



BOARD OF DIRECTORS MEETING

AGENDA

May 28, 2025

1515 N. Flagler Drive, Suite 101

West Palm Beach, FL 33401

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 April 23, 2025 [Pages 1-5]

7. Consent Agenda

MOTION TO APPROVE: Consent Agenda Items

A. **ADMINISTRATION**

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

May 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 7-10]

7A-4 **MOTION TO APPROVE:**

Board Member Reappointment (Bernabe Icaza) [Pages 11-12]

B. **FINANCE**

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

District Clinic Holdings, Inc. March 2025 Financial Report
(Jessica Cafarelli) [Pages 13-31]

8. Regular Agenda

A. **ADMINISTRATION**

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

Annual Mandatory Governance Conflicts of Interest Disclosure
(Heather Bokor) [Pages 32-33]



B. EXECUTIVE

8B-1 RECEIVE AND FILE:

Executive Director Informational Update
(Dr. Joshua Adametz) [Pages 34-35]

C. CREDENTIALING

None.

D. QUALITY

8D-1 MOTION TO APPROVE:

Quality Report
(Dr. Ana Ferwerda) [Pages 36-58]

E. OPERATIONS

8E-1 MOTION TO APPROVE:

Operations Report
(Angela Santos) [Pages 59-61]

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

10. Board Member Comments

11. Establishment of Upcoming Meetings

June 25, 2025 (TBD)
12:30 p.m.

July 23, 2025 (TBD)
12:30 p.m.

August 27, 2025 (TBD)
12:30 p.m.

September 24, 2025 (TBD)
12:30 p.m.



October 22, 2025 (TBD)

12:30 p.m.

November 19, 2025 (TBD)

12:30 p.m.

December 17, 2025 (TBD)

12:30 p.m.

12. Motion to Adjourn Public Meeting



District Clinic Holdings, Inc.; d.b.a. Health Care District Community Health Center
Board of Directors Meeting
1515 N. Flagler Drive, Suite 101, WPB, FL 33401
Summary Minutes
04/23/2025

Present: Joseph Gibbons–Chair; Bill Johnson – Vice Chair; Michael Smith – Treasurer; Boris Seymore (ZOOM); Julia Bullard – Secretary; and Albert Borroto (ZOOM).

Absent: Nicholas Campbell, Alcolya St. Juste and Melissa Tascone.

Staff: Candice Abbott; Dr. Joshua Adametz; Geoff Washburn (ZOOM); Jessica Cafarelli; Belma Andric (ZOOM); Regina All (ZOOM); Dr. Ana Ferwerda; Angela Santos; Steven Sadiku; Heather Bokor (ZOOM); Nancy Gonzalez (ZOOM); Leamsi Borges and Jose Rodriguez.

Minutes Transcribed By: Gina Kenyon

The meeting is scheduled for 12:30pm.

Meeting Began at 12:32pm.

AGENDA ITEM	DISCUSSION	ACTION
1. Call to Order 1A. Roll Call 1B. Affirmation of Mission	<p>Joseph Gibbons called the meeting to order.</p> <p>Roll call was taken and a quorum was established.</p> <p>Mr. Gibbons read the affirmation of mission into the record.</p>	<p>The meeting was called to order at 12:32 p.m.</p>
2. Agenda Approval 2A. Additions/Deletions/ Substitutions 2B: Motion to Approve Agenda Items		<p>VOTE TAKEN: Mr. Bill Johnson made a motion to approve the agenda as presented. Mr. Mike Smith duly seconded the motion. A vote was called and the motion passed unanimously.</p>
3. Awards, Introductions & Presentations	None.	No action necessary.



4. Disclosure of Voting Conflict	None.	No action necessary.
4. Public Comment	None.	No action necessary.
6. Meeting Minutes A. MOTION TO APPROVE: Board Meeting Minutes of March 26, 2025	There were no changes or comments to the Board Meeting Minutes dated March 26, 2025.	VOTE TAKEN: Mr. Mike Smith made a motion to approve the Board Meeting Minutes of March 26, 2025. Mr. Bill Johnson duly seconded the motion. A vote was called, and the motion passed unanimously.
7. Consent Agenda – Motion to Approve Consent Agenda Items		VOTE TAKEN: Mr. Mike Smith made a motion to approve the Consent Agenda. Ms. Julia Bullard duly seconded the motion. A vote was called, & the motion passed unanimously.
A. ADMINISTRATION 7A-1. RECEIVE & FILE: Internet Posting of District Public Meeting	The April 2025 meeting notice was posted.	No action necessary.
7A-2. RECEIVE & FILE: Attendance Tracking	Attendance tracking was updated.	No action necessary.
7A-3. RECEIVE & FILE: HRSA Digest	Per the request of the Clinic Board, the latest HRSA Digest was provided.	No action necessary.
B. FINANCE 7B-1. MOTION TO APPROVE: DCH, Inc. Financial Report February 2025	This agenda item recommends the Board approve the February 2025 Financial Report which was provided in the Board packet.	Motion approved unanimously.



