



FINANCE COMMITTEE
March 31, 2021
12:15 P.M.

Meeting Location
1515 N. Flagler Drive, Suite 101
West Palm Beach, FL 33401

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



**FINANCE COMMITTEE MEETING
AGENDA
March 31, 2021
12:15 PM
1515 N. Flagler Drive, Suite 101
West Palm Beach, FL 33401**

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

or

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

1. Call to Order

A. Roll Call

2. Agenda Approval

A. Additions/Deletions/Substitutions

B. Motion to Approve Agenda

3. Awards, Introductions and Presentations

4. Disclosure of Voting Conflict

5. Public Comment

6. Meeting Minutes

6A-1 Staff recommends a MOTION TO APPROVE:

Finance Committee Meeting Minutes of February 24, 2021. [Pages 1-5]

7. Consent Agenda – Motion to Approve Consent Agenda Items

A. ADMINISTRATION

7A-1 RECEIVE AND FILE:

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

7A-2 RECEIVE AND FILE:

Attendance Tracking. [Page 6]

**C. L. Brumback Primay Care Clinics
Finance Committee
Meeting Agenda
March 31, 2021**

8. Regular Agenda

A. FINANCE

8A-1 Staff recommends a MOTION TO APPROVE:

C. L. Brumback Primary Care Clinics Financial Report February 2021.
(Tony Colby) [Pages 7-24]

9. AVP and Executive Director of Clinic Services Comments

10. Board Member Comments

11. Establishment of Upcoming Meetings

April 28, 2021 (HCD Board Room)

12:15pm Finance Committee

May 26, 2021 (HCD Board Room)

12:15pm Finance Committee

June 30, 2021 (HCD Board Room)

12:15pm Finance Committee

July 28, 2021 (HCD Board Room)

12:15pm Finance Committee

August 25, 2021 (HCD Board Room)

12:15pm Finance Committee

September 29, 2021 (HCD Board Room)

12:15pm Finance Committee

October 27, 2021 (HCD Board Room)

12:15pm Finance Committee

November 30, 2021 (HCD Board Room)

12:15pm Finance Committee

December 14, 2021 (HCD Board Room)

12:15pm Finance Committee

C. L. Brumback Primary Care Clinics

Finance Committee

Meeting Agenda

March 31, 2021

12. Motion to Adjourn

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

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



**DISTRICT CLINIC HOLDINGS, INC.
d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS
BOARD OF DIRECTORS FINANCE COMMITTEE
MEETING MINUTES
February 24, 2021
Zoom Webinar Meeting**

1. Call to Order

Mr. Smith called the meeting to order at 11:38 a.m.

A. Roll Call

Committee members present: Mike Smith, James Elder, Tammy Jackson-Moore

Staff present included: Darcy Davis, Belma Andric, Hyla Fritsch, Tony Colby, Shannon Wynn, Jerome Robinson, Valerie Shahriari, Mina Bayik, Jessenia Bruno, Jonathan Dominique, June Shipek, Shauniel Brown, Alexa Goodwin, Jimmy Girard, David Speciale, Andrea Steele, Robert Glass, Candice Abbott, Martha Benghie Hyacinthe

Recording/transcribing Secretary: Shannon Wynn

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

2. Agenda Approval

A. Additions/Deletions/Substitutions

None.

B. Motion to Approve Agenda

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

3. Awards and Presentations

None.

4. Disclosure of Voting Conflict

None.

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Finance Committee
Meeting Minutes
February 24, 2021
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5. Public Comment

None.

6. Meeting Minutes

6A-1 **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of January 27, 2021.

CONCLUSION/ACTION: Ms. Jackson-Moore made a motion to approve the Meeting Minutes of December 16, 2020. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.

7. Consent Agenda – Motion to Approve Consent Agenda Items

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

A. **ADMINISTRATION**

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

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

8. Regular Agenda

A. **FINANCE**

8A-1 **Staff recommends a MOTION TO APPROVE:**

The January statements represent the financial performance through the fourth month of 2021 fiscal year for C.L. Brumback Primary Care Clinics. Total YTD revenue was unfavorable to budget by (\$1.3M) due primarily to timing of COVID-19 stimulus funds. Net patient revenue YTD was favorable to budget by \$252k. Expenses before depreciation were under budget by \$624k or 6.7% due mostly to positive variances

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Finance Committee
Meeting Minutes
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in medical supplies \$270k, salaries and wages \$192k, and other supplies \$78k. Total YTD net margin was (\$5.1M) compared to budget of (\$4.9M) resulting in an unfavorable variance of (\$283k) or 5.8%.

The Medical clinics total YTD revenue was unfavorable to budget by (\$1.7M). This unfavorable variance resulted from the timing of COVID-19 related stimulus funding. Gross patient revenue was over budget by \$1.7M or 46.6%, which resulted from the Clinic efforts to respond to the pandemic offering telemedicine visits in addition to office visits. Clinic staff continue to provide countywide COVID-19 testing. Total operating expenses of \$7.3M were favorable to budget of \$7.9M by \$620k or 7.8%. This positive variance is mostly related to medical supplies \$253k, salaries and wages \$226k, medical services \$53k, and other supplies \$49k. Medical supplies, other supplies and other expense are favorable to budget due to the usage timing and supplies purchases. Total YTD net margin was (\$4.7M) compared to budget of (\$3.9M) resulting in an unfavorable variance of (\$818k) or 20.8%

The Dental clinics gross patient revenue was favorable to budget by \$55k or 5.2%. Total revenue of \$1.3M was over budget of \$844k by \$480k or 56.9% due to unanticipated funds received from HRSA. Total operating expenses of \$1.3M were favorable to budget by \$4k or 0.3%. Total YTD net margin was (\$395k) compared to a budget loss of (\$930k) for a favorable variance of \$534k or 57.5%.

On the Comparative Statement of Net Position, due from other governments increased by \$1.7k to \$4.0M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$4.6M, and \$693k respectively for a combined subsidy of \$5.3M.

Mr. Smith asked about gross patient revenue at the Lantana Clinic being higher and grant funds where higher. Is there a reason for that?

Mr. Colby informed the Board that the District was because the volume is up.

Mr. Smith comment about the number of visits at the West Palm Beach Clinic. The volume seem to be a rollercoaster from month to month.

Hyla Fritsch replied stating the numbers are usually down during the holiday and in person is being seen by Telehealth.

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Finance Committee
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CONCLUSION/ACTION: Ms. Jackson-Moore made a motion to approve the finance report as presented/amended. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.

9. VP and Executive Director of Clinic Services Comments

None.

10. Board Member Comments

None.

11. Establishment of Upcoming Meetings

March 31, 2021 (HCD Board Room)

12:15pm Finance Committee

April 28, 2021 (HCD Board Room)

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District Clinic Holdings, Inc.
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12. Motion to Adjourn

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

There being no further business, the meeting was adjourned at 11:45 a.m.

DCHI Finance Committee Chair

Date

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

Attendance Tracking

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

X= Present

C= Cancel

E= Excused

A= Absent

DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
March 31, 2021

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

2. Summary:

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


3. Substantive Analysis:

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

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:



 Tony Colby
 Interim VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

 Committee Name

 Date Reviewed/Approved

DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
March 31, 2021

6. Recommendation:

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

Approved for Legal sufficiency:

DocuSigned by:

Christy Goddeau

Christy Goddeau

Interim General Counsel

Tony Colby

Tony Colby
Interim VP & Chief Financial Officer

H. Fritsch

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



MEMO

To: Finance Committee

From: Tony Colby
Interim VP & Chief Financial Officer

Date: March 17, 2021

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

The February statements represent the financial performance through the fifth month of 2021 fiscal year for C.L. Brumback Primary Care Clinics. Total YTD revenue was unfavorable to budget by (\$3.4M) due primarily to timing of COVID-19 stimulus funds. Net patient revenue YTD was favorable to budget by \$312k. Expenses before depreciation were under budget by \$686k or 6.0% due mostly to positive variances in medical supplies \$353k, salaries and wages \$97k, medical services \$88k, other expense \$83k, and other supplies \$72k. Total YTD net margin was (\$7.6M) compared to budget of (\$5.3M) resulting in an unfavorable variance of (\$2.3M) or 42.4%.

The Medical clinics total YTD revenue was unfavorable to budget by (\$3.4M). This unfavorable variance resulted from the timing of COVID-19 related stimulus funding. Gross patient revenue was over budget by \$2.1M or 45.5%, which resulted from the Clinic efforts to respond to the pandemic offering telemedicine visits in addition to office visits. Clinic staff continue to provide countywide COVID-19 testing and vaccination. Total operating expenses of \$9.2M were favorable to budget of \$9.9M by \$665k or 6.7%. This positive variance is mostly related to medical supplies \$326k, salaries and wages \$129k, medical services \$88k, and other expense \$71k. Medical supplies, other supplies, lease and rental, and other expense are favorable to budget due to the usage timing and supplies purchases. Total YTD net margin was (\$6.7M) compared to budget of (\$4.3M) resulting in an unfavorable variance of (\$2.3M) or 54.1%.

The Dental clinics total YTD gross patient revenue was unfavorable to budget by (\$5k) or (0.4%). Total revenue of \$1.2M was under budget by \$495 due to unanticipated funds received from HRSA. Total operating expenses of \$1.6M were favorable to budget by \$22k or 1.3%. Total YTD net margin was (\$903k) compared to a budget loss of (\$990k) for a favorable variance of \$88k or 8.9%.

On the Comparative Statement of Net Position, due from other governments decreased from \$4.0M to \$3.6M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$4.9M, and \$1.1M respectively for a combined subsidy of \$6.0M.

DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION

	<u>Feb 28, 2021</u>	<u>Jan 31, 2021</u>	<u>Increase (Decrease)</u>
Assets			
Cash and Cash Equivalents	(6,216,774)	(4,702,044)	\$ (1,514,730)
Restricted Cash	221,426	221,426	-
Accounts Receivable, net	2,848,985	2,480,524	368,461
Due From Other Funds	-	-	-
Due from Other Governments	3,620,057	4,043,249	(423,193)
Other Current Assets	83,420	63,936	19,484
Net Investment in Capital Assets	2,921,411	2,948,617	(27,206)
Total Assets	<u><u>\$ 3,478,524</u></u>	<u><u>\$ 5,055,709</u></u>	<u><u>\$ (1,577,184)</u></u>
Liabilities			
Accounts Payable	238,298	163,580	74,718
Due To Other Governments	-	-	-
Deferred Revenue	649,044	649,044	-
Other Current Liabilities	1,420,460	1,340,078	80,383
Non-Current Liabilities	1,571,206	1,561,087	10,120
Total Liabilities	<u><u>3,879,009</u></u>	<u><u>3,713,788</u></u>	<u><u>165,221</u></u>
Deferred Inflows of Resources			
Deferred Inflows- Other Post Employment Benefits	<u><u>\$ 474</u></u>	<u><u>\$ 474</u></u>	<u><u>\$ -</u></u>
Net Position			
Net Investment in Capital Assets	2,921,411	2,948,617	(27,206)
Unrestricted	(3,322,369)	(1,607,171)	(1,715,198)
Total Net Position	<u><u>(400,959)</u></u>	<u><u>1,341,446</u></u>	<u><u>(1,742,404)</u></u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u><u>\$ 3,478,524</u></u>	<u><u>\$ 5,055,709</u></u>	<u><u>\$ (1,577,184)</u></u>

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE FIFTH MONTH ENDED FEBRUARY 28, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
1,595,963	1,251,001	344,962	27.6%	2,006,769	(410,806)	(20.5%)	Gross Patient Revenue	7,980,004	5,907,746	2,072,258	35.1%	9,817,575	(1,837,571)	(18.7%)
404,818	224,745	(180,073)	(80.1%)	456,343	51,525	11.3%	Contractual Allowances	2,142,956	1,067,501	(1,075,455)	(100.7%)	1,882,064	(260,892)	(13.9%)
538,927	490,625	(48,302)	(9.8%)	755,536	216,610	28.7%	Charity Care	2,882,910	2,326,382	(556,528)	(23.9%)	3,738,519	855,609	22.9%
289,586	175,465	(114,121)	(65.0%)	34,054	(255,532)	(750.4%)	Bad Debt	1,355,106	833,782	(521,324)	(62.5%)	1,218,956	(136,150)	(11.2%)
1,233,331	890,835	(342,496)	(38.4%)	1,245,933	12,603	1.0%	Total Contractuals and Bad Debts	6,380,972	4,227,665	(2,153,307)	(50.9%)	6,839,539	458,567	6.7%
439,031	381,537	57,494	15.1%	514,094	(75,062)	(14.6%)	Other Patient Revenue	2,195,157	1,802,492	392,665	21.8%	1,818,033	377,124	21%
801,664	741,703	59,961	8.1%	1,274,930	(473,266)	(37.1%)	Net Patient Revenue	3,794,189	3,482,573	311,616	8.9%	4,796,069	(1,001,880)	(20.9%)
50.23%	59.29%			63.53%			Collection %	47.55%	58.95%			48.85%		
(629,521)	1,206,007	(1,835,528)	(152.2%)	1,156,633	(1,786,154)	(154.4%)	Grant Funds	1,876,512	2,622,124	(745,612)	(28.4%)	1,669,664	206,848	12.4%
179,158	540,467	(361,309)	(66.9%)	-	179,158	0.0%	Other Financial Assistance	768,048	3,569,166	(2,801,118)	(78.5%)	-	768,048	0.0%
26,487	45,034	(18,547)	(41.2%)	12,750	13,737	107.7%	Other Revenue	42,017	225,170	(183,153)	(81.3%)	45,225	(3,208)	(7.1%)
(423,876)	1,791,508	(2,215,384)	(123.7%)	1,169,383	(1,593,260)	(136.2%)	Total Other Revenues	2,686,577	6,416,460	(3,729,883)	(58.1%)	1,714,889	971,688	56.7%
377,788	2,533,211	(2,155,423)	(85.1%)	2,444,313	(2,066,526)	(84.5%)	Total Revenues	6,480,766	9,899,033	(3,418,267)	(34.5%)	6,510,958	(30,192)	(0.5%)
Direct Operational Expenses:														
1,423,741	1,329,075	(94,666)	(7.1%)	1,217,711	(206,030)	(16.9%)	Salaries and Wages	7,007,000	7,103,866	96,866	1.4%	6,668,311	(338,689)	(5.1%)
420,732	371,034	(49,698)	(13.4%)	265,010	(155,721)	(58.8%)	Benefits	1,985,464	1,909,085	(76,379)	(4.0%)	1,743,880	(241,583)	(13.9%)
37,746	54,414	16,668	30.6%	59,974	22,228	37.1%	Purchased Services	237,470	258,325	20,855	8.1%	409,865	172,395	42.1%
35,626	119,600	83,974	70.2%	48,440	12,814	26.5%	Medical Supplies	210,396	563,893	353,497	62.7%	194,450	(15,946)	(8.2%)
32,280	26,518	(5,762)	(21.7%)	18,774	(13,506)	(71.9%)	Other Supplies	60,474	132,690	72,216	54.4%	62,644	2,170	3.5%
47,251	81,931	34,680	42.3%	93,803	46,552	49.6%	Medical Services	296,984	384,805	87,821	22.8%	320,982	23,998	7.5%
59,708	59,177	(531)	(0.9%)	83,941	24,232	28.9%	Drugs	331,480	277,930	(53,550)	(19.3%)	420,996	89,516	21.3%
3,518	9,629	6,111	63.5%	24,857	21,340	85.8%	Repairs & Maintenance	25,499	48,145	22,646	47.0%	112,021	86,522	77.2%
102,093	145,356	43,263	29.8%	100,186	(1,906)	(1.9%)	Lease & Rental	511,924	586,952	75,028	12.8%	561,454	49,530	8.8%
6,285	7,341	1,056	14.4%	3,268	(3,016)	(92.3%)	Utilities	35,581	36,705	1,124	3.1%	26,674	(8,908)	(33.4%)
26,817	52,803	25,986	49.2%	17,228	(9,589)	(55.7%)	Other Expense	126,991	209,950	82,959	39.5%	151,304	24,313	16.1%
3,331	4,334	1,003	23.1%	2,377	(954)	(40.1%)	Insurance	18,304	21,670	3,366	15.5%	11,885	(6,419)	(54.0%)
2,199,128	2,261,212	62,084	2.7%	1,935,571	(263,557)	(13.6%)	Total Operational Expenses	10,847,566	11,534,016	686,450	6.0%	10,684,465	(163,101)	(1.5%)
Net Performance before Depreciation &														
(1,821,340)	271,999	(2,093,339)	(769.6%)	508,743	(2,330,082)	(458.0%)	Overhead Allocations	(4,366,800)	(1,634,983)	(2,731,817)	167.1%	(4,173,507)	(193,293)	4.6%

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE FIFTH MONTH ENDED FEBRUARY 28, 2021

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
31,706	17,334	(14,372)	(82.9%)	19,356	(12,351)	(63.8%)	Depreciation
<i>Overhead Allocations:</i>							
1,713	2,875	1,162	40.4%	1,968	255	13.0%	Risk Mgt
169,849	206,967	37,118	17.9%	(5,098)	(174,948)	3,431.4%	Rev Cycle
1,135	3,852	2,716	70.5%	4,570	3,434	75.2%	Internal Audit
17,620	19,768	2,148	10.9%	18,345	725	4.0%	Home Office Facilities
36,008	33,232	(2,776)	(8.4%)	38,177	2,168	5.7%	Administration
60,805	47,193	(13,611)	(28.8%)	22,674	(38,131)	(168.2%)	Human Resources
14,400	17,241	2,841	16.5%	21,646	7,246	33.5%	Legal
6,020	8,048	2,029	25.2%	7,035	1,016	14.4%	Records
5,183	6,886	1,703	24.7%	12,839	7,656	59.6%	Compliance
6,060	7,007	946	13.5%	-	(6,060)	0.0%	Comm Engage Plan
74,267	82,884	8,616	10.4%	-	(74,267)	0.0%	IT Operations
6,244	8,445	2,201	26.1%	-	(6,244)	0.0%	IT Security
20,639	40,421	19,782	48.9%	-	(20,639)	0.0%	IT Applications
42,607	47,251	4,644	9.8%	-	(42,607)	0.0%	Security Services
67,894	121,543	53,649	44.1%	-	(67,894)	0.0%	IT EPIC
24,493	31,665	7,172	22.6%	20,187	(4,306)	(21.3%)	Finance
7,654	10,057	2,403	23.9%	7,463	(190)	(2.6%)	Public Relations
11,233	8,303	(2,930)	(35.3%)	90,619	79,386	87.6%	Information Technology
5,965	4,761	(1,204)	(25.3%)	(2,313)	(8,278)	357.9%	Corporate Quality
8,472	11,235	2,763	24.6%	(1,268)	(9,740)	768.1%	Project MGMT Office
1,096	1,328	232	17.5%	2,312	1,216	52.6%	Managed Care Contract
589,359	720,963	131,605	18.3%	239,156	(350,202)	(146.4%)	Total Overhead Allocations
2,820,193	2,999,509	179,317	6.0%	2,194,083	(626,110)	(28.5%)	Total Expenses
\$ (2,442,405)	\$ (466,298)	\$ (1,976,107)	423.8%	\$ 250,231	\$ (2,692,635)	(1,076.1%)	Net Margin
-	19,125	19,125	100.0%	(12,580)	(12,580)	100.0%	Capital
\$ 700,000	\$ 487,000	\$ (213,000)	(43.7%)	\$ -	\$ (700,000)	0.0%	General Fund Support/ Transfer In

