



Health Care District
OF PALM BEACH COUNTY
WE CARE FOR ALL

COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS

MEETING AGENDA

December 17, 2025 at 12:30PM

4801 S. Congress Ave

Lake Worth Beach, FL 33461

Remote Participation Link:

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

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

1. Call to Order – Joseph Gibbons, Chair

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

2. Agenda Approval

- A. Additions/Deletions/Substitutions
- B. MOTION TO APPROVE Agenda

3. Awards, Introductions and Presentations

4. Disclosure of Voting Conflict

5. Public Comment

6. Meeting Minutes

- A. **MOTION TO APPROVE:**
Board Meeting Minutes of November 19, 2025 [Pages 1-5]



Health Care District
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7. Consent Agenda

MOTION TO APPROVE: Consent Agenda Items

A. ADMINISTRATION

7A-1 RECEIVE AND FILE:

December 2025 Internet Posting of District Public Meeting
<https://www.hcdpbc.org/resources/public-meetings>

7A-2 RECEIVE AND FILE:

Attendance Tracking [Page 6]

7A-3 RECEIVE AND FILE:

HRSA Digest (Dr. Joshua Adametz) [Pages 7-12]

B. FINANCE

7B-1 MOTION TO APPROVE:

Community Health Centers October 2025 Financial Report
(Jessica Cafarelli) [Pages 13-31]

8. Regular Agenda

A. ADMINISTRATION

8A-1 RECEIVE AND FILE:

Executive Director Informational Update (Dr. Joshua Adametz)
[Pages 32-33]

B. CREDENTIALING

8B-1 MOTION TO APPROVE:

Licensed Independent Practitioner Credentialing and Privileging
(Dr. Ana Ferwerda) [Pages 34-36]

8B-2 MOTION TO APPROVE:

Maternal Fetal Medicine Delineation of Privileges (Dr. Ana Ferwerda)
[Pages 37-40]



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C. QUALITY

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

Quality Report (Dr. Ana Ferwerda) [Pages 41-65]

D. OPERATIONS

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

Operations Report (Angela Santos) [Pages 66-68]

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

10. Board Member Comments

11. Establishment of Upcoming Meetings

January 28, 2026 (Atlantis)
12:30 p.m. Board of Directors

February 25, 2026 (Atlantis)
12:30 p.m. Board of Directors

March 25, 2026 (Atlantis)
12:30 p.m. Board of Directors

April 22, 2026 (Atlantis)
12:30 p.m. Board of Directors

May 27, 2026 (Atlantis)
12:30 p.m. Board of Directors

June 24, 2026 (Atlantis)
12:30 p.m. Board of Directors

July 22, 2026 (Atlantis)
12:30 p.m. Board of Directors



Health Care District
OF PALM BEACH COUNTY
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11. Establishment of Upcoming Meetings (Continued)

August 26, 2026 (Atlantis)
12:30 p.m. Board of Directors

September 23, 2026 (Atlantis)
12:30 p.m. Board of Directors

October 21, 2026 (Atlantis)
12:30 p.m. Board of Directors

November 18, 2026 (Atlantis)
12:30 p.m. Board of Directors

December 16, 2026 (Atlantis)
12:30 p.m. Board of Directors

12. Motion to Adjourn



Health Care District
OF PALM BEACH COUNTY
WE CARE FOR ALL

**Community Health Centers Board of Directors
Meeting Minutes
November 19, 2025 at 12:30PM
4801 S. Congress Avenue – Lake Worth, FL 33461**

1. Call to Order – Joseph Gibbons called the meeting to order.

A. Roll Call –

Community Health Center Board Members present: Michael Smith, Joseph Gibbons, William Johnson, Marni Rogalsky, Albert Borroto (virtual), Alcolya St. Juste (virtual), Nicholas Campbell (virtual). Boris Seymore and Julia Bullard were absent.

Staff present (in person/virtual): Jessica Cafarelli, VP & Chief Financial Officer; Bernabe Icaza, SVP & General Counsel; Regina All, SVP & Chief Nursing Officer; Heather Bokor, Vice President & Chief Compliance, Privacy & Ethics Officer; Geoff Washburn, Vice President & Chief Human Resources Officer; Dr. Joshua Adametz, AVP & Executive Director Community Health Center; Angela Santos; Alyssa Tartar and Steven Sadiku.

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

2. Agenda Approval

A. Additions/Deletions/Substitutions

B. Motion to Approve Agenda

CONCLUSION/ACTION: William Johnson made a motion to approve the agenda. The motion was duly seconded by Michael Smith. There being no opposition, the motion passed unanimously.

3. Awards, Introductions and Presentations

4. Disclosure of Voting Conflict

5. Public Comment



Health Care District
OF PALM BEACH COUNTY
WE CARE FOR ALL

6. Meeting Minutes

Staff Recommends a MOTION TO APPROVE:

Community Health Center Board Meeting Minutes of October 22, 2025

CONCLUSION/ACTION: William Johnson made a motion to approve the Community Health Center Board Meeting Minutes of October 22, 2025. The motion was duly seconded by Michael Smith. There being no opposition, the motion passed unanimously.

7. Consent Agenda – Motion to Approve Consent Agenda Items

CONCLUSION/ACTION: Michael Smith made a motion to approve the Consent Agenda. The motion was duly seconded by William Johnson. There being no opposition, the motion passed unanimously.

HEALTH CARE DISTRICT

A. ADMINISTRATION

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

November Internet Posting of Public Meeting

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

Community Health Center Board of Directors Attendance

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

HRSA Digest

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

Community Health Centers Board of Directors Meeting Schedule for 2026

B. FINANCE

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

District Clinic Holdings, Inc. Financial Report for October 2025 Financial Report



Health Care District
OF PALM BEACH COUNTY
WE CARE FOR ALL

8. Regular Agenda

A. ADMINISTRATION

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

Executive Director Informational Update

CONCLUSION/ACTION: RECEIVED AND FILED

B. CREDENTIALING

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

Licensed Independent Practitioner Credentialing and Privileging

Dr. Adametz presented the Licensed Independent Practitioner Credentialing and Privileging Report.

CONCLUSION/ACTION: Michael Smith made a motion to approve the Licensed Independent Practitioner Credentialing and Privileging; the motion was duly seconded by William Johnson. There being no opposition, the motion passed unanimously.

C. QUALITY

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

Quality Report

Dr. Adametz updated the Board on the Quality Report and Improvements, the Quality Council Meeting minutes and the UDS report YTD.

CONCLUSION/ACTION: Willilam Johnson made a motion to approve the Quality Report, the motion was duly seconded by Michael Smith. There being no opposition, the motion passed unanimously.

D. OPERATIONS

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

Operations Report

Angela Santos presented the Operations Report for November 2025.



Health Care District
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CONCLUSION/ACTION: William Johnson made a motion to approve the Operations Report; the motion was duly seconded by Michael Smith. There being no opposition, the motion passed unanimously.

9. Dr. Joshua Adamez, AVP & Executive Director Community Health Center Comments

10. Board Member Comments

11. Establishment of Upcoming Community Health Center Board of Directors Meetings

December 17, 2025 (Atlantis)
12:30 p.m. Board of Directors

January 28, 2026 (Atlantis)
12:30 p.m. Board of Directors

February 25, 2026 (Atlantis)
12:30 p.m. Board of Directors

March 25, 2026 (Atlantis)
12:30 p.m. Board of Directors

April 22, 2026 (Atlantis)
12:30 p.m. Board of Directors

May 27, 2026 (Atlantis)
12:30 p.m. Board of Directors

June 24, 2026 (Atlantis)
12:30 p.m. Board of Directors

July 22, 2026 (Atlantis)
12:30 p.m. Board of Directors

August 26, 2026 (Atlantis)
12:30 p.m. Board of Directors



Health Care District
OF PALM BEACH COUNTY
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Establishment of Upcoming Meetings (Continued)

September 23, 2026 (Atlantis)
12:30 p.m. Board of Directors

October 21, 2026 (Atlantis)
12:30 p.m. Board of Directors

November 18, 2026 (Atlantis)
12:30 p.m. Board of Directors

December 16, 2026 (Atlantis)
12:30 p.m. Board of Directors

12. Motion to Adjourn

There being no further business, the meeting was adjourned.

Julia Bullard, Secretary

Date



Community Health Center Board of Directors Attendance Tracking 2025

	01/22/25	02/26/25	03/26/25	04/23/25	05/28/25	06/25/25	07/23/25	08/27/25	09/24/25	10/22/25	11/19/25	12/17/25
Mike Smith	X	X	X	X	X (ZOOM)	X	E	X	X	X	X	
Melissa Tascone	X (ZOOM)	E	E	E	X	Absent	E	-	-	-	-	-
Julia Bullard	X	X (ZOOM)	X	X	Absent	X (ZOOM)	E	X (ZOOM)	Absent	Absent	Absent	
Joseph Gibbons	X	X	E	X	X	X	X	X	X	X	X	
Alcolya St. Juste	E	X (ZOOM)	X (ZOOM)	E	E	X (ZOOM)	E	Absent	X (Zoom)	X (Zoom)	X (Zoom)	
William (Bill) Johnson	X	X	X	X	X	X	X (ZOOM)	X	X	X	X	
Boris Seymore	E	X (ZOOM)	X (ZOOM)	X (ZOOM)	Absent	Absent	X (ZOOM)	Absent	Absent	X (Zoom)	Absent	
Crystal Gonzalez	E	-	-	-	-	-	-	-	-	-	-	-
Albert Borotto	X (ZOOM)	E	X (ZOOM)	X (ZOOM)	X (ZOOM)	X (ZOOM)	X (ZOOM)	X	X (Zoom)	X (Zoom)	X (Zoom)	
Nicholas Campbell	-	X	X	E	X (ZOOM)	Absent	X (ZOOM)	X (ZOOM)	Absent	X (Zoom)	X (Zoom)	
Marni Rogalsky	-	-	-	-	-	-	-	X	X	X	X	
Quorum Established	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	

X= Present A= Absent
Q= Quorum E= Excused

COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS

December 17, 2025

1. Description: HRSA Primary Health Care Digest

2. Summary:

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

3. Substantive Analysis:

The December HRSA Digest highlighted the following:

- **BPHC Contact Form Enhancement Update**
 - HRSA released an update to the Contact Form to include FAQs and knowledge resources organized by common topics.
- **Uniform Data System Reporting Updates**
 - 2025 UDS reports are due February 15, 2026, via HRSA Electronic Handbooks (EHBs).
 - **UDS Preliminary Reporting Environment Now Open:**
 - The Preliminary Reporting Environment (PRE) is now open for early data entry and validation; data entered in the PRE will transfer to the live environment on January 1, 2026.
 - **2025 UDS Reporting Webinars Available On-Demand:**
 - Recordings and slide decks from recent webinars are posted on the UDS TA webpage.
 - Upcoming webinar: Successful Submission Strategies on January 14, 2026.
 - **Upcoming UDS Reporting Office Hours**
 - Two pre-submission office hours are scheduled: January 21 and February 4, 2026. This is an opportunity for health centers to connect with UDS experts for troubleshooting and guidance.
- **Upcoming Events**
 - **FTCA Deeming Process Listening Sessions:** December 10 and December 11, 2025.
 - **December BPHC Program Updates:** Thursday, December 18, 2025



**COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
December 17, 2025**

4. Fiscal Analysis & Economic Impact Statement:

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

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

Signed by:


 CA6A21FF2E59481 Jessica Cafarelli
 VP & Chief Financial Officer


5. Recommendation:

Staff recommends the Committee Receive and File the HRSA Primary Health Care Digest.

Approved for Legal sufficiency:

Signed by:


 0CF6F7DB6706434 Bernabe Icaza
 SVP & General Counsel

Signed by:


 3B4234F08784482 Joshua Adametz, DMD, MPH, MA
 AVP & Executive Director of
 Community Health Centers



BPHC Contact Form Updates, UDS Reporting Resources, FTCA Deeming Process Listening Sessions

From HRSA Primary Health Care Digest <hrsa@public.govdelivery.com>

Date Wed 12/3/2025 11:43 AM

To Krysten Kinsey <kkinsey@hcdpbc.org>

Caution: This email came from an EXTERNAL SOURCE. Do not click on links or open attachments unless you are sure you recognize the sender and you know the contents are safe.



Primary Health Care Digest

December 3, 2025



What's New

BPHC Contact Form Enhancement Update

We recently released an update to the [BPHC Contact Form](#) to help you get answers to your questions faster.

We've added new FAQ and knowledge resources sections organized according to the topics you ask us about the most. When you visit the Contact Form, you can now browse through these common questions, review relevant guidance, and access key Health Center Program resources.

This is the first step in our continuous process of rolling out Contact Form enhancements to improve your user experience. We'll use the data we gather from this initial update to support future enhancements.

Thank you to the health centers who supported the development and testing of this first round of upgrades! We're continuing to make improvements in the coming months to provide more intuitive navigation, more personalized support, and easier access to BPHC resources. We are working to establish an area on the Contact Form where you will be able to submit your feedback about these improvements.

Uniform Data System Reporting Updates

Timely, accurate, and complete 2025 Uniform Data System (UDS) reports are due in HRSA Electronic Handbooks (EHBs) on **February 15, 2026**. The full UDS report submission within EHBs will be the health center's official submission of record for calendar year (CY) 2025. The following resources are available to help you prepare your submission.

UDS Preliminary Reporting Environment Now Open

The Uniform Data System (UDS) Preliminary Reporting Environment (PRE) allows you to enter and validate UDS data before the **2025 reporting period begins on Wednesday, January 1, 2026**. The data you enter in the PRE will be pushed into the live reporting environment on January 1, 2026. The PRE is now available, and you can access it through the EHBs reporting portal.

Health centers can also download two offline reporting tools to help submit UDS data: offline Excel and HTML files. Visit the [UDS Reporting Guidance webpage](#) for [UDS reporting guidance resources on EHBs](#) and more.

2025 UDS Reporting Webinars Available On-Demand

We posted recordings and slide decks from recent UDS training webinars. We encourage health center staff who prepare UDS report submissions to visit our [UDS Reporting Technical Assistance \(TA\) webpage](#) to review these materials.

Register to attend these upcoming offerings.

Successful Submission Strategies This session will outline the importance of UDS data collection and reporting, specifically focusing on assessing data for accuracy and quality. The webinar will cover utilizing available EHBs reports and tools, working through your review, and working with your reviewer for a successful submission.

Thursday, January 14, 2026
2:00-3:30 p.m. ET
[Register for the session](#)

Annual UDS Primary Care Association (PCA) State/Territory Based Training Primary Care Associations are hosting virtual and in-person UDS technical assistance trainings nationwide from October to December. Health center staff who are responsible for preparing UDS data report submissions are also encouraged to attend. [Contact your PCA representative](#) to schedule a training.