8. REGULAR AGENDA		
8A-1 RECEIVE AND FILE: CHC Risk Management Q1 2025	Shauniel Brown presented the Risk Management Q1 2025 Report.	Received & Filed. No action necessary.
B. EXECUTIVE 8B-1 RECEIVE AND FILE: Executive Director Informational Update	Dr. Adametz presented his Executive Director Informational Update. <ul style="list-style-type: none"> Crisis Response Team Update 	Received & Filed. No action necessary.
C. CREDENTIALING 8C-1 MOTION TO APPROVE: LIP Credentialing and Privileging	Dr. Ferwerda presented the licensed independent practitioners recommended for credentialing and privileging by the FQHC Medical Director.	VOTE TAKEN: Mr. Michael Smith made a motion to approve the LIP Credentialing and Privileging as presented. Ms. Julia Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.
D. QUALITY 8D-1 MOTION TO APPROVE: Quality Reports	<p>This agenda item presents the updated Quality Improvement & Quality Updates:</p> <ul style="list-style-type: none"> Quality Council Meeting Minutes – March 2025 UDS Report – YTD <p>Dr. Ferwerda presented the above topics and reviewed the UDS Report Dashboard.</p>	VOTE TAKEN: Mr. Bill Johnson made a motion to approve the Quality Reports as presented. Mr. Mike Smith duly seconded the motion. A vote was called, and the motion passed unanimously.
E. OPERATIONS 8E-1 MOTION TO APPROVE: Operations Report	Angela Santos presented the Operations report which provides the Health Center Productivity report for March 2025.	VOTE TAKEN: Mr. Bill Johnson made a motion to approve the Operations report for March 2025. Julia Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.



<p>E. OPERATIONS</p> <p>8E-2 MOTION TO APPROVE: Patient Relations Report</p>	<p>Alexa Goodwin presented the Patient Relations Report.</p>	<p>VOTE TAKEN: Mr. Bill Johnson made a motion to approve the Patient Relations. Mr. Mike Smith duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>9. Executive Director of FQHC Services Comments</p>	<p>Immediately following this Board meeting, there will be our second Training session: FACHC – HDPBC Governance Training – HCP Mission, Board Requirements & Oversight Mechanisms</p>	<p>No action necessary.</p>
<p>10: Board Member Comments</p>	<p>Mr. Joseph Gibbons stated this was a good meeting and he appreciates everyone who attended via zoom.</p>	<p>No action necessary.</p>
<p>11. Establishment of Upcoming Meetings</p>	<p>May 28, 2025 (HCD Board Room) 12:30 p.m. Board of Directors</p> <p>June 25, 2025 (HCD Board Room) 12:30 p.m. Board of Directors</p> <p>July 23, 2025 (HCD Board Room) 12:30 p.m. Board of Directors</p> <p>August 27, 2025 (HCD Board Room) 12:30 p.m. Board of Directors</p> <p>September 24, 2025 (HCD Board Room) 12:30 p.m. Board of Directors</p>	<p>No action necessary.</p>



	<p>October 22, 2025 (HCD Board Room) 12:30 p.m. Board of Directors</p> <p>November 19, 2025 (HCD Board Room) 12:30 p.m. Board of Directors</p> <p>December 17, 2025 (HCD Board Room) 12:30 p.m. Board of Directors</p>	
12. Motion to Adjourn	Mr. Michael Smith motioned to adjourn the public meeting at 12:57 pm.	<p>VOTE TAKEN: Mr. Michael Smith made a motion to adjourn the public meeting. Mr. Bill Johnson duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

Minutes Reviewed by: _____

Signature

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								
Melissa Tascone	X (ZOOM)	E	E	E								
Julia Bullard	X	X (ZOOM)	X	X								
Joseph Gibbons	X	X	E	X								
Alcolya St. Juste	E	X (ZOOM)	X (ZOOM)	E								
William (Bill) Johnson	X	X	X	X								
Boris Seymore	E	X (ZOOM)	X (ZOOM)	X (ZOOM)								
Crystal Gonzalez	E	-	-	-	-	-	-	-	-	-	-	-
Albert Borotto	X (ZOOM)	E	X (ZOOM)	X (ZOOM)								
Nicholas Campbell	-	X	X	E								
Quorum Established	Q	Q	Q	Q								

X= Present **A= Absent**
C= Cancel **Q= Quorum**
E= Excused



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

1. Description: HRSA Digest

2. Summary

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

3. Substantive Analysis:

This May HRSA Digest highlights FTCA Deeming Applications, Emergency Preparedness resources, UDS+ Updates, and PMS Requirements.