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
158,598	86,670	(71,928)	(83.0%)	88,500	(70,098)	(79.2%)	
9,286	14,375	5,088	35.4%	9,614	328	3.4%	
947,776	1,034,836	87,060	8.4%	484,564	(463,212)	(95.6%)	
8,241	19,258	11,017	57.2%	27,532	19,292	70.1%	
91,221	98,842	7,621	7.7%	93,737	2,516	2.7%	
172,781	166,160	(6,621)	(4.0%)	176,598	3,817	2.2%	
266,601	235,967	(30,634)	(13.0%)	202,326	(64,276)	(31.8%)	
72,307	86,207	13,899	16.1%	82,398	10,090	12.2%	
36,211	40,241	4,030	10.0%	33,165	(3,046)	(9.2%)	
26,224	34,430	8,205	23.8%	49,972	23,748	47.5%	
32,493	35,034	2,541	7.3%	-	(32,493)	0.0%	
363,230	414,418	51,188	12.4%	-	(363,230)	0.0%	
36,655	42,226	5,572	13.2%	-	(36,655)	0.0%	
155,917	202,104	46,187	22.9%	-	(155,917)	0.0%	
219,395	236,257	16,862	7.1%	-	(219,395)	0.0%	
317,164	607,717	290,553	47.8%	-	(317,164)	0.0%	
140,903	158,323	17,420	11.0%	156,589	15,686	10.0%	
36,335	50,285	13,949	27.7%	54,844	18,509	33.7%	
49,970	41,514	(8,456)	(20.4%)	425,172	375,202	88.2%	
28,509	23,806	(4,704)	(19.8%)	7,237	(21,273)	(293.9%)	
43,315	56,176	12,861	22.9%	24,994	(18,321)	(73.3%)	
5,905	6,642	737	11.1%	14,007	8,102	57.8%	
3,060,441	3,604,816	544,375	15.1%	1,842,749	(1,217,692)	(66.1%)	
14,066,605	15,225,502	1,158,897	7.6%	12,615,715	(1,450,890)	(11.5%)	
\$ (7,585,839)	\$ (5,326,469)	\$ (2,259,370)	42.4%	\$ (6,104,757)	\$ (1,481,083)	24.3%	
-	614,835	614,835	100.0%	9,407	9,407	100.0%	
\$ 5,970,026	\$ 5,974,000	\$ 3,974	0.1%	\$ 6,307,830	\$ 337,804	5.4%	

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

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Year to Date
Gross Patient Revenue	1,842,091	1,535,619	1,685,042	1,321,289	1,595,963	-	-	-	-	-	-	-	7,980,004
Contractual Allowances	509,972	470,624	453,962	303,580	404,818	-	-	-	-	-	-	-	2,142,956
Charity Care	158,009	-	1,751,178	434,796	538,927	-	-	-	-	-	-	-	2,882,910
Bad Debt	788,060	799,873	(860,761)	338,348	289,586	-	-	-	-	-	-	-	1,355,106
Other Patient Revenue	414,367	286,936	350,651	704,172	439,031	-	-	-	-	-	-	-	2,195,157
Net Patient Revenue	800,416	552,056	691,315	948,737	801,664	-	-	-	-	-	-	-	3,794,189
Collections %	43.45%	35.95%	41.03%	71.80%	50.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	47.55%
Grant Funds	104,059	-	130,321	2,271,653	(629,521)	-	-	-	-	-	-	-	1,876,512
Other Financial Assistance	-	-	588,890	-	179,158	-	-	-	-	-	-	-	768,048
Other Revenue	9,732	1,689	3,302	809	26,487	-	-	-	-	-	-	-	42,017
Total Other Revenues	113,791	1,689	722,512	2,272,462	(423,876)	-	-	-	-	-	-	-	2,686,577
Total Revenues	914,207	553,745	1,413,827	3,221,199	377,788	-	-	-	-	-	-	-	6,480,766
<i>Direct Operational Expenses:</i>													
Salaries and Wages	1,612,557	1,177,306	1,310,859	1,482,538	1,423,741	-	-	-	-	-	-	-	7,007,000
Benefits	394,482	358,883	404,282	407,085	420,732	-	-	-	-	-	-	-	1,985,464
Purchased Services	35,150	59,503	33,586	71,484	37,746	-	-	-	-	-	-	-	237,470
Medical Supplies	19,841	24,253	46,148	84,529	35,626	-	-	-	-	-	-	-	210,396
Other Supplies	2,686	4,538	8,638	12,332	32,280	-	-	-	-	-	-	-	60,474
Medical Services	92,709	55,338	56,152	45,535	47,251	-	-	-	-	-	-	-	296,984
Drugs	82,365	73,242	60,219	55,947	59,708	-	-	-	-	-	-	-	331,480
Repairs & Maintenance	6,725	4,061	3,703	7,491	3,518	-	-	-	-	-	-	-	25,499
Lease & Rental	105,605	104,935	96,815	102,475	102,093	-	-	-	-	-	-	-	511,924
Utilities	5,024	10,320	7,438	6,515	6,285	-	-	-	-	-	-	-	35,581
Other Expense	26,726	23,914	19,350	30,184	26,817	-	-	-	-	-	-	-	126,991
Insurance	3,716	3,716	2,892	4,649	3,331	-	-	-	-	-	-	-	18,304
Total Operational Expenses	2,387,586	1,900,008	2,050,081	2,310,763	2,199,128	-	-	-	-	-	-	-	10,847,566
Net Performance before Depreciation & Overhead Allocations	(1,473,379)	(1,346,263)	(636,254)	910,436	(1,821,340)	-	-	-	-	-	-	-	(4,366,800)
Depreciation	20,995	42,335	31,665	31,896	31,706	-	-	-	-	-	-	-	158,598
<i>Overhead Allocations:</i>													
Risk Mgt	2,012	1,749	1,914	1,899	1,713	-	-	-	-	-	-	-	9,286
Rev Cycle	215,318	177,247	193,553	191,807	169,849	-	-	-	-	-	-	-	947,776
Internal Audit	261	2,616	2,029	2,200	1,135	-	-	-	-	-	-	-	8,241
Home Office Facilities	17,338	17,140	20,876	18,248	17,620	-	-	-	-	-	-	-	91,221
Administration	23,989	26,119	37,026	49,639	36,008	-	-	-	-	-	-	-	172,781
Human Resources	42,681	36,896	77,803	48,416	60,805	-	-	-	-	-	-	-	266,601
Legal	10,774	17,493	15,799	13,841	14,400	-	-	-	-	-	-	-	72,307
Records	7,126	7,518	8,070	7,478	6,020	-	-	-	-	-	-	-	36,211
Compliance	4,813	5,086	3,125	8,017	5,183	-	-	-	-	-	-	-	26,224
Comm Engage Plan	6,756	6,116	6,940	6,621	6,060	-	-	-	-	-	-	-	32,493
IT Operations	50,805	70,691	70,850	96,616	74,267	-	-	-	-	-	-	-	363,230
IT Security	7,989	5,317	9,366	7,739	6,244	-	-	-	-	-	-	-	36,655
IT Applications	23,045	40,862	27,197	44,176	20,639	-	-	-	-	-	-	-	155,917
Security Services	42,428	41,825	46,136	46,399	42,607	-	-	-	-	-	-	-	219,395
IT EPIC	48,185	53,582	65,588	81,914	67,894	-	-	-	-	-	-	-	317,164
Finance	29,725	28,440	28,580	29,666	24,493	-	-	-	-	-	-	-	140,903
Public Relations	11,466	8,342	3,617	5,257	7,654	-	-	-	-	-	-	-	36,335
Information Technology	9,827	8,743	9,357	10,810	11,233	-	-	-	-	-	-	-	49,970
Corporate Quality	5,104	7,241	4,957	5,242	5,965	-	-	-	-	-	-	-	28,509
Project MGMT Office	7,800	8,679	9,051	9,313	8,472	-	-	-	-	-	-	-	43,315
Managed Care Contract	1,205	1,157	1,243	1,204	1,096	-	-	-	-	-	-	-	5,905
Total Overhead Allocations	568,646	572,859	643,078	686,500	589,359	-	-	-	-	-	-	-	3,060,441
Total Expenses	2,977,227	2,515,202	2,724,824	3,029,159	2,820,193	-	-	-	-	-	-	-	14,066,605
Net Margin	\$ (2,063,020)	\$ (1,961,457)	\$ (1,310,997)	\$ 192,040	\$ (2,442,405)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (7,585,839)
Capital	-	13,568	3,078	(16,646)	-	-	-	-	-	-	-	-	-
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	2,042,025	-	3,228,001	-	700,000	-	-	-	-	-	-	-	\$ 5,970,026