Visit the [UDS TA webpage](#) for additional information and resources.

Upcoming UDS Reporting Office Hours

If you are preparing calendar year (CY) 2025 UDS submissions for your health center, please register to join the UDS Reporting Office Hours.

Health center staff will have the opportunity to connect directly with UDS experts to answer reporting questions ahead of the February 15, 2026, submission deadline. Experts will be available to help troubleshoot UDS reporting challenges, streamline the reporting process with personalized guidance, and provide helpful tips.

Please submit questions about UDS reporting when you register for the Office Hour.

UDS Pre-Submission Office Hour 1
Wednesday, January 21, 2026
2:00-3:00 p.m. ET
[Register for the session](#)

UDS Pre-Submission Office Hour 2
Wednesday, February 4, 2026
2:00-3:00 p.m. ET
[Register for the session](#)

Funding Reminders

Fiscal year (FY) 2026 Service Area Competition (SAC) applications for June 1, 2026 ([HRSA-26-006](#)) period of performance start dates are due in HRSA’s Electronic Handbooks (EHBs) by **5:00 p.m. ET on Wednesday, December 10.**

Please find details for each of the announced service areas on the [Service Area Announcement Table](#). Find application deadlines and technical assistance (TA) materials on the [SAC TA webpage](#).

Start Date (in 2026)	NOFO #	Grants.gov (Due by 11:59 p.m. ET)	EHBs (Due by 5:00 p.m. ET)
March 1	HRSA-26-002	Closed	Closed
April 1	HRSA-26-004	Closed	Closed
May 1	HRSA-26-005	Closed	Closed
June 1	HRSA-26-006	Closed	December 10

BPR for May 1 and June 1 Starts Due Soon

FY 2026 [Budget Period Progress Reports \(BPR\)](#) for Health Center Program award recipients with a May 1, 2026 (5-H80-26-005) budget period start date are due in HRSA’s EHBs by **5:00 p.m. ET on Friday, December 19.**

FY 2026 BPR for Health Center Program award recipients with a June 1, 2026 (5-H80-26-006) budget period start date are due in HRSA’s EHBs by **5:00 p.m. ET on Friday, January 9, 2026.**

New this year: Include an update on progress toward meeting the objectives for each supplement you received in the last three years (since FY 2023).

Unsure if you need to submit a BPR? Refer to line 26, “Project Period Start Date - End Date” on your most recent H80 Notice of Award. Health Center Program award recipients with a period of performance end date on or after September 30, 2026, will be required to complete an FY 2026 BPR.

Find application deadlines and TA materials on the [BPR TA webpage](#).

Upcoming Events

TODAY: Emergency Management Webinar (Part 2)

Presenters will discuss ongoing communication and support efforts between PCAs and health centers before, during, and after an emergency event. This webinar will build on the session held in May 2025 to provide additional information and updates.

TODAY! Wednesday, December 3
 2:00 – 3:30 p.m. ET
[Register for the session](#)

Visit the [Emergency Preparedness, Response, and Recovery Resources for Health Centers webpage](#) for additional information and resources.

FTCA Deeming Process Listening Sessions

We want to hear from you about what parts of the Federal Tort Claims Act (FTCA) deeming application process are working and what parts still have room for improvement. If you prepare FTCA deeming or redeeming applications for your health center, please consider registering and attending one of two upcoming listening sessions.

Wednesday, December 10

3:00 – 4:00 p.m. ET

[Register for the session](#)

Thursday, December 11

Noon – 1:00 p.m. ET

[Register for the session](#)

December BPHC Program Updates

Thursday, December 18

2:00 – 3:00 p.m. ET

Access information is forthcoming

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[Health Resources and Services Administration](#)

5600 Fishers Lane | Rockville, MD 20857

This email was sent to kkinsey@hcdpbc.org using GovDelivery Communications Cloud on behalf of: HRSA · 5600 Fishers Lane · Rockville, MD 20857





**COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
December 17, 2025**

1. Description: Community Health Centers’ Financial Report October 2025

2. Summary:

The October 2025 financial statements for the Community Health Centers are presented for the Board review.

3. Substantive Analysis:

Management has provided the income statements and key statistical information for Community Health Centers. Additional Management discussion and analysis is incorporated into the financial statement presentation.

4. Fiscal Analysis & Economic Impact Statement:

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

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

Signed by:


 CA6A21FF2E09481
 Jessica Cafarelli
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

 Finance Committee
 Committee Name

 12/17/25
 Date Approved




COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
December 17, 2025

6. Recommendation:

Staff recommends the Board approve the Community Health Centers' FYTD October 2025 financial statements.


Approved for Legal sufficiency:

Signed by:


0CF6F7DB670868 Bernabe Icaza
SVP & General Counsel

Signed by:


CA6A21FF2509481 Jessica Cafarelli
VP & Chief Financial Officer

Signed by:


2B4234F087844B2 Joshua Admetz, DMD, MPH, MA
AVP & Executive Director of Community Health Centers



MEMO

To: Community Health Centers Board of Directors

From: Jessica Cafarelli
VP, Chief Financial Officer

Date: December 17, 2025

Subject: Management Discussion and Analysis as of October 2025 Community Health Centers Financial Statements.

The October financial statements represent the financial performance through the first month of the 2026 fiscal year for the Community Health Centers. On the Comparative Statement of Net Position, total assets increased \$1.1M. Cash increased \$953k as a result of normal business operations related to medical claims payments.

On the Statement of Revenues and Expenses, net patient revenue YTD was favorable to budget by \$138k or 12.6%. Gross patient revenue YTD was favorable to budget by \$159k. Total YTD revenues were favorable to budget by \$3k or .2%. YTD grant revenue is unfavorable to budget by (\$114k). Operational expenses before depreciation were favorable to budget by \$711k due to timing differences in expenses and staffing. Positive variances YTD in salaries, wages, and benefits were \$296k. YTD net margin was a loss of (\$2.3M) compared to the budgeted loss of (\$3.0M) resulting in a favorable variance of \$723k or (23.9%). YTD, the District has transferred in \$0 to subsidize clinic operations.

Net patient revenue YTD for the Medical clinics was favorable to budget by \$120k. The Medical clinics YTD gross patient revenue was unfavorable to budget by (\$49k). The Medical clinics total YTD revenue was unfavorable to budget by (\$6k). Grant revenue recognition had a negative impact on overall revenue of (\$105k). Total operating expenses of \$2.3M were favorable to budget of \$2.9M by \$667k or 22.8%. The positive variance is mostly due to salaries, wages, and benefits of \$247k, and purchased services of \$159k. Timing differences in expenses and staffing are driving these favorable YTD variances. YTD net margin was a loss of (\$1.7M) compared to the budgeted loss of (\$2.3M) resulting in a favorable variance of \$669k or (28.6%).

Net patient revenue YTD for the Dental clinics was favorable to budget by \$15k. The Dental clinics total YTD gross patient revenue was favorable to budget by \$78k, with a 9.1% increase in dental visits compared to budget impacting this favorable result. Total YTD operating expenses of \$492k were unfavorable to budget by (\$43k), with salaries accounting for (\$34k) of this unfavorable variance. Total YTD net margin was unfavorable to budget by (\$54k) or 23.4%.

Net patient revenue YTD for the Behavioral Health clinics was favorable to budget by \$3k. The Behavioral Health clinics total YTD gross patient revenue was favorable to budget by \$130k. Total YTD operating expenses of \$367k were favorable to budget by \$86k, with salaries and benefits accounting for \$83k of this favorable variance. Total YTD net margin was favorable to budget by \$107k or (23.7%).

**Community Health Centers
Comparative Statement of Net Position**

	<u>October 31, 2025</u>	<u>September 30, 2025</u>	<u>Increase (Decrease)</u>
Assets			
Cash and Cash Equivalents	\$ 2,444,223	\$ 1,490,959	\$ 953,265
Accounts Receivable, net	1,884,808	1,769,791	115,017
Due From Other Governments	2,384,742	2,059,464	325,278
Other Current Assets	286,773	374,777	(88,003)
Net Investment in Capital Assets	5,243,838	5,316,411	(72,573)
Right Of Use Assets	8,000,589	8,105,098	(104,509)
Total Assets	<u>\$ 20,244,974</u>	<u>\$ 19,116,500</u>	<u>\$ 1,128,474</u>
Liabilities			
Accounts Payable	468,171	625,729	(157,558)
Deferred Revenue-	1,670	2,503	(833)
Accrued Interest	40,192	39,654	538
Other Current Liabilities	3,727,256	3,506,247	221,009
Lease Liability	7,464,279	7,547,449	(83,169)
Non-Current Liabilities	1,357,266	1,292,815	64,451
Total Liabilities	<u>13,058,833</u>	<u>13,014,397</u>	<u>44,436</u>
Deferred Inflows of Resources			
Deferred Inflows	<u>\$ 59,187</u>	<u>\$ 59,187</u>	<u>\$ 0</u>
Net Position			
Net Investment in Capital Assets	5,243,838	5,316,411	(72,573)
Unrestricted	1,883,115	726,504	1,156,611
Total Net Position	<u>7,126,954</u>	<u>6,042,915</u>	<u>1,084,038</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u>\$ 20,244,974</u>	<u>\$ 19,116,500</u>	<u>\$ 1,128,474</u>

Note: Amounts may not foot due to rounding.

Primary Care Clinics Statement of Revenues and Expenses
For The First Month Ended October 31, 2025

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
\$ 3,674,429	\$ 3,515,032	\$ 159,397	4.5%	\$ 3,463,909	\$ 210,520	6.1%	Gross Patient Revenue	\$ 3,674,429	\$ 3,515,032	\$ 159,397	4.5%	\$ 3,463,909	\$ 210,520	6.1%
1,271,078	1,195,157	75,921	6.4%	1,230,872	40,207	3.3%	Contractual Allowance	1,271,078	1,195,157	75,921	6.4%	1,230,872	40,207	3.3%
1,387,151	1,217,602	169,549	13.9%	1,196,335	190,816	16.0%	Charity Care	1,387,151	1,217,602	169,549	13.9%	1,196,335	190,816	16.0%
399,136	572,337	(173,201)	(30.3%)	704,322	(305,186)	(43.3%)	Bad Debt	399,136	572,337	(173,201)	(30.3%)	704,322	(305,186)	(43.3%)
3,057,365	2,985,096	72,269	2.4%	3,131,528	(74,163)	(2.4%)	Total Contractuals and Bad Debt	3,057,365	2,985,096	72,269	2.4%	3,131,528	(74,163)	(2.4%)
614,253	563,123	51,130	9.1%	561,333	52,921	9.4%	Other Patient Revenue	614,253	563,123	51,130	9.1%	561,333	52,921	9.4%
1,231,317	1,093,059	138,258	12.6%	893,713	337,604	37.8%	Net Patient Service Revenue	1,231,317	1,093,059	138,258	12.6%	893,713	337,604	37.8%
33.51%	31.10%			25.80%			Collection %	33.51%	31.10%			25.80%		
615,490	729,464	(113,973)	(15.6%)	514,544	100,947	19.6%	Grants	615,490	729,464	(113,973)	(15.6%)	514,544	100,947	19.6%
1,819	23,319	(21,500)	(92.2%)	25,544	(23,725)	(92.9%)	Other Revenue	1,819	23,319	(21,500)	(92.2%)	25,544	(23,725)	(92.9%)
\$ 1,848,627	\$ 1,845,842	\$ 2,785	0.2%	\$ 1,433,801	\$ 414,825	28.9%	Total Revenues	\$ 1,848,627	\$ 1,845,842	\$ 2,785	0.2%	\$ 1,433,801	\$ 414,825	28.9%
							Direct Operating Expenses:							
2,206,581	2,373,311	166,731	7.0%	1,777,415	(429,166)	(24.1%)	Salaries and Wages	2,206,581	2,373,311	166,731	7.0%	1,777,415	(429,166)	(24.1%)
525,257	654,524	129,267	19.7%	432,027	(93,230)	(21.6%)	Benefits	525,257	654,524	129,267	19.7%	432,027	(93,230)	(21.6%)
20,735	179,288	158,553	88.4%	12,929	(7,805)	(60.4%)	Purchased Services	20,735	179,288	158,553	88.4%	12,929	(7,805)	(60.4%)
65,956	82,609	16,652	20.2%	68,475	2,519	3.7%	Medical Supplies	65,956	82,609	16,652	20.2%	68,475	2,519	3.7%
14,948	28,798	13,850	48.1%	6,167	(8,781)	(142.4%)	Other Supplies	14,948	28,798	13,850	48.1%	6,167	(8,781)	(142.4%)
10,900	-	(10,900)	-	-	(10,900)	-	Contracted Physician Expense	10,900	-	(10,900)	-	-	(10,900)	-
5,520	26,340	20,820	79.0%	103,925	98,405	94.7%	Medical Services	5,520	26,340	20,820	79.0%	103,925	98,405	94.7%
20,340	71,442	51,102	71.5%	61,289	40,949	66.8%	Drugs	20,340	71,442	51,102	71.5%	61,289	40,949	66.8%
58,055	179,694	121,639	67.7%	52,025	(6,030)	(11.6%)	Repairs and Maintenance	58,055	179,694	121,639	67.7%	52,025	(6,030)	(11.6%)
90,606	103,595	12,989	12.5%	180,498	89,892	49.8%	Lease and Rental	90,606	103,595	12,989	12.5%	180,498	89,892	49.8%
12,433	15,366	2,933	19.1%	3,195	(9,238)	(289.1%)	Utilities	12,433	15,366	2,933	19.1%	3,195	(9,238)	(289.1%)
47,616	72,929	25,313	34.7%	44,142	(3,474)	(7.9%)	Other Expense	47,616	72,929	25,313	34.7%	44,142	(3,474)	(7.9%)
33,789	30,716	(3,073)	(10.0%)	16,511	(17,279)	(104.7%)	Interest Expense	33,789	30,716	(3,073)	(10.0%)	16,511	(17,279)	(104.7%)
-	-	-	-	1,606	1,606	-	Principal Expenditure	-	-	-	-	1,606	1,606	-
4,495	9,261	4,765	51.5%	6,635	2,140	32.3%	Insurance	4,495	9,261	4,765	51.5%	6,635	2,140	32.3%
3,117,231	3,827,872	710,641	18.6%	2,766,839	(350,392)	(12.7%)	Total Operating Expenses	3,117,231	3,827,872	710,641	18.6%	2,766,839	(350,392)	(12.7%)
\$ (1,268,604)	\$ (1,982,030)	\$ 713,426	(36.0%)	\$ (1,333,038)	\$ 64,433	(4.8%)	Net Performance before Depreciation & Overhead Allocations	\$ (1,268,604)	\$ (1,982,030)	\$ 713,426	(36.0%)	\$ (1,333,038)	\$ 64,433	(4.8%)
177,082	150,727	(26,355)	(17.5%)	87,165	(89,917)	(103.2%)	Depreciation	177,082	150,727	(26,355)	(17.5%)	87,165	(89,917)	(103.2%)
							Overhead Allocations:							
6,041	5,360	(681)	(12.7%)	12,674	6,633	52.3%	OH Risk Management	6,041	5,360	(681)	(12.7%)	12,674	6,633	52.3%
149,523	127,819	(21,704)	(17.0%)	76,173	(73,350)	(96.3%)	OH Revenue Cycle	149,523	127,819	(21,704)	(17.0%)	76,173	(73,350)	(96.3%)
1,732	3,310	1,578	47.7%	3,844	2,112	54.9%	OH Internal Audit	1,732	3,310	1,578	47.7%	3,844	2,112	54.9%
24,021	14,453	(9,568)	(66.2%)	28,469	4,448	15.6%	Home Office Facilities	24,021	14,453	(9,568)	(66.2%)	28,469	4,448	15.6%
10,690	17,164	6,474	37.7%	19,054	8,364	43.9%	OH Administration	10,690	17,164	6,474	37.7%	19,054	8,364	43.9%
65,020	91,217	26,197	28.7%	122,937	57,917	47.1%	OH Human Resources	65,020	91,217	26,197	28.7%	122,937	57,917	47.1%
21,796	31,858	10,062	31.6%	55,244	33,448	60.5%	Legal	21,796	31,858	10,062	31.6%	55,244	33,448	60.5%
3,206	4,120	914	22.2%	4,254	1,048	24.6%	Records	3,206	4,120	914	22.2%	4,254	1,048	24.6%
12,840	15,163	2,323	15.3%	14,592	1,752	12.0%	OH Compliance	12,840	15,163	2,323	15.3%	14,592	1,752	12.0%
3,277	-	(3,277)	-	22,627	19,350	85.5%	IT Operations	3,277	-	(3,277)	-	22,627	19,350	85.5%
12	-	(12)	-	17,676	17,664	99.9%	IT Security	12	-	(12)	-	17,676	17,664	99.9%
33,504	41,694	8,190	19.6%	48,235	14,731	30.5%	OH Finance	33,504	41,694	8,190	19.6%	48,235	14,731	30.5%
11,137	17,186	6,049	35.2%	16,284	5,147	31.6%	Corporate Communications	11,137	17,186	6,049	35.2%	16,284	5,147	31.6%
308,812	346,653	37,841	10.9%	24,675	(284,137)	(1,151.5%)	OH Information Technology	308,812	346,653	37,841	10.9%	24,675	(284,137)	(1,151.5%)

