	(261)	(3.1%)	109,653	167,531	57,879	34.5%	166,045	56,393
3,865	6,292	2,427	38.6%	2,905	(960)	(33.0%)	37,671	74,889	37,218	49.7%	62,999	25,327
-	50	50	100.0%	-	-	0.0%	10	600	591	98.4%	382	373
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	73,333	73,333
182	456	274	60.1%	-	(182)	(0.0%)	2,987	5,450	2,463	45.2%	5,279	2,292
12,718	20,920	8,202	2	11,316	(1,403)	(12.4%)	150,321	248,470	98,150	65.3%	308,039	157,718
Total Expenses												
\$ 795,899	\$ 857,411	\$ 61,512	7.2%	\$ 846,588	\$ 50,689	6.0%	\$ 9,774,835	\$ 10,286,417	\$ 511,582	5.0%	\$ 10,045,624	\$ 270,788

General Fund Statement of Revenues and Expenditures 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
Revenues:													
Ad Valorem Taxes	\$ -	\$ 11,309,327	\$ 113,608,685	\$ 3,600,591	\$ 5,167,017	\$ 2,615,797	\$ 6,542,362	\$ 1,355,359	\$ 694,365	\$ 2,403,695	\$ 144,837	\$ (36,501)	\$ 147,405,534
Premiums													
Patient Revenue, Net	38,235	161,158	215,563	195,556	147,541	211,119	131,370	70,129	82,473	456,562	796,879	326,861	2,643,447
Intergovernmental Revenue	231,917	231,917	231,917	231,917	927,667	231,917	231,917	231,917	1,021,046	(0)	-	625,687	4,197,817
Grants													
Interest Earnings	158,408	147,222	143,533	141,543	125,590	130,224	125,229	101,105	92,911	160,361	86,075	114,453	1,526,653
Unrealized Gain/(Loss)-Investments	(206,894)	(66,642)	(51,801)	(139,529)	(266,557)	(162,231)	(33,570)	13,568	(227,144)	103,064	(67,649)	(316,655)	(1,422,041)
Other Financial Assistance	-	-	-	-	-	5,127,280	(1,649)	-	-	(78,847)	-	-	5,046,784
Other Revenue	63,590	175,729	1,393,054	23,445	68,010	31,159	101,161	46,288	56,816	11,929	865	(93,212)	1,878,733
Total Revenues	\$ 285,255	\$ 11,958,710	\$ 115,540,950	\$ 4,053,523	\$ 6,169,267	\$ 7,995,265	\$ 7,096,820	\$ 1,818,366	\$ 1,720,468	\$ 3,056,662	\$ 961,007	\$ 620,633	\$ 161,276,926
Expenditures:													
Salaries and Wages	3,189,482	3,111,543	2,975,420	3,029,754	2,769,394	3,114,176	3,065,449	3,220,980	3,062,132	3,139,718	3,211,499	4,674,873	38,564,420
Benefits	998,042	911,723	1,212,841	990,225	1,023,711	695,254	895,325	1,090,736	957,740	969,946	825,353	1,109,839	11,680,734
Purchased Services	734,073	758,271	719,752	768,563	641,679	1,107,672	1,255,997	844,966	1,260,989	850,289	925,401	1,829,128	11,696,781
Medical Supplies	13,396	16,488	4,646	2,557	20,441	22,973	11,286	5,736	2,466	4,815	19,927	21,563	146,294
Other Supplies	37,422	135,078	69,928	335,691	154,277	600,885	100,693	236,223	156,211	74,382	56,990	154,005	2,111,786
Contracted Physician Expense	4,167	4,167	4,167	-	-	-	-	-	-	-	-	-	12,500
Medical Services	819,433	877,365	1,016,722	852,671	865,740	884,162	1,401,501	1,488,764	1,312,402	590,669	1,369,474	1,153,586	12,632,488
Drugs	(24,554)	(23,726)	4,927	29,404	(36,791)	17,982	69,273	(9,094)	(56,898)	(17,465)	(12,447)	7,169	(52,221)
Repairs & Maintenance	312,118	525,062	547,098	488,808	366,645	571,206	800,267	645,753	844,114	202,979	759,150	762,009	6,825,208
Lease & Rental	151,518	145,084	184,407	158,915	176,441	149,002	115,304	155,828	204,730	163,103	172,551	162,794	1,939,676
Utilities	9,467	7,957	7,957	7,783	8,286	8,037	8,205	8,424	4,913	13,626	10,022	10,877	107,122
Other Expense	416,870	671,743	2,420,049	493,346	610,776	587,704	596,511	498,028	559,661	448,188	481,468	1,039,479	8,823,824
Insurance	52,241	64,556	59,871	58,724	58,399	58,678	58,677	59,583	61,633	65,387	59,132	66,067	722,946
Sponsored Programs	772,711	783,439	782,962	755,982	819,287	819,287	821,829	820,619	819,938	819,506	825,773	783,181	9,624,515
Total Operational Expenditures	7,486,386	7,990,316	10,010,746	7,972,421	7,478,285	8,637,020	9,200,317	9,066,546	9,190,031	7,325,143	8,704,293	11,774,568	104,836,074
Net Performance before Overhead Allocations	\$ (7,201,131)	\$ 3,968,394	\$ 105,530,204	\$ (3,918,898)	\$ (1,309,019)	\$ (641,755)	\$ (2,103,498)	\$ (7,248,181)	\$ (7,469,563)	\$ (4,268,481)	\$ (7,743,286)	\$ (11,153,935)	\$ 56,440,852
Overhead Allocations	(1,321,067)	(1,530,952)	(1,808,686)	(1,789,027)	(1,549,725)	(2,231,113)	(1,679,208)	(1,996,680)	(2,036,124)	(1,534,358)	(1,902,890)	(1,823,819)	(21,203,648)
Total Expenses	6,165,320	6,459,365	8,202,060	6,183,394	5,928,560	6,405,907	7,521,110	7,069,866	7,153,907	5,790,786	6,801,403	9,950,749	83,632,426
Net Margin	\$ (5,880,064)	\$ 5,499,345	\$ 107,338,890	\$ (2,129,871)	\$ 240,706	\$ 1,589,358	\$ (424,290)	\$ (5,251,501)	\$ (5,433,438)	\$ (2,734,123)	\$ (5,840,396)	\$ (9,330,117)	\$ 77,644,500
General Fund Support/ Transfer In (Out)	\$ (3,492,667)	\$ (1,229,915)	\$ (4,572,336)	\$ (1,222,165)	\$ (1,884,241)	\$ (1,253,623)	\$ (957,905)	\$ (7,364,728)	\$ (2,221,363)	\$ (1,421,844)	\$ (1,774,202)	\$ (916,257)	\$ (28,311,245)



General Fund Program Statistics

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Current Year Total	Prior Year Total
Aeromedical														
Patients Transported - Actual	19	29	46	41	44	45	55	49	43	50	47	41	509	551
Patients Transported - Budget	50	50	50	60	53	54	50	49	45	47	48	45	601	623
Variance	(31)	(21)	(4)	(19)	(9)	(9)	5	-	(2)	3	(1)	(4)	(92)	(72)
Actual Hours Available for Service	432	718	729	741	645	722	930	1,116	1,040	1,116	1,098	1,076	10,363	12,227
Service Hours Utilized	25.0	48.0	70.0	58.0	66.0	68.0	85.0	79.0	66.0	83.0	73.0	64.0	785	788
Utilization %	5.8%	6.7%	9.6%	7.8%	10.2%	9.4%	9.1%	7.1%	6.3%	7.4%	6.6%	5.9%	7.6%	6.4%
# of Flights - Training/Public Education	-	-	-	1	-	1	9	14	13	5	5	8	56	47
# of Flights - Maintenance	7	2	5	9	8	6	8	4	8	4	9	6	76	105
School Health														
Medical Events	23,436	12,837	10,863	16,732	18,970	19,438	23,963	24,864	17,856	-	30,099	28,908	227,966	238,762
Screenings	9,208	15,559	13,212	15,340	17,758	14,199	19,493	11,440	5,239	-	18,870	31,998	172,316	124,224
Covid-19 Testing	6,236	5,749	3,516	6,205	3,100	2,095	4,458	3,052	1,356	-	5,302	1,616	42,685	514
Total Events- Actual	38,880	34,145	27,591	38,277	39,828	35,732	47,914	39,356	24,451	-	54,271	62,522	442,967	362,986
Total Events- Budget	44,326	35,717	35,502	43,311	42,584	45,622	52,682	51,278	-	-	46,185	15,444	412,651	585,598
Pharmacy														
Total Prescriptions Filled at In-House Pharmacies	16,335	12,569	14,010	14,035	14,344	16,178	15,404	14,681	15,762	11,383	12,633	13,361	170,695	215,614
Total Prescriptions Filled at Retail Pharmacies	48	58	57	37	14	8	2	2	24	36	-	-	286	1,994
Total Prescriptions Filled Inhouse/Retail- Actual	16,383	12,627	14,067	14,072	14,358	16,186	15,406	14,683	15,786	11,419	12,633	13,361	170,981	217,608
Total Prescriptions Filled- Budget	23,973	20,608	19,946	22,591	20,791	21,344	22,181	20,959	19,436	21,257	21,456	19,126	253,668	262,049



SUPPLEMENTAL INFORMATION

HEALEY CENTER

Healey Center Statement of Revenues and Expenses

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

	Current Month			Prior Year			Fiscal Year To Date			
	Actual	Budget	Variance	%			Actual	Budget	Variance	%
\$ 1,152,977	\$ 1,203,169	\$ (50,192)	(4.2%)	\$ 1,130,855	\$ 22,121	2.0%	\$ 14,438,145	\$ 14,638,632	\$ (140,487)	(1.0%)
\$ 14,438,145	\$ 14,638,632	\$ (140,487)	(1.0%)	\$ 14,264,536	\$ 233,609	1.6%				
113,518	88,722	(24,796)	(27.9%)	171,607	58,089	33.9%	1,193,017	1,079,477	(113,540)	(10.5%)
336,967	315,553	(21,414)	(6.8%)	307,241	(29,725)	(9.7%)	4,040,002	3,839,233	(200,769)	(5.2%)
21,122	22,363	1,241	5.5%	(43,925)	(65,047)	148.1%	307,091	272,098	(34,993)	(12.9%)
471,607	426,638	(44,969)	(10.5%)	434,923	(36,684)	(8.4%)	5,540,110	5,190,808	(349,302)	(6.7%)
681,370	776,531	(95,161)	(12.3%)	695,932	(14,562)	(2.1%)	8,958,035	9,447,824	(489,789)	(5.2%)
59,10%	64,54%			61,54%			61,79%	64,54%		
758,333	758,337	(4)	(0.0%)	758,333	-	0.0%	9,100,000	9,100,000	(0)	(0.0%)
-	-	-	0.0%	268,499	(268,499)	(100.0%)	222,045	-	222,045	0.0%
784	2,071	(1,287)	(62.1%)	1,923	(1,139)	(59.2%)	13,386	24,753	(11,367)	(45.9%)
759,118	760,408	(1,290)	(1)	1,028,756	(269,638)	(26.2%)	9,935,431	9,124,753	210,678	2.3%
1,440,487	1,536,939	(96,452)	(6.3%)	1,724,688	(284,200)	(16.5%)	18,293,465	18,572,577	(279,112)	(1.5%)
1,322,138	1,271,132	(51,006)	(4.0%)	1,131,556	(190,582)	(16.8%)	12,131,893	12,241,664	109,772	0.9%
399,708	384,095	(15,613)	(4.1%)	384,752	(14,956)	(3.9%)	4,067,543	4,385,342	317,799	7.2%
79,204	57,940	(21,264)	(33.0%)	77,099	19,146	24.8%	654,750	695,412	40,662	5.8%
96,921	77,699	(19,222)	(24.7%)	86,012	(10,909)	(12.7%)	667,260	552,642	(114,618)	(20.7%)
868	1,975	1,107	56.1%	1,426	558	39.1%	840,492	932,333	91,841	9.9%
(7,581)	4,500	12,081	268.5%	18,002	25,582	142.1%	14,237	23,700	9,463	39.9%
25,595	33,750	8,155	24.2%	18,573	(7,022)	(37.8%)	132,560	54,000	(78,560)	(45.5%)
28,718	25,419	(3,299)	(13.0%)	33,869	5,151	15.2%	357,490	405,000	47,510	11.7%
1,544	1,290	(254)	(19.7%)	1,064	(480)	(45.1%)	291,470	305,105	13,635	4.5%
38,393	40,884	2,491	6.1%	38,587	194	0.5%	17,338	15,480	(1,858)	(12.0%)
19,829	14,374	(5,455)	(37.9%)	26,535	6,706	25.3%	438,720	490,509	51,789	10.6%
7,713	6,879	(834)	(12.1%)	6,826	(887)	(13.0%)	133,093	173,093	39,587	22.9%
2,071,003	1,965,996	(105,007)	(5.3%)	1,905,206	(165,798)	(8.7%)	87,001	82,658	(4,343)	(5.3%)
(630,516)	(429,057)	(201,459)	47.0%	(180,518)	(449,998)	249.3%	19,834,259	20,356,938	522,679	2.6%
80,220	78,337	(1,883)	(2.4%)	78,789	(1,431)	(1.8%)	(1,540,794)	(1,784,361)	243,568	(13.7%)
-	2,159	2,159	100.0%	2,220	2,220	100.0%	952,198	940,000	12,198	(1.3%)
2,829	2,892	63	2.2%	-	(2,829)	0.0%	25,888	25,905	17	0.1%
-	24,954	24,954	100.0%	29,493	29,493	100.0%	25,942	34,706	8,763	25.3%
10,700	40,187	29,487	73.4%	15,496	4,796	30.9%	299,348	299,447	99	0.0%
-	12,946	12,946	100.0%	19,707	19,707	100.0%	478,367	482,242	3,874	0.8%
526	6,043	5,517	91.3%	5,146	4,619	89.8%	155,358	155,358	-	0.0%
3,979	5,171	1,192	23.0%	4,565	586	12.8%	57,341	72,521	15,180	20.9%
3,693	5,262	1,569	29.8%	-	(3,693)	0.0%	47,617	62,048	14,430	23.3%
66,683	62,237	(4,445)	(7.1%)	-	(66,683)	0.0%	63,107	63,138	31	0.0%
5,186	6,342	1,156	18.2%	-	(5,186)	0.0%	634,773	746,846	112,074	15.0%
-	17,617	17,617	100.0%	-	-	0.0%	76,047	76,099	52	0.1%
38,270	33,076	(5,194)	(15.7%)	-	(38,270)	0.0%	211,409	211,409	-	0.0%
16,907	23,777	6,870	28.9%	22,628	5,721	25.3%	392,900	396,911	4,011	1.0%
5,090	7,552	2,462	32.6%	5,191	101	2.0%	258,282	285,323	27,041	9.5%
-	6,234	6,234	100.0%	102,190	102,190	100.0%	62,577	90,621	28,044	30.9%
-	3,575	3,575	100.0%	-	-	0.0%	74,814	74,814	-	0.0%
10,749	8,436	(2,312)	(27.4%)	-	(10,749)	0.0%	42,902	42,902	-	0.0%
164,611	268,461	103,850	38.7%	206,634	42,024	20.3%	91,161	101,238	10,077	10.0%
2,315,834	2,312,794	(3,040)	(0.1%)	2,190,629	(125,205)	(5.7%)	2,997,834	3,221,527	223,693	6.9%
(875,346)	(775,855)	(99,491)	12.8%	(465,941)	(409,405)	87.9%	23,784,291	24,518,466	734,174	3.0%
24,799	-	24,799	0.0%	15,427	9,373	60.8%	(5,490,826)	(5,945,889)	455,063	(7.7%)
\$ -	\$ 701,000	\$ (701,000)	(100.0%)	\$ -	\$ -	0.0%	23,295,536	(4,605,400)	(885,426)	19.2%
							(3,744,304	\$ 5,025,000	\$ (1,280,696)	(25.5%)
							\$ 3,254,172	\$ (490,132)		(15.1%)