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

FOR THE FIFTH MONTH ENDED FEBRUARY 28, 2021

	Clinic Administration	West Palm Beach Clinic	Lantana Clinic	Delray Clinic	Belle Glade Clinic	Lewis Center	Lake Worth Clinic	Jupiter Clinic	West Boca Clinic	Subxone Clinic	Mobile Van 1	Mobile Van Scout	Mobile Van Hero	Total
Gross Patient Revenue	-	877,305	1,348,584	784,978	525,759	678,422	920,848	460,275	671,368	371,825	4,491	-	-	6,643,855.73
Contractual Allowances	-	268,818	401,595	162,486	87,609	87,733	244,226	128,368	253,831	60,294	(8,205)	-	-	1,686,755
Charity Care	-	277,068	416,878	291,581	146,556	306,930	403,743	133,690	132,760	138,126	3,761	-	-	2,251,094
Bad Debt	-	174,916	193,668	135,022	109,457	237,377	70,814	58,507	51,103	173,798	13,732	-	-	1,218,396
Total Contractual Allowances and Bad Debt	-	720,802	1,012,141	589,090	343,622	632,040	718,784	320,565	437,695	372,218	9,288	-	-	5,156,245
Other Patient Revenue	-	281,473	315,934	207,069	106,627	158,486	186,283	99,446	98,704	105,797	36,013	-	-	1,595,831
Net Patient Revenue	-	437,976	652,377	402,958	288,764	204,867	388,348	239,156	332,377	105,404	31,216	-	-	3,083,441
Collection %	0.00%	49.92%	48.37%	51.33%	54.92%	30.20%	42.17%	51.96%	49.51%	28.35%	695.03%	0.00%	0.00%	46.41%
Grant Funds	333,961	184,471	236,532	131,809	134,896	44,428	161,037	66,371	68,219	186,354	44,656	4,545	15,866	1,613,145
Other Financial Assistance	71,389	48,110	110,366	4,037	31,514	1,122	3,621	11,128	2,546	56	27,106	213,035	7,325	531,353
Other Revenue	5,826	5,884	3,655	7,079	6,796	58	5,089	1,766	5,837	13	-	15	-	42,017
Total Other Revenues	411,176	238,465	350,552	142,925	173,206	45,607	169,747	79,264	76,601	186,423	71,762	217,595	23,191	2,186,515
Total Revenues	411,176	676,441	1,002,929	545,883	461,969	250,475	558,094	318,420	408,978	291,827	102,977	217,595	23,191	5,269,956
Direct Operational Expenses:														
Salaries and Wages	1,481,379	706,128	879,626	478,755	403,995	162,025	677,478	261,223	286,986	400,311	110,093	23,146	9,962	5,881,107
Benefits	377,255	205,945	249,946	140,891	119,914	48,690	208,653	71,529	84,036	113,102	41,285	5,215	2,701	1,669,162
Purchased Services	52,217	20,611	41,679	15,648	19,825	7,022	24,369	12,462	16,116	10,246	1,274	1,274	1,274	224,019
Medical Supplies	59,681	14,806	12,361	13,527	10,660	18,709	12,782	6,497	5,076	16,123	2,333	1,164	327	174,045
Other Supplies	38,008	948	1,709	866	2,439	1,978	1,112	587	2,279	4,559	904	1,773	2,419	59,579
Medical Services	1,100	28,654	82,891	34,287	23,005	10,799	58,216	17,067	31,514	9,450	-	-	-	296,984
Drugs	-	150,318	97,895	42,997	26,495	-	4,600	1,427	6,014	432	1,302	-	-	331,480
Repairs & Maintenance	-	1,334	1,459	1,822	2,622	1,100	3,036	1,324	3,670	2,297	800	2,286	904	22,664
Lease & Rental	-	53,727	73,992	37,043	34,405	130	98,235	33,506	49,153	19,649	25	25	25	399,913
Utilities	-	1,715	1,715	600	8,396	964	5,411	3,240	2,967	1,884	-	-	-	26,892
Other Expense	62,223	5,583	12,468	3,362	2,569	2,648	5,185	1,793	3,925	4,811	1,889	3,420	868	110,743
Insurance	-	2,687	2,050	2,042	1,137	-	1,358	716	830	370	3,067	1,649	2,197	18,101
Total Operational Expenses	2,071,862	1,192,455	1,457,790	771,841	655,462	254,064	1,100,436	411,379	492,566	583,233	162,972	39,953	20,677	9,214,691
Net Performance before Depreciation & Overhead Allocations	(1,660,686)	(516,013)	(454,861)	(225,958)	(193,493)	(3,590)	(542,342)	(92,959)	(83,587)	(291,406)	(59,995)	177,641	2,514	(3,944,734)
Depreciation	2,802	6,004	6,214	749	28,617	136	1,851	1,143	1,998	767	31,250	5,785	34,803	122,119
Overhead Allocations:														
Risk Mgt	1,550	863	1,494	646	526	235	942	331	412	562	169	116	119	7,966
Rev Cycle	-	107,601	186,305	80,606	65,659	29,331	117,500	41,259	51,420	70,147	21,060	14,517	14,781	800,185
Internal Audit	1,376	766	1,326	573	467	209	836	294	366	499	150	103	105	7,069
Home Office Facilities	82,139	-	-	-	-	-	-	-	-	-	-	-	-	82,139
Administration	28,849	16,051	27,792	12,024	9,795	4,375	17,528	6,155	7,670	10,464	3,142	2,165	2,205	148,214
Human Resources	60,605	28,195	32,209	18,061	15,051	7,024	25,185	8,027	10,034	16,155	4,014	3,010	3,010	230,579
Legal	12,073	6,717	11,630	5,032	4,099	1,831	7,335	2,576	3,210	4,379	1,315	906	923	62,026
Records	6,046	3,364	5,825	2,520	2,053	917	3,673	1,290	1,608	2,193	658	454	462	31,063
Compliance	4,379	2,436	4,218	1,825	1,487	664	2,660	934	1,164	1,588	477	329	335	22,496
Comm Engage Plan	5,425	3,019	5,226	2,261	1,842	823	3,296	1,157	1,443	1,968	591	407	415	27,873
IT Operations	60,647	33,743	58,425	25,278	20,591	9,198	36,848	12,939	16,125	21,998	6,604	4,552	4,635	311,583
IT Security	6,120	3,405	5,896	2,551	2,078	928	3,718	1,306	1,627	2,220	666	459	468	31,443
IT Applications	26,033	14,484	25,079	10,851	8,839	3,948	15,817	5,554	6,922	9,443	2,835	1,954	1,990	133,748
Security Services	8,619	23,929	41,432	17,926	14,602	6,523	26,131	9,176	11,435	15,600	4,684	3,228	3,287	186,573
IT EPIC	52,956	29,464	51,015	22,072	17,979	8,032	32,175	11,298	14,080	19,208	5,767	3,975	4,047	272,067
Finance	23,526	13,090	22,664	9,806	7,987	3,568	14,294	5,019	6,255	8,533	2,562	1,766	1,798	120,869
Public Relations	6,067	3,375	5,844	2,529	2,060	920	3,686	1,294	1,613	2,201	661	455	464	31,169
Information Technology	8,343	4,642	8,038	3,477	2,833	1,265	5,069	1,780	2,218	3,026	909	626	638	42,865
Budget & Decision Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Quality	4,760	2,648	4,586	1,984	1,616	722	2,892	1,016	1,266	1,727	518	357	364	24,456
Project MGMT Office	7,232	4,024	6,967	3,014	2,455	1,097	4,394	1,543	1,923	2,623	788	543	553	37,156
Managed Care Contract	-	670	1,161	502	409	183	732	257	320	437	131	90	92	4,985
Total Overhead Allocations	406,745	302,487	507,130	223,538	182,427	81,793	324,713	113,204	141,113	194,970	57,699	40,015	40,690	2,616,523
Total Expenses	2,481,409	1,500,946	1,971,134	996,128	866,506	335,993	1,426,999	525,726	635,676	778,970	251,921	85,754	96,170	11,953,333
Net Margin	\$ (2,070,233)	\$ (824,505)	\$ (968,205)	\$ (450,245)	\$ (404,537)	\$ (85,518)	\$ (868,905)	\$ (207,306)	\$ (226,698)	\$ (487,143)	\$ (148,944)	\$ 131,841	\$ (72,979)	\$ (6,683,777)
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 4,856,903	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,856,903