Primary Care Clinics Statement of Revenues and Expenses
For The First Month Ended October 31, 2025

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
484	-	(484)	-	264,361	263,877	99.8%	IT Applications	484	-	(484)	-	264,361	263,877	99.8%
331	-	(331)	-	56,523	56,192	99.4%	IT Service Center	331	-	(331)	-	56,523	56,192	99.4%
32,488	40,482	7,994	19.7%	22,066	(10,422)	(47.2%)	Corporate Quality	32,488	40,482	7,994	19.7%	22,066	(10,422)	(47.2%)
10,722	24,983	14,261	57.1%	61,071	50,349	82.4%	OH Security Services	10,722	24,983	14,261	57.1%	61,071	50,349	82.4%
15,316	24,009	8,693	36.2%	22,217	6,901	31.1%	OH Supply Chain	15,316	24,009	8,693	36.2%	22,217	6,901	31.1%
24,537	8,342	(16,195)	(194.1%)	12,735	(11,802)	(92.7%)	HIM Department	24,537	8,342	(16,195)	(194.1%)	12,735	(11,802)	(92.7%)
47,960	747	(47,213)	(6,320.3%)	24,741	(23,219)	(93.8%)	OH Coding	47,960	747	(47,213)	(6,320.3%)	24,741	(23,219)	(93.8%)
1,312	1,448	136	9.4%	953	(359)	(37.7%)	OH Reimbursement	1,312	1,448	136	9.4%	953	(359)	(37.7%)
-	-	-	-	13,086	13,086	-	OH Clinical Labor Pool	-	-	-	-	13,086	13,086	-
37,128	43,897	6,769	15.4%	29,065	(8,063)	(27.7%)	Clinical Services Admin	37,128	43,897	6,769	15.4%	29,065	(8,063)	(27.7%)
18,804	6,959	(11,845)	(170.2%)	24,854	6,050	24.3%	Support Services Allocation	18,804	6,959	(11,845)	(170.2%)	24,854	6,050	24.3%
3,401	3,404	3	0.1%	3,566	165	4.6%	OH Mail Room	3,401	3,404	3	0.1%	3,566	165	4.6%
544	2,177	1,633	75.0%	-	(544)	-	OH Patient Experience	544	2,177	1,633	75.0%	-	(544)	-
4,548	6,570	2,022	30.8%	4,618	70	1.5%	OH External Affairs	4,548	6,570	2,022	30.8%	4,618	70	1.5%
11,140	12,058	918	7.6%	-	(11,140)	-	OH Strategic Initiatives and Projects	11,140	12,058	918	7.6%	-	(11,140)	-
1	4,730	4,729	100.0%	-	(1)	-	OH Employee Health	1	4,730	4,729	100.0%	-	(1)	-
860,327	895,803	35,476	4.0%	1,006,594	146,267	14.5%	Total Overhead Allocations-	860,327	895,803	35,476	4.0%	1,006,594	146,267	14.5%
4,154,640	4,874,402	719,762	14.8%	3,860,598	(294,041)	(7.6%)	Total Expenses	4,154,640	4,874,402	719,762	14.8%	3,860,598	(294,041)	(7.6%)
\$ (2,306,013)	\$ (3,028,560)	\$ 722,547	(23.9%)	\$ (2,426,797)	\$ 120,784	(5.0%)	Net Margin	\$ (2,306,013)	\$ (3,028,560)	\$ 722,547	(23.9%)	\$ (2,426,797)	\$ 120,784	(5.0%)
-	26,641	(26,641)	-	-	-	-	Capital Contributions.	-	26,641	(26,641)	-	-	-	-
-	\$ 2,963,340	\$ (2,963,340)	-	-	-	-	Transfer In/(Out)	-	\$ 2,963,340	\$ (2,963,340)	-	-	-	-

Statement of Revenues and Expenses by Month

	Oct-25	Year to Date
Gross Patient Revenue	\$ 3,674,429	\$ 3,674,429
Contractual Allowance	1,271,078	1,271,078
Charity Care	1,387,151	1,387,151
Bad Debt	399,136	399,136
Total Contractuals and Bad Debt	3,057,365	3,057,365
Other Patient Revenue	614,253	614,253
Net Patient Service Revenue	1,231,317	1,231,317
Collection %	33.51%	33.51%
 Non-Operating Revenues		
Grants	615,490	615,490
Other Revenue	1,819	1,819
Total Other Revenues	\$ 617,309	\$ 617,309
Total Non-Operating Revenues	\$ 1,848,627	\$ 1,848,627
 Direct Operating Expenses:		
Salaries and Wages	2,206,581	2,206,581
Benefits	525,257	525,257
Purchased Services	20,735	20,735
Medical Supplies	65,956	65,956
Other Supplies	14,948	14,948
Contracted Physician Expense	10,900	10,900
Medical Services	5,520	5,520
Drugs	20,340	20,340
Repairs and Maintenance	58,055	58,055

Statement of Revenues and Expenses by Month

	Oct-25	Year to Date
Lease and Rental	90,606	90,606
Utilities	12,433	12,433
Other Expense	47,616	47,616
Interest Expense	33,789	33,789
Insurance	4,495	4,495
Total Operating Expenses	3,117,231	3,117,231
Net Performance before Depreciation & Overhead Allocations	\$ (1,268,604)	\$ (1,268,604)
Depreciation	177,082	177,082
<i>Overhead Allocations:</i>		
OH Risk Management	6,041	6,041
OH Revenue Cycle	149,523	149,523
OH Internal Audit	1,732	1,732
Home Office Facilities	24,021	24,021
OH Administration	10,690	10,690
OH Human Resources	65,020	65,020
Legal	21,796	21,796
Records	3,206	3,206
OH Compliance	12,840	12,840
IT Operations	3,277	3,277
IT Security	12	12
OH Finance	33,504	33,504
Corporate Communications	11,137	11,137
OH Information Technology	308,812	308,812

Statement of Revenues and Expenses by Month

	Oct-25	Year to Date
IT Applications	484	484
IT Service Center	331	331
Corporate Quality	32,488	32,488
OH Security Services	10,722	10,722
OH Supply Chain	15,316	15,316
HIM Department	24,537	24,537
OH Coding	47,960	47,960
OH Reimbursement	1,312	1,312
Clinical Services Admin	37,128	37,128
Support Services Allocation	18,804	18,804
OH Mail Room	3,401	3,401
OH Patient Experience	544	544
OH External Affairs	4,548	4,548
OH Strategic Initiatives and Projects	11,140	11,140
OH Employee Health	1	1
Total Overhead Allocations	<u>860,327</u>	<u>860,327</u>
Total Expenses	<u>4,154,640</u>	<u>4,154,640</u>
Net Margin	<u><u>\$ (2,306,013)</u></u>	<u><u>\$ (2,306,013)</u></u>

	Clinic Administration	Belle Glade Medical Clinic	Delray Medical Clinic	Lantana Medical Clinic	Mangonia Park Medical Clinic	West Palm Beach Medical Clinic	Jupiter Medical Clinic	Lake Worth Medical Clinic	Lewis Center Medical Clinic	West Boca Medical Clinic	St Ann Place Medical Clinic	Mobile Warrior	Mobile Van Scout	Mobile Van Hero	Atlantis Medical Clinic	Port Medical Clinic	Total
Gross Patient Revenue	-	\$ 188,333	\$ 202,284	\$ (521)	\$ 262,217	\$ 358,921	\$ 98,778	\$ 179	\$ 19,321	\$ 64,670	\$ 7,108	\$ 31,251	-	\$ 21,023	\$ 707,970	\$ 170	\$ 1,961,703
Contractual Allowance	460	54,627	54,899	(18,598)	92,557	139,655	20,073	(7,144)	11,358	21,663	1,664	5,064	-	10,153	287,931	4	674,365
Charity Care	-	49,537	68,483	872	105,143	93,261	35,297	851	5,180	23,809	1,220	13,302	-	5,431	241,600	170	644,157
Bad Debt	-	6,806	19,334	1,543	75,961	38,747	7,804	4,855	2,769	2,455	1,920	8,333	-	5,357	9,431	6	185,321
Total Contractual Allowances and Bad Debt	460	110,970	142,716	(16,183)	273,661	271,662	63,174	(1,437)	19,307	47,928	4,804	26,698	-	20,941	538,963	180	1,503,843
Other Patient Revenue	-	42,733	36,052	-	21,311	84,954	19,953	-	7,281	28,414	1,192	5,102	-	1,036	159,912	43	407,983
Net Patient Revenue	(460)	120,096	95,620	15,661	9,867	172,213	55,557	1,617	7,294	45,157	3,496	9,655	-	1,117	328,919	33	865,843
Collection %	-	63.77%	47.27%	(3,003.50%)	3.76%	47.98%	56.24%	900.95%	37.75%	69.83%	49.19%	30.89%	-	5.31%	46.46%	19.59%	44.14%
Grants	144,597	31,970	37,299	-	17,668	52,140	18,508	-	-	13,810	-	6,079	-	5,610	108,986	-	436,667
Other Revenue	1,296	523	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,819
Total Other Revenues	145,893	32,493	37,299	-	17,668	52,140	18,508	-	-	13,810	-	6,079	-	5,610	108,986	-	438,486
Total Revenues	\$ 145,433	\$ 152,589	\$ 132,919	\$ 15,661	\$ 27,535	\$ 224,353	\$ 74,065	\$ 1,617	\$ 7,294	\$ 58,967	\$ 3,496	\$ 15,734	-	\$ 6,727	\$ 437,905	\$ 33	\$ 1,304,328
<i>Direct Operational Expenses:</i>																	
Salaries and Wages	385,562	121,892	129,984	-	63,136	220,349	138,179	-	2,956	47,789	314	22,239	-	22,628	428,508	-	1,583,536
Benefits	119,776	30,178	36,669	-	17,882	40,003	15,703	-	-	13,681	-	7,289	-	6,294	94,150	-	381,623
Purchased Services	7,038	2,852	4,221	68	300	-	1,090	80	362	2,021	-	-	-	-	290	-	18,321
Medical Supplies	-	2,565	6,641	1,296	2,258	9,203	1,592	1,494	541	482	110	150	-	293	7,720	-	34,345
Other Supplies	215	1,525	1,287	323	1,967	727	714	154	214	344	-	414	100	732	3,042	-	11,758
Medical Services	-	-	411	-	(3,453)	6,260	(8,451)	-	865	314	-	81	-	-	9,494	-	5,520
Drugs	-	1,133	2,073	3,796	5,603	3,400	479	617	-	439	-	2	-	-	2,798	-	20,340
Repairs and Maintenance	39,971	946	876	383	467	-	362	30	68	1,347	34	701	3,065	1,510	1,526	-	51,285
Lease and Rental	-	8,004	7,473	240	5,029	13,970	20	222	20	5,727	40	10	5	-	26,401	-	67,161
Utilities	-	2,258	5,290	-	482	195	1,190	-	222	319	127	-	-	-	41	-	10,124
Other Expense	9,033	1,387	2,010	466	4,672	1,448	371	493	1,535	686	970	132	2,200	560	1,387	-	27,349
Interest Expense	823	-	5,630	-	2,541	-	449	873	-	2,747	-	-	-	-	16,132	-	29,194
Insurance	-	194	251	-	132	499	51	4	28	44	-	777	777	777	928	-	4,461
Total Operating Expenses	562,417	172,934	202,816	6,572	101,015	296,053	151,748	3,965	6,811	75,940	1,675	31,713	6,146	32,793	592,416	-	2,245,016
Net Performance before Depreciation & Overhead Allocations	(416,985)	(20,345)	(69,897)	9,089	(73,480)	(71,701)	(77,683)	(2,348)	484	(16,974)	1,821	(15,979)	(6,146)	(26,065)	(154,511)	33	(940,688)
Depreciation	-	7,961	3,250	-	2,128	1,282	260	-	83	812	83	427	1,219	427	34,693	-	52,625
<i>Overhead Allocations:</i>																	
OH Risk Management	4,416	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,416
OH Revenue Cycle	64,081	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	64,081
OH Internal Audit	1,266	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,266
Home Office Facilities	22,364	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,364
OH Administration	7,815	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,815
OH Human Resources	48,419	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48,419
Legal	15,934	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,934
Records	2,344	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,344
OH Compliance	9,387	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,387
IT Operations	2,396	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,396
IT Security	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9
OH Finance	24,492	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24,492
Corporate Communications	8,141	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,141
OH Information Technology	208,903	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	208,903
IT Applications	354	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	354
IT Service Center	242	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	242
Corporate Quality	24,369	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24,369
OH Security Services	7,862	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,862
OH Supply Chain	11,197	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,197
HIM Department	18,875	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,875
OH Coding	33,572	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33,572
OH Reimbursement	959	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	959
Clinical Services Admin	27,850	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	27,850
Support Services Allocation	14,105	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,105
OH Mail Room	2,486	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,486
OH Patient Experience	408	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	408
OH External Affairs	3,325	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,325
OH Strategic Initiatives and Projects	8,356	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,356
OH Employee Health	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Total Overhead Allocations	573,928	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	573,928
Total Expenses	1,147,190	180,895	219,765	6,572	109,589	297,335	161,053	15,845	6,894	84,026	1,758	32,140	7,365	33,219	661,902	-	2,965,549
Net Margin	\$ (1,001,757)	\$ (28,306)	\$ (86,846)	\$ 9,089	\$ (82,054)	\$ (72,982)	\$ (86,988)	\$ (14,228)	\$ 400	\$ (25,059)	\$ 1,738	\$ (16,406)	\$ (7,365)	\$ (26,492)	\$ (223,997)	\$ 33	\$ (1,661,221)
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer In/(Out)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Primary Care Medical Statement of Revenues and Expenses
For The First Month Ended October 31, 2025