Healey Center 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
\$	1,211,900	\$ 1,196,363	\$ 1,226,062	\$ 1,234,757	\$ 1,136,960	\$ 1,266,882	\$ 1,225,395	\$ 1,222,137	\$ 1,201,157	\$ 1,219,939	\$ 1,203,616	\$ 1,152,977	\$ 14,498,146
Gross Patient Revenue													
Contractual Allowances	140,804	47,683	111,948	76,057	61,142	74,804	172,011	109,401	51,651	109,715	124,284	113,518	1,193,017
Charity Care	329,734	348,071	317,308	373,912	336,631	408,673	213,188	353,205	350,612	330,834	340,868	336,967	4,040,002
Bad Debt	28,647	13,200	-	29,581	64,400	26,339	8,981	41,767	20,301	13,431	39,324	21,122	307,091
Total Contractuals and Bad Debt	499,185	408,953	429,256	479,549	462,173	509,815	394,180	504,373	422,563	453,980	504,476	471,607	5,540,110
Net Patient Revenue	712,716	787,410	796,806	755,208	674,787	757,067	831,215	717,763	778,594	765,960	699,141	681,370	8,958,035
Collections %	58.81%	65.82%	64.99%	61.16%	59.35%	59.76%	67.83%	58.73%	64.82%	62.79%	58.09%	59.10%	61.79%
PBC Interlocal	758,333	758,333	758,333	758,333	758,333	758,333	758,333	758,333	758,333	758,333	758,333	758,333	9,100,000
Other Financial Assistance	-	-	-	54,840	27,116	102,299	21,520	16,270	-	-	-	-	222,045
Other Revenues	10	1,688	822	1,683	146	1,378	2,318	1,003	1,607	1,306	641	784	13,386
Total Other Revenues	758,343	760,021	759,155	814,857	785,595	862,010	782,172	775,606	759,940	759,639	758,974	759,118	9,335,431
Total Revenues	1,471,059	1,547,431	1,555,961	1,570,065	1,460,382	1,619,077	1,613,387	1,493,370	1,538,534	1,525,599	1,458,115	1,440,487	18,293,465
Direct Operational Expenses:													
Salaries and Wages	1,142,186	946,754	1,023,941	867,242	895,350	950,798	1,034,001	954,670	974,689	1,007,992	1,012,132	1,322,138	12,131,893
Benefits	366,476	340,335	375,229	341,963	323,884	311,777	329,967	338,079	328,804	329,435	281,886	399,708	4,067,543
Purchased Services	52,581	47,198	48,968	53,954	45,209	59,546	56,398	67,754	62,261	59,649	57,953	654,750	654,750
Medical Supplies	37,009	47,907	46,804	51,803	59,416	65,985	46,644	73,985	55,178	48,758	54,568	79,204	667,260
Other Supplies	56,764	58,154	81,006	63,121	58,677	78,884	61,678	105,509	43,582	59,469	76,728	96,921	840,492
Contracted Physician Expense	1,003	1,205	512	1,214	1,220	1,590	1,590	1,485	729	2,078	1,284	868	14,237
Medical Services	2,727	39,204	7,717	16,772	9,244	13,542	21,302	25,235	10,757	2,578	(8,938)	(7,581)	132,560
Drugs	33,777	26,168	30,578	27,747	29,122	35,881	39,275	27,382	26,419	30,238	25,309	25,595	357,490
Repairs & Maintenance	19,330	26,782	24,070	39,918	20,018	21,263	34,845	14,482	16,225	25,823	19,996	28,718	291,470
Lease & Rental	1,064	1,064	1,340	1,437	1,480	1,496	1,433	1,496	1,639	1,536	1,823	1,544	17,338
Utilities	36,885	38,997	32,289	31,471	34,946	36,569	36,401	35,532	41,843	37,214	38,181	38,393	438,720
Other Expense	6,781	6,181	7,187	9,855	14,236	6,828	6,828	20,981	10,284	9,968	18,064	19,829	133,506
Insurance	6,826	6,826	6,826	6,826	6,826	6,826	6,826	7,713	7,713	7,713	8,368	7,713	87,001
Total Operational Expenses	1,763,409	1,586,775	1,686,467	1,513,322	1,499,628	1,586,916	1,677,249	1,649,764	1,585,615	1,625,063	1,589,048	2,071,003	19,834,259
Net Performance before Depreciation & Overhead Allocations	(292,350)	(39,344)	(130,506)	56,743	(39,246)	(32,161)	(63,863)	(156,394)	(47,081)	(99,465)	(130,933)	(630,516)	(1,540,794)
Depreciation	78,770	78,571	78,671	79,792	79,365	79,304	79,304	79,402	79,323	79,533	79,943	80,220	952,198
Overhead Allocations:													
Risk Mgt	1,499	1,303	1,426	1,414	1,276	3,288	4,613	2,481	3,757	3,112	1,720	-	25,888
Internal Audit	194	1,949	1,511	1,639	846	929	1,564	5,324	3,325	4,905	928	2,829	25,942
Administration	17,872	19,459	27,584	36,982	26,826	32,856	33,733	30,876	31,867	26,223	15,069	-	299,348
Human Resources	36,071	31,182	65,754	40,918	51,387	65,199	2,790	54,785	39,591	39,741	40,250	10,700	478,367
Legal	8,027	13,032	11,771	10,312	10,728	19,126	28,947	8,258	13,683	31,475	-	-	155,358
Records	5,309	5,601	6,012	5,571	4,485	6,006	6,055	6,254	7,178	2,523	1,820	526	57,341
Compliance	3,586	3,789	2,328	5,972	3,862	6,162	(1,432)	7,944	9,439	4,889	1,500	3,979	47,617
Comm Engage Plan	5,033	4,557	5,170	4,932	4,515	4,935	5,531	5,945	8,509	4,982	5,303	3,693	63,107
IT Operations	37,850	52,665	52,784	71,980	55,330	81,437	32,834	53,553	50,896	39,632	39,130	66,683	634,773
IT Security	5,952	3,961	6,978	5,765	4,652	5,687	5,385	5,697	12,881	6,144	7,758	5,186	76,047
IT Applications	1,674	20,112	15,865	21,973	13,177	33,610	30,361	28,682	16,281	29,674	-	-	211,409
Security Services	29,700	32,795	32,479	39,825	33,011	32,302	32,302	34,057	32,803	33,124	33,756	38,270	392,900
Finance	22,145	21,188	21,292	22,101	18,247	19,178	17,921	19,488	24,169	30,229	25,416	16,907	258,282
Public Relations	8,542	6,215	2,694	3,916	5,702	7,171	4,205	6,907	4,298	4,020	3,817	5,090	62,577
Information Technology	7,321	6,514	6,971	8,053	8,369	7,596	8,178	8,695	11,599	1,518	-	-	74,814
Corporate Quality	3,802	5,395	3,693	3,906	4,444	4,621	5,858	3,675	4,404	3,074	30	-	42,902
Project MGMT Office	5,811	6,466	6,743	6,938	6,312	7,119	8,030	8,118	7,468	9,760	-	10,749	91,161
Managed Care Contract	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Overhead Allocations	200,388	232,665	270,873	284,852	249,983	337,931	230,636	286,980	282,147	270,511	186,258	164,611	2,997,834
Total Expenses	2,042,567	1,898,011	2,036,010	1,877,966	1,828,977	2,004,151	1,987,189	2,016,146	1,947,085	1,975,106	1,855,250	2,315,834	23,784,291
Net Margin	(571,508)	(350,580)	(480,049)	(307,901)	(368,594)	(385,074)	(373,802)	(522,776)	(408,551)	(449,508)	(397,135)	(875,346)	(5,490,826)
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 492,738	\$ 272,009	\$ 386,429	\$ 264,266	\$ 226,339	\$ 295,719	\$ -	\$ 737,549	\$ 283,191	\$ 327,221	\$ 458,843	\$ -	\$ 3,744,304



Census	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Current Year Total	Prior Year Total
Admissions	17	7	13	9	10	5	8	8	6	7	2	4	96	116
Discharges	10	6	12	9	7	6	11	8	7	6	5	7	94	136
Average Daily Census	110	115	115	115	113	117	117	115	116	115	114	113	115	115
Budget Census	118	118	118	118	118	118	118	118	118	118	118	118	118	118
Occupancy % (120 licensed beds)	92%	96%	96%	96%	94%	97%	98%	96%	97%	96%	95%	94%	96%	96%
Days By Payor Source:														
Medicaid	-	-	-	-	-	-	-	-	-	-	-	-	72	376
Managed Care Medicaid	2,381	2,314	2,386	2,375	2,181	2,399	2,386	2,378	2,339	2,475	2,478	2,369	28,461	29,764
Medicare	103	186	179	144	98	87	108	145	131	98	32	30	1,341	1,000
Private Pay	-	-	-	-	-	23	30	31	59	40	32	17	232	8
Hospice	62	60	62	62	56	62	60	36	3	3	11	-	477	524
Charity	858	898	930	987	938	1,052	929	979	957	964	961	930	11,383	10,270
Total Resident Days	3,404	3,458	3,557	3,568	3,273	3,623	3,513	3,569	3,489	3,580	3,543	3,389	41,966	41,942



SUPPLEMENTAL INFORMATION

LAKESIDE MEDICAL CENTER

Lakeside Medical Center 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	Prior Year	%
\$ 6,202,380	\$ 3,337,562	\$ 2,864,818	85.8%	\$ 4,038,926	\$ 2,163,455	\$ 54,099,435	32.6%
5,645,447	7,072,966	(1,427,519)	(20.2%)	5,892,037	(246,591)	79,595,919	(13.1%)
11,847,827	10,410,528	1,437,299	13.8%	9,930,963	1,916,864	133,695,353	1.5%
7,801,221	6,832,058	(969,163)	(14.2%)	7,518,718	(282,503)	90,544,028	(11.6%)
70,594	273,945	203,351	74.2%	2,503,035	2,432,441	4,928,427	39.1%
313,544	971,257	657,713	67.7%	(2,903,634)	(3,217,178)	12,860,177	45.2%
				110.8% Bad Debt	7,052,852	15,224,452	53.7%
\$ 8,185,359	\$ 8,077,260	\$ (108,099)	(1.3%)	\$ 7,118,120	\$ (1,067,240)	\$ 110,696,907	(3.1%)
137,278	143,229	(5,951)	(4.2%)	182,581	(45,302)	147,210	8.6%
				-25% Other Patient Revenue	1,865,903	1,521,543	22.6%
3,799,746	2,476,497	1,323,249	53.4%	31,583,651	32,613,007	24,519,989	(3.2%)
32.07%	23.79%		30.16%	22.56%	23.66%	7,063,662	18.34%
				26.9% Net Patient Revenue			28.8%
				Collection %			
(14,240)	192	(14,432)	(7,516.7%)	103,743	(117,983)	1,605,123	14,304.1%
-	-	-	0.0%	5,055,555	(5,055,555)	9,012,429	219.0%
12,667	12,984	(317)	(2.4%)	116,375	(103,708)	351,864	38.4%
				(100.0%) Total Other Revenues	59,898	10,969,416	219.9%
(1,573)	13,176	(14,749)	(111.9%)	5,275,673	(5,277,245)	6,179,861	56.3%
3,798,173	2,489,673	1,308,500	52.6%	8,271,097	(4,472,923)	35,489,406	28.3%
				(54.1%) Total Revenues	10,759,592	13,243,523	37.3%
Direct Operational Expenses:							
2,268,544	2,090,807	(177,737)	(8.5%)	1,913,531	(355,013)	20,244,263	1.3%
535,673	505,145	(30,528)	(6.0%)	471,138	(64,534)	222,746	3.9%
416,021	259,787	(156,234)	(60.1%)	(25,341)	(441,363)	5,420,610	(85,747)
244,220	111,214	(133,006)	(119.6%)	(2,980)	(247,200)	3,514,588	(151,061)
245,839	92,297	(153,542)	(166.4%)	223,198	(22,642)	1,673,983	77,583
859,789	696,221	(163,568)	(23.5%)	735,349	(124,440)	1,186,853	(406,758)
(77,357)	72,156	149,513	207.2%	120,809	198,166	8,702,906	285,560
99,930	68,045	(31,885)	(46.9%)	189,819	89,889	1,260,304	(181,775)
50,415	52,242	1,827	3.5%	54,266	3,852	1,784,488	1,060,493
160,517	74,678	(85,839)	(114.9%)	88,161	(72,356)	704,370	105,980
176,008	73,055	(102,953)	(140.9%)	342,423	166,415	808,642	(53,164)
16,754	16,659	(95)	(0.6%)	16,573	(181)	749,154	(60,557)
				(1.1%) Insurance		181,635	(18,798)
4,996,352	4,112,306	(884,046)	(21.5%)	4,126,946	(869,406)	46,231,796	0.7%
				(21.1%) Total Operational Expenses	(930,505)	309,405	
Net Performance before Depreciation & Overhead Allocations							
(1,198,179)	(1,622,633)	424,454	(26.2%)	4,144,151	(5,342,329)	(10,742,391)	(140.0%)
				2,810,537	9,829,086	13,552,928	(126.2%)