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

FOR THE FIFTH MONTH ENDED FEBRUARY 28, 2021

Current Month								Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
1,380,705	974,936	405,769	41.6%	1,542,545	(161,840)	(10.5%)	Gross Patient Revenue	6,643,856	4,566,133	2,077,723	45.5%	7,970,331	(1,326,476)	(16.6%)
333,156	179,832	(153,324)	(85.3%)	418,181	85,025	20.3%	Contractual Allowances	1,686,755	848,455	(838,300)	(98.8%)	1,656,205	(30,550)	(1.8%)
463,112	331,608	(131,504)	(39.7%)	527,086	63,973	12.1%	Charity Care	2,251,094	1,554,385	(696,709)	(44.8%)	2,713,081	461,987	17.0%
238,268	157,750	(80,518)	(51.0%)	(71,240)	(309,509)	434.5%	Bad Debt	1,218,396	748,461	(469,935)	(62.8%)	1,063,987	(154,409)	(14.5%)
1,034,537	669,190	(365,347)	(54.6%)	874,027	(160,510)	(18.4%)	Total Contractuals and Bad Debts	5,156,245	3,151,301	(2,004,944)	(63.6%)	5,433,272	277,027	5.1%
330,294	281,468	48,826	17.3%	350,362	(20,067)	(5.7%)	Other Patient Revenue	1,595,831	1,313,418	282,413	21.5%	1,268,032	327,798	25.9%
676,462	587,214	89,248	15.2%	1,018,879	(342,417)	(33.6%)	Net Patient Revenue	3,083,441	2,728,250	355,191	13.0%	3,805,092	(721,650)	(19.0%)
48.99%	60.23%			66.05%			Collection %	46.41%	59.75%			47.74%		
(365,091)	993,404	(1,358,495)	(136.8%)	919,530	(1,284,621)	(139.7%)	Grant Funds	1,613,145	2,165,143	(551,998)	(25.5%)	1,360,155	252,990	18.6%
153,726	540,467	(386,741)	(71.6%)	-	153,726	0.0%	Other Financial Assistance	531,353	3,569,166	(3,037,813)	(85.1%)	-	531,353	0.0%
26,487	45,034	(18,547)	(41.2%)	12,750	13,737	107.7%	Other Revenue	42,017	225,170	(183,153)	(81.3%)	45,225	(3,208)	(7.1%)
(184,878)	1,578,905	(1,763,783)	(111.7%)	932,280	(1,117,158)	(119.8%)	Total Other Revenues	2,186,515	5,959,479	(3,772,964)	(63.3%)	1,405,380	781,135	55.6%
491,584	2,166,119	(1,674,535)	(77.3%)	1,951,160	(1,459,575)	(74.8%)	Total Revenues	5,269,956	8,687,729	(3,417,773)	(39.3%)	5,210,471	59,485	1.1%
<i>Direct Operational Expenses:</i>														
1,221,763	1,124,524	(97,239)	(8.6%)	999,439	(222,324)	(22.2%)	Salaries and Wages	5,881,107	6,010,083	128,976	2.1%	5,497,670	(383,438)	(7.0%)
356,664	316,931	(39,733)	(12.5%)	219,491	(137,173)	(62.5%)	Benefits	1,669,162	1,629,712	(39,450)	(2.4%)	1,439,765	(229,397)	(15.9%)
35,869	51,229	15,360	30.0%	50,994	15,125	29.7%	Purchased Services	224,019	242,591	18,572	7.7%	358,178	134,158	37.5%
33,191	106,518	73,327	68.8%	15,831	(17,360)	(109.7%)	Medical Supplies	174,045	500,270	326,225	65.2%	112,957	(61,088)	(54.1%)
31,823	19,093	(12,730)	(66.7%)	18,269	(13,554)	(74.2%)	Other Supplies	59,579	95,465	35,886	37.6%	56,944	(2,636)	(4.6%)
47,251	81,931	34,680	42.3%	93,803	46,552	49.6%	Medical Services	296,984	384,805	87,821	22.8%	320,982	23,998	7.5%
59,708	59,109	(599)	(1.0%)	83,872	24,164	28.8%	Drugs	331,480	277,606	(53,874)	(19.4%)	420,906	89,425	21.2%
3,370	7,308	3,938	53.9%	20,106	16,736	83.2%	Repairs & Maintenance	22,664	36,540	13,876	38.0%	92,484	69,820	75.5%
79,693	118,766	39,073	32.9%	76,796	(2,897)	(3.8%)	Lease & Rental	399,913	469,246	69,333	14.8%	434,698	34,785	8.0%
5,260	6,008	748	12.5%	2,264	(2,996)	(132.3%)	Utilities	26,892	30,040	3,148	10.5%	21,795	(5,097)	(23.4%)
20,614	47,310	26,696	56.4%	14,317	(6,297)	(44.0%)	Other Expense	110,743	181,480	70,737	39.0%	136,100	25,357	18.6%
3,290	4,293	1,003	23.4%	2,346	(944)	(40.3%)	Insurance	18,101	21,465	3,364	15.7%	11,730	(6,371)	(54.3%)
1,898,496	1,943,020	44,524	2.3%	1,597,528	(300,968)	(18.8%)	Total Operational Expenses	9,214,691	9,879,303	664,612	6.7%	8,904,209	(310,482)	(3.5%)
Net Performance before Depreciation														
(1,406,912)	223,099	(1,630,011)	(730.6%)	353,631	(1,760,543)	(497.8%)	& Overhead Allocations	(3,944,734)	(1,191,574)	(2,753,160)	231.1%	(3,693,737)	(250,997)	6.8%

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

FOR THE FIFTH MONTH ENDED FEBRUARY 28, 2021

Actual	Budget	Variance	Current Month %	Prior Year	Variance	%	
24,364	12,917	(11,447)	(88.6%)	14,064	(10,300)	(73.2%)	Depreciation
<i>Overhead Allocations:</i>							
1,469	2,464	994	40.4%	1,619	149	9.2%	Risk Mgt
143,400	174,743	31,343	17.9%	(4,141)	(147,541)	3,562.5%	Rev Cycle
974	3,301	2,327	70.5%	3,758	2,784	74.1%	Internal Audit
15,866	17,713	1,847	10.4%	16,395	530	3.2%	Home Office Facilities
30,888	28,478	(2,410)	(8.5%)	31,396	507	1.6%	Administration
52,589	40,768	(11,821)	(29.0%)	18,562	(34,027)	(183.3%)	Human Resources
12,353	14,775	2,422	16.4%	17,801	5,449	30.6%	Legal
5,164	6,897	1,733	25.1%	5,786	622	10.7%	Records
4,446	5,901	1,455	24.6%	10,559	6,112	57.9%	Compliance
5,199	6,005	806	13.4%	-	(5,199)	0.0%	Comm Engage Plan
63,708	71,027	7,319	10.3%	-	(63,708)	0.0%	IT Operations
5,356	7,237	1,881	26.0%	-	(5,356)	0.0%	IT Security
17,704	34,638	16,934	48.9%	-	(17,704)	0.0%	IT Applications
36,233	40,184	3,951	9.8%	-	(36,233)	0.0%	Security Services
58,241	104,156	45,915	44.1%	-	(58,241)	0.0%	IT EPIC
21,010	27,135	6,124	22.6%	16,602	(4,409)	(26.6%)	Finance
6,566	8,618	2,053	23.8%	6,138	(428)	(7.0%)	Public Relations
9,636	7,115	(2,521)	(35.4%)	74,524	64,888	87.1%	Information Technology
5,117	4,080	(1,037)	(25.4%)	(1,902)	(7,019)	369.0%	Corporate Quality
7,267	9,628	2,361	24.5%	(1,043)	(8,310)	796.9%	Project MGMT Office
925	1,122	196	17.5%	1,878	952	50.7%	Managed Care Contract
504,111	615,984	111,874	18.2%	197,929	(306,181)	(154.7%)	Total Overhead Allocations
2,426,971	2,571,921	144,950	5.6%	1,809,522	(617,449)	(34.1%)	Total Expenses
\$ (1,935,387)	\$ (405,802)	\$ (1,529,585)	376.9%	\$ 141,638	\$ (2,077,025)	(1,466.4%)	Net Margin
-	19,125	19,125	100.0%	200	200	100.0%	Capital
-	-	-	0.0%	-	-	0.0%	Capital Contributions
\$ 280,000	\$ 430,000	\$ 150,000	34.9%	\$ -	\$ (280,000)	0.0%	General Fund Support/ Transfer In

Actual	Budget	Variance	Fiscal Year To Date %	Prior Year	Variance	%
122,119	64,585	(57,534)	(89.1%)	65,760	(56,359)	(85.7%)
7,966	12,318	4,352	35.3%	7,906	(59)	(0.8%)
800,185	873,717	73,532	8.4%	393,614	(406,571)	(103.3%)
7,069	16,503	9,434	57.2%	22,642	15,573	68.8%
82,139	88,566	6,427	7.3%	83,775	1,636	2.0%
148,214	142,390	(5,824)	(4.1%)	145,231	(2,983)	(2.1%)
230,579	203,842	(26,737)	(13.1%)	165,630	(64,950)	(39.2%)
62,026	73,874	11,848	16.0%	67,762	5,736	8.5%
31,063	34,484	3,422	9.9%	27,275	(3,788)	(13.9%)
22,496	29,504	7,009	23.8%	41,096	18,600	45.3%
27,873	30,023	2,149	7.2%	-	(27,873)	0.0%
311,583	355,133	43,550	12.3%	-	(311,583)	0.0%
31,443	36,186	4,743	13.1%	-	(31,443)	0.0%
133,748	173,192	39,444	22.8%	-	(133,748)	0.0%
186,573	200,920	14,348	7.1%	-	(186,573)	0.0%
272,067	520,780	248,713	47.8%	-	(272,067)	0.0%
120,869	135,674	14,805	10.9%	128,776	7,907	6.1%
31,169	43,091	11,922	27.7%	45,103	13,934	30.9%
42,865	35,575	(7,290)	(20.5%)	349,654	306,789	87.7%
24,456	20,400	(4,055)	(19.9%)	5,951	(18,504)	(310.9%)
37,156	48,140	10,983	22.8%	20,554	(16,602)	(80.8%)
4,985	5,608	622	11.1%	11,378	6,393	56.2%
2,616,523	3,079,921	463,397	15.0%	1,516,347	(1,100,176)	(72.6%)
11,953,333	13,023,809	1,070,476	8.2%	10,486,315	(1,467,018)	(14.0%)
\$ (6,683,377)	\$ (4,336,080)	\$ (2,347,297)	54.1%	\$ (5,275,844)	\$ (1,407,533)	26.7%
-	614,835	614,835	100.0%	9,407	9,407	100.0%
\$ 4,856,903	\$ 5,000,000	\$ 143,097	2.9%	\$ 5,365,786	\$ 508,883	9.5%