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
\$ 1,961,703	\$ 2,010,807	\$ (49,104)	(2.4%)	\$ 2,084,480	\$ (122,777)	(5.9%)	Gross Patient Revenue	\$ 1,961,703	\$ 2,010,807	\$ (49,104)	(2.4%)	\$ 2,084,480	\$ (122,777)	(5.9%)
674,365	670,019	4,346	0.6%	713,955	(39,589)	(5.5%)	Contractual Allowance	674,365	670,019	4,346	0.6%	713,955	(39,589)	(5.5%)
644,157	657,980	(13,823)	(2.1%)	694,855	(50,698)	(7.3%)	Charity Care	644,157	657,980	(13,823)	(2.1%)	694,855	(50,698)	(7.3%)
185,321	309,010	(123,689)	(40.0%)	488,204	(302,883)	(62.0%)	Bad Debt	185,321	309,010	(123,689)	(40.0%)	488,204	(302,883)	(62.0%)
1,503,843	1,637,009	(133,166)	(8.1%)	1,897,014	(393,170)	(20.7%)	Total Contractuals and Bad Debt	1,503,843	1,637,009	(133,166)	(8.1%)	1,897,014	(393,170)	(20.7%)
407,983	371,942	36,041	9.7%	378,234	29,749	7.9%	Other Patient Revenue	407,983	371,942	36,041	9.7%	378,234	29,749	7.9%
865,843	745,740	120,103	16.1%	565,700	300,142	53.1%	Net Patient Service Revenue	865,843	745,740	120,103	16.1%	565,700	300,142	53.1%
44.14%	37.09%			27.14%			Collection %	44.14%	37.09%			27.14%		
436,667	541,781	(105,114)	(19.4%)	422,772	13,895	3.3%	Grants	436,667	541,781	(105,114)	(19.4%)	422,772	13,895	3.3%
1,819	23,070	(21,251)	(92.1%)	25,244	(23,424)	(92.8%)	Other Revenue	1,819	23,070	(21,251)	(92.1%)	25,244	(23,424)	(92.8%)
\$ 1,304,328	\$ 1,310,591	\$ (6,262)	(0.5%)	\$ 1,013,716	\$ 290,613	28.7%	Total Revenues	\$ 1,304,328	\$ 1,310,591	\$ (6,262)	(0.5%)	\$ 1,013,716	\$ 290,613	28.7%
Direct Operating Expenses:							Direct Operating Expenses:							
1,586,187	1,715,881	129,694	7.6%	1,419,998	(166,189)	(11.7%)	Salaries and Wages	1,586,187	1,715,881	129,694	7.6%	1,419,998	(166,189)	(11.7%)
381,623	499,348	117,725	23.6%	346,809	(34,814)	(10.0%)	Benefits	381,623	499,348	117,725	23.6%	346,809	(34,814)	(10.0%)
18,321	177,056	158,735	89.7%	11,963	(6,358)	(53.1%)	Purchased Services	18,321	177,056	158,735	89.7%	11,963	(6,358)	(53.1%)
34,345	51,254	16,908	33.0%	37,756	3,411	9.0%	Medical Supplies	34,345	51,254	16,908	33.0%	37,756	3,411	9.0%
11,758	24,960	13,202	52.9%	5,185	(6,572)	(126.8%)	Other Supplies	11,758	24,960	13,202	52.9%	5,185	(6,572)	(126.8%)
10,900	-	(10,900)	-	-	(10,900)	-	Contracted Physician Expense	10,900	-	(10,900)	-	-	(10,900)	-
5,520	26,340	20,820	79.0%	103,925	98,405	94.7%	Medical Services	5,520	26,340	20,820	79.0%	103,925	98,405	94.7%
20,340	70,942	50,602	71.3%	61,289	40,949	66.8%	Drugs	20,340	70,942	50,602	71.3%	61,289	40,949	66.8%
51,285	175,399	124,114	70.8%	49,541	(1,744)	(3.5%)	Repairs and Maintenance	51,285	175,399	124,114	70.8%	49,541	(1,744)	(3.5%)
67,161	77,326	10,165	13.1%	143,000	75,839	53.0%	Lease and Rental	67,161	77,326	10,165	13.1%	143,000	75,839	53.0%
10,124	12,232	2,108	17.2%	2,286	(7,837)	(342.8%)	Utilities	10,124	12,232	2,108	17.2%	2,286	(7,837)	(342.8%)
27,349	59,532	32,184	54.1%	32,576	5,227	16.0%	Other Expense	27,349	59,532	32,184	54.1%	32,576	5,227	16.0%
29,194	26,292	(2,902)	(11.0%)	14,085	(15,109)	(107.3%)	Interest Expense	29,194	26,292	(2,902)	(11.0%)	14,085	(15,109)	(107.3%)
-	-	-	-	1,606	1,606	-	Principal Expenditure	-	-	-	-	1,606	1,606	-
4,461	9,215	4,754	51.6%	6,459	1,998	30.9%	Insurance	4,461	9,215	4,754	51.6%	6,459	1,998	30.9%
2,258,568	2,925,777	667,209	22.8%	2,236,479	(22,089)	(1.0%)	Total Operating Expenses	2,258,568	2,925,777	667,209	22.8%	2,236,479	(22,089)	(1.0%)
\$ (954,239)	\$ (1,615,186)	\$ 660,946	(40.9%)	\$ (1,222,763)	\$ 268,524	(22.0%)	Net Performance before Depreciation & Overhead Allocations	\$ (954,239)	\$ (1,615,186)	\$ 660,946	(40.9%)	\$ (1,222,763)	\$ 268,524	(22.0%)
146,605	121,828	(24,777)	(20.3%)	73,469	(73,136)	(99.5%)	Depreciation	146,605	121,828	(24,777)	(20.3%)	73,469	(73,136)	(99.5%)
Overhead Allocations:							Overhead Allocations:							
4,416	4,021	(395)	(9.8%)	8,536	4,120	48.3%	OH Risk Management	4,416	4,021	(395)	(9.8%)	8,536	4,120	48.3%
64,081	54,779	(9,302)	(17.0%)	38,087	(25,994)	(68.2%)	OH Revenue Cycle	64,081	54,779	(9,302)	(17.0%)	38,087	(25,994)	(68.2%)
1,266	2,483	1,217	49.0%	2,589	1,323	51.1%	OH Internal Audit	1,266	2,483	1,217	49.0%	2,589	1,323	51.1%
22,364	13,456	(8,908)	(66.2%)	23,009	645	2.8%	Home Office Facilities	22,364	13,456	(8,908)	(66.2%)	23,009	645	2.8%
7,815	12,875	5,060	39.3%	12,833	5,018	39.1%	OH Administration	7,815	12,875	5,060	39.3%	12,833	5,018	39.1%
48,419	67,927	19,508	28.7%	80,085	31,666	39.5%	OH Human Resources	48,419	67,927	19,508	28.7%	80,085	31,666	39.5%
15,934	23,897	7,963	33.3%	37,208	21,274	57.2%	Legal	15,934	23,897	7,963	33.3%	37,208	21,274	57.2%
2,344	3,091	747	24.2%	2,865	521	18.2%	Records	2,344	3,091	747	24.2%	2,865	521	18.2%
9,387	11,374	1,987	17.5%	9,828	441	4.5%	OH Compliance	9,387	11,374	1,987	17.5%	9,828	441	4.5%
2,396	-	(2,396)	-	15,240	12,844	84.3%	IT Operations	2,396	-	(2,396)	-	15,240	12,844	84.3%
9	-	(9)	-	11,905	11,896	99.9%	IT Security	9	-	(9)	-	11,905	11,896	99.9%
24,492	31,275	6,783	21.7%	32,487	7,995	24.6%	OH Finance	24,492	31,275	6,783	21.7%	32,487	7,995	24.6%
8,141	12,891	4,750	36.8%	10,968	2,827	25.8%	Corporate Communications	8,141	12,891	4,750	36.8%	10,968	2,827	25.8%
208,903	234,501	25,598	10.9%	16,619	(192,284)	(1,157.0%)	OH Information Technology	208,903	234,501	25,598	10.9%	16,619	(192,284)	(1,157.0%)

Primary Care Medical Statement of Revenues and Expenses
For The First Month Ended October 31, 2025

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
354	-	(354)	-	158,725	158,371	99.8%	IT Applications	354	-	(354)	-	158,725	158,371	99.8%
242	-	(242)	-	38,069	37,827	99.4%	IT Service Center	242	-	(242)	-	38,069	37,827	99.4%
24,369	30,366	5,997	19.7%	14,862	(9,507)	(64.0%)	Corporate Quality	24,369	30,366	5,997	19.7%	14,862	(9,507)	(64.0%)
7,862	18,321	10,459	57.1%	43,173	35,311	81.8%	OH Security Services	7,862	18,321	10,459	57.1%	43,173	35,311	81.8%
11,197	18,009	6,812	37.8%	14,964	3,767	25.2%	OH Supply Chain	11,197	18,009	6,812	37.8%	14,964	3,767	25.2%
18,875	6,417	(12,458)	(194.1%)	8,577	(10,298)	(120.1%)	HIM Department	18,875	6,417	(12,458)	(194.1%)	8,577	(10,298)	(120.1%)
33,572	523	(33,049)	(6,319.1%)	16,664	(16,908)	(101.5%)	OH Coding	33,572	523	(33,049)	(6,319.1%)	16,664	(16,908)	(101.5%)
959	1,086	127	11.7%	642	(317)	(49.4%)	OH Reimbursement	959	1,086	127	11.7%	642	(317)	(49.4%)
-	-	-	-	8,814	8,814	-	OH Clinical Labor Pool	-	-	-	-	8,814	8,814	-
27,850	32,927	5,077	15.4%	19,576	(8,274)	(42.3%)	Clinical Services Admin	27,850	32,927	5,077	15.4%	19,576	(8,274)	(42.3%)
14,105	5,220	(8,885)	(170.2%)	16,740	2,635	15.7%	Support Services Allocation	14,105	5,220	(8,885)	(170.2%)	16,740	2,635	15.7%
2,486	2,553	67	2.6%	2,402	(84)	(3.5%)	OH Mail Room	2,486	2,553	67	2.6%	2,402	(84)	(3.5%)
408	1,633	1,225	75.0%	-	(408)	-	OH Patient Experience	408	1,633	1,225	75.0%	-	(408)	-
3,325	4,928	1,603	32.5%	3,110	(215)	(6.9%)	OH External Affairs	3,325	4,928	1,603	32.5%	3,110	(215)	(6.9%)
8,356	9,045	689	7.6%	-	(8,356)	-	OH Strategic Initiatives and Projects	8,356	9,045	689	7.6%	-	(8,356)	-
1	3,548	3,547	100.0%	-	(1)	-	OH Employee Health	1	3,548	3,547	100.0%	-	(1)	-
573,928	607,146	33,218	5.5%	648,577	74,649	11.5%	Total Overhead Allocations-	573,928	607,146	33,218	5.5%	648,577	74,649	11.5%
2,979,101	3,654,751	675,650	18.5%	2,958,525	(20,576)	(0.7%)	Total Expenses	2,979,101	3,654,751	675,650	18.5%	2,958,525	(20,576)	(0.7%)
\$ (1,674,772)	\$ (2,344,160)	\$ 669,388	(28.6%)	\$ (1,944,809)	\$ 270,037	(13.9%)	Net Margin	\$ (1,674,772)	\$ (2,344,160)	\$ 669,388	(28.6%)	\$ (1,944,809)	\$ 270,037	(13.9%)
-	20,375	(20,375)	-	-	-	-	Capital Contributions.	-	20,375	(20,375)	-	-	-	-
-	\$ 2,963,340	\$ (2,963,340)	-	-	-	-	Transfer In/(Out)	-	\$ 2,963,340	\$ (2,963,340)	-	-	-	-

Primary Care Clinics - Dental Statement of Revenues and Expenses by Location (YTD)
For The First Month Ended October 31, 2025