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:

N/A

 Jessica Cafarelli
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

 Committee Name

N/A

 Date Approved



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

6. Recommendation:

Staff recommends the Board Receive and File the HRSA Digest.

Approved for Legal sufficiency:

Signed by:

A handwritten signature in black ink that reads "Bernabe Icaza".

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Bernabe Icaza
SVP & General Counsel

Signed by:

A handwritten signature in black ink that reads "Joshua Adametz".

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



Outlook

BPHC Program Updates Wrap-Up, Maternal Mental Health Resources

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

Date Tue 5/6/2025 1:18 PM

To Joshua Adametz <jadametz@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

May 6, 2025



BPHC Program Updates Wrap-up

See the [slides from the recent BPHC Program Updates webcast](#) (PDF). Here are other highlights from the webcast:

- **Federal Tort Claims Act (FTCA) deeming applications** are due by Friday, June 27. Find helpful tips in the [FTCA Deeming Application Step-by-Step Guide](#). Find additional information on our [FTCA Application Process website](#).
- **Key Emergency Preparedness Resources:** Visit our [emergency preparedness, response, and recovery resources website](#) to access key information and resources for health centers.
- The **Uniform Data System (UDS) data** and **Community Health Quality Recognition (CHQR) Dashboard** are live on the HRSA Data Warehouse website.
- **UDS+ Update:** Thank you for submitting your annual Health Center Program Uniform Data System (UDS) report for Calendar Year 2024. We are in the process of reviewing these reports and preparing the annual data summaries. In addition, as part of the Calendar Year 2024 reporting requirements, HRSA had requested that health centers and look-alikes provide an additional UDS+ patient-level submission. After careful consideration, HRSA will be postponing this additional submission for this calendar year. We will keep you updated if there are additional changes or requests.
- Updated **Payment Management System (PMS) requirement:** Effective Monday, March 17, to draw down funds, you must provide a brief (up to 1,000 characters) justification explaining the purpose of your requested payment. We recommend that you share a description of how you will use the resources consistent with your budget request categories (e.g., payroll, equipment, etc.) and your approved scope of project.
- **Contacting BPHC:** Continue to use the Health Center Program Support as your primary point of contact with BPHC via the [BPHC Contact Form](#) or by calling (877) 464-4772.

The next BPHC Program Updates webcast is planned for 2:00-3:00 p.m. ET on **Thursday, May 22**.

Next Week: ARP Capital Closeout and Semi-Annual Progress Report Webinar

FY 2021 ARP Capital (C8E) closeout and semi-annual progress reports are due on Thursday, May 15. We are hosting a webinar to help you with your submissions. Submit questions to us ahead of time via the registration page.

Tuesday, May 13
2:00-3:00 p.m. ET
[Registration page](#)

Maternal Mental Health Resources

This week (Monday, May 5- Sunday, May 11) is Maternal Mental Health Awareness Week. One way to get involved is by spreading the word about HRSA's [National Maternal Mental Health Hotline](#) (1-833-TLC-MAMA)—a free and confidential service offering 24/7 support via call or text to new and expecting moms and their loved ones. The Hotline's trained counselors help thousands of women and their families needing emotional support during or after pregnancy.

Use our [promotional toolkit](#) or [order a limited number of printed products for free](#) to share our Hotline with someone who is currently pregnant or postpartum, their loved ones, or caregivers—the Hotline is here for them.



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[Health Resources and Services Administration](#)

5600 Fishers Lane | Rockville, MD 20857

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





DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

1. Description: Board Member Reappointment

2. Summary:

This agenda item presents the Board with a recommendation to reappoint, Joe Gibbons to a second term.

3. Substantive Analysis:

The Bylaws of District Clinic Holdings, Inc. state Board membership will be for a period of four (4) years, starting on the date membership is approved and terminating four (4) years from the date of approval. No Board member shall serve more than two (2) consecutive terms. This agenda item includes the recommendation to reappoint the following member to the Board:

Reappointment:

Mr. Joe Gibbons, is a current board member (May 19, 2021-May 18, 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 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:

N/A
Jessica Cafarelli
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A
Committee Name

N/A
Date Approved



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

6. Recommendation:

Staff recommends approval of the Board reappointment of Joe Gibbons to a 4-year term beginning May 28, 2025, and expiring May 27, 2029.

Approved for Legal sufficiency:

Signed by:

A handwritten signature in black ink that reads "Bernabe Icaza".

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Bernabe Icaza

SVP & General Counsel

Signed by:

A handwritten signature in black ink that reads "Joshua Adametz".