Lakeside Medical Center Statement of Revenues and Expenses

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

			Current Month		Fiscal Year To Date			
Actual	Budget	Variance	%		Variance	%	Prior Year	%
275,662	258,337	(17,325)	(6.7%)	257,968	(17,695)	(6.9%)	3,087,697	(2.3%)
-	4,794	4,794	100.0%	4,955	4,955	100.0%	20,084	(186.2%)
32,115	55,191	23,076	41.8%	-	(32,115)	0.0%	-	0.0%
6,282	6,422	141	2.2%	-	(6,282)	0.0%	68,622	16.0%
-	55,413	55,413	100.0%	65,831	65,831	100.0%	695,724	4.5%
13,911	52,249	38,338	73.4%	20,095	6,184	30.8%	543,872	(14.4%)
-	28,749	28,749	100.0%	43,988	43,988	100.0%	357,521	3.5%
1,169	13,420	12,251	91.3%	11,486	10,317	89.8%	138,232	7.9%
8,836	11,482	2,646	23.0%	10,189	1,353	13.3%	159,062	33.5%
8,200	11,684	3,484	29.8%	-	(8,200)	0.0%	-	0.0%
148,077	138,205	(9,871)	(7.1%)	-	(148,077)	0.0%	-	0.0%
11,515	14,082	2,567	18.2%	-	(11,515)	0.1%	-	0.0%
93,623	127,038	33,415	26.3%	-	(93,623)	0.7%	-	0.0%
43,738	37,801	(5,936)	(15.7%)	-	(43,738)	1.0%	-	0.0%
515,538	202,669	(312,869)	(154.4%)	-	(515,538)	2.5%	-	0.0%
37,544	52,799	15,255	28.9%	50,508	12,964	25.7%	623,170	8.0%
11,302	16,770	5,468	32.6%	11,587	285	2.5%	176,862	21.4%
-	13,845	13,845	100.0%	228,103	228,103	100.0%	2,136,015	92.2%
-	7,939	7,939	100.0%	-	-	0.0%	29,419	(223.8%)
23,869	18,734	(5,135)	(27.4%)	-	(23,869)	0.0%	101,605	(99.2%)
-	7,848	7,848	100.0%	6,676	6,676	100.0%	97,357	61.1%
955,718	877,136	(78,582)	(9.0%)	453,419	(502,299)	(110.8%)	5,147,543	(92.5%)
6,227,733	5,247,779	(979,954)	(18.7%)	4,838,332	(1,389,400)	(28.7%)	54,467,037	(8.3%)
\$ (2,429,559)	\$ (2,758,106)	\$ 328,547	(11.9%)	\$ 3,432,764	\$ (5,862,323)	(170.8%)	\$ (18,977,631)	(46.0%)
383,050	-	383,050	0.0%	1,506,655	(1,123,605)	(74.6%)	2,117,999	(56.7%)
\$ -	\$ 2,116,000	\$ (2,116,000)	(100.0%)	\$ (10,000,000)	\$ (10,000,000)	100.0%	\$ 8,969,322	100.0%

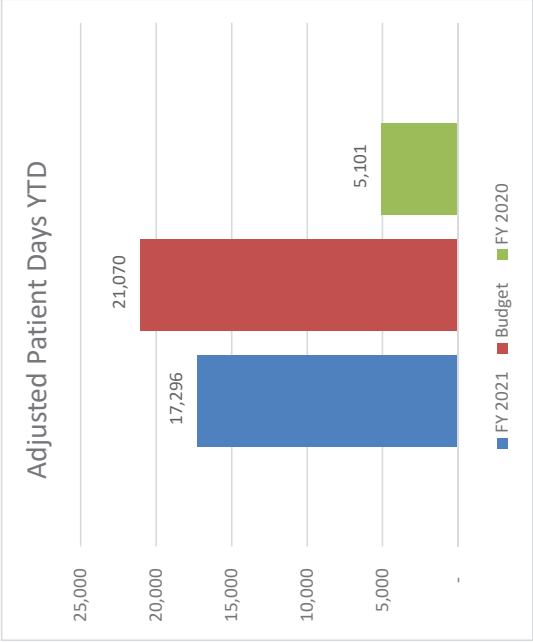
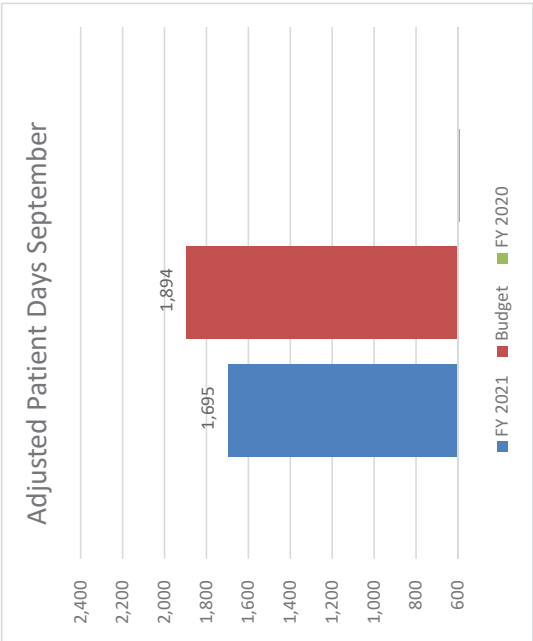
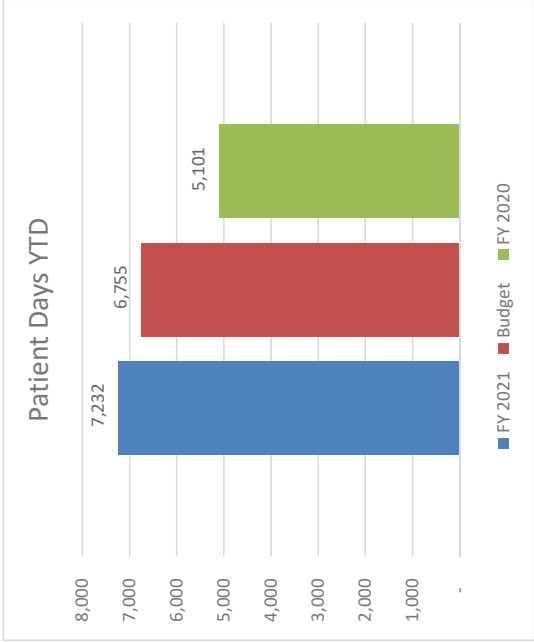
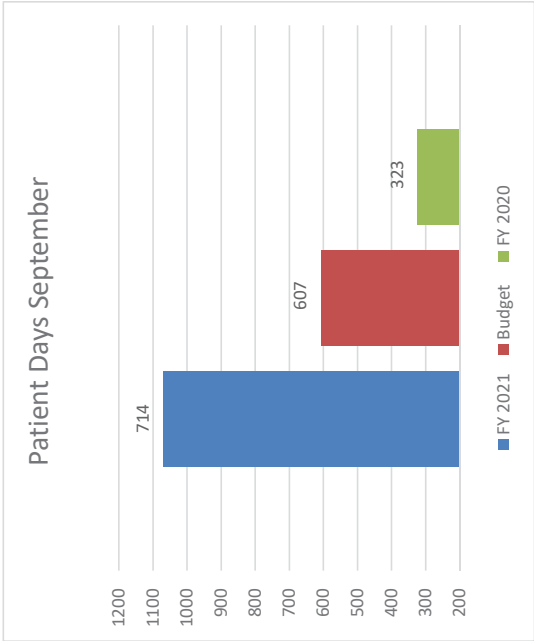
Lakeside Medical Center Statement of Revenues and Expenses by Month

	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
Inpatient Revenue	\$ 3,895,448	\$ 3,985,552	\$ 4,894,393	\$ 5,375,408	\$ 4,888,944	\$ 3,711,527	\$ 4,068,366	\$ 4,344,014	\$ 3,711,764	\$ 4,547,633	\$ 8,865,605	\$ 6,202,380	\$ 58,551,033
Outpatient Revenue	6,740,835	6,028,589	6,198,016	7,082,417	7,029,810	7,654,520	8,078,614	7,708,593	6,974,892	6,671,987	5,189,614	5,645,447	81,378,334
Gross Patient Revenue	10,636,282	10,014,140	11,092,409	12,457,825	11,918,754	11,366,047	12,146,980	12,052,607	11,061,656	11,319,620	14,055,219	11,847,827	139,969,367
Contractual Allowances	7,259,800	7,895,305	8,141,013	8,438,082	8,347,527	7,816,726	7,398,405	9,105,485	10,380,435	9,929,453	8,576,436	7,801,221	100,989,776
Charity Care	2,324,516	46,637	(2,173,316)	435,829	435,829	239,491	239,491	625,052	283,970	79,893	7,265	70,594	2,208,991
Bad Debt	1,255,741	(3,319,432)	2,119,861	1,479,938	534,278	4,000,320	(154,532)	2,227,125	(2,011,520)	(808,897)	1,416,423	313,544	7,052,853
Total Contractuals and Bad Debt	\$ 10,840,057	\$ 4,622,510	\$ 8,087,558	\$ 9,918,020	\$ 9,317,635	\$ 12,058,537	\$ 7,312,982	\$ 11,351,662	\$ 8,652,725	\$ 9,100,449	\$ 10,000,124	\$ 8,185,359	\$ 110,231,019
Other Patient Revenue	142,009	142,009	523,423	142,009	142,009	148,119	173,857	147,432	(203,550)	163,652	207,653	137,278	1,865,903
Net Patient Revenue	(61,765)	5,533,640	3,528,275	2,681,814	2,743,129	(542,370)	4,807,855	242,377	2,205,381	2,382,822	4,262,748	3,799,746	31,583,651
Collection %	-0.58%	55.26%	31.81%	21.53%	23.02%	-4.77%	39.58%	2.01%	19.94%	21.05%	30.33%	32.07%	22.56%
Grant Funds	81,867	-	-	40,933	13,644	27,289	-	-	-	-	187,131	(14,240)	336,624
Other Financial Assistance	-	-	-	498,853	257,463	285,015	130,107	-	204,852	15,220,570	-	-	16,596,860
Other Revenue	25,133	16,319	44,660	14,514	26,237	15,021	(11,951)	15,493	48,896	12,430	(3,626)	12,667	215,794
Total Other Revenues	107,000	16,319	44,660	554,300	297,345	300,035	145,445	15,493	253,748	15,233,000	183,505	(1,573)	17,149,278
Total Revenues	45,235	5,549,959	3,572,935	3,236,114	3,040,473	(242,335)	4,953,300	257,870	2,459,129	17,615,822	4,446,253	3,798,173	48,732,929
<i>Direct Operational Expenses:</i>													
Salaries and Wages	1,839,260	1,564,927	1,661,704	1,533,257	1,533,530	1,564,709	1,698,291	1,605,193	1,663,916	1,725,387	1,847,896	2,268,544	20,506,614
Benefits	482,565	450,228	487,782	451,141	449,532	427,860	448,584	455,307	457,699	448,660	411,505	535,673	5,506,358
Purchased Services	289,929	232,220	257,375	236,978	323,285	242,137	333,093	304,400	363,162	268,939	398,111	416,021	3,665,649
Medical Supplies	91,738	132,622	142,210	115,484	117,523	188,985	218,183	210,739	(111,911)	97,252	149,356	244,220	1,596,400
Other Supplies	39,537	92,922	139,625	137,179	127,356	207,278	146,454	65,774	138,321	114,802	138,524	245,839	1,593,611
Contracted Physician Expense	663,185	660,448	717,386	823,931	692,946	356,973	950,197	764,286	543,889	691,766	692,548	859,789	8,417,366
Drugs	77,901	104,180	158,282	144,236	167,869	119,501	106,164	114,424	79,544	62,974	384,361	(77,357)	1,442,078
Repairs & Maintenance	46,164	49,242	47,833	67,816	54,356	55,489	74,846	42,353	58,296	81,978	45,693	99,930	723,995
Lease & Rental	52,258	50,554	68,444	58,805	32,799	44,541	51,391	45,580	49,870	48,050	45,685	50,415	598,390
Utilities	68,800	72,412	76,840	48,908	51,859	61,833	70,491	54,911	64,247	52,131	78,857	160,517	861,806
Other Expense	46,086	97,638	36,172	71,181	33,600	110,255	52,335	2,492	101,138	49,754	33,052	176,008	809,711
Insurance	16,573	16,573	16,573	16,573	16,573	16,573	16,573	16,754	16,754	16,754	17,408	16,754	200,433
Total Operational Expenses	3,713,996	3,523,966	3,810,226	3,695,666	3,611,070	3,487,089	4,075,445	3,682,213	3,424,924	3,658,446	4,242,998	4,996,352	45,922,391
Net Performance before Depreciation & Overhead Allocations	(3,668,761)	2,025,993	(237,291)	(455,552)	(570,596)	(3,729,424)	877,855	(3,424,343)	(965,796)	13,957,376	203,255	(1,198,179)	2,810,537
Depreciation	258,659	261,436	259,965	259,804	259,804	260,086	260,673	261,186	261,185	264,298	274,656	275,662	3,157,413
<i>Overhead Allocations:</i>													
Risk Mgt	3,328	2,893	3,167	3,141	2,834	7,301	10,244	5,509	8,342	6,910	3,820	-	57,488
Rev Cycle	57,418	47,266	51,614	51,149	45,293	53,592	56,572	60,795	60,742	68,161	78,578	32,115	662,295
Internal Audit	432	4,328	3,356	3,639	1,878	2,062	11,824	7,383	7,383	10,891	2,062	6,282	57,608
Administration	39,687	43,211	61,254	82,122	59,571	72,961	74,909	68,565	70,764	58,231	33,464	-	664,740
Human Resources	46,898	40,541	85,490	53,200	66,812	84,769	3,628	51,474	71,230	51,669	52,331	13,911	621,952
Legal	17,825	28,940	26,138	22,898	23,823	42,472	64,280	18,337	30,384	69,894	-	-	344,992
Records	11,788	12,438	13,351	12,371	9,959	13,338	13,445	13,889	15,940	5,603	4,041	1,169	127,332
Compliance	7,963	8,414	5,170	13,263	8,575	13,683	(3,179)	17,641	20,959	1,085	3,330	8,836	105,740
Comm Engage Plan	11,177	10,119	11,482	10,953	10,026	10,959	12,282	13,202	18,896	11,064	11,777	8,200	140,136
IT Operations	84,051	116,950	117,713	159,840	122,867	180,840	72,912	118,920	113,021	88,007	86,893	148,077	1,409,391
IT Security	13,217	8,797	15,495	12,803	10,390	12,630	11,958	12,651	28,605	13,643	17,228	11,515	168,871
IT Applications	31,724	170,938	256,322	112,810	99,879	126,396	33,403	114,178	107,803	260,981	106,305	93,623	1,514,363
Security Services	33,943	30,460	36,909	37,119	34,086	37,726	36,917	38,923	37,489	40,142	38,578	43,738	449,029
IT EPIC	79,716	88,644	108,508	135,518	112,323	297,967	227,468	234,401	257,819	(61,300)	373,773	515,538	2,370,375
Finance	49,176	47,050	47,282	49,078	40,521	42,586	39,797	43,276	53,670	67,127	56,438	37,544	573,547
Public Relations	18,969	13,802	5,983	8,697	12,663	15,924	9,338	15,337	9,544	8,926	8,476	11,302	138,960
Information Technology	16,257	14,465	15,480	17,883	18,584	16,867	18,161	19,308	25,757	3,372	-	-	166,134
Budget & Decision Support	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Quality	8,444	11,980	8,200	8,673	9,869	10,262	13,008	8,161	9,780	6,825	67	-	95,269
Project MGMT Office	12,904	14,358	14,974	15,408	14,016	15,808	17,831	18,028	16,584	16,982	21,674	23,869	202,435
Managed Care Contract	7,116	6,835	7,346	7,112	6,476	3,001	17	-	-	-	-	-	37,902
Total Overhead Allocations	552,033	725,428	894,736	817,675	710,384	1,060,147	724,813	895,822	944,957	728,215	898,835	955,718	9,908,761
Total Expenses	4,524,688	4,510,830	4,964,927	4,773,145	4,581,257	4,807,322	5,060,931	4,839,221	4,631,066	4,650,958	5,416,489	6,227,733	58,988,566
Net Margin	(4,479,453)	1,039,129	(1,391,992)	(1,537,031)	(1,540,783)	(5,040,657)	(107,651)	(4,581,351)	(2,171,938)	12,964,864	(970,235)	(2,429,559)	(10,255,637)
Capital Contributions	-	-	-	-	-	17,000	28,848	-	-	194,209	69,318	383,050	917,487
General Fund Support/ Transfer In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