	Dental Clinic Administration	Belle Glade Dental Clinic	Delray Dental Clinic	Lantana Dental Clinic	West Palm Beach Dental Clinic	Atlantis Dental Clinic	Port Dental Clinic	Total
Gross Patient Revenue	-	\$ 177,802	\$ 328,560	-	\$ 318,216	\$ 302,093	\$ 3,367	\$ 1,130,038
Contractual Allowance	-	71,850	65,659	(436)	67,935	152,307	-	357,315
Charity Care	-	65,661	176,256	(1,425)	178,750	114,676	3,367	537,284
Bad Debt	-	18,612	49,441	3,162	30,466	24,494	20	126,195
Total Contractual Allowances and Bad Debt	-	156,123	291,356	1,301	277,151	291,476	3,387	1,020,794
Other Patient Revenue	-	35,294	41,897	-	61,182	55,900	-	194,272
Net Patient Revenue	-	56,973	79,101	(1,301)	102,247	66,516	(20)	303,516
Collection %	-	32.04%	24.08%	-	32.13%	22.02%	(0.60%)	26.86%
Grants	-	11,606	21,996	-	28,456	22,978	-	85,036
Total Other Revenues	-	11,606	21,996	-	28,456	22,978	-	85,036
Total Revenues	-	\$ 68,579	\$ 101,097	\$ (1,301)	\$ 130,703	\$ 89,494	\$ (20)	\$ 388,552
<i>Direct Operational Expenses:</i>								
Salaries and Wages	-	41,977	79,061	-	115,041	85,645	-	321,723
Benefits	-	12,018	19,017	-	26,017	20,830	-	77,882
Purchased Services	-	356	1,897	-	64	97	-	2,414
Medical Supplies	-	6,864	7,730	3,397	9,001	4,620	-	31,611
Other Supplies	-	15	592	10	805	1,769	-	3,190
Repairs and Maintenance	-	1,258	2,082	278	2,389	763	-	6,770
Lease and Rental	-	3,100	2,874	-	11,964	3,953	-	21,891
Utilities	-	923	562	-	195	629	-	2,309
Other Expense	284	2,902	4,834	1,652	6,804	3,129	-	19,604
Interest Expense	-	-	2,234	-	-	2,361	-	4,595
Insurance	-	34	-	-	-	-	-	34
Total Operating Expenses	284	69,446	120,883	5,336	172,280	123,795	-	492,024
Net Performance before Depreciation & Overhead Allocations	(284)	(667)	(19,786)	(6,637)	(41,577)	(34,301)	(20)	(103,472)
Depreciation	-	1,660	3,334	-	2,507	12,448	-	19,949
<i>Overhead Allocations:</i>								
OH Risk Management	939	-	-	-	-	-	-	939
OH Revenue Cycle	42,721	-	-	-	-	-	-	42,721
OH Internal Audit	269	-	-	-	-	-	-	269
Home Office Facilities	1,657	-	-	-	-	-	-	1,657
OH Administration	1,661	-	-	-	-	-	-	1,661
OH Human Resources	7,924	-	-	-	-	-	-	7,924
Legal	3,387	-	-	-	-	-	-	3,387
Records	498	-	-	-	-	-	-	498
OH Compliance	1,995	-	-	-	-	-	-	1,995
IT Operations	509	-	-	-	-	-	-	509
IT Security	2	-	-	-	-	-	-	2
OH Finance	5,207	-	-	-	-	-	-	5,207
Corporate Communications	1,731	-	-	-	-	-	-	1,731
OH Information Technology	56,590	-	-	-	-	-	-	56,590
IT Applications	75	-	-	-	-	-	-	75
IT Service Center	51	-	-	-	-	-	-	51
Corporate Quality	3,748	-	-	-	-	-	-	3,748
OH Security Services	1,430	-	-	-	-	-	-	1,430
OH Supply Chain	2,380	-	-	-	-	-	-	2,380
HIM Department	5,662	-	-	-	-	-	-	5,662
OH Coding	4,796	-	-	-	-	-	-	4,796
OH Reimbursement	204	-	-	-	-	-	-	204
Clinical Services Admin	4,283	-	-	-	-	-	-	4,283
Support Services Allocation	2,169	-	-	-	-	-	-	2,169
OH Mail Room	529	-	-	-	-	-	-	529
OH Patient Experience	63	-	-	-	-	-	-	63
OH External Affairs	707	-	-	-	-	-	-	707
OH Strategic Initiatives and Projects	1,285	-	-	-	-	-	-	1,285
Total Overhead Allocations	152,472	-	-	-	-	-	-	152,472
Total Expenses	152,756	71,106	129,654	5,336	174,786	141,335	-	674,972
Net Margin	\$ (152,756)	\$ (2,527)	\$ (28,557)	\$ (6,637)	\$ (44,084)	\$ (51,841)	\$ (20)	\$ (286,421)
Capital Contributions	-	-	-	-	-	-	-	-
Transfer In/(Out)	-	-	25	-	-	-	-	-

Primary Care Dental Statement of Revenues and Expenses
For The First Month Ended October 31, 2025

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
\$ 1,130,038	\$ 1,051,946	\$ 78,092	7.4%	\$ 983,306	\$ 146,732	14.9%	\$ 1,130,038	\$ 1,051,946	\$ 78,092	7.4%	\$ 983,306	\$ 146,732	14.9%
Gross Patient Revenue							Gross Patient Revenue						
357,315	344,723	12,592	3.7%	363,935	(6,620)	(1.8%)	357,315	344,723	12,592	3.7%	363,935	(6,620)	(1.8%)
537,284	452,550	84,734	18.7%	419,126	118,158	28.2%	537,284	452,550	84,734	18.7%	419,126	118,158	28.2%
126,195	142,380	(16,185)	(11.4%)	127,659	(1,464)	(1.1%)	126,195	142,380	(16,185)	(11.4%)	127,659	(1,464)	(1.1%)
1,020,794	939,653	81,141	8.6%	910,720	110,074	12.1%	1,020,794	939,653	81,141	8.6%	910,720	110,074	12.1%
194,272	175,971	18,301	10.4%	174,519	19,754	11.3%	194,272	175,971	18,301	10.4%	174,519	19,754	11.3%
303,516	288,264	15,252	5.3%	247,105	56,411	22.8%	303,516	288,264	15,252	5.3%	247,105	56,411	22.8%
26.86%	27.40%			25.13%			26.86%	27.40%			25.13%		
85,036	107,410	(22,374)	(20.8%)	73,215	11,821	16.1%	85,036	107,410	(22,374)	(20.8%)	73,215	11,821	16.1%
-	249	(249)	-	301	(301)	-	-	249	(249)	-	301	(301)	-
\$ 388,552	\$ 395,923	\$ (7,371)	(1.9%)	\$ 320,620	\$ 67,931	21.2%	\$ 388,552	\$ 395,923	\$ (7,371)	(1.9%)	\$ 320,620	\$ 67,931	21.2%
Direct Operating Expenses:							Direct Operating Expenses:						
321,723	287,605	(34,118)	(11.9%)	273,980	(47,743)	(17.4%)	321,723	287,605	(34,118)	(11.9%)	273,980	(47,743)	(17.4%)
77,882	77,563	(319)	(0.4%)	64,854	(13,028)	(20.1%)	77,882	77,563	(319)	(0.4%)	64,854	(13,028)	(20.1%)
2,414	2,169	(245)	(11.3%)	967	(1,447)	(149.6%)	2,414	2,169	(245)	(11.3%)	967	(1,447)	(149.6%)
31,611	30,568	(1,043)	(3.4%)	30,719	(892)	(2.9%)	31,611	30,568	(1,043)	(3.4%)	30,719	(892)	(2.9%)
3,190	2,126	(1,064)	(50.0%)	982	(2,208)	(224.8%)	3,190	2,126	(1,064)	(50.0%)	982	(2,208)	(224.8%)
-	42	42	-	-	-	-	-	42	42	-	-	-	-
6,770	4,295	(2,475)	(57.6%)	2,484	(4,286)	(172.5%)	6,770	4,295	(2,475)	(57.6%)	2,484	(4,286)	(172.5%)
21,891	26,269	4,378	16.7%	37,498	15,607	41.6%	21,891	26,269	4,378	16.7%	37,498	15,607	41.6%
2,309	3,134	825	26.3%	909	(1,401)	(154.1%)	2,309	3,134	825	26.3%	909	(1,401)	(154.1%)
19,604	10,992	(8,612)	(78.3%)	10,519	(9,085)	(86.4%)	19,604	10,992	(8,612)	(78.3%)	10,519	(9,085)	(86.4%)
4,595	4,424	(171)	(3.9%)	2,425	(2,170)	(89.5%)	4,595	4,424	(171)	(3.9%)	2,425	(2,170)	(89.5%)
34	46	11	23.9%	176	142	80.7%	34	46	11	23.9%	176	142	80.7%
492,024	449,233	(42,791)	(9.5%)	425,513	(66,511)	(15.6%)	492,024	449,233	(42,791)	(9.5%)	425,513	(66,511)	(15.6%)
Net Performance before Depreciation & Overhead Allocations							Net Performance before Depreciation & Overhead Allocations						
\$ (103,472)	\$ (53,310)	\$ (50,162)	94.1%	\$ (104,892)	\$ 1,420	(1.4%)	\$ (103,472)	\$ (53,310)	\$ (50,162)	94.1%	\$ (104,892)	\$ 1,420	(1.4%)
30,477	28,899	(1,578)	(5.5%)	13,696	(16,781)	(122.5%)	30,477	28,899	(1,578)	(5.5%)	13,696	(16,781)	(122.5%)
Overhead Allocations:							Overhead Allocations:						
939	618	(321)	(51.9%)	2,130	1,191	55.9%	939	618	(321)	(51.9%)	2,130	1,191	55.9%
42,721	36,520	(6,201)	(17.0%)	30,469	(12,252)	(40.2%)	42,721	36,520	(6,201)	(17.0%)	30,469	(12,252)	(40.2%)
269	382	113	29.6%	646	377	58.4%	269	382	113	29.6%	646	377	58.4%
1,657	997	(660)	(66.2%)	2,730	1,073	39.3%	1,657	997	(660)	(66.2%)	2,730	1,073	39.3%
1,661	1,980	319	16.1%	3,202	1,541	48.1%	1,661	1,980	319	16.1%	3,202	1,541	48.1%
7,924	11,117	3,193	28.7%	21,585	13,661	63.3%	7,924	11,117	3,193	28.7%	21,585	13,661	63.3%
3,387	3,675	288	7.8%	9,283	5,896	63.5%	3,387	3,675	288	7.8%	9,283	5,896	63.5%
498	475	(23)	(4.8%)	715	217	30.3%	498	475	(23)	(4.8%)	715	217	30.3%
1,995	1,749	(246)	(14.1%)	2,452	457	18.6%	1,995	1,749	(246)	(14.1%)	2,452	457	18.6%
509	-	(509)	-	3,802	3,293	86.6%	509	-	(509)	-	3,802	3,293	86.6%
2	-	(2)	-	2,970	2,968	99.9%	2	-	(2)	-	2,970	2,968	99.9%
5,207	4,810	(397)	(8.3%)	8,105	2,898	35.8%	5,207	4,810	(397)	(8.3%)	8,105	2,898	35.8%
1,731	1,983	252	12.7%	2,736	1,005	36.7%	1,731	1,983	252	12.7%	2,736	1,005	36.7%
56,590	63,525	6,935	10.9%	4,146	(52,444)	(1,264.9%)	56,590	63,525	6,935	10.9%	4,146	(52,444)	(1,264.9%)
75	-	(75)	-	44,422	44,347	99.8%	75	-	(75)	-	44,422	44,347	99.8%
51	-	(51)	-	9,498	9,447	99.5%	51	-	(51)	-	9,498	9,447	99.5%
3,748	4,670	922	19.7%	3,708	(40)	(1.1%)	3,748	4,670	922	19.7%	3,708	(40)	(1.1%)

Primary Care Dental Statement of Revenues and Expenses
For The First Month Ended October 31, 2025

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
1,430	3,331	1,901	57.1%	5,966	4,536	76.0%	OH Security Services	1,430	3,331	1,901	57.1%	5,966	4,536	76.0%
2,380	2,770	390	14.1%	3,733	1,353	36.2%	OH Supply Chain	2,380	2,770	390	14.1%	3,733	1,353	36.2%
5,662	1,925	(3,737)	(194.1%)	2,140	(3,522)	(164.6%)	HIM Department	5,662	1,925	(3,737)	(194.1%)	2,140	(3,522)	(164.6%)
4,796	75	(4,721)	(6,294.7%)	4,157	(639)	(15.4%)	OH Coding	4,796	75	(4,721)	(6,294.7%)	4,157	(639)	(15.4%)
204	167	(37)	(22.2%)	160	(44)	(27.5%)	OH Reimbursement	204	167	(37)	(22.2%)	160	(44)	(27.5%)
-	-	-	-	2,199	2,199	-	OH Clinical Labor Pool	-	-	-	-	2,199	2,199	-
4,283	5,064	781	15.4%	4,884	601	12.3%	Clinical Services Admin	4,283	5,064	781	15.4%	4,884	601	12.3%
2,169	803	(1,366)	(170.1%)	4,176	2,007	48.1%	Support Services Allocation	2,169	803	(1,366)	(170.1%)	4,176	2,007	48.1%
529	393	(136)	(34.6%)	599	70	11.7%	OH Mail Room	529	393	(136)	(34.6%)	599	70	11.7%
63	251	188	74.9%	-	(63)	-	OH Patient Experience	63	251	188	74.9%	-	(63)	-
707	758	51	6.7%	776	69	8.9%	OH External Affairs	707	758	51	6.7%	776	69	8.9%
1,285	1,391	106	7.6%	-	(1,285)	-	OH Strategic Initiatives and Projects	1,285	1,391	106	7.6%	-	(1,285)	-
-	546	546	-	-	-	-	OH Employee Health	-	546	546	-	-	-	-
152,472	149,975	(2,497)	(1.7%)	181,389	28,917	15.9%	Total Overhead Allocations-	152,472	149,975	(2,497)	(1.7%)	181,389	28,917	15.9%
674,972	628,107	(46,866)	(7.5%)	620,598	(54,375)	(8.8%)	Total Expenses	674,972	628,107	(46,866)	(7.5%)	620,598	(54,375)	(8.8%)
\$ (286,421)	\$ (232,184)	\$ (54,237)	23.4%	\$ (299,977)	\$ 13,557	(4.5%)	Net Margin	\$ (286,421)	\$ (232,184)	\$ (54,237)	23.4%	\$ (299,977)	\$ 13,557	(4.5%)
-	6,267	(6,267)	-	-	-	-	Capital Contributions.	-	6,267	(6,267)	-	-	-	-

Primary Care Behavioral Health Statement of Revenues and Expenses
For The First Month Ended October 31, 2025