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Joshua Adametz, DMD, MPH, MA

AVP & Executive Director of Community
Health Centers



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

1. Description: District Clinic Holdings, Inc. Financial Report March 2025

2. Summary:

The March 2025 financial statements for the District Clinic Holdings, Inc. are presented for Board review.

3. Substantive Analysis:

Management has provided the income statements and key statistical information for District Clinic Holdings, Inc. 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:

N/A
Jessica Cafarelli
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A
Committee Name

N/A
Date Approved




DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

6. Recommendation:

Staff recommends the Board approve the March 2025 District Clinic Holdings, Inc. financial statements.

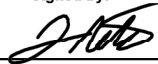
Approved for Legal sufficiency:

Signed by:


0CF6F7DB670643B Bernabe Icaza
SVP & General Counsel

Signed by:


CA6A21FF2E09481 Jessica Cafarelli
VP & Chief Financial Officer

Signed by:


2B4234FA33814B2 Joshua Admetz, DMD, MPH, MA
AVP & Executive Director of Community
Health Centers



MEMO

To: Finance Committee

From: Jessica Cafarelli
VP, Chief Financial Officer

Date: May 28, 2025

Subject: Management Discussion and Analysis as of March 2025 C.L. Brumback Primary Care Clinic Financial Statements.

The March financial statements represent the financial performance through the sixth month of the 2025 fiscal year for the C.L. Brumback Primary Care Clinics. On the Comparative Statement of Net Position, total assets decreased (\$5.4M). Due from Other Governments decreased (\$389k) primarily as a result of grant payments exceeding grant accruals. Cash decreased (\$5.1M), this was mostly a result of quarterly subsidy to clear interfund transactions.

On the Statement of Revenues and Expenses, net patient revenue YTD was unfavorable to budget by (\$12k) or (0.2%) primarily due to unanticipated increases in charity care and bad debt classification. Gross patient revenue YTD was favorable to budget by \$1.7M. Total YTD revenues were unfavorable to budget by (\$1.4M) or (11.9%). YTD grant revenue is unfavorable by (\$1.5M) due to grant accrual timing as well as unanticipated reduction in funding. Several grants that were budgeted were not awarded, this accounts for approximately \$798k of the unfavorable variance. At this time, staff does not anticipate additional grants being awarded and recognized this fiscal year. To offset this variance, staff identified opportunities to reduce expenses to remain within budget. Operational expenses before depreciation were favorable to budget by \$4.8M due to timing differences in expenses and staffing. Positive variances YTD in salaries, wages, and benefits were \$4.1M. YTD net margin was a loss of (\$12.7M) compared to the budgeted loss of (\$17.1M) resulting in a favorable variance of \$4.4M or (25.8%). YTD, the District has transferred in \$13.7M to fund clinic operations.

Net patient revenue YTD for the Medical clinics was favorable to budget by \$217k. The Medical clinics YTD gross patient revenue was favorable to budget by \$668k. The Medical clinics total YTD revenue was unfavorable to budget by (\$978k) due primarily to a decrease in grant revenue. Grant revenue recognition had a negative impact on overall revenue of (\$1.3M). Total operating expenses of \$12.7M were favorable to budget of \$15.7M by \$3.0M or 19.0%. The positive variance is mostly due to salaries, wages, and benefits of \$2.4M, and medical supplies of \$355k. Timing differences in expenses and staffing are driving these favorable YTD variances. YTD net margin was a loss of (\$9.0M) compared to the budgeted loss of (\$11.8M) resulting in a favorable variance of \$2.8M or (23.6%).

Net patient revenue YTD for the Dental clinics was unfavorable to budget by (\$339k). The Dental clinics total YTD gross patient revenue was unfavorable to budget by (\$425k). Total YTD operating expenses of \$2.8M were favorable to budget by \$325k, with timing differences in staffing primarily accounting for this favorable variance. Total YTD net margin was favorable to budget by \$101k or (5.8%).