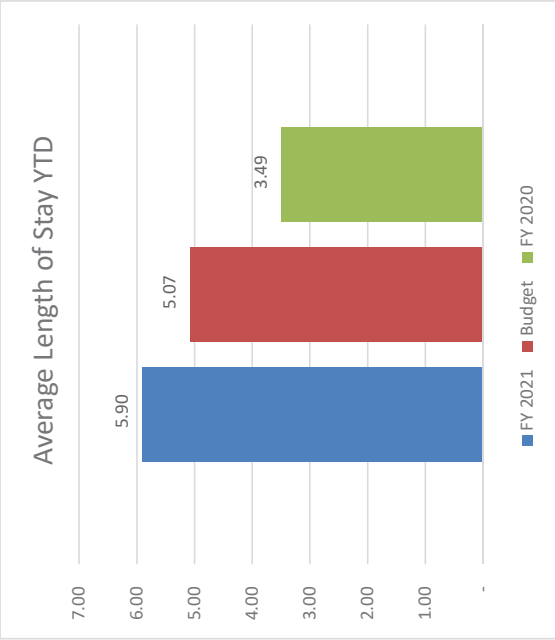
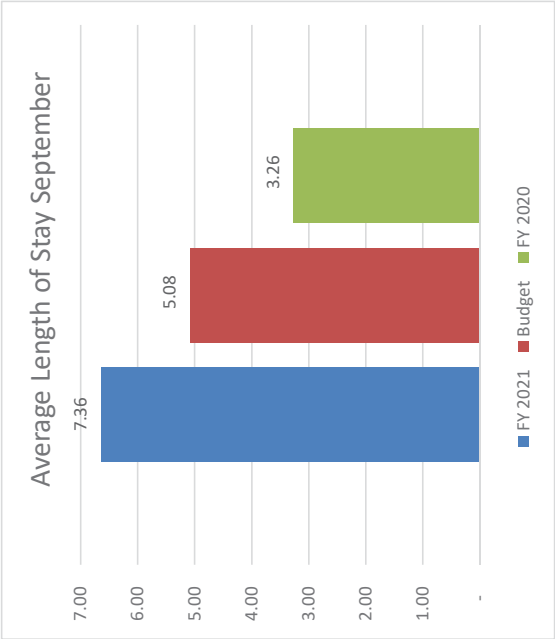
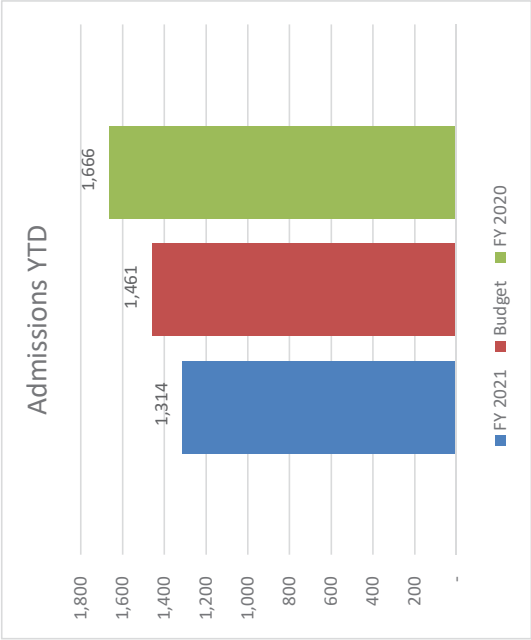
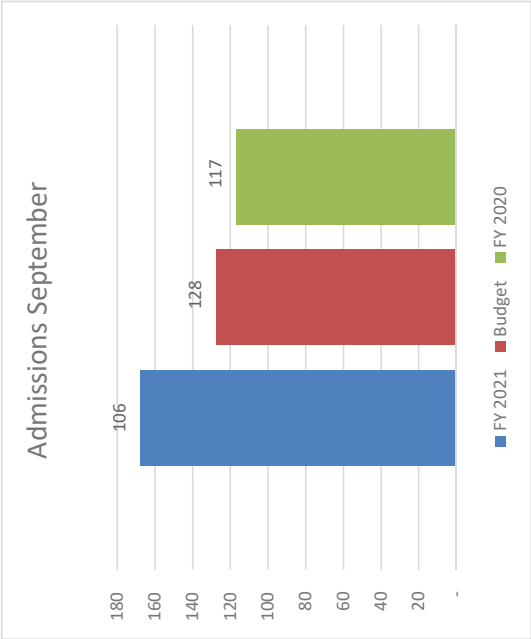
Lakeside Medical Center
Statistical Information

Admissions	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Current Year		% Var to		Prior YTD
													Total	YTD Budget	Budget	Total	Total
Newborn	10	9	3	5	4	4	7	10	9	11	7	9	88	129	(31.8%)	129	211
Pediatrics	3	2	3	3	3	3	11	6	3	6	6	6	2	50	(15.5%)	59	121
Adult	101	77	88	100	98	69	85	94	86	128	155	95	1,176	1,272	(7.6%)	1,272	1,334
Total	114	88	94	107	105	76	103	110	98	145	168	106	1,314	1,461	(10.0%)	1,461	1,666
Adjusted Admissions	311	221	213	248	256	233	308	305	292	353	266	202	3,209	4,556	(29.6%)	4,556	1,666
Patient Days																	
Med Surg 2nd and 3rd Floor (14 beds)	41	39	28	84	119	30	30	30	26	115	57	26	625	942	(33.7%)	942	811
Pediatrics (12 beds)	17	22	30	27	11	10	34	15	13	13	7	9	208	316	(34.2%)	316	468
Telemetry (22 beds)	243	222	394	402	349	247	269	312	288	327	828	608	4,489	3,376	33.0%	3,376	2,478
ICU (6 beds)	126	142	163	154	157	143	147	135	108	166	152	49	1,642	1,662	(1.2%)	1,662	744
Obstetrics (16 beds)	29	25	13	18	11	17	18	31	25	34	25	22	268	459	(41.6%)	459	600
Total (70 beds)	456	450	628	685	647	447	498	523	460	655	1,069	714	7,232	6,755	7.1%	6,755	5,101
Adjusted Acute Patient Days	1,245	1,131	1,423	1,588	1,577	1,369	1,487	1,451	1,371	1,595	1,695	1,364	17,296	21,070	(17.9%)	21,070	5,101
Other Key Inpatient Statistics																	
Occupancy/Percentage	21%	21%	29%	32%	33%	21%	24%	24%	22%	30%	0.4926	0.3400	28%	26%	7.1%	26%	20%
Average Daily Census (excl. newborns)	14.7	15.0	20.3	22.1	23.1	14.4	16.6	16.9	15.3	21.1	34.5	23.8	19.8	18.5	7.2%	18.5	14.0
Average Daily Census (incl. newborns)	15.4	15.8	20.6	22.6	23.5	14.8	17.2	17.7	15.9	22.1	35.1	24.5	20.4	19.5	4.6%	19.5	15.4
Average Length of Stay (excl newborns)	4.38	5.70	6.90	6.72	6.41	6.21	5.19	5.23	5.17	4.89	6.64	7.36	5.90	5.07	16.3%	5.07	3.49
Average Length of Stay (incl newborns)	4.19	5.40	6.81	6.55	6.26	6.04	5.00	4.98	4.87	4.72	6.48	6.92	5.69	4.88	16.6%	4.88	3.36
Case Mix Index- Medicare	1.9433	1.7109	1.3353	2.4190	1.5160	1.9575	1.4246	1.5021	1.8288	2.1165	1.7732	1.4634	1.7492	1.7492		1.7492	1,3740
Case Mix Index- Medicaid	0.5706	2.1950	2.4349	1.7665	1.6697	0.7644	0.8969	0.6547	0.3407	0.7633	0.8105	0.8092	1.1397	1.1397		1.1397	0.7600
Case Mix Index- All Payers	1.3453	1.5504	1.6374	2.0162	1.6634	1.5066	1.6564	1.2173	1.3335	1.2836	1.7427	1.3992	1.5293	1.5293		1.5293	1.0650
Emergency Room and Outpatients																	
ER Admissions	59	34	48	48	58	44	50	49	51	100	138	72	751	789	(4.9%)	789	1,192
ER Visits	1,367	1,269	1,292	1,502	1,396	1,629	1,707	1,647	1,522	1,649	1,285	1,288	17,553	17,407	0.8%	17,407	23,543
Outpatient Visits	280	235	247	213	258	213	329	313	276	364	397	406	3,531	2,216	59.3%	2,216	5,027
ER and Outpatient Visits	1,647	1,504	1,539	1,715	1,654	1,842	2,036	1,960	1,798	2,013	1,682	1,694	21,084	19,623	7.4%	19,623	28,570
Observation Patient Stays	219	202	169	182	206	236	245	185	201	147	106	112	2,210	3,352	(34.1%)	3,352	2,661
Surgery and Other Procedures																	
Inpatient Surgeries	24	31	30	28	32	28	46	39	37	20	11	21	347	383	(9.3%)	383	350
Outpatient Surgeries	7	6	10	5	9	2	5	6	5	3	2	5	65	34	91.5%	34	29
Endoscopies	19	9	11	14	13	16	20	13	6	6	4	6	137	165	(17.1%)	165	67
Radiology Procedures	2,280	1,983	2,163	2,449	2,356	2,640	2,641	2,518	2,444	2,162	1,893	1,945	27,474	26,017	5.6%	26,017	27,466
Lab Charges	14,701	14,408	15,963	18,014	17,243	15,960	17,635	16,948	15,721	12,182	15,363	12,215	186,353	199,279	(6.5%)	199,279	177,508
Staffing																	
Paid FTE	281.61	273.82	271.52	270.27	280.54	273.60	248.28	275.39	276.28	284.85	276.94	296.60	275.81	291.95	(5.5%)	291.95	296.85
Paid FTE per Adjusted Occupied Bed	7.01	7.27	5.91	5.28	4.98	6.20	5.01	5.88	6.05	5.54	5.07	6.52	5.82	5.06	14.8%	5.06	6.97
Operational Performance																	
Gross Revenue Per Adj Pat Day	8,543	8,857	7,794	7,847	7,556	8,303	8,169	8,306	8,069	7,096	8,293	8,687	8,127	7,034	15.5%	7,034	27,162
Net Revenue Per Adj Pat Day	(50)	4,894	2,479	1,689	1,739	(396)	3,234	167	1,609	1,494	2,515	2,786	2,216	1,664	33.2%	1,664	5,209
Salaries & Benefits as % of Net Pat Revenue	-3759%	36%	61%	74%	72%	-367%	45%	850%	96%	91%	53%	74%	82%	82%	0.3%	82%	98%
Labor Cost per Adj Pat Day	1,865	1,782	1,510	1,250	1,257	1,456	1,444	1,420	1,548	1,363	1,333	2,056	1,524	1,348	13.0%	1,348	5,271
Total Expense Per Adj Pat Day	2,983	3,117	2,677	2,328	2,289	2,547	2,741	2,538	2,498	2,293	2,504	3,663	2,682	2,285	17.4%	2,285	9,621