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
\$ 582,688	\$ 452,279	\$ 130,409	28.8%	\$ 396,123	\$ 186,565	47.1%	Gross Patient Revenue	\$ 582,688	\$ 452,279	\$ 130,409	28.8%	\$ 396,123	\$ 186,565	47.1%
239,398	180,415	58,983	32.7%	152,982	86,416	56.5%	Contractual Allowance	239,398	180,415	58,983	32.7%	152,982	86,416	56.5%
205,710	107,072	98,638	92.1%	82,353	123,356	149.8%	Charity Care	205,710	107,072	98,638	92.1%	82,353	123,356	149.8%
87,619	120,947	(33,328)	(27.6%)	88,459	(840)	(0.9%)	Bad Debt	87,619	120,947	(33,328)	(27.6%)	88,459	(840)	(0.9%)
532,727	408,434	124,293	30.4%	323,794	208,933	64.5%	Total Contractuals and Bad Debt	532,727	408,434	124,293	30.4%	323,794	208,933	64.5%
11,998	15,210	(3,212)	(21.1%)	8,580	3,419	39.8%	Other Patient Revenue	11,998	15,210	(3,212)	(21.1%)	8,580	3,419	39.8%
61,959	59,055	2,904	4.9%	80,908	(18,950)	(23.4%)	Net Patient Service Revenue	61,959	59,055	2,904	4.9%	80,908	(18,950)	(23.4%)
10.63%	13.06%			20.43%			Collection %	10.63%	13.06%		20.43%			
93,788	80,273	13,515	16.8%	18,557	75,231	405.4%	Grants	93,788	80,273	13,515	16.8%	18,557	75,231	405.4%
\$ 155,746	\$ 139,328	\$ 16,418	11.8%	\$ 99,465	\$ 56,281	56.6%	Total Revenues	\$ 155,746	\$ 139,328	\$ 16,418	11.8%	\$ 99,465	\$ 56,281	56.6%
Direct Operating Expenses:														
298,670	369,825	71,155	19.2%	83,437	(215,233)	(258.0%)	Salaries and Wages	298,670	369,825	71,155	19.2%	83,437	(215,233)	(258.0%)
65,752	77,613	11,861	15.3%	20,364	(45,388)	(222.9%)	Benefits	65,752	77,613	11,861	15.3%	20,364	(45,388)	(222.9%)
-	63	63	-	-	-	-	Purchased Services	-	63	63	-	-	-	-
-	787	787	-	-	-	-	Medical Supplies	-	787	787	-	-	-	-
-	1,712	1,712	-	-	-	-	Other Supplies	-	1,712	1,712	-	-	-	-
-	458	458	-	-	-	-	Drugs	-	458	458	-	-	-	-
1,554	-	(1,554)	-	-	(1,554)	-	Lease and Rental	1,554	-	(1,554)	-	-	(1,554)	-
664	2,405	1,741	72.4%	1,048	384	36.6%	Other Expense	664	2,405	1,741	72.4%	1,048	384	36.6%
366,640	452,863	86,223	19.0%	104,848	(261,791)	(249.7%)	Total Operating Expenses	366,640	452,863	86,223	19.0%	104,848	(261,791)	(249.7%)
\$ (210,893)	\$ (313,535)	\$ 102,642	(32.7%)	\$ (5,383)	\$ (205,510)	3,817.8%	Net Performance before Depreciation & Overhead Allocations	\$ (210,893)	\$ (313,535)	\$ 102,642	(32.7%)	\$ (5,383)	\$ (205,510)	3,817.8%
Overhead Allocations:														
686	721	35	4.9%	2,008	1,322	65.8%	OH Risk Management	686	721	35	4.9%	2,008	1,322	65.8%
42,721	36,520	(6,201)	(17.0%)	7,617	(35,104)	(460.9%)	OH Revenue Cycle	42,721	36,520	(6,201)	(17.0%)	7,617	(35,104)	(460.9%)
197	445	248	55.7%	609	412	67.7%	OH Internal Audit	197	445	248	55.7%	609	412	67.7%
-	-	-	-	2,730	2,730	-	Home Office Facilities	-	-	-	-	2,730	2,730	-
1,214	2,309	1,095	47.4%	3,019	1,805	59.8%	OH Administration	1,214	2,309	1,095	47.4%	3,019	1,805	59.8%
8,677	12,173	3,496	28.7%	21,267	12,590	59.2%	OH Human Resources	8,677	12,173	3,496	28.7%	21,267	12,590	59.2%
2,475	4,286	1,811	42.3%	8,753	6,278	71.7%	Legal	2,475	4,286	1,811	42.3%	8,753	6,278	71.7%
364	554	190	34.3%	674	310	46.0%	Records	364	554	190	34.3%	674	310	46.0%
1,458	2,040	582	28.5%	2,312	854	36.9%	OH Compliance	1,458	2,040	582	28.5%	2,312	854	36.9%
372	-	(372)	-	3,585	3,213	89.6%	IT Operations	372	-	(372)	-	3,585	3,213	89.6%
1	-	(1)	-	2,801	2,800	100.0%	IT Security	1	-	(1)	-	2,801	2,800	100.0%
3,805	5,609	1,804	32.2%	7,643	3,838	50.2%	OH Finance	3,805	5,609	1,804	32.2%	7,643	3,838	50.2%
1,265	2,312	1,047	45.3%	2,580	1,315	51.0%	Corporate Communications	1,265	2,312	1,047	45.3%	2,580	1,315	51.0%
43,319	48,627	5,308	10.9%	3,910	(39,409)	(1,007.9%)	OH Information Technology	43,319	48,627	5,308	10.9%	3,910	(39,409)	(1,007.9%)
55	-	(55)	-	61,214	61,159	99.9%	IT Applications	55	-	(55)	-	61,214	61,159	99.9%
38	-	(38)	-	8,956	8,918	99.6%	IT Service Center	38	-	(38)	-	8,956	8,918	99.6%
4,371	5,446	1,075	19.7%	3,496	(875)	(25.0%)	Corporate Quality	4,371	5,446	1,075	19.7%	3,496	(875)	(25.0%)
1,430	3,331	1,901	57.1%	11,932	10,502	88.0%	OH Security Services	1,430	3,331	1,901	57.1%	11,932	10,502	88.0%
1,739	3,230	1,491	46.2%	3,520	1,781	50.6%	OH Supply Chain	1,739	3,230	1,491	46.2%	3,520	1,781	50.6%
-	-	-	-	2,018	2,018	-	HIM Department	-	-	-	-	2,018	2,018	-
9,592	149	(9,443)	(6,337.6%)	3,920	(5,672)	(144.7%)	OH Coding	9,592	149	(9,443)	(6,337.6%)	3,920	(5,672)	(144.7%)
149	195	46	23.6%	151	2	1.3%	OH Reimbursement	149	195	46	23.6%	151	2	1.3%
-	-	-	-	2,073	2,073	-	OH Clinical Labor Pool	-	-	-	-	2,073	2,073	-
4,995	5,906	911	15.4%	4,605	(390)	(8.5%)	Clinical Services Admin	4,995	5,906	911	15.4%	4,605	(390)	(8.5%)

Primary Care Behavioral Health Statement of Revenues and Expenses
For The First Month Ended October 31, 2025

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
2,530	936	(1,594)	(170.3%)	3,938	1,408	35.8%	2,530	936	(1,594)	(170.3%)	3,938	1,408	35.8%
386	458	72	15.7%	565	179	31.7%	386	458	72	15.7%	565	179	31.7%
73	293	220	75.1%	-	(73)	-	73	293	220	75.1%	-	(73)	-
516	884	368	41.6%	732	216	29.5%	516	884	368	41.6%	732	216	29.5%
1,499	1,622	123	7.6%	-	(1,499)	-	1,499	1,622	123	7.6%	-	(1,499)	-
-	636	636	-	-	-	-	-	636	636	-	-	-	-
133,927	138,682	4,755	3.4%	176,628	42,701	24.2%	133,927	138,682	4,755	3.4%	176,628	42,701	24.2%
500,567	591,545	90,978	15.4%	281,476	(219,090)	(77.8%)	500,567	591,545	90,978	15.4%	281,476	(219,090)	(77.8%)
\$ (344,820)	\$ (452,217)	\$ 107,397	(23.7%)	\$ (182,011)	\$ (162,809)	89.5%	\$ (344,820)	\$ (452,217)	\$ 107,397	(23.7%)	\$ (182,011)	\$ (162,809)	89.5%



CHC Medical Visits - Adults and Pediatrics											Current Year	Current YTD	%Var to	Prior Year		
	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Total	Budget	Budget	Total
Delray Beach	927												927	1,056	(12.2%)	1,056
Delray Beach- Women's Health Care													-	-	<i>included in budget above</i>	
Belle Glade	837												837	793	5.5%	793
Belle Glade- Women's Health Care													-	-	<i>included in budget above</i>	
Jupiter	441												441	597	(26.1%)	597
Jupiter- Women's Health Care													-	-	<i>included in budget above</i>	
West Boca	251												251	276	(9.1%)	276
West Boca- Women's Health Care													-	-	<i>included in budget above</i>	
Atlantis	2,142												2,142	2,214	(3.3%)	-
Atlantis- Womens Health Care	1,020												1,020	752	<i>included in budget above</i>	
West Palm Beach	1,220												1,220	1,551	(21.3%)	1,551
Mangonia Park	687												687	677	1.5%	677
Lewis Center	78												78	40	95.0%	40
St Ann Place	31												31	20	55.0%	68
Clb Mob 1 Warrior (Mobile Van)	127												127	30	323.3%	10
Clb Mob 3 Hero	59												59	84	(29.8%)	84
Portable Medical	-												-	96	(100.0%)	96
Clb Mob 2 Scout	-												-	-	0.0%	-
Lantana (closed Feb 2025)	-												-	-	0.0%	1,730
Lake Worth & Women's Health Care (closed Feb 2025)	-												-	-	0.0%	1,268
Total Medical Visits	7,820												7,820	8,186	(4.5%)	8,246
Dental Visits																
West Palm Beach Dental	1,069												1,069	1,053	1.5%	1,053
Delray Dental	1,082												1,082	880	23.0%	734
Belle Glade Dental	525												525	515	1.9%	515
Atlantis Dental	808												808	755	7.0%	-
Portable Dental	9												9	-	-	-
Lantana Dental (closed Feb 2025)	-												-	-	0.0%	661
Total Dental Visits	3,493												3,493	3,203	9.1%	2,963
Total Medical and Dental Visits	11,313												11,313	11,389	(0.7%)	11,209
Behavioral Health Visits**																
Atlantis BH	514												514	537	(4.3%)	-
Mangonia Park BH	1,123												1,123	979	14.7%	979
Delray BH	450												450	369	22.0%	369
Lewis Center BH	453												453	250	81.2%	250
West Palm Beach BH	179												179	20	795.0%	-
Belle Glade BH	53												53	36	47.2%	2
St Ann Place BH	5												5	15	(66.7%)	-
West Boca BH	54												54	20	170.0%	3
Mob 1 Warrior BH (Mobile Van)	93												93	5	1,760.0%	1
Mob 3 Hero BH	63												63	20	215.0%	-
Jupiter BH	-												-	-	0.0%	-
Mobile Van BH	-												-	-	0.0%	-
Lake Worth BH (closed Feb 2025)	-												-	-	0.0%	4
Lantana BH (closed Feb 2025)	-												-	-	0.0%	3
Total Behavioral Health Visits	2,987												2,987	2,251	32.7%	1,611
GRAND TOTAL	14,300												14,300	13,640		12,820

**YTD Visits were adjusted to exclude non billable warm hand over(WHO) encounters.



COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS December 17, 2025

1. Description: Executive Director Update

2. Summary:

- UDS Preparation
- Renewal of Certified Application Counselor Designated Organization (CDO)

3. Substantive Analysis:

UDS Preparations: As the end of the year quickly approaches, we are ensuring all encounters are closed, and patient information is well documented to have a seamless submission for UDS due 2/15/2026

CDO Renewal: We have successfully renewed our status as a CDO from the Centers of Medicare & Medicaid (CMS). This status allows us to improve our payor mix by helping our patients consider and navigate health coverage options, including helping them complete the Marketplace eligibility and enrollment process.

4. Fiscal Analysis & Economic Impact Statement:

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

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

Signed by:


CA6A21FF2E09481
 Jessica Cafarelli
 VP & Chief Financial Officer

5. Recommendation:

Staff recommends the Committee Receive and File the Executive Director Update

Approved for Legal sufficiency:

Signed by:


0CF6F7DB6706434
 Bernabe Icaza
 SVP & General Counsel



COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
December 17, 2025

Signed by:

A handwritten signature in black ink, appearing to read "J. Adametz", is written over a horizontal line.

2B4234F087844B2
Joshua Adametz, DMD, MPH, MA

AVP & Executive Director of
Community Health Centers



COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS

December 17, 2025

1. Description: Licensed Independent Practitioner Credentialing and Privileging

2. Summary:

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

3. Substantive Analysis:

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

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

Last Name	First Name	Degree	Specialty	Credentialing
Pierre	Nadia	MD	Obstetrics & Gynecology	Initial Credentialing
Cooper	Shontreal	MD	Maternal Fetal Medicine	Initial Credentialing
Mehra	Suwan	MD	Maternal Fetal Medicine	Initial Credentialing
Phillips	Courtney	MD	Psychiatry	Recredentialing

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

The Health Care District Community Health Centers utilized internal Credentialing staff and the FQHC medical Director to support the credentialing and privileging process.



**COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
December 17, 2025**

Nadia Pierre, MD joined the Belle Glade Clinic in 2025 specializing in Obstetrics & Gynecology. She attended Rutgers Robert Wood Johnson Medical School and also completed her Residency at SUNY Health Sciences Center Brooklyn. Dr. Pierre is certified in Obstetrics & Gynecology by the American Board of Obstetrics and Gynecology. She has been in practice for ten years and is fluent in French and Creole.

Shontreal Cooper, MD joined the Atlantis Clinic in 2025 specializing in Maternal Fetal Medicine. She attended the Drexel University College of Medicine and also completed her Residency at the University of Connecticut School of medicine . Dr. Cooper is certified in Maternal Fetal Medicine by the American Board of Obstetrics and Gynecology and has been in practice for four years.

Suwan Mehra, MD joined the Atlantis Clinic in 2025 specializing in Maternal Fetal Medicine. He attended the Kasturba Medical College and also completed his Residency at West Virginia University School of Medicine. Dr. Mehra is certified in Maternal Fetal Medicine by the American Board of Obstetrics and Gynecology and has been in practice for two years.

Courtney Phillips, MD joined the West Palm Beach Clinic in 2024 specializing in Psychiatry. She attended the Wayne University School of Medicine and also completed her Residency at the University of Michigan Health System . Dr. Phillips is certified in Psychiatry by the American Board of Psychiatry and Neurology and has been in practice for nine years.

4. Fiscal Analysis & Economic Impact Statement:

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

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

Signed by:


CA6A21FF2E09481...
 Jessica Cafarelli
 VP & Chief Financial Officer



COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS December 17, 2025

5. Recommendation:


Staff recommends the Board approve the Initial Credentialing and privileging of Nadia Pierre, MD, Obstetrics & Gynecology.


Staff recommends the Board approve the Initial Credentialing and privileging of Shontreal Cooper, MD, Maternal Fetal Medicine.


Staff recommends the Board approve the Initial Credentialing and privileging of Suwan Mehra, MD, Maternal Fetal Medicine.

Staff recommends the Board approve the Recredentialing and privileging of Courtney Phillips, MD, Psychiatry.

Approved for Legal sufficiency:

Signed by:

0CF6F7DB6706434B
Bernabe Icaza
SVP & General Counsel

DocuSigned by:

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Ana Ferwerda, MD
FQHC Medical Director

Signed by:

2B4234F087844F2
Joshua Admetz, DMD, MPH, MA
AVP & Executive Director of
Community Health Centers



**COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
December 17, 2025**

1. Description: Maternal Fetal Medicine Delineation of Privileges

2. Summary:

The agenda item represents the Maternal Fetal Medicine Delineation of Privileges recommended for Maternal Fetal Medicine practitioners by the FQHC Medical Director and Women’s Health Director.