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

FOR THE FIFTH MONTH ENDED FEBRUARY 28, 2021

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Total
Gross Patient Revenue	-	557,793	777,923	58	374	1,336,148
Contractual Allowances	-	138,260	316,483	919	539	456,201
Charity Care	-	347,007	284,246	145	418	631,816
Bad Debt	-	23,743	110,641	1,360	966	136,710
Total Contractual Allowances and Bad Debt	-	509,010	711,370	2,425	1,923	1,224,728
Other Patient Revenue	-	299,267	132,903	63,590	103,567	599,327
Net Patient Revenue	-	348,050	199,456	61,223	102,018	710,747
Collection %	-	62.40%	25.64%	0.00%	0.00%	53.19%
Grant Funds	22,013	95,503	51,372	68,471	26,008	263,367
Other Financial Assistance	30,060	67,716	20,051	84,227	34,642	236,695
Other Revenue	-	-	-	-	-	-
Total Other Revenues	52,073	163,219	71,423	152,698	60,650	500,062
Total Revenues	52,073	511,269	270,879	213,920	162,668	1,210,809
<i>Direct Operational Expenses:</i>						
Salaries and Wages	158,079	390,825	204,937	257,495	114,557	1,125,893
Benefits	38,968	116,022	57,214	69,203	34,894	316,301
Purchased Services	-	3,056	4,511	2,442	3,442	13,451
Medical Supplies	-	15,864	18,266	511	1,709	36,351
Other Supplies	294	362	224	-	14	894
Drugs	-	-	-	-	-	-
Repairs & Maintenance	-	797	805	221	1,012	2,835
Lease & Rental	-	45,958	27,167	25,500	13,385	112,010
Utilities	-	1,871	1,923	808	4,087	8,689
Other Expense	87	5,082	3,399	4,765	2,915	16,247
Insurance	-	-	-	-	203	203
Total Operational Expenses	197,428	579,837	318,448	360,945	176,217	1,632,875
Net Performance before Depreciation & Overhead Allocations	(145,355)	(68,568)	(47,569)	(147,025)	(13,550)	(422,066)
Depreciation	-	9,734	4,604	4,178	17,963	36,479
<i>Overhead Allocations:</i>						
Risk Mgt	137	464	294	286	139	1,320
Rev Cycle	-	57,873	36,704	35,725	17,289	147,591
Internal Audit	122	412	261	254	123	1,172
Home Office Facilities	9,083	-	-	-	-	9,083
Administration	2,551	8,633	5,475	5,329	2,579	24,567
Human Resources	3,010	13,445	7,525	9,031	3,010	36,022
Legal	1,067	3,613	2,291	2,230	1,079	10,281
Records	535	1,809	1,147	1,117	541	5,149
Compliance	387	1,310	831	809	391	3,729
Comm Engage Plan	480	1,624	1,030	1,002	485	4,620
IT Operations	5,362	18,149	11,510	11,203	5,422	51,646
IT Security	541	1,831	1,162	1,131	547	5,212
IT Applications	2,302	7,790	4,941	4,809	2,327	22,169
Security Services	-	12,870	8,163	7,945	3,845	32,823
IT EPIC	4,682	15,847	10,050	9,783	4,734	45,096
Finance	2,080	7,040	4,465	4,346	2,103	20,035
Public Relations	536	1,815	1,151	1,121	542	5,166
Information Technology	738	2,497	1,583	1,541	746	7,105
Corporate Quality	421	1,424	903	879	426	4,054
Project MGMT Office	639	2,164	1,373	1,336	647	6,159
Managed Care Contract	-	361	229	223	108	919
Total Overhead Allocations	34,673	160,972	101,089	100,100	47,083	443,918
Total Expenses	232,101	750,543	424,141	465,224	241,263	2,113,272
Net Margin	\$ (180,028)	\$ (239,274)	\$ (153,262)	\$ (251,303)	\$ (78,595)	\$ (902,462)
Capital	-	-	-	-	-	-
Capital Contributions	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 1,113,123	-	-	-	-	1,113,123

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

FOR THE FIFTH MONTH ENDED FEBRUARY 28, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
215,258	276,065	(60,807)	(22.0%)	464,225	(248,967)	(53.6%)	Gross Patient Revenue	1,336,148	1,341,613	(5,465)	(0.4%)	1,847,244	(511,095)	(27.7%)
71,662	44,913	(26,749)	(59.6%)	38,162	(33,500)	(87.8%)	Contractual Allowances	456,201	219,046	(237,155)	(108.3%)	225,859	(230,342)	(102.0%)
75,814	159,017	83,203	52.3%	228,451	152,636	66.8%	Charity Care	631,816	771,997	140,181	18.2%	1,025,439	393,623	38.4%
51,318	17,715	(33,603)	(189.7%)	105,294	53,976	51.3%	Bad Debt	136,710	85,321	(51,389)	(60.2%)	154,969	18,259	11.8%
198,794	221,645	22,851	10.3%	371,906	173,113	46.5%	Total Contractuals and Bad Debts	1,224,728	1,076,364	(148,364)	(13.8%)	1,406,267	181,539	12.9%
108,737	100,069	8,668	8.7%	163,732	(54,995)	(33.6%)	Other Patient Revenue	599,327	489,074	110,253	22.5%	550,000	49,326	9.0%
125,202	154,489	(29,287)	(19.0%)	256,051	(130,849)	(51.1%)	Net Patient Revenue	710,747	754,323	(43,576)	(5.8%)	990,977	(280,230)	(28.3%)
58.16%	55.96%			55.16%			Collection %	53.19%	56.23%		53.65%			
(264,430)	212,603	(477,033)	(224.4%)	237,103	(501,533)	(211.5%)	Grant Funds	263,367	456,981	(193,614)	(42.4%)	309,510	(46,143)	(14.9%)
25,432	-	25,432	0.0%	-	25,432	0.0%	Other Financial Assistance	236,695	-	236,695	0.0%	-	236,695	0.0%
-	-	-	0.0%	-	-	0.0%	Other Revenue	-	-	-	0.0%	-	-	0.0%
(238,998)	212,603	(451,601)	(212.4%)	237,103	(476,101)	(200.8%)	Total Other Revenues	500,062	456,981	43,081	9.4%	309,510	190,552	61.6%
(113,797)	367,092	(480,889)	(131.0%)	493,154	(606,950)	(123.1%)	Total Revenues	1,210,809	1,211,304	(495)	(0.0%)	1,300,487	(89,678)	(6.9%)
Direct Operational Expenses:														
201,978	204,551	2,573	1.3%	218,272	16,294	7.5%	Salaries and Wages	1,125,893	1,093,783	(32,110)	(2.9%)	1,170,641	44,748	3.8%
64,068	54,103	(9,965)	(18.4%)	45,520	(18,548)	(40.7%)	Benefits	316,301	279,373	(36,928)	(13.2%)	304,115	(12,186)	(4.0%)
1,877	3,185	1,308	41.1%	8,980	7,103	79.1%	Purchased Services	13,451	15,734	2,283	14.5%	51,688	38,237	74.0%
2,435	13,082	10,647	81.4%	32,610	30,175	92.5%	Medical Supplies	36,351	63,623	27,272	42.9%	81,493	45,142	55.4%
457	7,425	6,968	93.8%	505	48	9.5%	Other Supplies	894	37,225	36,331	97.6%	5,700	4,806	84.3%
-	-	-	0.0%	-	-	0.0%	Medical Services	-	-	-	0.0%	-	-	0.0%
-	68	68	100.0%	68	68	100.0%	Drugs	-	324	324	100.0%	91	91	100.0%
147	2,321	2,174	93.7%	4,751	4,604	96.9%	Repairs & Maintenance	2,835	11,605	8,770	75.6%	19,537	16,701	85.5%
22,400	26,590	4,190	15.8%	23,390	990	4.2%	Lease & Rental	112,010	117,706	5,696	4.8%	126,755	14,745	11.6%
1,025	1,333	308	23.1%	1,004	(20)	(2.0%)	Utilities	8,689	6,665	(2,024)	(30.4%)	4,878	(3,811)	(78.1%)
6,204	5,493	(711)	(12.9%)	2,911	(3,292)	(113.1%)	Other Expense	16,247	28,470	12,223	42.9%	15,204	(1,044)	(6.9%)
41	41	0	0.9%	31	(10)	(31.2%)	Insurance	203	205	2	0.9%	155	(48)	(31.2%)
300,631	318,192	17,561	5.5%	338,043	37,411	11.1%	Total Operational Expenses	1,632,875	1,654,713	21,838	1.3%	1,780,257	147,381	8.3%
Net Performance before														
(414,428)	48,900	(463,328)	(947.5%)	155,111	(569,539)	(367.2%)	Depreciation & Overhead Allocations	(422,066)	(443,409)	21,343	(4.8%)	(479,770)	57,704	(12.0%)

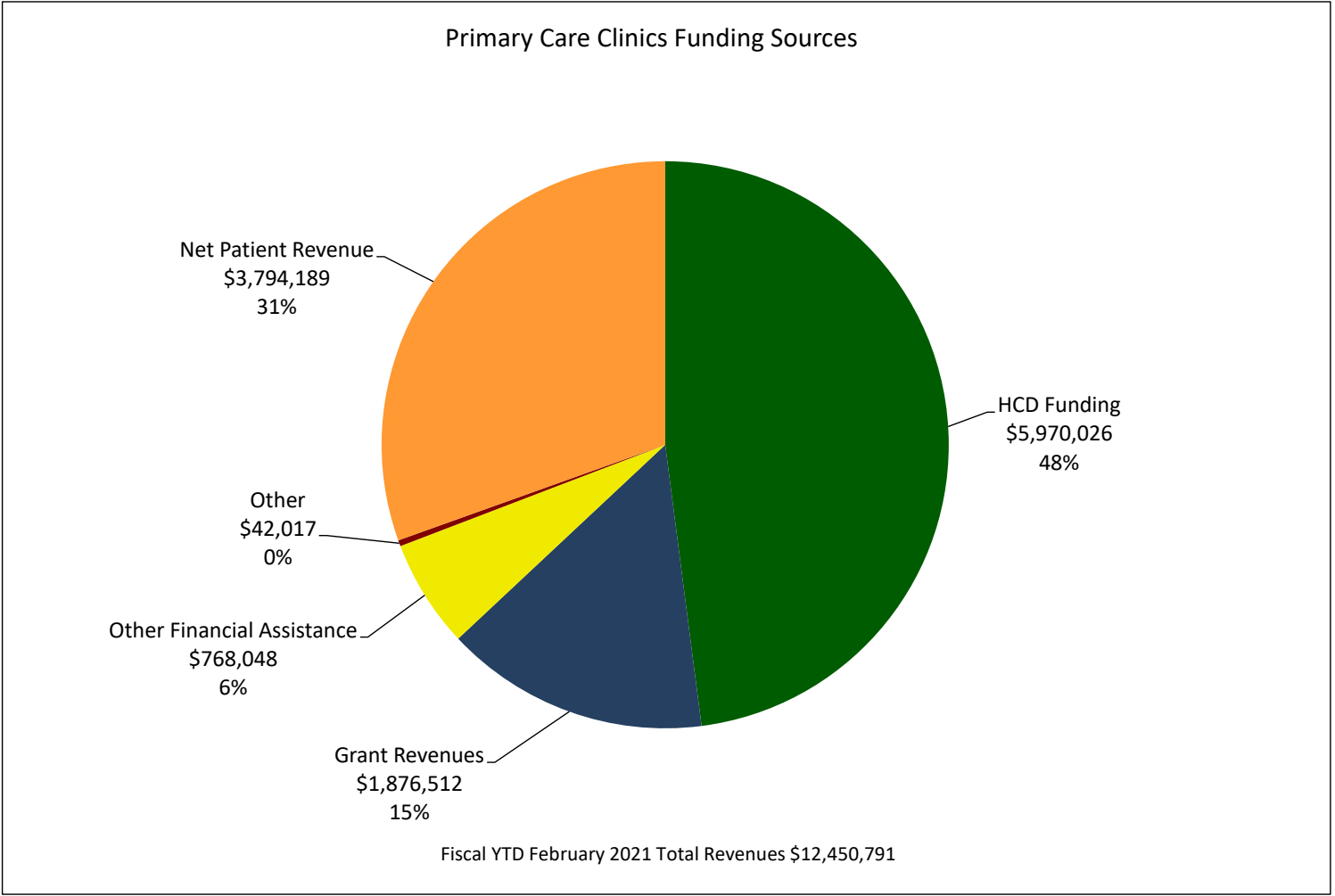
District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