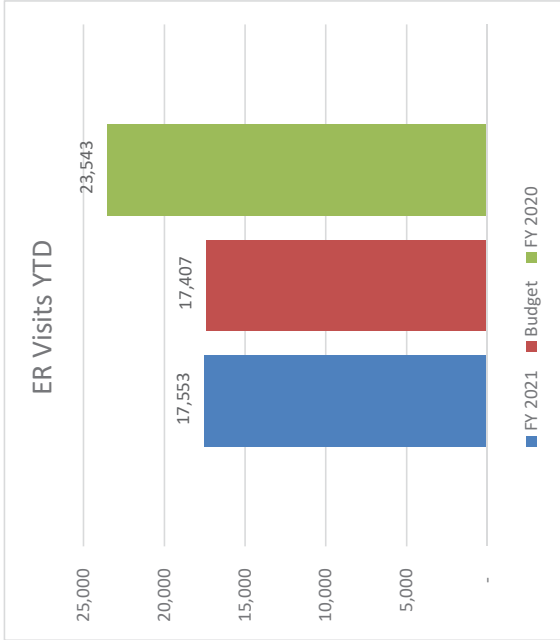
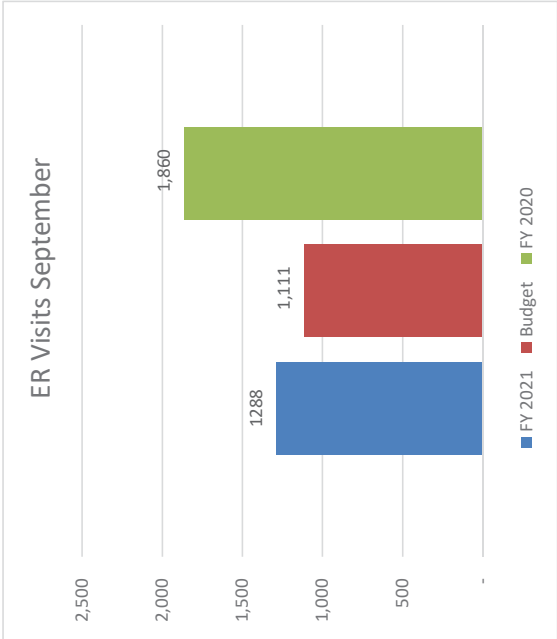
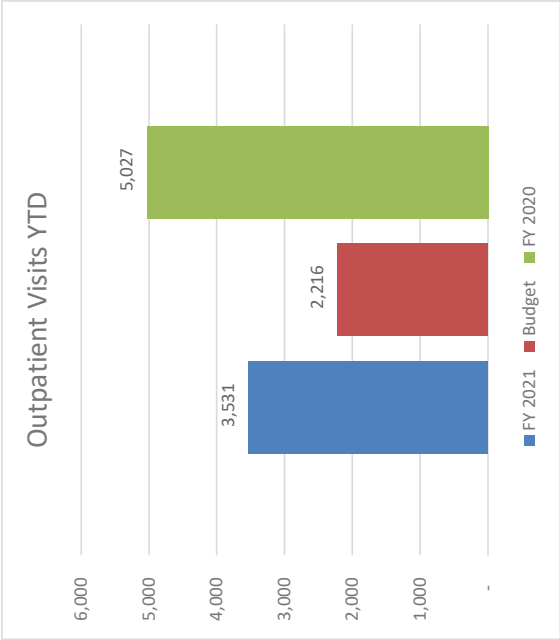
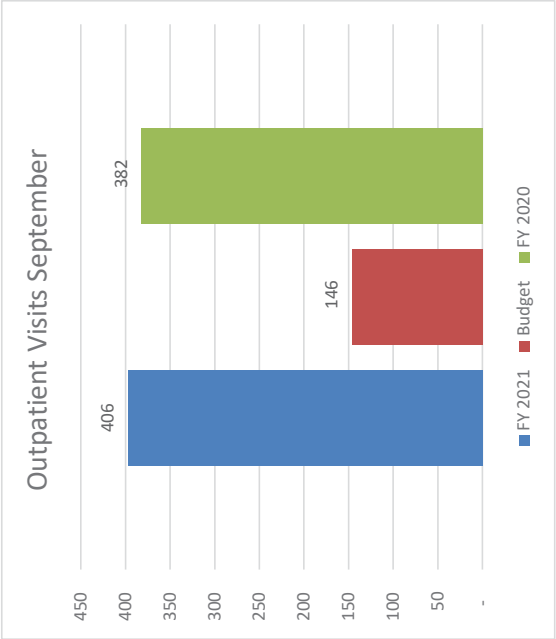
LAKESIDE MEDICAL CENTER
Inpatient



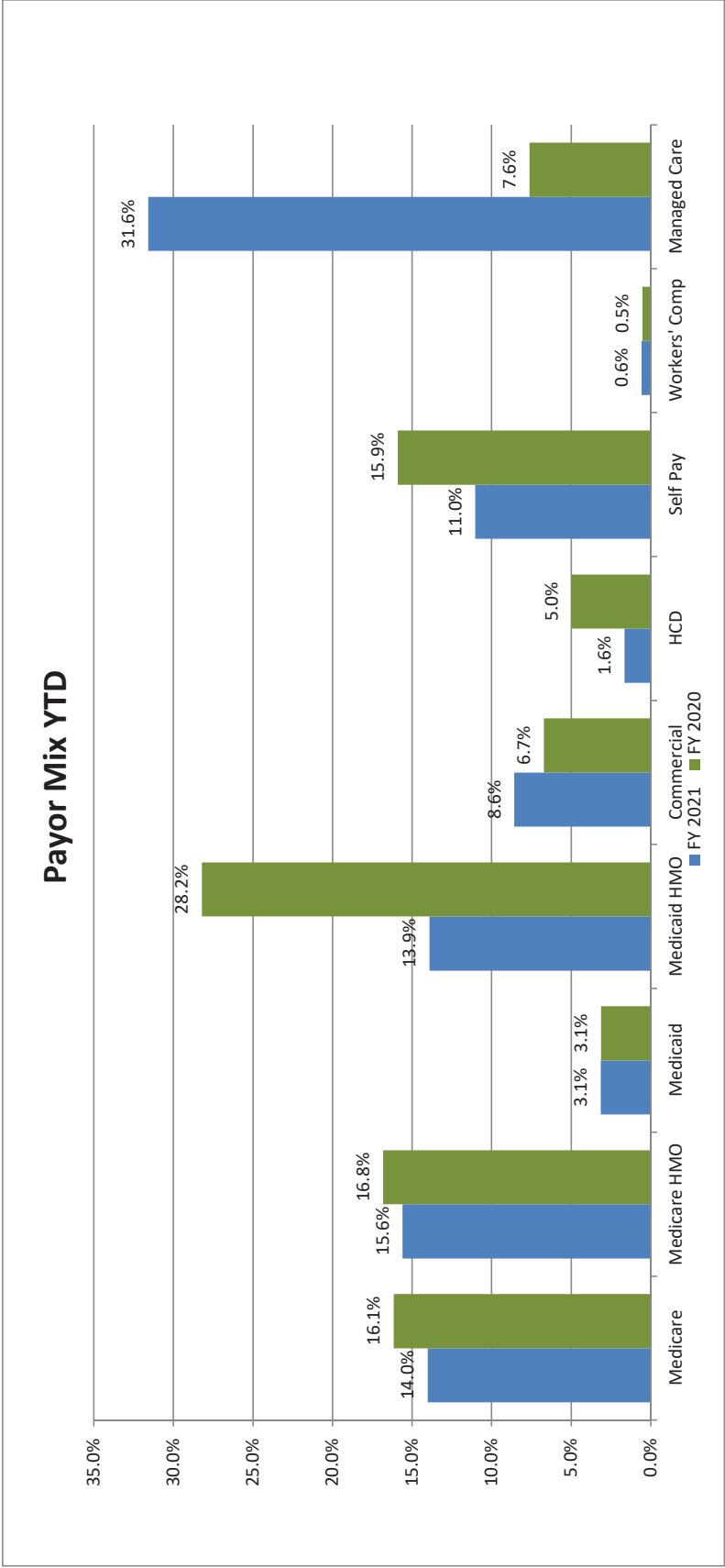
LAKESIDE MEDICAL CENTER
Inpatient



LAKESIDE MEDICAL CENTER
Outpatient



LAKESIDE MEDICAL CENTER
Revenue





SUPPLEMENTAL INFORMATION

PRIMARY CARE CLINICS

Primary Care Clinics 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	%	%
1,933,303	1,169,698	763,605	65.3%	1,775,768	157,536	8.9%	Gross Patient Revenue
1,247,167	210,809	(1,036,358)	(491.6%)	465,542	(781,625)	(167.9%)	Contractual Allowances
1,180	457,791	456,611	99.7%	114,058	112,878	99.0%	Charity Care
242,880	164,168	(78,712)	(47.9%)	1,027,273	784,393	76.4%	Bad Debt
1,491,227	832,768	(658,459)	(79.1%)	1,606,873	115,646	7.2%	Total Contractuals and Bad Debts
320,343	357,774	(37,431)	(10.5%)	463,901	(143,558)	(30.9%)	Other Patient Revenue
762,419	694,704	67,715	9.7%	632,796	129,624	20.5%	Net Patient Revenue
39.44%	59.39%		35.64%				Collection %
1,950,380	42,158	1,908,222	4,526.4%	1,179,115	771,265	65.4%	Grant Funds
-	145,852	(145,852)	(100.0%)	146,579	(146,579)	(100.0%)	Other Financial Assistance
1,537	45,007	(43,470)	(96.6%)	503,348	(501,811)	(99.7%)	Other Revenue
1,951,917	233,017	1,718,900	737.7%	1,829,042	122,875	6.7%	Total Other Revenues
2,714,337	927,721	1,786,616	192.6%	2,461,838	252,499	10.3%	Total Revenues

Direct Operational Expenses:

2,099,596	2,182,176	82,580	3.8%	1,795,543	(304,053)	(16.9%)	Salaries and Wages
455,433	441,400	(14,034)	(3.2%)	412,381	(43,053)	(10.4%)	Benefits
72,565	45,680	(26,885)	(58.9%)	77,488	4,922	6.4%	Purchased Services
90,448	111,887	21,439	19.2%	83,139	(7,309)	(8.8%)	Medical Supplies
25,168	26,505	1,337	5.0%	(15,738)	(40,906)	259.9%	Other Supplies
34,055	76,691	42,636	55.6%	77,729	43,674	56.2%	Medical Services
100,914	55,372	(45,542)	(82.2%)	84,368	(16,545)	(19.6%)	Drugs
33,372	9,624	(23,748)	(246.8%)	16,872	(16,500)	(97.8%)	Repairs & Maintenance
97,033	166,965	69,931	41.9%	88,957	(8,076)	(9.1%)	Lease & Rental
8,900	7,323	(1,577)	(21.5%)	8,411	(488)	(5.8%)	Utilities
36,025	38,831	2,806	7.2%	46,059	10,033	21.8%	Other Expense
4,026	4,351	325	7.5%	3,716	(310)	(8.3%)	Insurance

3,057,536 3,166,804 109,269 3.5% 2,678,925 (378,611) (14.1%) Total Operational Expenses

Net Performance before Depreciation &

(343,199)	(2,239,083)	1,895,885	(84.7%)	(217,087)	(126,112)	58.1%	Overhead Allocations
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Net Performance before Depreciation &