3. Substantive Analysis:

The Delineation of Privileges presented meets the standards set forth within the approved Credentialing and Privileging Policy. The credentialing and privileging process ensures that all health center practitioners meet specific criteria and standards of professional qualifications. This criterion includes, but is not limited to:

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

4. Fiscal Analysis & Economic Impact Statement:

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

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

Signed by:


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 Jessica Cafarelli
 VP & Chief Financial Officer





COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
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5. Recommendation:

Staff recommends the Board approve the Maternal Fetal Medicine Delineation of Privileges.

Approved for Legal sufficiency:

Signed by:

0CF6F7DB6706434
Bernabe Icaza
SVP & General Counsel

DocuSigned by:

FF528E6E1A18461
Ana Ferwerda, MD
FQHC Medical Director

Signed by:

28432450A7844B2
Joshua Admetz, DMD, MPH, MA
AVP & Executive Director of
Community Health Centers



*Application for Clinical Privileges MD, DO
Specialty: Maternal Fetal Medicine*

DELINEATION OF PRIVILEGES

Initial Appointment Reappointment

Practitioner Name:	
Specialty:	

Clinic Privileges Eligibility Criteria:

1. Current active licensure to practice as a physician in the State of Florida
2. Completed additional education/training as follows: Successful completion of ACGME or AOA accredited residency program in Obstetrics and Gynecology and MFM Fellowship program required and Board Certified or Board Eligible by the American Board of Medical Specialties (ABMS)

General Privileges - Core I Privileges

Maternal Fetal Medicine Core I Privileges includes the ability to evaluate, diagnose, treat, and provide consultation to patients within scope of the provider specialty(s), including complex and high-risk pregnancies including illnesses, diseases, and functional disorders in outpatient clinic. MFM Physician assesses, stabilizes, and determines disposition of patients with emergent conditions consistent with SMFM clinical guidelines regarding emergency and consultative call services. Core privileges include but are not limited to:

- Take, evaluate, and record medical histories
- Perform physical exams to evaluate medical problems
- Management of illnesses either independently or in conjunction with other medical staff members as needed
- Management of patients to the standard of the specialty
- Prenatal and Postnatal Care
- Interpretation of tests, either independently, or in conjunction with appropriate specialty
- Obstetric Ultrasound (Level II Ultrasound)
- Genetic and targeted fetal surveys
- Evaluate and manage patients with complex medical conditions during pregnancy, including those with cardiac, pulmonary, or metabolic complications.
- Perform prenatal diagnosis and management of fetal anomalies and other fetal conditions
- Provide care of critically ill, antepartum, postpartum patients

Requested by: _____
(Applicant Signature)

Approved by: _____
(Women's Health Director Signature)

*Application for Clinical Privileges MD, DO
Specialty: Maternal Fetal Medicine*

Applicant Attestation:

I attest by signature that I have requested privileges, for which by education, training, current experience and demonstrated performance I am qualified to perform and for which I wish to exercise at the Health Care District Community Health Centers to the extent services are

Applicant Printed Name

Specialty

Applicant Signature

Date

Women's Health Director:

The Health Care District Community Health Center's Women's Health Director accepts the above applicant's attestation and asserts that he/she meets the minimum criteria for the privileges requested.

Ana Ferwerda, MD

Women's Health Director

Women's Health Director Signature

Date

COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS

December 17, 2025

1. Description: Quality Report

2. Summary:

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

- Quality Council Meeting Minutes – October 2025
- UDS Report – YTD

3. Substantive Analysis:

PATIENT SAFETY & ADVERSE EVENTS

Patient safety and risk, including adverse events, peer review and chart review are brought to the board “under separate cover” on a quarterly basis.

QUALITY ASSURANCE & IMPROVEMENT

The Community Health Center’s most recent quality initiative focuses on improving retention of pediatric patients, with an emphasis on supporting families during the prenatal to newborn transition. Data from recent months indicate that a portion of families do not consistently establish ongoing pediatric care after birth, often due to limited early connection with the pediatric team or challenges navigating insurance enrollment during the postpartum period. To address these gaps, the care team is implementing a warm handoff model between obstetric and pediatric services. Under this model, expectant parents will be introduced to the pediatric department prior to delivery, allowing families to form an early relationship with the clinicians who will care for their newborns. This approach aims to increase trust, reduce fragmentation, and encourage families to return for scheduled newborn and well child visits. The initiative also includes prenatal tours of the pediatric department and optional meet and greet sessions with pediatricians. These interactions are designed to increase familiarity with the clinic environment, clarify what to expect during the newborn period, and give families an opportunity to ask questions before their baby arrives. To further support retention, we are expanding insurance navigation assistance for expectant families. Many parents experience delays in adding their newborn to coverage or selecting an appropriate plan, resulting in missed or postponed visits. Providing dedicated support during the prenatal period is expected to reduce administrative barriers and improve continuity of care. Together, these interventions aim to create a more connected, seamless postpartum and newborn experience. Over the coming months, we will



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monitor retention rates, newborn visit adherence, and family satisfaction to evaluate the impact of the program and guide future improvements.

4. Fiscal Analysis & Economic Impact Statement:

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

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

Signed by:


CA6A21FF2E09481
 Jessica Cafarelli
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

 N/A
 Committee Name

 N/A
 Date Approved


6. Recommendation:

Staff recommends the Board approve the updated Quality Report.

Approved for Legal sufficiency:

Signed by:


0CF6F7DB6706434
 Bernabe Icaza
 SVP & General Counsel

DocuSigned by:


FF528E6E1A1461
 Dr. Ana M. Ferwerda
 FQHC Medical Director

Signed by:


3B429FE08764487
 Dr. Joseph Adametz, DMD, MPH, MA
 AVP & Executive Director of FQHC Services



Quality Council Meeting Minutes

Date: December 9th, 2025

Time: 11 am-12 pm

Attendees: Steven Sadiku – AVP Corporate Quality & Accreditation; Dr. Josh Adametz – FQHC Executive Director; Angela Santos – Director of Ops; Nancy Gonzalez – Dental & Special Projects Manager; Alexa Goodwin – Director of Patient Experience & Creative Services; Laura Acosta – Patient Relations Coordinator; Lisa Hogans – Director of Nursing; Melanie Deeroop-Kangoo – Quality Manager; Ivonne Cohen – Business Intelligence Developer; Ingrid Barlett-Quality Manager; Alyssa Tarter – Director of Risk Management,

Excused: Dr. Sandra Warren – Associate Medical Director; Dr. Belma Andric – EVP & Chief Medical Officer; Dr. Ana Ferwerda – FQHC Medical Director; Bianca Badolati – Executive Assistant; Dr. Courtney Phillips – VP of Behavioral Health; Dr. Valena Grbic – Medical Director, District Cares; Jose Rodriguez- Director of Pharmacy;

Minutes by: Ingrid Barlett- Quality Manager & Melanie Deeroop-Kangoo – Quality Manager

<u>AGENDA ITEM</u>	<u>DISCUSSION / RECOMMENDATIONS</u>	<u>ACTION ITEMS (AI)</u>	<u>RESPONSIBLE PARTY</u>	<u>DATE</u>
PATIENT SAFETY & ADVERSE EVENTS				
OCCURRENCES	<p><i>Per Compliance, discussion surrounding not recording meetings.</i></p> <p>Report Summary The November 2025 Risk Management Tableau dashboard was presented. Volumes were provided for the following clinic areas and types: total reported events, incidents, and good catches. Trends were also presented by volume of reported entries and</p>			



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	<p>clinic location. The Risk Report Summary and graphical data were reviewed with the Committee for November 2025. Reports included the risk severity, volume, and category/type for incidents and near misses entered in HCD’s safety event reporting system. Risk mitigation strategies were also shared with the Committee. (November 2025 Risk Report Summary presented with graphs.)</p>			
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UTILIZATION

OPERATIONS	<u>Productivity</u>							
	Productivity November 2025							
	Service Line	Target		Seen		% of Goal		
		In Person	Tele	In Person	Tele	Total		
	Adult Care	3936		3536		90%		
	Pediatrics	770		806		105%		
	Primary Residents	464		419		90%		
	Women’s Health	941		953		101%		
	Behavioral Health Integration	834		610		73%		
	Behavioral Health - Psych	1165		980		84%		



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	Psych Residents	N/A		N/A		N/A			
	Mental Health Professional/Addiction	775		619		80%			
	Dental Health	1884		1954		104%			
	Dental Hygiene	783		734		94%			
	Dental MDI	67		104		64%			
<i>(Clinic productivity report with graphs was presented.)</i>									
	<p><u>Walk-ins</u> 20% Medical 16% Dental 95% same-day walk-ins scheduled by front-line staff 5% same-day walk-ins scheduled by the CSC</p>								
	<p><u>Doximity Dialer Usage (Telemedicine) – November 2025</u> Users</p> <ul style="list-style-type: none"> • 49 registered users (100% registration rate) <ul style="list-style-type: none"> ○ 29 active users (7 MD/DOs, 11 NP, PA, 11 Care Team) 								



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	<p>Calls</p> <ul style="list-style-type: none"> • 909 total calls <ul style="list-style-type: none"> ○ 260 voice calls <ul style="list-style-type: none"> ▪ 238 successful calls (91.5%) success rate ▪ 8 calls escalated to video ○ 649 video calls <ul style="list-style-type: none"> ▪ 486 successful calls (74.9%) success rate ○ 41 secure texts <p>(Report with breakdown by specialty and user)</p>			
PATIENT RELATIONS				
<p>GRIEVANCES, COMPLAINTS & COMPLIMENTS</p>	<p><u>Patient Relations Dashboard – November 2025</u> For November 2025, there were a total of 12 Patient Relations Occurrences that occurred between 5 Centers. Of the 12 occurrences, there were 3 Grievance and 9 Complaints. The top 5 Categories were Care and Treatment, Finance, Communication, Referral and Prescriptions. The top subcategories were Competency of Staff, Billing Issues and Poor Communication, with two occurrences in each. There was one</p>			



	<p>compliment received for November for Delray Administration.</p> <p><i>(Patient Relations Report & Patient Relations Dashboard with Graphs presented.)</i></p>			
<p>SURVEY RESULTS</p>	<p><u>Patient Satisfaction Survey – November 2025</u></p> <p>For November 2025 there were 374 Patient Satisfaction Surveys completed. Atlantis CHC continues to have the highest return rate with 56 completed surveys followed by Delray Dental CHC with 47 completed surveys. Our Net Promoter Score (NPS) was 71 (out of 294 responses) compared to the Phreesia FQHC/CHC/RHC Network at 67. The top 5 and lowest 5 scored-questions were presented for each area.</p> <p>“Best Questions” for in person visits – November 2025:</p> <ul style="list-style-type: none"> • Overall cleanliness of exam room and overall practice – 94% (increase of 5%) • Professionalism of Our Staff – 93% (increase of 5%) • Thing explained in a way you could understand – 92% (increase of 7%) 	<p>Follow up on dental questions on the survey</p>	<p>Alexa Goodwin</p>	<p>12/9/2025</p>



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	<ul style="list-style-type: none"> • Overall experience at today’s visit – 92% (increase of 8%) • Time taken to listen and answer your questions – 88% (increase of 8%) <p>“Worst Questions” for in person visits – November 2025</p> <ul style="list-style-type: none"> • Being informed about any delays during this visit – 12% (increase of 1%) • Your ability to contact us after hours – 9% (decrease of 9%) • Each member of my care team identified themselves and their role in my care – 5% (new) • Instructions given regarding medication/follow-up care - 5% (new) • Appointment available within a reasonable amount of time – 5% (decrease of 5%) <p>Of the surveys received for November 2025, 83% of patients were scheduled and 17% were walk-ins. Most patients preferred to be seen on Tuesday, Thursday and Friday. 32% of patients perceived wait time to be between 6 to 15 minutes, 30% of responses were from</p>			
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	<p>patients that this was their first visit to the practice.</p> <p>8% of patients contacted our on-call service after hours. 100% of patients rated their experience with their provider as excellent. 72% of calls did not require speaking with the doctor while 28% did. 94% of patients did not experience any technical difficulties while using telemedicine.</p> <p>For Dental, 69% of patients rated the education they received on how to better care for their teeth and gums as excellent. 74% were satisfied with results of dental treatment, 72% felt staff explained the procedures in a clear and understandable way and 73% felt staff who provided dental care were sensitive to my concerns.</p> <p>85% of responses in November were promoters (increase of 6%), 10% of responses were neutrals (decrease of 3%) and 5% of responses were detractors (decrease of 3%).</p>			
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	(Patient Satisfaction Survey PowerPoint presented.)			
After Hours	<p><u>Afterhours Report – November 2025</u> <i>(Outbound Campaign PowerPoint presented.)</i></p> <p>In November 2025, a total of 291 after-hours calls were received, showing a 43% increase from October. The majority of calls were related to appointment needs (51 calls), Rescheduling (46) and cancelation (28), and prescription issues or requests (25).</p> <p>By location, the highest call volumes came from Atlantis (25%), West Palm Beach (24%), and Mangonia Park (26%). The highest volume by Specialty was</p> <ol style="list-style-type: none"> 1. Medical – 187 calls (64%) 2. Behavioral Health – 75 (26%) 3. Dental – 18 (6%) <p>9 calls were left unreturned in November, maintaining strong follow-up compliance. Overall, after-hours call volume remains stable with consistent response performance across clinics.</p>			
REFERRAL	<p>Referrals – There were a total of 4,552 referral orders placed. This was a 28.94% decrease in volume from the previous month. The average</p>	Add ophthalmology referral trends to the dashboard.	Steven Sadiku/ Melanie	



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	<p>turnaround time for referral processing was 5.62 days for routine with a goal of 5 days or less. The TAT for urgent referrals was 2.63 days with a goal of 2 days or less.</p> <p>The Atlantis location has the highest referral volume placed with 21.4% of the total referral volume, followed Delray with 17.8% and WPB with 17.4% of the volume</p> <p>NP Carline, St Vil Dupuy are our highest producers of referrals with 8.3% of the total volume.</p> <p>Our most common payer is now Self pay with 25.5% of the volume. Followed by the HCD Voucher with 16.2%. Humana is our 3rd highest with 13.7%</p> <p>Our top referred to specialties this month are Radiology Orders with 18%, followed by Ophthalmology with 7% and GI with 5%</p>		<p>Deeroop-Kangoo</p>	
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QUALITY				
QUALITY				
MEDICAL	<p>Breast Cancer Screening – November 2025</p> <p>Yearly goal 60%</p> <p>We saw 4015 unique patients due for breast cancer screening.</p> <p>Satisfied screenings – 2371 (59%)</p> <p>Unsatisfied Screenings – 1644 (41%)</p> <p>Not Met with order – 1161 (29%)</p> <p>Not Met (Patient Missed) – 481 (12%).</p> <p>The clinics with the highest percentage of screening were Belle Glade with 70%, Atlantis with 67%, and Boca 64%.</p> <p>The clinics with the lowest percentage of patients who completed breast cancer screening were West Palm Beach (56%), Delray (57%) and Jupiter (%)61.</p> <p>The larger number of patients where the screening was not addressed were Atlantis and Delray clinics. Accounting for 36% of missed patients.</p> <p>The right side of the slide shows the distribution by provider correlating with the clinics with</p>			