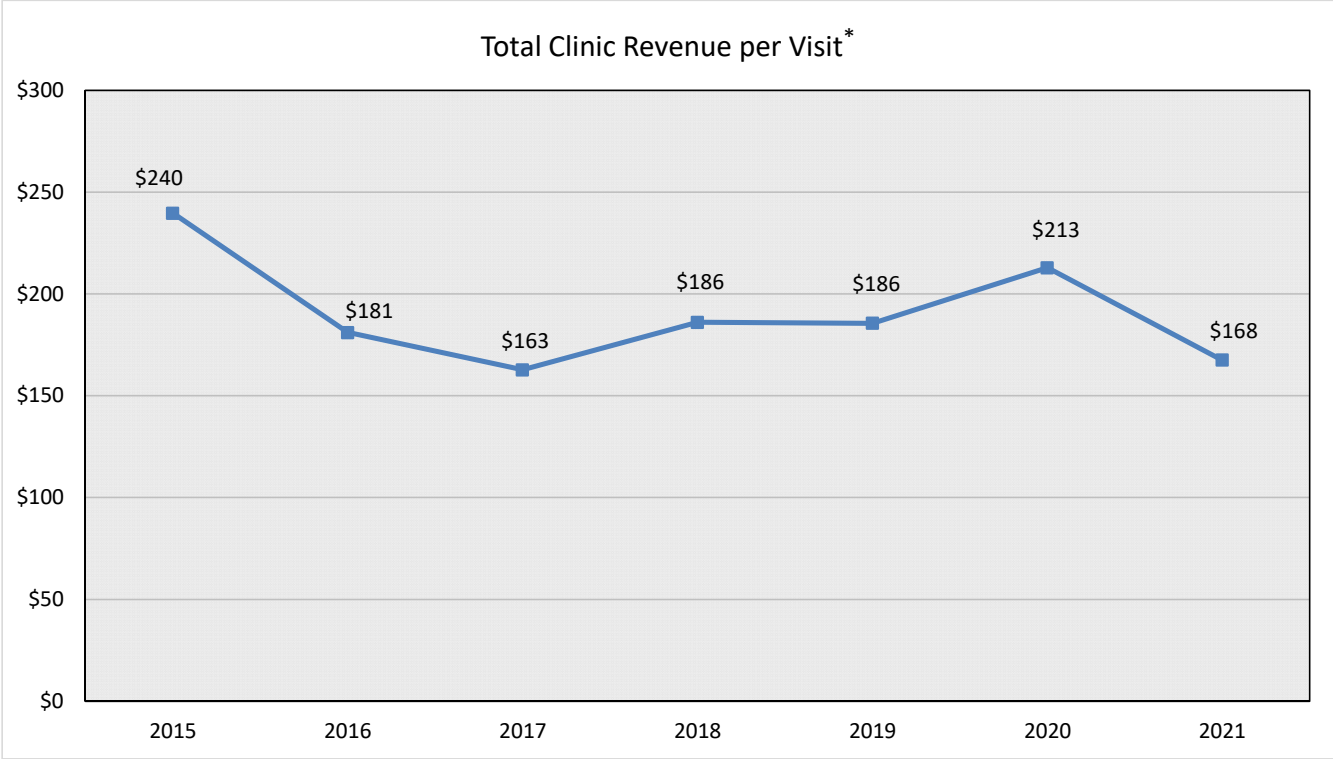
FOR THE FIFTH MONTH ENDED FEBRUARY 28, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
7,342	4,417	(2,925)	(66.2%)	5,291	(2,051)	(38.8%)	Depreciation	36,479	22,085	(14,394)	(65.2%)	22,741	(13,738)	(60.4%)
Overhead Allocations:														
244	411	168	40.8%	350	106	30.3%	Risk Mgt	1,320	2,056	736	35.8%	1,708	387	22.7%
26,449	32,224	5,774	17.9%	(957)	(27,406)	2,863.9%	Rev Cycle	147,591	161,119	13,528	8.4%	90,950	(56,641)	(62.3%)
161	551	390	70.7%	812	650	80.1%	Internal Audit	1,172	2,755	1,583	57.5%	4,890	3,719	76.0%
1,754	2,055	301	14.6%	1,950	195	10.0%	Home Office Facilities	9,083	10,277	1,194	11.6%	9,962	880	8.8%
5,120	4,754	(366)	(7.7%)	6,781	1,661	24.5%	Administration	24,567	23,770	(797)	(3.4%)	31,367	6,800	21.7%
8,216	6,425	(1,791)	(27.9%)	4,112	(4,103)	(99.8%)	Human Resources	36,022	32,124	(3,897)	(12.1%)	36,696	674	1.8%
2,048	2,466	419	17.0%	3,845	1,797	46.7%	Legal	10,281	12,332	2,051	16.6%	14,635	4,354	29.8%
856	1,151	295	25.7%	1,250	394	31.5%	Records	5,149	5,757	608	10.6%	5,891	742	12.6%
737	985	248	25.2%	2,280	1,543	67.7%	Compliance	3,729	4,925	1,197	24.3%	8,876	5,147	58.0%
862	1,002	141	14.0%	-	(862)	0.0%	Comm Engage Plan	4,620	5,012	392	7.8%	-	(4,620)	0.0%
10,560	11,857	1,297	10.9%	-	(10,560)	0.0%	IT Operations	51,646	59,284	7,638	12.9%	-	(51,646)	0.0%
888	1,208	320	26.5%	-	(888)	0.0%	IT Security	5,212	6,041	829	13.7%	-	(5,212)	0.0%
2,935	5,782	2,848	49.3%	-	(2,935)	0.0%	IT Applications	22,169	28,912	6,743	23.3%	-	(22,169)	0.0%
6,374	7,067	693	9.8%	-	(6,374)	0.0%	Security Services	32,823	35,337	2,514	7.1%	-	(32,823)	0.0%
9,654	17,387	7,734	44.5%	-	(9,654)	0.0%	IT EPIC	45,096	86,937	41,840	48.1%	-	(45,096)	0.0%
3,483	4,530	1,047	23.1%	3,586	103	2.9%	Finance	20,035	22,649	2,614	11.5%	27,813	7,779	28.0%
1,088	1,439	350	24.4%	1,326	237	17.9%	Public Relations	5,166	7,193	2,027	28.2%	9,741	4,575	47.0%
1,597	1,188	(409)	(34.5%)	16,096	14,499	90.1%	Information Technology	7,105	5,939	(1,166)	(19.6%)	75,519	68,414	90.6%
848	681	(167)	(24.5%)	(411)	(1,259)	306.5%	Corporate Quality	4,054	3,405	(648)	(19.0%)	1,285	(2,768)	(215.3%)
1,205	1,607	403	25.1%	(225)	(1,430)	634.8%	Project MGMT Office	6,159	8,036	1,877	23.4%	4,439	(1,719)	(38.7%)
171	207	36	17.5%	434	263	60.7%	Managed Care Contract	919	1,034	115	11.1%	2,629	1,710	65.0%
85,248	104,979	19,731	18.8%	41,227	(44,021)	(106.8%)	Total Overhead Allocations	443,918	524,895	80,978	15.4%	326,402	(117,515)	(36.0%)
393,221	427,588	34,367	8.0%	384,561	(8,660)	(2.3%)	Total Expenses	2,113,272	2,201,693	88,422	4.0%	2,129,399	16,128	0.8%
\$ (507,018)	\$ (60,496)	\$ (446,522)	738.1%	\$ 108,593	\$ (615,611)	(566.9%)	Net Margin	\$ (902,462)	\$ (990,389)	\$ 87,927	(8.9%)	\$ (828,912)	\$ (73,550)	8.9%
-	-	-	0.0%	(12,780)	(12,780)	100.0%	Capital	-	-	-	0.0%	-	-	0.0%
\$ 420,000	\$ 57,000	\$ (363,000)	(636.8%)	\$ -	\$ (420,000)	0.0%	General Fund Support/ Transfer In	\$ 1,113,123	\$ 974,000	\$ (139,123)	(14.3%)	\$ 942,044	\$ (171,079)	(18.2%)