(4,461,873)	(7,244,955)	2,783,082	(38.4%)	(7,046,745)	2,584,872	(36.7%)	
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Primary Care Clinics 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	%	%
31,642	17,326	(14,316)	(82.6%)	29,980	(1,662)	(5.5%)	Depreciation
-	2,875	2,875	100.0%	2,925	2,925	100.0%	Overhead Allocations:
118,450	206,967	88,518	42.8%	-	(118,450)	0.0%	Risk Mgt
3,797	3,852	55	1.4%	-	(3,797)	0.0%	Rev Cycle
21,814	19,769	(2,045)	(10.3%)	22,250	437	2.0%	Internal Audit
-	33,232	33,232	100.0%	38,865	38,865	100.0%	Home Office Facilities
11,850	47,193	35,343	74.9%	4,818	4,818	100.0%	Administration
-	17,241	17,241	100.0%	25,970	25,970	28.9%	Human Resources
707	8,048	7,342	91.2%	6,074	6,074	100.0%	Legal
5,341	6,886	1,545	22.4%	6,781	6,781	89.6%	Records
4,431	7,007	2,575	36.8%	6,015	674	11.2%	Compliance
89,506	82,883	(6,622)	(8.0%)	-	(4,431)	0.0%	Comm Engage Plan
6,238	8,445	2,208	26.1%	-	(89,506)	0.0%	IT Operations
31,112	40,421	9,309	23.0%	-	(6,238)	0.0%	IT Security
54,672	47,251	(7,421)	(15.7%)	-	(31,112)	0.0%	IT Applications
311,620	121,544	(190,076)	(156.4%)	-	(54,672)	0.0%	Security Services
22,694	31,664	8,970	28.3%	29,819	(311,620)	0.0%	IT EPIC
6,832	10,057	3,226	32.1%	6,841	7,125	23.9%	Finance
-	8,302	8,302	100.0%	134,667	9	0.1%	Public Relations
-	4,762	4,762	100.0%	-	134,667	100.0%	Information Technology
14,428	11,235	(3,193)	(28.4%)	-	-	0.0%	Corporate Quality
-	1,328	1,328	100.0%	2,022	(14,428)	0.0%	Project MGMT Office
-	-	-	-	-	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

Primary Care Clinics 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	1,993,303	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	434,796	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	805,392	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	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	7,438	6,515	7,229	6,285	6,819	6,933	7,242	7,549	7,689	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	64,846	64,846	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	7,739	7,228	6,447	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	46,146	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	29,666	29,666	28,580	25,741	24,055	26,159	32,471	34,115	22,694	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	817,787	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

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Primary Care Clinics - Medical Statement of Revenues and Expenses by Location

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

	Administration	beach Clinic	Clinic	Clinic	Clinic	Place	Center	Clinic	Clinic	Clinic	warrior	van scout	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	(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
Direct Operational Expenses:															
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
Overhead Allocations:															
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	1,303	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	8,410	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

Actual			Budget			Current Month			Prior Year			Fiscal Year To Date			
		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%
-	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	42,636	8,691	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	(44,374)	(7.2%)	Insurance		44,374	51,763</					

Primary Care Clinics- Medical Statement of Revenue and Expenses

FOR THE TWELVE MONTH ENDED SEPTEMBER 30, 2021

Actual	Budget	Current Month		Prior Year	Variance		%	Fiscal Year To Date			Variance	%
		Variance	%					Actual	Budget	Variance		
24,070	12,913	(11,157)	(86.4%)	21,006	(3,064)	(14.6%)	Depreciation	291,385	155,000	(136,385)	173,775	(67.7%)
-	2,464	2,464	100.0%	2,406	2,406	100.0%	Risk Mgt	29,542	29,563	22	9,751	(203.0%)
99,696	174,744	75,048	42.9%	-	(99,696)	0.0%	Rev Cycle	2,094,870	2,096,920	2,050	944,673	(121.8%)
3,257	3,301	44	1.3%	-	(3,257)	0.0%	Internal Audit	29,870	39,607	9,737	33,317	10.3%
19,642	17,713	(1,928)	(10.9%)	19,886	244	1.2%	Home Office Facilities	202,190	212,558	10,368	206,347	2.0%
-	28,478	28,478	100.0%	31,962	31,962	100.0%	Administration	341,513	341,737	224	337,784	(1.1%)
10,140	40,769	30,629	75.1%	13,645	3,506	25.7%	Human Resources	485,550	489,221	3,671	369,307	(31.5%)
-	14,775	14,775	100.0%	21,357	21,357	100.0%	Legal	177,298	177,298	-	173,582	(2.1%)
606	6,897	6,291	91.2%	5,577	4,971	89.1%	Records	66,023	82,763	16,740	67,113	1.6%
4,581	5,901	1,319	22.4%	4,947	365	7.4%	Compliance	54,827	70,810	15,983	77,227	29.0%
3,727	6,005	2,278	37.9%	-	(3,727)	0.0%	Comm Engage Plan	72,050	72,054	5	-	0.0%
76,779	71,027	(5,753)	(8.1%)	-	(76,779)	0.0%	IT Operations	730,888	852,320	121,432	-	0.0%
5,248	7,237	1,989	27.5%	-	(5,248)	0.0%	IT Security	86,827	86,846	19	-	0.0%
26,688	34,639	7,950	23.0%	-	(26,688)	0.0%	IT Applications	399,271	415,662	16,391	-	0.0%
46,493	40,184	(6,309)	(15.7%)	-	(46,493)	0.0%	Security Services	477,315	482,208	4,893	-	0.0%
267,312	104,156	(163,155)	(156.6%)	-	(267,312)	0.0%	IT EPIC	1,229,064	1,249,872	20,808	-	0.0%
19,467	27,135	7,668	28.3%	24,522	5,055	20.6%	Finance	297,390	325,618	28,227	302,558	1.7%
5,860	8,618	2,758	32.0%	5,626	(235)	(4.2%)	Public Relations	72,052	103,419	31,367	85,869	16.1%
-	7,115	7,115	100.0%	110,747	110,747	100.0%	Information Technology	85,380	85,380	-	1,037,066	91.8%
-	4,080	4,080	100.0%	-	-	0.0%	Corporate Quality	48,955	48,961	6	14,283	(242.7%)
12,376	9,628	(2,748)	(28.5%)	-	(12,376)	0.0%	Project MGMT Office	104,965	115,536	10,571	49,331	(112.8%)
-	1,121	1,121	100.0%	1,643	1,643	100.0%	Managed Care Contract	5,416	13,458	8,042	23,955	77.4%
601,872	615,984	14,112	2.3%	242,317	(359,555)	(148.4%)	Total Overhead Allocations	7,091,256	7,391,810	300,554	3,732,165	(90.0%)
3,207,098	3,297,982	90,883	2.8%	2,559,423	(647,675)	(25.3%)	Total Expenses	31,632,441	32,526,943	894,501	26,977,783	(17.3%)
\$ (512,101) \$	(2,521,721) \$	2,009,619	(79.7%)	(683,353) \$	171,251	(25.1%)	Net Margin	\$ (11,770,075) \$	(13,792,103) \$	2,022,028	\$ (10,344,762) \$	13.8%
(22,718)	-	22,718	0.0%	-	22,718	0.0%	Capital	-	847,210	847,210	-	0.0%
\$ - \$	2,485,000 \$	2,485,000	100.0%	74,652 \$	74,652	100.0%	General Fund Support/ Transfer In	\$ 9,025,566	\$ 14,650,000	\$ 5,624,434	\$ 9,583,293	5.8%

Primary Care Clinics- 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
Direct Operational Expenses:						
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
Overhead Allocations:						
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)
Capital	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 961,464	55	-	-	-	961,464

Primary Care Clinics- 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	%	Prior Year	Variance	%
620,333	257,099	363,234	141.3%	248,746	371,587	149.4%	Gross Patient Revenue	2,220,778	2,818,188
858,622	41,915	(816,707)	(1,948.5%)	49,351	(809,271)	(1,639.8%)	Contractual Allowances	(2,349,899)	494,533
-	148,047	148,047	100.0%	114,058	114,058	100.0%	Charity Care	169,033	1,609,010
37,592	16,344	(21,248)	(130.0%)	39,415	1,822	4.6%	Bad Debt	(281,337)	224,672
896,215	206,306	(689,909)	(334.4%)	202,824	(693,391)	(341.9%)	Total Contractuals and Bad Debts	(2,462,203)	2,328,216
47,689	93,923	(46,234)	(49.2%)	153,862	(106,173)	(69.0%)	Other Patient Revenue	639,117	1,287,168
(228,192)	144,716	(372,908)	(257.7%)	199,785	(427,977)	(214.2%)	Net Patient Revenue	1,870,900	1,777,140
-36.79%	56.29%			80.32%			Collection %	56.18%	63.06%
247,532	6,744	240,788	3,570.4%	203,759	43,773	21.5%	Grant Funds	1,316,621	1,433,731
-	-	-	0.0%	182,223	(182,223)	(100.0%)	Other Financial Assistance	-	500,452
-	-	-	0.0%	-	-	0.0%	Other Revenue	-	-
247,532	6,744	240,788	3,570.4%	385,982	(138,450)	(35.9%)	Total Other Revenues	467,230	1,934,183
19,340	151,460	(132,120)	(87.2%)	585,767	(566,427)	(96.7%)	Total Revenues	864,923	3,711,323
333,847	371,326	37,479	10.1%	273,727	(60,120)	(22.0%)	Salaries and Wages	69,750	2,840,700
70,371	67,851	(2,520)	(3.7%)	61,651	(8,721)	(14.1%)	Benefits	(57,571)	748,479
2,881	3,091	210	6.8%	4,828	1,947	40.3%	Purchased Services	10,657	99,824
27,499	12,193	(15,306)	(125.5%)	7,854	(19,645)	(250.1%)	Medical Supplies	(21,027)	203,458
9,622	7,425	(2,197)	(29.6%)	336	(9,286)	(2,762.0%)	Other Supplies	2,419	30,136
-	-	-	0.0%	-	-	0.0%	Medical Services	-	-
34	60	26	42.8%	20	(15)	(75.8%)	Drugs	800	238
7,105	2,319	(4,786)	(206.4%)	5,279	(1,826)	(34.6%)	Repairs & Maintenance	10,095	44,290
22,400	26,669	4,269	16.0%	24,783	2,383	9.6%	Lease & Rental	19,023	301,515
1,848	1,333	(515)	(38.6%)	2,966	1,118	37.7%	Utilities	(4,692)	24,321
685	5,416	4,731	87.4%	1,340	656	48.9%	Other Expense	31,124	25,865
88	37	(51)	(136.8%)	41	(47)	(115.7%)	Insurance	(235)	420
476,380	497,720	21,340	4.3%	382,825	(93,556)	(24.4%)	Total Operational Expenses	60,300	4,319,245
(457,040)	(346,260)	(110,780)	32.0%	202,942	(659,983)	(325.2%)	Depreciation & Overhead Allocations	925,223	(607,922)
							Net Performance before		
								533,482	(87.8%)

Primary Care Clinics- 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	%	%
7,572	4,413	(3,159)	(71.6%)	8,974	1,402	15.6%	15.6% Depreciation
Overhead Allocations:							
-	411	411	100.0%	520	520	100.0%	100.0% Risk Mgt
18,754	32,224	13,470	41.8%	-	(18,754)	0.0%	0.0% Rev Cycle
540	551	11	2.0%	-	(540)	0.0%	0.0% Internal Audit
2,172	2,055	(117)	(5.7%)	2,365	193	8.2%	8.2% Home Office Facilities
-	4,754	4,754	100.0%	6,903	6,903	100.0%	100.0% Administration
1,711	6,425	4,714	73.4%	3,023	1,313	43.4%	43.4% Human Resources
-	2,466	2,466	100.0%	4,613	4,613	100.0%	100.0% Legal
100	1,151	1,051	91.3%	1,204	1,104	91.7%	91.7% Records
759	985	226	22.9%	1,068	309	28.9%	28.9% Compliance
705	1,002	297	29.7%	-	(705)	0.0%	0.0% Comm Engage Plan
12,727	11,857	(870)	(7.3%)	-	(12,727)	0.0%	0.0% IT Operations
990	1,208	219	18.1%	-	(990)	0.0%	0.0% IT Security
4,424	5,782	1,359	23.5%	-	(4,424)	0.0%	0.0% IT Applications
8,179	7,067	(1,112)	(15.7%)	-	(8,179)	0.0%	0.0% Security Services
44,308	17,387	(26,921)	(154.8%)	-	(44,308)	0.0%	0.0% IT EPIC
3,227	4,530	1,303	28.8%	5,296	2,070	39.1%	39.1% Finance
971	1,439	467	32.5%	1,215	244	20.1%	20.1% Public Relations
-	1,188	1,188	100.0%	23,919	23,919	100.0%	100.0% Information Technology
-	681	681	100.0%	-	-	0.0%	0.0% Corporate Quality
2,051	1,607	(444)	(27.6%)	-	(2,051)	0.0%	0.0% Project MGMT Office
-	207	207	100.0%	380	380	100.0%	100.0% Managed Care Contract
101,618	104,979	3,361	3.2%	50,507	(51,111)	(101.2%)	Total Overhead Allocations
585,570	607,112	21,542	3.5%	442,305	(143,265)	(32.4%)	Total Expenses
\$ (566,230) \$	(455,652) \$	(110,578)	24.3% \$	143,462 \$	(709,692)	(494.7%)	Net Margin
-	-	-	0.0%	(102,945)	(102,945)	100.0%	Capital
\$ -	\$ 306,000	\$ 306,000	100.0%	\$ -	\$ -	0.0%	General Fund Support/ Transfer In



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	Current Year Total	%Var to Budget	Prior Year 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	17,176	(2.9%)	16,932
Belle Glade	616	395	661	451	555	656	622	566	616	621	792	725	7,276	5,022	44.3%	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	8,233	66.0%	12,552
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%	1,111
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	-	-
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



SUPPLEMENTAL INFORMATION

MEDICAID MATCH FUND

Current Month

09

Medicaid Match Statement of Revenues and Expenditures 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
Patient Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PBC Interfocal	491,667	491,667	491,667	491,667	491,667	491,667	491,667	491,667	491,667	491,667	491,667	491,667	5,900,000
Other revenue	3	1	-	8	5	2	2	2	1	1	1	1	27
Total Revenue	491,669	491,668	491,667	491,674	491,672	491,669	491,669	491,669	491,668	491,668	491,668	491,667	5,900,027
<i>Direct Operational Expenses:</i>													
Salaries and Wages	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Physician Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Drugs	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease & Rental	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Expense	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,407,924	1,407,924	1,407,924	17,269,933
Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operational Expenses	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,407,924	1,407,924	1,407,924	17,269,933
Net Performance before Overhead Allocations	(957,904)	(957,906)	(957,907)	(957,899)	(957,902)	(957,904)	(957,905)	(957,905)	(957,905)	(916,256)	(916,256)	(916,257)	(11,369,906)
<i>Overhead Allocations:</i>													
Risk Mgt	-	-	-	-	-	-	-	-	-	-	-	-	-
Rev Cycle	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal Audit**	-	-	-	-	-	-	-	-	-	-	-	-	-
Legislative Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration**	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-
Records	-	-	-	-	-	-	-	-	-	-	-	-	-
Compliance**	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-	-	-	-
Communications	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Overhead Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,449,573	1,407,924	1,407,924	1,407,924	17,269,933
Net Margin	(957,904)	(957,906)	(957,907)	(957,899)	(957,902)	(957,904)	(957,905)	(957,905)	(957,905)	(916,256)	(916,256)	(916,257)	(11,369,906)
Total Transfers In	\$ 957,904	\$ 957,906	\$ 957,907	\$ 957,899	\$ 957,902	\$ 957,904	\$ 957,905	\$ 957,905	\$ 957,905	\$ 916,256	\$ 916,256	\$ 916,257	\$ 11,369,906

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

1. **Description:** Internal Audit Update

2. **Summary:**

The agenda for the Internal Audit Update includes the Business Continuity Planning Review and updates on other internal audit matters.