	<p>highest percentage of completion of breast cancer screening.</p>			
	<p>Cervical Cancer Screening - November 2025 Yearly goal 65% We saw 10851 unique patients with screening due. Cervical cancer screening was completed in 7120 (66%) of the patients and in 3732 (34%) patients the screening was not addressed. Atlantis, Boca, Belle Glade and Jupiter Clinics achieved at or above the goal of 65%. The clinics with the lowest percentage of cervical cancer screening were West Palm Beach 58% and Delray 61%.</p> <p>The right side of the slide shows the distribution by provider correlating with the clinics with highest percentage of completion of breast cancer screening.</p> <p>The lowest left graph shows the number of missed patients by clinic in descending order. The larger number of patients where the screening was not addressed were Atlantis and West Palm Beach clinics accounting for 42%. (Report with graph presented.)</p>			



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	<p>Colorectal Cancer Screening – November 2025. Yearly goal 82%</p> <p>We saw 9843 unique patients due for colorectal cancer screening. 5437 (46%) of the patients had the screening satisfied in 41 (1%) had the screening satisfied in the past 12 months and 5266 (53%) of the patients did not have the screening satisfied.</p> <p>The highest percentage of screening completed was at the Boca Clinic with 67%.</p> <p>The largest number of patients that needed colorectal cancer screening were at the Delray, Atlantis and West Palm Beach for 61% of the patients. They individually achieved 48%, 51% and 48% of colorectal cancer screening completion.</p> <p>The largest number of patients with missing orders to address the screening were at Atlantis, Mangonia, Belle Glade with 53%.</p> <p>The last graph shows the met, unmet and missed patients by provider percentages.</p> <p>By type of screening test, most patients are screen with Cologuard, followed by FIT test and last with colonoscopy. (Report with graph presented).</p>			
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	<p>Controlling High Blood Pressure – November 2025 Yearly goal 80%</p> <p>We saw 6469 patients with hypertension. 4773 (74%) of patients had blood pressure controlled (below 140/90) and 1696 (26%) blood pressure uncontrolled. Of all the clinics, Boca reached 86%, West Palm Beach 76%.</p> <p>Belle glade (70%) and Jupiter (62%) have the lowest percentage of patients with blood pressure controlled.</p> <p>The last graph shows percentages of controlled and uncontrolled BP percentages by provider. (Report with graph presented.)</p>			
	<p>Depression remission at 12 months – November 2025 Yearly Goal 14%</p> <p>246 (48%) patients had controlled depression. 264 (52%) controlled of depression was not achieved.</p> <p>All the clinics and providers achieved the goal.</p>			



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	<p>Controlled Diabetes based on A1c less than 9% - November 2025 Yearly goal 67%</p> <p>We saw 4160 unique patients with diagnosis of diabetes. 3065 (74%) were controlled and 1095 (26%) uncontrolled with an A1c equal or greater than 9%.</p> <p>By clinic, Boca (79%), Jupiter (78%) and Delray (76%) are the clinics with highest number of patients with controlled diabetes. All the larger clinics achieved the goal of 67%. The larger number of patients with diabetes are in West Palm Beach and Atlantis Clinics accounting for 50% of patients.</p> <p>The graph on the right shows the distribution by percentage of met, not met and missing orders to address the screening by provider.</p> <p>(Report with graph presented).</p> <p>HIV Screening – November 2025 Yearly goal 32%</p>			
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	<p>We saw 21538 unique patients with screening due. Satisfied: 14,567 (68%) Not satisfied: 6848 (32%). There was a 2% decreased of satisfied HIV screening compared to September. All the clinics reached above goal. Belle Glade and Boca have the highest percentage of HIV screening completion with 72%.</p> <p>The largest percentage of patients for which the screening was not addressed were from Atlantis, accounting for 42% of the missed patients. The last graph shows the met, unmet and missed patients by provider percentages.</p> <p>The last graph shows percentages of screening percentages of met, unmet and missed patients by provider.</p> <p>(Report with graph presented.)</p>			
<p>BEHAVIORAL HEALTH</p>	<p><u>PHQ9 – November 2025</u> % of patients with PHQ9: 5,038/5,170 =89.44% Unique patients with positive PHQ9 404/7.17%</p> <p><u>SBIRT- November 2025</u> 2,348 unique patients/29470 = 7.97%</p>			



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	<p>The goal is 5%</p> <p>(Report with graph presented.)</p>			
<p>WOMEN'S HEALTH</p>	<p><u>Early Entry into Prenatal Care November 2025</u></p> <p>Early Entry into care into the First Trimester is 47%</p> <p>Total population of 1026 prenatal patients</p> <p><u>Low Birth Weight November 2025</u></p> <p>Babies born with a birth weight below normal (under 2,500 grams) 9%</p> <ul style="list-style-type: none"> --<1500 grams: 2% --1500–2499 grams: 7% --> 2500 grams: 85% <p>Total deliveries/birth weight: 294</p>			
<p>DENTAL</p>	<p><u>Dental Sealants</u></p> <p>YTD 2025: 95% (521; n=547)</p> <p><u>Limited Exams Walk-ins = 432</u></p> <p>November: Average Daily</p> <ul style="list-style-type: none"> -Atlantis 2 -Belle glade 3 -Delray 9 -West Palm Beach 12 			



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<p>NEXT THIRD AVAILABLE</p>	<p>Dental</p> <p>Belle Glade-</p> <ul style="list-style-type: none"> - Hygiene appointment (adult): 88 days - Hygiene appointment (child): 0 days - Treatment appointment: 55 days <p>Delray-</p> <ul style="list-style-type: none"> - Hygiene appointment (adult): 117 days - Treatment appointment: 35 days <p>Atlantis-</p> <ul style="list-style-type: none"> - Hygiene appointment (adult): 95 days - Hygiene appointment (child): 50 days - Treatment appointment: 47 days <p>West Palm Beach-</p> <ul style="list-style-type: none"> - Hygiene appointment (adult): 51 days - Hygiene appointment (child): 11 days - Treatment appointment (adult): 45 days - Treatment appointment (child): 4 days 			
<p>NURSING</p>	<p>OCTOBER:</p> <p>105 ER referrals / 101 patients were sent to the ER in October. This is 1% of the billable provider visits in the CHCs.</p> <p>The breakdown of referrals is:</p> <ul style="list-style-type: none"> • WH – 48 (46%) (4% of the women’s health visits less than prior month) 			



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	<ul style="list-style-type: none"> • Peds – 3 (<3%) (<1% of the pediatric visits) • Adult – 51 (49%) (1% of the primary care visits. This combines urgent care and emergency medicine referrals) • Transport – 0 • Adult Crisis –3 (<3%) • Peds Crisis – 0 <p>ADULT REFERRALS: highest producers this month (not including WH) were Lisa Fidler, APRN Atlantis Walk In 6 (6%) and Althea Wilmot, APRN WPB Walk In 5 (5%). This is a common pattern due to the providers seeing primarily walk in patients</p> <p>PEDIATRIC REFERRALS: I will not report a highest producer for less than 5 referrals in a month since the volumes have decreased.</p> <p>Top Diagnosis: ADULT</p> <ul style="list-style-type: none"> • Hypertensive urgency, 3 • The next 4 were equal at 2 diagnosis for each- Uncontrolled type 2 DM with hyperglycemia; Uncontrolled hypertension, pelvic pain, left sided chest pain, 2 each (bolded are new diagnosis to the list) 			
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	<p>PEDS</p> <ul style="list-style-type: none"> All 3 referrals were for different diagnosis- right lower quadrant abdominal pain, intermittent downward gaze deviation, chin laceration, 1 each <p>The charts were reviewed for the 4 patients that received more than one referral for HLC in the month of October and all referrals were appropriate and none were escalated to the Medical Director for review.</p> <p>NOVEMBER: 100 ER referrals / 100 patients were sent to the ER in November. This is 1% of the billable provider visits in the CHCs.</p> <p>The breakdown of referrals is:</p> <ul style="list-style-type: none"> WH – 59 (59%) (6% of the women’s health visits; 2% increase from prior month) Peds – 3 (3%) (<1% of the pediatric visits) Adult – 34 (34%) (1% of the primary care visits. This combines urgent care and emergency medicine referrals- this is a 15% decrease from previous month.- CHCs were open less days) Transport – 0 Adult Crisis –3 (3%) 			
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	<ul style="list-style-type: none"> • Peds Crisis – 1 (1%) <p>ADULT REFERRALS: highest producers this month (not including WH) were Althea Wilmot, APRN WPB Walk In 4 (4%). This is a common pattern due to the providers seeing primarily walk in patients. Marco Sanchez, APRN Mangonia with 3 (3%)</p> <p>PEDIATRIC REFERRALS: I will not report a highest producer for less than 5 referrals in a month since the volumes have decreased.</p> <p>Top Diagnosis:</p> <p>ADULT</p> <ul style="list-style-type: none"> • Chest pain, unspecified type 2 • Weakness, 2 (not a common top diagnosis) <p>PEDS</p> <ul style="list-style-type: none"> • All 3 referrals were for different diagnosis- Right facial swelling; contusion of left hand; chronic low back pain, unspecified back pain, laterally, unspecified whether sciatica present, 1 each <p>There were no patients with multiple referrals for November.</p>			
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<p>Peer Reviews</p>	<p><u>Dental Peer Reviews Q3 2025</u></p> <p>Dentist Q3-2025</p> <p>35 charts were peer reviewed. 34 were evaluated as “within standard of care”, 1 were evaluated as “Provider Self-identified Remediation”, 0 were evaluated as “Provider Education Required”, 0 were evaluated as “Inappropriate Care”.</p>			
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QUALITY METRICS

UDS YTD 2025

Of the 17 UDS Measures: 10 exceeded the HRSA Goal, 7 were short of the HRSA Goal (*Clinic Score/ HRSA Goal*)

<p>Medical UDS Report</p>	<p>Adult Weight screening and follow-up: (84% / 90%)</p>			
	<p><i>Breast Cancer Screening: (59%/60%)</i></p>			
	<p><i>Cervical Cancer Screening: (66% /65%)</i></p>			
	<p>Childhood Immunization: (55% / 60%)</p>			
	<p>Colorectal Cancer Screening: (46% / 82%)</p>			
	<p><i>Coronary Artery Disease CAD: (87% / 81%)</i></p>			
	<p>Dental Sealants: (95% / 75%)</p>			
	<p>Depression Remission: (48% / 14%)</p>			
	<p>Diabetes: (74% / 67%)</p>			
	<p>Diabetes (Migrant): (73% / 67%)</p>			
	<p>HIV Screening: (68% / 32%)</p>			
	<p>Hypertension: (74% / 80%)</p>			
<p><i>Ischemic Vascular Disease (IVD): (71% / 86%)</i></p>				



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	Depression screening: <i>(93% / 83%)</i>			
	Depression screening (Homeless): <i>(87% / 83%)</i>			
	Tobacco use screening & cessation: <i>(94% / 93%)</i>			
	Weight Screening & Counseling for children/teens <i>(85% / 90%)</i>			
Meeting Adjourned: 12:20pm				

UDS PROVIDER LEVEL QUALITY MEASURES 2025

NATIONAL QUALITY LEADER METRICS

Load Date
12/1/2025

Filters

		Universe	MET	Not Met	HCD Internal Goal for HRSA	National Average	State Average
Heart Health	Coronary Artery Disease (CAD): Lipid Therapy ..	5,138	87%		81%		
	Hypertension	6,469	74%		80%		
	Ischemic Vascular Disease (IVD)	980	71%		86%		
	Tobacco use Screening and Cessation Interven..	19,404	94%		93%		
Diabetes	Adult Weight Screening and Follow Up	22,727	84%		90%		
	Diabetes: (HbA1c < 9%)	3,750	74%		67%		
	Diabetes: (HbA1c < 9%) Migrant	410	73%		67%		
Behavioral Health	Depression Remission	510	48%		14%		
	Patients Screened for Depression and Follow-..	18,897	93%		83%		
	Patients Who Initiated Treatment - All Stratif..	1,240	45%		40%		
	Patients with Multiple Services - All Stratifica..	1,240	19%		40%		
	Pts Screened for Depression and F/U (Homele..	4,626	87%		83%		
Childhood Measures	Childhood Immunization	494	55%		60%		
	Dental Sealants	547	95%		75%		
	Weight Screening and Counseling for children and adolescents	4,903	85%		90%		
HIV	HIV Screening	21,538	68%		32%		
Cancer Prevention	Breast Cancer Screening	4,015	59%		60%		
	Cervical Cancer Screening	10,852	66%		65%		
	Colorectal Cancer Screening	9,843	46%	65	82%		



COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
December 17, 2025

1. Description: Operations Report – November 2025

2. Summary:

This agenda item is the Operations report providing the Health Center’s Productivity report from November 2025.

3. Substantive Analysis:

In November, the Health Centers had a total of 10,751 patient visits across all centers. This is an decrease of 24% over prior month, and down 7% over November of 2024. There were a total of 7618 unique patients of which 888 or 11.6% were new to the health centers. 35% of patients were were from adult medical, no change from prior month, 18% from Dental, no change from prior month and 10% from Psychiatric. In November, the Atlantis Health Center had the highest volume of patient visits with 3,200 combined medical, behavioral health and dental visits, followed by the West Palm Beach Health Center with 1,973 combined visits and then the Delray Health Center with 1,891 combined visits.

4. Fiscal Analysis & Economic Impact Statement:

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

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

Signed by:

Jessica Cafarelli

CA6A21FF2E0988 Jessica Cafarelli

VP & Chief Financial Officer




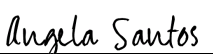
COMMUNITY HEALTH CENTERS BOARD OF DIRECTORS
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5. Recommendation:

Staff recommends the Board approve the Operations Report for November 2025.

Approved for Legal sufficiency:

Signed by:

0CF6F7DB670643
Bernabe Icaza
SVP & General Counsel

DocuSigned by:

6F31AD3F8233475
Angela Santos
Director of Operations

Signed by:

2B4231E097841B2
Joshua Admetz, DMD, MPH, MA
AVP & Executive Director of
Community Health Centers