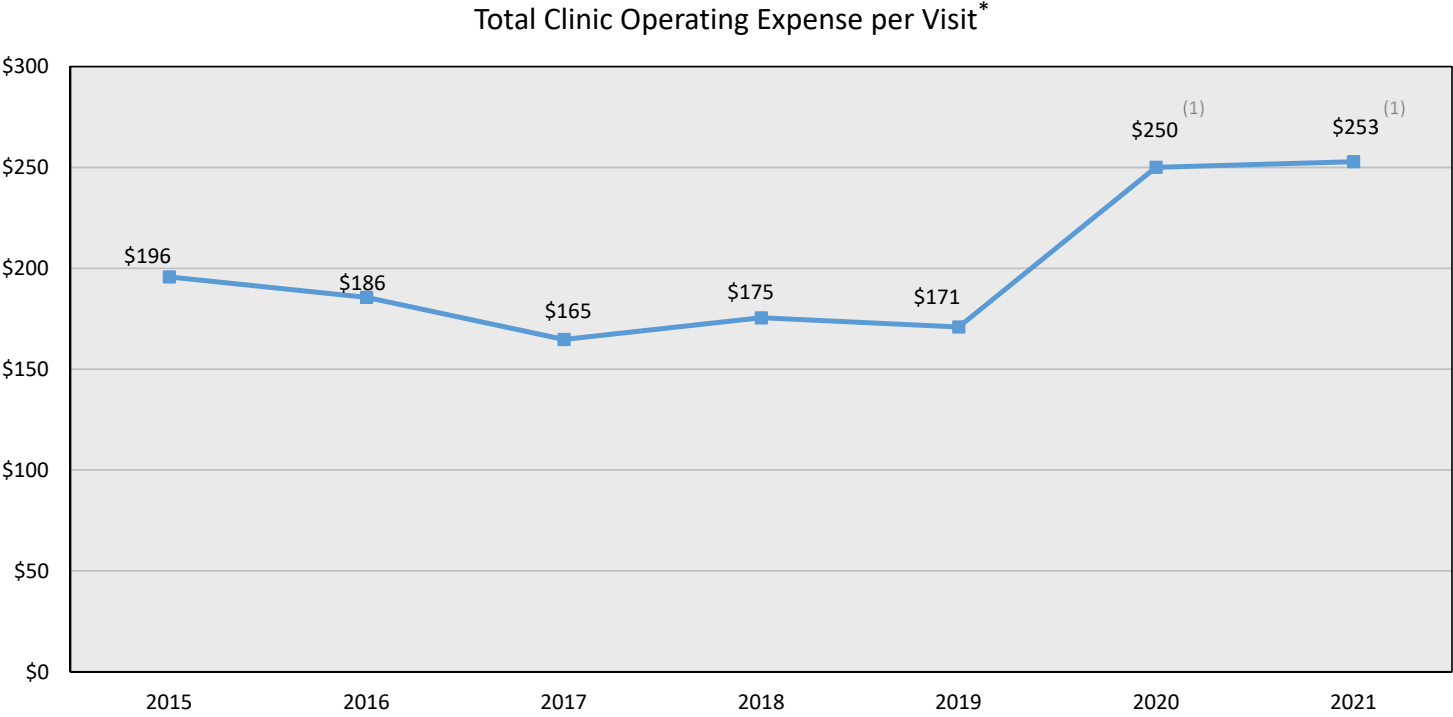


	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
Clinic Visits - Adults and Pediatrics																
West Palm Beach	1,227	929	1,068	836	879								4,939	2,747	79.8%	8,383
Delray	1,061	883	989	776	582								4,291	3,015	42.3%	5,550
Lantana	1,738	1,282	1,379	1,374	1,480								7,253	7,716	(6.0%)	8,748
Belle Glade	616	395	661	451	555								2,678	2,054	30.4%	4,217
Lewis Center	786	695	807	662	696								3,646	778	368.6%	1,242
Lake Worth & Women's Health Care	1,153	979	958	907	953								4,950	3,233	53.1%	6,573
Jupiter Clinic	602	407	468	450	527								2,454	1,771	38.6%	2,429
West Boca & Women's Health Care	786	679	730	641	666								3,502	1,815	92.9%	4,021
Mobile Van	16	-	-	1	-								17	66	(74.2%)	639
Mobile 2 Clinic	-	-	-	-	-								-	66	(100.0%)	
Mobile 3 Hero	-	-	-	-	-								-	66	(100.0%)	
Mangonia Park	259	203	198	224	261								1,145	447		373
Mangonia Park-Substance	-	-	-	-	-								-	592	(100.0%)	2,338
Total Clinic Visits	8244	6,452	7,258	6,322	6,599	-	-	-	-	-	-	-	34,875	24,366	43.1%	44,513
Dental Visits																
West Palm Beach	467	334	427	172	159								1,559	2,090	(25.4%)	4,308
Lantana	447	358	473	466	495								2,239	3,024	(26.0%)	2,784
Delray	-	-	-	-	-								-	1,514	(100.0%)	2,926
Belle Glade	-	-	-	2	-								2	775	(99.7%)	1,626
Total Dental Visits	914	692	900	640	654	-	-	-	-	-	-	-	3,800	7,403	(48.7%)	11,644
Total Medical and Dental Visits	9158	7,144	8,158	6,962	7,253	-	-	-	-	-	-	-	38,675	31,769	21.7%	56,157
Key Ratios																
Collection Ratio													15%			
Bad debt write off as a percentage of total billing													0%			
Collections per visit													25			
Charges Per Visit													171			
Percentage of A/R less than 120 days													64%			
Days in AR													49			
Mental Health Counselors (non-billable)																
West Palm Beach	-	2	-	1	-								3	312	(99.0%)	767
Delray	60	41	22	1	3								127	298	(57.4%)	445
Lantana	-	36	2	-	1								39	1,087	(96.4%)	2,799
Belle Glade	26	18	41	21	14								120	141	(14.9%)	537
Mangonia Park	458	205	225	214	205								1,307	477	174.0%	1,168
Lewis Center	308	381	544	678	709								2,620	437	499.5%	983
Lake Worth	12	-	1	-	-								13	339	(96.2%)	845
Jupiter	-	-	-	-	-								-	-	0.0%	-
West Boca	-	-	-	-	-								-	-	0.0%	5
Mobile Van	-	-	-	-	-								-	167	(100.0%)	332
Total Mental Health Screenings	864	683	835	915	932	-	-	-	-	-	-	-	4,229	3,258	29.8%	7,881



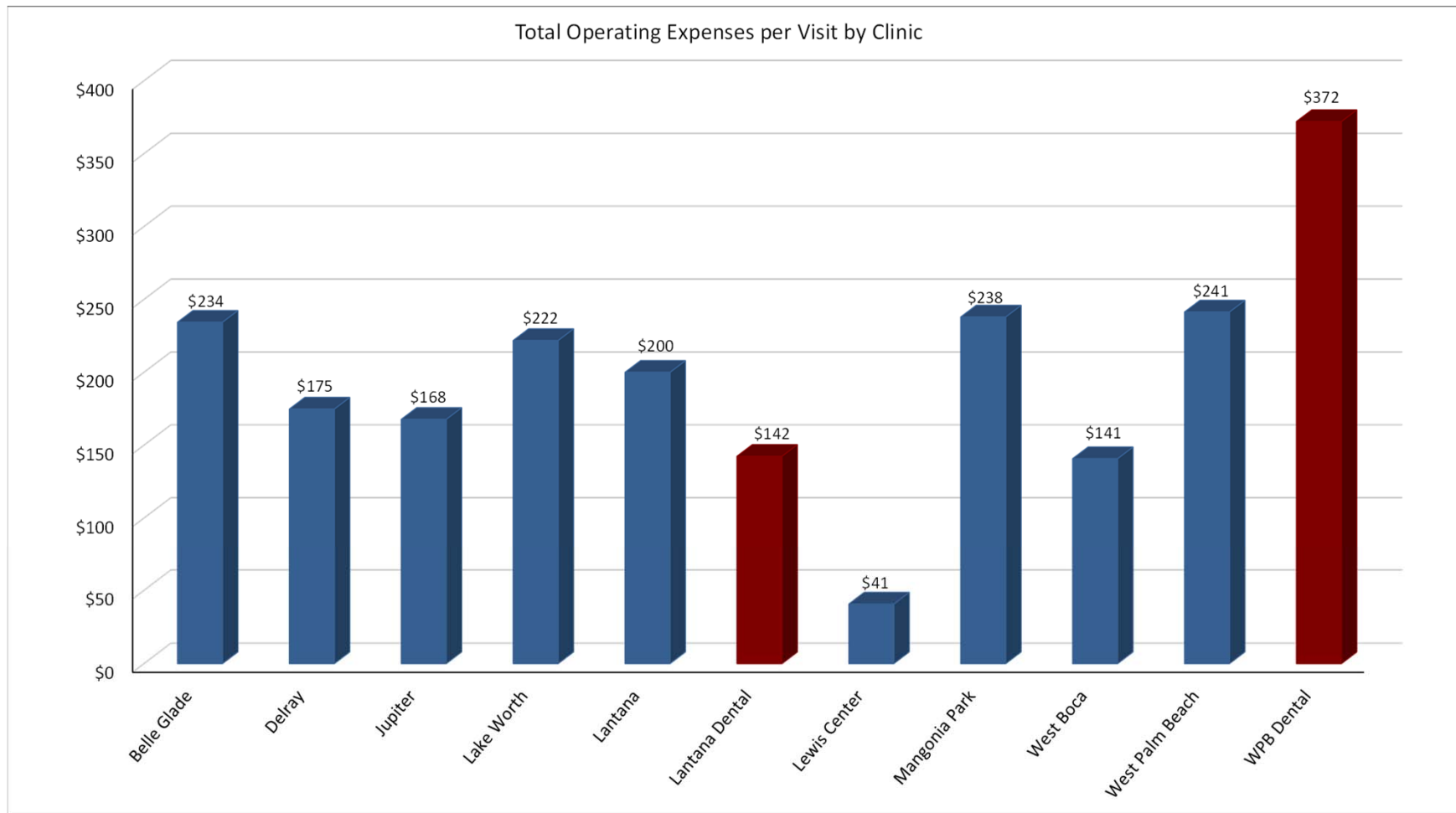


* Based on total medical and dental visits



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

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



* Based on Fiscal Year-to-Date February 2021 total operating expenses

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