3. **Substantive Analysis:**

A summary of the Business Continuity Planning Review is presented below:

The Health Care District of Palm Beach County (HCD) Internal Audit included this review, Business Continuity Management in the FY21 Internal Audit work plan, based on the risk assessment performed during 2021.

The review includes recommendations to improve the achievement of management objectives which are rated as follows:

Rating	Definition
High Risk	This risk severely impacts achieving objectives.
Medium Risk	This risk moderately impacts achieving objectives.
Low Risk	This risk has a low risk for achieving objectives.

Business Continuity Management (BCM) occurs at the organizational level and is a process by which an organization prepares, maintains and practices a plan for the continuity of business activities when events occur. This is achieved by assigning adequate resources, people, and budgeted funds while ensuring that the practices put in place across the organization identify the continuity level needed, consistent with the criticality of the various operations throughout the organization. It involves planning and preparation to ensure that an organization or unit can continue to operate following a disaster or major disruption or is able to recover to an operational state within a reasonably short period.

BCM includes the following: Emergency Management + Business Continuity Planning (which includes Hazard Vulnerability Analysis + Business Impact Analysis + Business Recovery Planning) + IT Disaster Recovery.

The objective of this review was to determine the maturity of the Health Care District of Palm Beach County's Business Continuity Management (BCM). The review included a review of the current policies, processes and most recent past plans in place across the HCD, and a review of the practices in place against current regulations.

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

Summary of HCD BCM Plans and Regulations												
Health Care District Palm Beach County Divisions	Regulatory Requirements						Business Continuity Management					
	OCR ¹	CMS ²	JCAHO ³	AHCA ⁴	HRSA ⁵	Business Sense	Emerg Mgt	BCP ⁶	HVA ⁷	BIA ⁸	BRP ⁹	IT DR ¹⁰
District Home Office Departments												
Finance Revenue Cycle						X	X	X				X
Finance (AP, Payroll, Purchasing, FR)						X	X	X				X
Human Resources						X	X	X				X
Compliance						X	X	X				X
IT						X	X	X				X
Quality						X	X	X				X
Risk						X	X	X				X
Legal						X	X	X				X
Others - TBD						X	X	X				X
Lakeside Medical Center	X	X	X	X			X	X	X		X	X
E. J. Healey Rehabilitation and Nursing Center	X	X		X			X	X	X		X	X
C. L. Brumback Primary Care Centers	X	X			X		X	X	X		X	X
Aeromed	X	X		X			X	X				X
Trauma	X	X		X			X	X				X
District Cares	X	X		X			CCP	X				X
School Health	X					X	Schools	X				X
1 OCR: Office of Civil Rights, HIPAA Privacy and Security							6 BCP	Business Continuity Plan				
2 CMS: Center for Medicare and Medicaid Services							7 HVA	Hazard Vulnerability Analysis				
3 JCAHO: Joint Commission on Accreditation of Healthcare Organizations							8 BIA	Business Impact Analysis				
4 AHCA: Florida Agency for Health Care Administration							9 BRP	Business Recovery Plan				
5 HRSA: Health Resources and Services Administration							10 IT DR	Disaster Recovery				

The scope of the review included a review of the Lakeside Medical Center (Lakeside) and E.J. Healey Rehabilitation and Nursing Center (Healey) Comprehensive Emergency Management Plans (CEMP's) prepared and submitted to Agency for Health Care Administration (AHCA) in 2021, the C. L. Brumback Primary Care Clinics (Clinics) CEMP's prepared in 2021, the 2018 HCD Business Continuity Plans, the HCD Emergency Response Plan from 2018, the most recent HCD Information Technology Disaster Recovery Plan, and current HCD policies related to BCM against best practices. Additionally, the review included a review of the most recent AHCA Fire and Life Safety surveys as related to Emergency plans.

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

The review of the Health Care District of Palm Beach County's (HCD's) Business Continuity Management (BCM) processes determined that the HCD, a highly complex health care system that is diverse in both the clinical and administrative services offered, as well as in their geographic locations has good practices in place, particularly in areas that are subject to regulation. There is room for improvement in the overall governance of the HCD BCM considering the various divisions' processes, and there could be better documentation overall regarding the Business Continuity Plan (BCP), particularly in regards to the shared services business units.

Rating	Finding	Action Plan	Owner and Due Date
Medium	Organizational Governance	The HCD will identify the executive or executives accountable for BCM program planning and execution, as well as those responsible for resourcing and strategy decision-making. A schedule for the activities should be prepared establishing planning, testing, and event driven meetings virtually and in person, establishing frequency of meetings, contact information, conference phone numbers. The HCD BCM program will define who is accountable and responsible for each key discipline of the program.	Darcy Davis and Senior Leadership Complete
Medium	Include Hazard Vulnerability Analysis (HVA), Business Impact Analysis(BIA) and Business Recovery Plan (BRP) in Business Continuity Plan (BCP).	The HCD BC Steering Committee will ensure that all areas implement a BCM framework to include in the BCP a methodology to assess risk with an HVA, conduct BIA's across all areas to identify and rank critical processes, workflows and supporting technology, business operation risks, and recovery time requirements, and to establish BRP's.	HCD Business Continuity Planning Steering Committee, Thomas Cleare September 30, 2022
Low	Other Business Continuity Plan (BCP) Considerations	HCD will include Testing, Training and Lessons Learned in HCD BCP Guidelines into the framework.	HCD Business Continuity Planning Steering Committee, Thomas Cleare December 31, 2022

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

Change Management

The final project from the FY21 work plan was a review of HCD Change Management at the Organizational level. The review noted that there were initiatives in place across the organization for Change Management as follows: Leadership team meets regularly to discuss changes in leadership, changes to business model, and/or changes to the external environment. A Formalized Change Management process exists, which includes the Enterprise Project Management Office (EPMO). In regards to training and communication for major changes, this was an area that would need improvement. Human Resources has committed to implementing the following action plan in FY22:

“HCD has taken some great strides this past year implementing projects and/or systems. As we continue to move forward with other company initiatives in FY22, we can take a more proactive approach and facilitate self-service feedback strategies to obtain the overall pulse of various changes within the organization. More specifically, we can administer surveys to a population of our employees at various stages (start/middle/end) of a project and gather data to help navigate through the change and impact it will have to the company and its employees. The surveys can be used to help track, access our employees’ involvements, resource demands, training gaps, and communication awareness.”

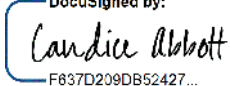
Other Internal Audit Matters

Follow-up to open items from past internal audits will be presented at the March 2022 meeting. The open audit findings from the Sanction Screening and Conflict of Interest reviews were revised for a due date of December 31, 2021. The Vendor Risk Management review findings are in process. Also, management has re-branded the Internal Control Committee to the Compliance and Audit Committee.

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

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 Candice Abbott
 VP & Chief Financial Officer

**HEALTH CARE DISTRICT
FINANCE AND AUDIT COMMITTEE
December 15, 2021**

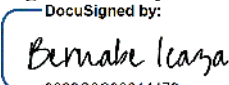
5. Reviewed/Approved by Committee:

<p>N/A</p> <hr/>	<p>N/A</p> <hr/>
<p>Committee Name</p>	<p>Date</p>

6. Recommendation:

Staff recommends that the Finance & Audit Committee receive and file the Internal Audit Update.

Approved for Legal sufficiency:

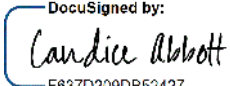
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Bernabe Icaza
VP & General Counsel

DocuSigned by:

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Betsy Bittar
Senior Internal Auditor

DocuSigned by:

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Candice Abbott
VP & Chief Financial Officer

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

1. **Description:** Internal Audit FY22 Workplan

2. **Summary:**

The agenda for the Internal Audit will include the results of the Health Care District of Palm Beach County (HCD) FY 2022 Risk Assessment and the Internal Audit Work Plan for FY 2022.

3. **Substantive Analysis:**

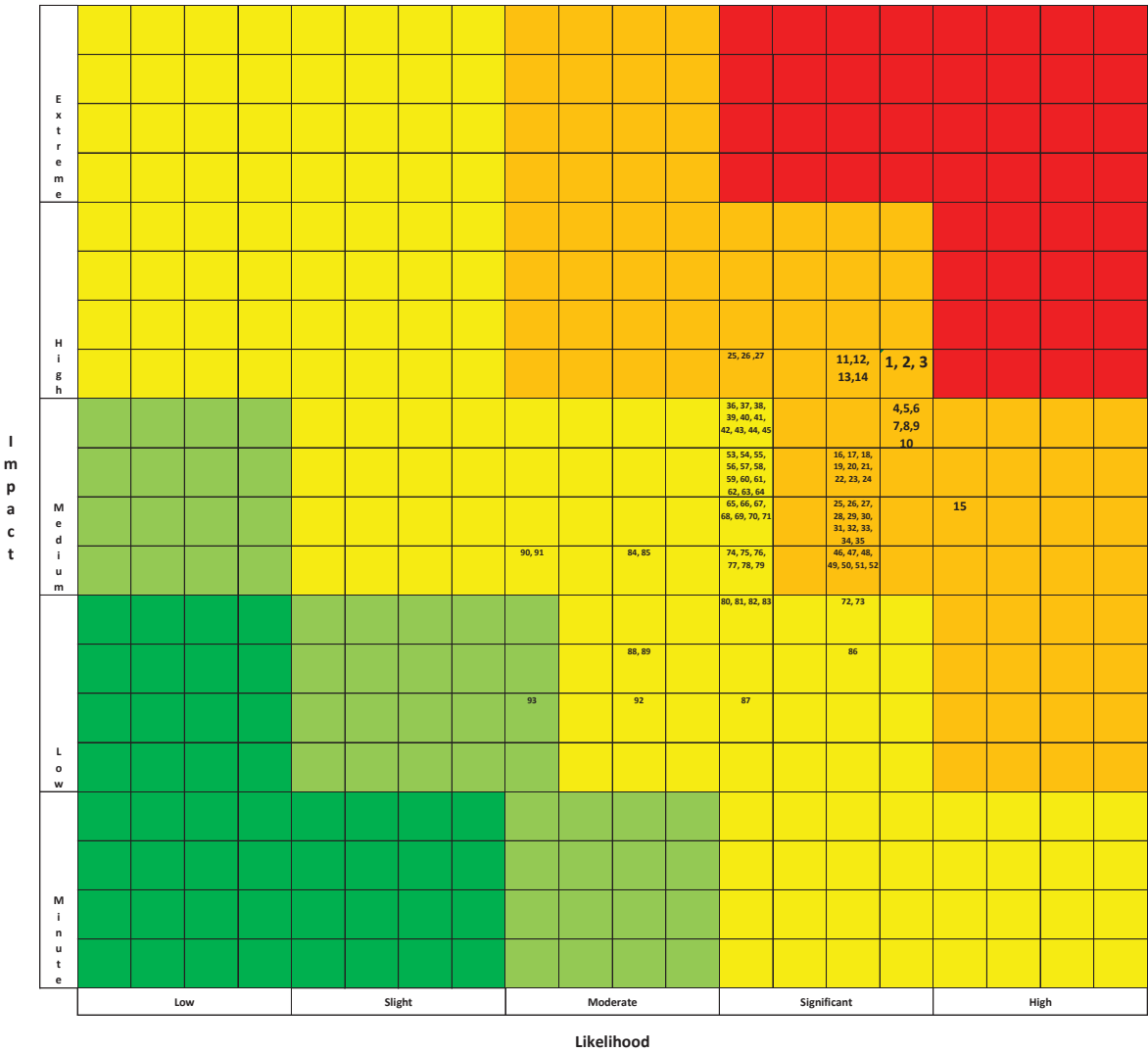
Included is an overview of the process that was utilized for the FY 2022 HCD Risk Assessment, which was updated by Internal Audit with input from HCD leadership. The results were shared with a heat map, showing the distribution of risks, and the mapping of the risks to the Internal Audit and Compliance work plans, and management initiatives.

The Risk Measurement process included a determination of the likelihood of an opportunity or threat occurring and the potential impact of such an event on the District.