District Clinic Holdings, Inc.
Comparative Statement of Net Position

	March 31, 2025	February 28, 2025	Increase (Decrease)
Assets			
Cash and Cash Equivalents	\$ 134,221	\$ 5,247,591	\$ (5,113,369)
Accounts Receivable, net	2,350,559	2,152,888	197,671
Due From Other Governments	2,447,631	2,836,291	(388,661)
Other Current Assets	149,739	156,089	(6,350)
Net Investment in Capital Assets	5,390,259	5,399,032	(8,773)
Right Of Use Assets	8,493,564	8,587,228	(93,664)
Total Assets	\$ 18,965,973	\$ 24,379,119	\$ (5,413,146)
Liabilities			
Accounts Payable	426,907	449,168	(22,261)
Deferred Revenue-	(55,638)	8,334	(63,972)
Accrued Interest	34,896	35,164	(268)
Other Current Liabilities	2,338,943	2,102,054	236,889
Lease Liability	8,028,354	8,106,860	(78,506)
Non-Current Liabilities	1,140,819	1,075,611	65,208
Total Liabilities	11,914,281	11,777,191	137,090
Deferred Inflows of Resources			
Deferred Inflows	\$ 66,853	\$ 66,853	\$ 0
Net Position			
Net Investment in Capital Assets	5,390,259	5,399,032	(8,773)
Unrestricted	1,594,580	7,136,043	(5,541,463)
Total Net Position	6,984,839	12,535,075	(5,550,236)
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 18,965,973	\$ 24,379,119	\$ (5,413,146)

Note: Amounts may not foot due to rounding.

Primary Care Clinics Statement of Revenues and Expenses
For The Sixth Month Ended March 31, 2025

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
\$ 3,822,944	\$ 2,747,325	\$ 1,075,620	39.2%	\$ 3,190,147	\$ 632,797	19.8%	\$ 18,651,925	\$ 16,946,578	\$ 1,705,348	10.1%	\$ 17,287,472	\$ 1,364,453	7.9%
Gross Patient Revenue							Contractual Allowance						
920,787	921,353	(566)	(0.1%)	921,809	(1,022)	(0.1%)	5,538,331	5,638,408	(100,076)	(1.8%)	5,643,620	(105,288)	(1.9%)
1,309,874	953,512	356,363	37.4%	1,175,551	134,323	11.4%	6,429,851	5,887,106	542,745	9.2%	6,303,596	126,255	2.0%
471,481	365,247	106,234	29.1%	398,923	72,558	18.2%	3,182,281	2,253,127	929,154	41.2%	2,034,388	1,147,893	56.4%
2,702,142	2,240,112	462,030	20.6%	2,496,283	205,859	8.2%	15,150,463	13,778,640	1,371,823	10.0%	13,981,604	1,168,859	8.4%
582,372	621,944	(39,572)	(6.4%)	590,888	(8,516)	(1.4%)	3,497,439	3,842,643	(345,204)	(9.0%)	3,545,326	(47,887)	(1.4%)
1,703,174	1,129,157	574,017	50.8%	1,284,752	418,422	32.6%	6,998,901	7,010,581	(11,680)	(0.2%)	6,851,194	147,707	2.2%
44.55%	41.10%			40.27%			37.52%	41.37%			39.63%		
696,247	830,202	(133,955)	(16.1%)	756,066	(59,819)	(7.9%)	3,561,762	5,106,060	(1,544,298)	(30.2%)	3,814,304	(252,542)	(6.6%)
-	-	-	-	-	-	-	-	-	-	-	1,943	(1,943)	-
34,374	6,713	27,661	412.1%	895	33,480	3,740.8%	152,423	40,366	112,057	277.6%	21,471	130,952	609.9%
\$ 2,433,795	\$ 1,966,072	\$ 467,724	23.8%	\$ 2,041,712	\$ 392,083	19.2%	\$ 10,713,086	\$ 12,157,006	\$ (1,443,920)	(11.9%)	\$ 10,688,912	\$ 24,174	0.2%
Direct Operating Expenses:							Salaries and Wages						
1,996,481	2,394,930	398,449	16.6%	1,948,992	(47,489)	(2.4%)	10,951,733	14,148,503	3,196,770	22.6%	10,917,185	(34,548)	(0.3%)
490,607	642,638	152,031	23.7%	531,749	41,142	7.7%	2,925,324	3,850,205	924,881	24.0%	2,929,343	4,019	0.1%
48,496	40,384	(8,112)	(20.1%)	108,413	59,917	55.3%	200,113	242,305	42,191	17.4%	817,174	617,060	75.5%
92,799	128,048	35,249	27.5%	141,793	48,994	34.6%	418,897	768,286	349,389	45.5%	574,925	156,028	27.1%
57,625	40,922	(16,703)	(40.8%)	75,884	18,260	24.1%	146,376	245,529	99,153	40.4%	123,956	(22,420)	(18.1%)
26,073	77,899	51,826	66.5%	76,331	50,258	65.8%	448,567	467,394	18,827	4.0%	493,609	45,043	9.1%
77,434	63,362	(14,072)	(22.2%)	63,681	(13,753)	(21.6%)	388,026	380,172	(7,854)	(2.1%)	310,965	(77,061)	(24.8%)
38,410	62,324	23,914	38.4%	16,288	(22,122)	(135.8%)	271,219	373,944	102,725	27.5%	229,988	(41,231)	(17.9%)
146,865	130,991	(15,874)	(12.1%)	83,498	(63,366)	(75.9%)	755,745	785,946	30,201	3.8%	531,814	(223,931)	(42.1%)
14,046	15,476	1,430	9.2%	7,361	(6,685)	(90.8%)	67,926	92,856	24,930	26.8%	49,309	(18,617)	(37.8%)
106,960	105,523	(1,437)	(1.4%)	75,674	(31,286)	(41.3%)	468,824	633,140	164,316	26.0%	497,509	28,685	5.8%
34,896	15,649	(19,247)	(123.0%)	17,790	(17,106)	(96.2%)	213,953	93,896	(120,058)	(127.9%)	110,477	(103,476)	(93.7%)
-	-	-	-	-	-	-	51,527	-	(51,527)	-	-	(51,527)	-
6,635	6,599	(37)	(0.6%)	4,947	(1,688)	(34.1%)	39,813	39,593	(220)	(0.6%)	29,684	(10,129)	(34.1%)
3,137,328	3,724,745	587,417	15.8%	3,152,400	15,073	0.5%	17,348,043	22,121,766	4,773,723	21.6%	17,615,939	267,896	1.5%
Net Performance before Depreciation & Overhead Allocations							Depreciation						
\$ (703,532)	\$ (1,758,673)	\$ 1,055,140	(60.0%)	\$ (1,110,688)	\$ 407,156	(36.7%)	\$ (6,634,957)	\$ (9,964,760)	\$ 3,329,803	(33.4%)	\$ (6,927,027)	\$ 292,070	(4.2%)
161,872	116,870	(45,002)	(38.5%)	88,977	(72,895)	(81.9%)	772,783	701,218	(71,565)	(10.2%)	529,481	(243,302)	(46.0%)
Overhead Allocations:							OH Risk Management						
8,910	13,995	5,085	36.3%	10,402	1,492	14.3%	63,075	83,970	20,895	24.9%	65,508	2,433	3.7%
77,137	89,828	12,691	14.1%	85,134	7,997	9.4%	444,320	538,968	94,648	17.6%	488,344	44,024	9.0%
2,061	3,723	1,662	44.6%	2,070	9	0.4%	15,308	22,338	7,030	31.5%	18,109	2,801	15.5%
23,388	23,419	31	0.1%	25,574	2,186	8.5%	149,295	140,514	(8,781)	(6.2%)	134,608	(14,687)	(10.9%)
17,030	15,137	(1,893)	(12.5%)	13,349	(3,681)	(27.6%)	89,298	90,822	1,524	1.7%	73,441	(15,857)	(21.6%)
109,119	130,323	21,204	16.3%	82,055	(27,064)	(33.0%)	666,387	781,938	115,551	14.8%	529,780	(136,607)	(25.8%)
28,635	42,791	14,156	33.1%	26,867	(1,768)	(6.6%)	196,158	256,746	60,588	23.6%	169,788	(26,370)	(15.5%)
4,236	5,154	918	17.8%	3,470	(766)	(22.1%)	25,366	30,924	5,558	18.0%	21,234	(4,132)	(19.5%)
15,055	17,343	2,288	13.2%	12,765	(2,290)	(17.9%)	88,426	104,058	15,632	15.0%	78,132	(10,294)	(13.2%)
44,499	71,621	27,122	37.9%	44,138	(361)	(0.8%)	264,954	429,726	164,772	38.3%	245,246	(19,708)	(8.0%)
16,302	24,864	8,562	34.4%	12,433	(3,869)	(31.1%)	97,086	149,184	52,098	34.9%	80,079	(17,007)	(21.2%)
49,635	47,680	(1,955)	(4.1%)	40,967	(8,668)	(21.2%)	268,663	286,080	17,417	6.1%	218,831	(49,832)	(22.8%)
15,438	20,807	5,369	25.8%	13,466	(1,972)	(14.6%)	88,947	124,842	35,895	28.8%	83,425	(5,522)	(6.6%)
20,927	28,311	7,384	26.1%	20,951	24	0.1%	125,299	169,866	44,567	26.2%	124,804	(495)	(0.4%)

Primary Care Clinics Statement of Revenues and Expenses
For The Sixth Month Ended March 31, 2025