Score	LIKELIHOOD		IMPACT		
	Occurrence/Control Environment (50%)	Legal/Regulatory (50%)	Management Concern (33%)	Reputational (33%)	Financial (33%)
5	High risk of occurrence. Likely to occur in next 12 months. Highly complex process with numerous hand-offs. Relies on extensive specialized skills.	Criminal conviction and/or exclusion of hospital or System probable. Fines, penalties and/or legal exposure in excess of 1% net revenue. CIA certain.	These are concerns that have been addressed by many Senior Leadership members as highly significant risks.	Extensive and prolonged negative press coverage. Significant sponsor/board questions of management. Extensive patient, physician, and/or constituent fallout.	Real possibility of loss of \$1 million or greater.
4	Significant risk; likelihood of occurrence in up to 50% of facilities; complex and/or manual process	Civil fines and/or penalties up to \$1,000,000 probable. Loss of business unit licensure/accreditation. Exclusion possible. CIA probable.	These are concerns that have been addressed by some Senior Leadership members as significant risks.	Significant negative press coverage. Significant patient, physician, and/or constituent fallout.	Real possibility of loss between \$500,000 and \$999,999.
3	Moderate risk of occurrence within next 12 months; isolated to single facility	Civil fines and/or penalties up to \$1,000,000 probable. Modest risk of exclusion. CIA possible.	These are concerns that have been addressed by some Senior Leadership members as moderate risks.	Moderate reputational risk. Probable bad press. Probable modest physician, patient and/or constituent fallout.	Real possibility of loss between \$100,000 and \$499,999.
2	Slight risk, historical industry experience shows some likelihood; however, not experienced in organization to date; simple well understood process.	Civil fines and/or penalties up to \$100,000 possible, but little risk of exclusion, CIA, or loss of accreditation/licensure.	These are concerns that have been addressed by one Senior Leadership member as risks.	Slight reputational risk. Possible bad press but no significant patient, physician, constituent consequences.	Possibility of loss between \$50,000 and \$99,999.
1	Low risk, unlikely to occur. Historical and industry experience show low likelihood of occurrence.	Limited liabilities or regulatory impact.	These are not concerns that have been addressed by Senior Leadership member as risks.	Little or no reputational risk at either System or entity level. Bad press very unlikely.	Very remote chance the loss would exceed \$50,000.

The heat map below indicates where the various risks across the district were rated based on the score received in the assessment.

HEALTH CARE DISTRICT
FINANCE AND AUDIT COMMITTEE
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Below is the FY22 Internal Audit work plan that was created based on the risk assessment and input from senior leadership.

The HCD risks noted in the above heat map are consistent with what the health care industry is currently experiencing, with similar high risks noted in internal audit risk summaries of health care risks by Crowe, Protiviti, and the AHIA.

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE

December 15, 2021

Health Care District Palm Beach County 2022 Risk Assessment						
	Risk Title	Category	Entity	Executive Sponsor	Business Owner	FY 2022 Comments
1	Vendor Contract Management	Supply Chain Management	All	Candice Abbott	Raul Gutierrez	In FY22, Internal Audit will work with the Vendor Risk Steering Committee to implement the action plans from the FY21 review.
5	Denials Management	Revenue Cycle	All	Candice Abbott	Ann Hankins	A baseline documentation of internal controls over Denials Management processes for LMC and Clinics will be performed in FY22.
6	Charity Care Process	Revenue Cycle	All	Candice Abbott	Ann Hankins, Jessica Cafarelli	A baseline documentation of internal controls over Charity Care processes for the HCD will be performed in FY22.
12	Grant Management	Accounting & Reporting	All	Candice Abbott	Jessica Cafarelli	Internal Audit will provide management assistance with Grant Compliance as needed.
13	IT Project Management	Information Management & Technology	All	Patricia Lavelly	Charlene Silvestri	Mandatory Internal audit review of critical vendors will be implemented in FY22. Memorial Health has been deemed to be a critical vendor as we have relied on them for Epic project management. A review post-implementation of Epic will be performed, scope and objectives to be defined.
25	Patient Access Admissions & Registration	All	LMC and Clinics	Candice Abbott	Ann Hankins	A baseline documentation of internal controls over Patient Access processes will be performed in FY22.
36	Accounts Payable and Purchasing Controls	Accounting & Reporting	All	Candice Abbott	John Wright, Antonia Nunez	Internal Audit will start to assist with a review of duplicate payments, and additional data analysis. Consideration to review P cards and T & E as well and patient refunds.
41	User Access Rights	Information Security/ HIPAA Security	All	Patricia Lavelly	Francisco Reynoso	Internal Audit will start to assist with data analytics to review for appropriate access twice a year.
56	Cash Collection Controls	Treasury/ Cash Management	All	Candice Abbott	John Wright	Internal Audit will partner with Finance, Treasury, Revenue Cycle and Operations to review cash controls on an ongoing basis, to include a Resident Trust review at Healey.

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

DocuSigned by:
Candice Abbott
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Candice Abbott
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

N/A

Date

6. Recommendation:

Staff recommends that the Finance & Audit Committee approve the Internal Audit FY22 Workplan.

Approved for Legal sufficiency:

DocuSigned by:
Bernabe Icaza
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Bernabe Icaza
VP & General Counsel

DocuSigned by:
Betsy Bittar
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Betsy Bittar
Senior Internal Auditor

DocuSigned by:
Candice Abbott
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Candice Abbott
VP & Chief Financial Officer

**HEALTH CARE DISTRICT
FINANCE AND AUDIT COMMITTEE
December 15, 2021**

1. Item Description: Sponsored Programs Award Recommendations.

2. Summary:

This agenda item presents the award recommendations from the Sponsored Programs Funding Request Selection Committee. In summary, the Committee chose to recommend funding 24 proposed initiatives with a total funding amount of \$1,151,500.

3. Substantive Analysis:

Committee Members

Thomas Cleare, AVP, Communications, Community Engagement & Corporate Security
Hyla Fritsch, AVP & Executive Director of Clinics & Pharmacy Services
Lisa Hogans, Director of Nursing
Adriana Ziemba, PsyD, Licensed Psychologist FL, Behavioral Integration Manager
Joe-Ann Hyppolite, LMC Community Liaison Manager
Belma Andrić, MD, MPH, Chief Medical Officer, VP and ED of Clinical Services
Steven Hurwitz, Vice President, Chief HR & Administrative Officer
Debbie Robinson, Manager, Sponsored Programs

Funding Request Requirements

To help the District fulfill its mission to be the health care safety-net for Palm Beach County, the District sought Funding Requests from organizations to provide health care services and health care support services to uninsured, underinsured and/or other vulnerable Palm Beach County residents. To select programs for this funding initiative, the District decided to partner with organizations that provide services that address Social Determinants of Health (SDOH) and that align with the priority areas, objectives, and strategies identified in the Community Health Improvement Plan (CHIP) for Palm Beach County. Additionally, a focus was placed on services that do not duplicate services provided by the C.L. Brumback Primary Care Clinics, or other District operated initiatives.

Proposals

For this funding cycle, the District received requests for 29 proposed initiatives requesting \$2,872,676 in funding. The following table summarizes the requests.

**HEALTH CARE DISTRICT
FINANCE AND AUDIT COMMITTEE
December 15, 2021**

Organization Name	Proposed Services	2022 Request
211	Staffing National Suicide Prevention Lifeline	\$40,000
Cancer Alliance of Help & Hope	SDOH - transportation, nutrition cancer patients	\$80,000
Caridad Center	Access to specialty services and SDOH support	\$150,000
Center for Child Counseling	Wraparound care coordination, navigation, & educ	\$130,000
Center for Family Services	Outreach, suicide prev, sub abuse, psy education	\$70,000
Center for Trauma Counseling	Supportive services, psy education, training	\$130,000
Clinics Can Help	Durable medical equipment, wheelchairs, crutches	\$80,000
Community Health Center WPB	Remote patient monitoring, chronic dis mgmt, vision	\$109,500
Diabetes Coalition of PBC	Risk screenings, care coordination, referral, educ	\$51,500
Families First of PBC	Outreach pregnant women, educ, support services	\$77,394
Feed the Hungry Pantry of PBC	SDOH - food pantry, delivery of food seniors, disabled	\$66,000
Fresh Rx	Farm to Patient food as medicine program	\$50,000
Harm Reduction Center	MAT, individual/group therapies	\$232,000
Healthy Mothers Healthy Babies	Centering Program & Circle of Moms – prenatal care and perinatal anxiety disorders	\$115,000
Legal Aid Society	Legal assistance to remove barriers to care	\$100,000
Living Hungry	Control diabetes using food as medicine	\$100,000
Mental Health America of PBC	MH clubhouses-educ, job, housing asst, peer support	\$50,000
Monarch Health Services	Nutrition, food as medicine, travel asst, ins prem asst	\$210,500
MyClinic	SDOH health hub, screening, navigation	\$50,000
Nat'l Alliance Mental Illness	Peer mentoring individuals living w/ mental illness	\$70,000
PBC Behavioral Health Coalition	One Recovery Community Center, 2 drop in RCC's	\$250,000
PBC Food Bank	Farmers Markets to deliver healthy food to seniors	\$35,000
PBC Medical Society Services	Project Access support, screening, navigation	\$100,000
Promise Fund	Navigation through partner organizations to raise awareness of early detection breast & cervical cancer	\$100,000
Sickle Cell Foundation	Outreach/education prenatal care, safe sleep, breastfeeding, domestic violence and stress	\$121,025
The Glades Initiative	Navigation, food pantry, nutrition educ, medical interpreter train	\$99,800

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

The Arc of the Glades	Navigation, health and wellness training, nutrition, physical activity, and transportation to medical appts	\$55,760
The Lord's Place	Integrated care to meet needs of homeless, navigation, peer mentoring, basic needs, transportation	\$100,620
Vita Nova	Navigation, health support to homeless youth during 90 waiting period for Medicaid	\$48,000
Total		\$2,872,676

Committee Recommendation

The Sponsored Programs Selection Committee, made up of interdisciplinary members of the Health Care District staff, met on December 3, 2021. The Selection Committee reviewed all proposals and evaluated each proposal's approach to addressing SDOH and their alignment with the CHIP priority areas.

The Selection Committee balanced the variety of services proposed, with the available budget, recommending funding for 24 organizations for a total funding amount of \$1,151,500.

The recommendation includes 5 new organizations:

- 211
- Fresh Rx
- PBC Food Bank
- The Arc of the Glades
- Vita Nova

The Selection Committee focused on a balance between medical, behavioral health, and services that address Social Determinants of Health. The service type categories include:

- Behavioral Health Support – 7 organizations
- Food/Nutrition Support – 9 organizations
- Health Care Navigation – 11 organizations
- Transportation – 3 organizations
- Homeless Support – 2 organizations
- Medical Support – 11 organizations
- Legal Assistance to Remove Barriers to Medical Services – 1 organization

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

The table that follows presents the Selection Committee's award recommendations for CY2022:

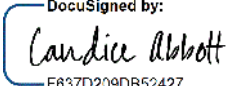
Organization Name	Category	CY 2021 Funding Award	2022 Funding Request	CY2022 Funding Award
211 Palm Beach	Beh Health	N/A	40,000	\$40,000
Cancer Alliance of Help & Hope	SDOH	\$40,000	\$80,000	\$40,000
Caridad Center	SDOH, Spec Svcs	\$130,000	\$150,000	\$120,000
Center for Child Counseling	Beh Health	\$52,000	\$130,000	\$45,000
Center for Family Services	Beh Health	\$78,000	\$70,000	\$20,000
Center for Trauma Counseling	Beh Health	\$110,000	\$130,000	\$85,000
Clinics Can Help	DME	\$50,000	\$80,000	\$50,000
Community Health Center WPB	SDOH, Spec Svcs	\$40,000	\$109,500	\$40,000
Diabetes Coalition of PBC	Diabetes Support	\$40,000	\$51,500	\$20,000
Families First of PBC	BH and Pregnancy	\$72,000	\$77,394	\$62,000
Feed the Hungry Pantry of PBC	SDOH	\$45,500	\$66,000	\$44,500
Fresh Rx	Food is Medicine	N/A	\$50,000	\$20,000
Healthy Mothers Healthy Babies	Beh Health / Prenatal	\$115,000	\$125,000	\$100,000
Legal Aid Society	SDOH	\$65,000	\$100,000	\$65,000
Living Hungry	SDOH	\$60,000	\$100,000	\$20,000
MyClinic	SDOH	\$40,000	\$50,000	\$20,000
Nat'l Alliance Mental Illness	Beh Health	\$66,000	\$70,000	\$50,000
PBC Food Bank	SDOH	\$0	\$35,000	\$30,000
PBC Medical Society Services	Medical, Navigation	\$95,000	\$100,000	\$95,000
Sickle Cell Foundation	Educ, prenatal	\$40,000	\$121,602	\$30,000
The Arc of the Glades	SDOH	N/A	\$55,760	\$40,000
The Glades Initiative	SDOH	\$40,000	\$99,800	\$50,000
The Lord's Place	SDOH	\$52,000	\$100,620	\$45,000
Vita Nova	SDOH	N/A	48,000	\$20,000
Total		\$1,230,500	\$2,040,176	\$1,151,500

HEALTH CARE DISTRICT FINANCE AND AUDIT COMMITTEE December 15, 2021

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	\$1,500,000	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Reviewed for financial accuracy and compliance with purchasing procedure:

DocuSigned by:

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 Candice Abbott
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee or Subsidiary Board:

N/A

 Committee or Board

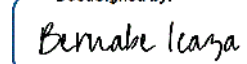
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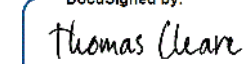
 Date Reviewed

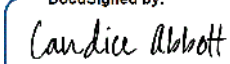
6. Recommendation:

Staff recommends that the Finance and Audit Committee review the Sponsored Programs Selection Committee funding recommendation to award funding to 24 proposed initiatives for a total \$1,151,500 and advance it to the Board for approval.

Approved for Legal sufficiency:

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 Bernabe A. Icaza
 VP & General Counsel

DocuSigned by:

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 Thomas W. Cleare
 AVP, Communications, Community
 Engagement and Corporate Security

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 Candice Abbott
 VP & Chief Financial Officer