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
149,146	242,117	92,971	38.4%	117,312	(31,834)	(27.1%)	1,124,756	1,452,702	327,946	22.6%	1,147,299	22,543	2.0%
44,753	51,288	6,535	12.7%	45,034	281	0.6%	254,843	307,728	52,885	17.2%	226,204	(28,639)	(12.7%)
-	-	-	-	20,187	20,187	-	-	-	-	-	100,544	100,544	-
23,073	22,239	(834)	(3.8%)	19,739	(3,334)	(16.9%)	129,652	133,434	3,782	2.8%	98,173	(31,479)	(32.1%)
54,508	57,690	3,182	5.5%	25,329	(29,179)	(115.2%)	350,785	346,140	(4,645)	(1.3%)	226,778	(124,007)	(54.7%)
20,441	23,428	2,987	12.7%	15,756	(4,685)	(29.7%)	106,635	140,568	33,933	24.1%	105,814	(821)	(0.8%)
13,590	13,459	(131)	(1.0%)	12,507	(1,083)	(8.7%)	75,367	80,754	5,387	6.7%	76,155	788	1.0%
23,763	29,159	5,396	18.5%	21,803	(1,960)	(9.0%)	140,643	174,954	34,311	19.6%	131,436	(9,207)	(7.0%)
501	2,626	2,125	80.9%	2,244	1,743	77.7%	3,091	15,756	12,665	80.4%	13,248	10,157	76.7%
13,287	12,405	(882)	(7.1%)	10,094	(3,193)	(31.6%)	73,871	74,430	559	0.8%	45,795	(28,076)	(61.3%)
36,112	41,818	5,706	13.6%	24,702	(11,410)	(46.2%)	187,444	250,908	63,464	25.3%	104,655	(82,789)	(79.1%)
23,029	14,415	(8,614)	(59.8%)	9,300	(13,729)	(147.6%)	127,166	86,490	(40,676)	(47.0%)	61,867	(65,299)	(105.5%)
4,114	5,025	911	18.1%	4,583	469	10.2%	21,874	30,150	8,276	27.4%	24,729	2,855	11.5%
1,817	5,774	3,957	68.5%	-	(1,817)	-	6,977	34,644	27,667	79.9%	-	(6,977)	-
6,058	3,852	(2,206)	(57.3%)	-	(6,058)	-	32,619	23,112	(9,507)	(41.1%)	-	(32,619)	-
12,061	18,643	6,582	35.3%	-	(12,061)	-	83,871	111,858	27,987	25.0%	-	(83,871)	-
858,625	1,078,934	220,309	20.4%	722,231	(136,394)	(18.9%)	5,302,176	6,473,604	1,171,428	18.1%	4,694,025	(608,151)	(13.0%)
4,157,825	4,920,548	762,724	15.5%	3,963,609	(194,216)	(4.9%)	23,423,002	29,296,589	5,873,586	20.0%	22,839,445	(583,557)	(2.6%)
\$ (1,724,029)	\$ (2,954,476)	\$ 1,230,447	(41.6%)	\$ (1,921,897)	\$ 197,867	(10.3%)	\$ (12,709,916)	\$ (17,139,582)	\$ 4,429,666	(25.8%)	\$ (12,150,533)	\$ (559,383)	4.6%
94,980	31,140	63,840	205.0%	46,790	48,190	103.0%	132,286	186,840	(54,554)	(29.2%)	331,420	(199,134)	(60.1%)
\$ 6,323,178	\$ 3,583,333	\$ 2,739,845	76.5%	-	\$ (6,323,178)	-	\$ 13,654,474	\$ 21,499,996	\$ (7,845,522)	(36.5%)	-	\$ (13,654,474)	-

Statement of Revenues and Expenses by Month

	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Year to Date
Gross Patient Revenue	\$ 3,463,909	\$ 2,991,655	\$ 3,037,040	\$ 2,812,330	\$ 2,524,048	\$ 3,822,944	\$ 18,651,925
Contractual Allowance	1,230,872	846,040	755,447	894,111	891,075	920,787	5,538,331
Charity Care	1,196,335	1,035,483	1,098,512	924,346	865,301	1,309,874	6,429,851
Bad Debt	704,322	429,668	565,031	488,188	523,591	471,481	3,182,281
Total Contractuals and Bad Debt	3,131,528	2,311,191	2,418,989	2,306,645	2,279,967	2,702,142	15,150,463
Other Patient Revenue	561,333	561,333	561,333	645,491	585,578	582,372	3,497,439
Net Patient Service Revenue	893,713	1,241,797	1,179,383	1,151,175	829,659	1,703,174	6,998,901
Collection %	25.80%	41.51%	38.83%	40.93%	32.87%	44.55%	37.52%
Non-Operating Revenues							
Grants	514,544	740,790	372,651	603,899	633,632	696,247	3,561,762
Other Revenue	25,544	5,756	33,568	1,088	52,092	34,374	152,423
Total Other Revenues	\$ 540,088	\$ 746,545	\$ 406,220	\$ 604,987	\$ 685,724	\$ 730,621	\$ 3,714,185
Total Non-Operating Revenues	\$ 1,433,801	\$ 1,988,342	\$ 1,585,603	\$ 1,756,162	\$ 1,515,383	\$ 2,433,795	\$ 10,713,086
Direct Operating Expenses:							
Salaries and Wages	1,777,415	1,748,215	1,759,915	1,908,502	1,761,205	1,996,481	10,951,733
Benefits	432,027	639,602	585,302	292,556	485,230	490,607	2,925,324
Purchased Services	12,929	22,360	30,717	46,042	39,569	48,496	200,113
Medical Supplies	68,475	49,343	80,343	55,613	72,325	92,799	418,897
Other Supplies	6,167	19,844	22,170	21,433	19,138	57,625	146,376
Medical Services	103,925	95,313	64,076	90,149	69,030	26,073	448,567
Drugs	61,289	67,731	60,760	55,185	65,626	77,434	388,026
Repairs and Maintenance	52,025	41,102	33,724	61,279	44,679	38,410	271,219
Lease and Rental	180,498	143,397	61,812	172,355	50,818	146,865	755,745
Utilities	3,195	11,841	13,205	12,995	12,645	14,046	67,926
Other Expense	44,142	98,523	53,236	80,439	85,523	106,960	468,824
Interest Expense	16,511	55,677	35,698	35,432	35,740	34,896	213,953
Principal Expenditure	1,606	50,497	-	-	(576)	-	51,527

Statement of Revenues and Expenses by Month

	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Year to Date
Insurance	6,635	6,635	6,635	6,635	6,635	6,635	39,813
Total Operating Expenses	2,766,839	3,050,082	2,807,592	2,838,615	2,747,587	3,137,328	17,348,043
Net Performance before Depreciation & Overhead Allocations	\$ (1,333,038)	\$ (1,061,740)	\$ (1,221,990)	\$ (1,082,453)	\$ (1,232,204)	\$ (703,532)	\$ (6,634,957)
Depreciation	87,165	166,932	126,926	115,083	114,805	161,872	772,783
<i>Overhead Allocations:</i>							
OH Risk Management	12,674	10,468	10,570	10,369	10,084	8,910	63,075
OH Revenue Cycle	76,173	58,628	87,253	47,507	97,622	77,137	444,320
OH Internal Audit	3,844	3,009	2,478	2,016	1,900	2,061	15,308
Home Office Facilities	28,469	21,511	16,029	22,161	37,737	23,388	149,295
OH Administration	19,054	16,540	14,636	6,306	15,732	17,030	89,298
OH Human Resources	122,937	105,519	102,453	103,551	122,808	109,119	666,387
Legal	55,244	32,069	26,771	27,544	25,895	28,635	196,158
Records	4,254	3,444	4,660	4,784	3,988	4,236	25,366
OH Compliance	14,592	15,279	14,663	14,870	13,967	15,055	88,426
IT Operations	22,627	43,480	52,077	53,115	49,156	44,499	264,954
IT Security	17,676	28,314	3,226	12,874	18,694	16,302	97,086
OH Finance	48,235	38,992	47,994	42,960	40,847	49,635	268,663
Corporate Communications	16,284	14,653	14,656	14,302	13,614	15,438	88,947
OH Information Technology	24,675	20,492	20,150	20,119	18,936	20,927	125,299
IT Applications	264,361	84,357	194,313	253,644	178,935	149,146	1,124,756
IT Service Center	56,523	38,529	44,993	34,566	35,479	44,753	254,843
Corporate Quality	22,066	19,497	21,756	21,542	21,718	23,073	129,652
OH Security Services	61,071	62,445	55,853	50,226	66,682	54,508	350,785
OH Supply Chain	22,217	24,128	22,354	10,315	7,180	20,441	106,635
HIM Department	12,735	11,992	12,324	11,979	12,747	13,590	75,367
OH Coding	24,741	23,865	24,168	22,450	21,656	23,763	140,643

Statement of Revenues and Expenses by Month

	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Year to Date
OH Reimbursement	953	185	530	459	463	501	3,091
OH Clinical Labor Pool	13,086	12,292	13,260	11,682	10,264	13,287	73,871
District Nursing Admin	29,065	29,316	32,018	31,377	29,556	36,112	187,444
District Operations Admin	24,854	16,298	21,158	21,336	20,491	23,029	127,166
OH Mail Room	3,566	3,087	3,269	3,651	4,187	4,114	21,874
OH Patient Experience	-	-	1,817	1,670	1,673	1,817	6,977
OH External Affairs	4,618	7,899	4,927	5,375	3,742	6,058	32,619
OH Strategic Initiatives and Projects	-	-	39,695	15,770	16,345	12,061	83,871
Total Overhead Allocations	1,006,594	746,288	910,051	878,520	902,098	858,625	5,302,176
Total Expenses	3,860,598	3,963,302	3,844,570	3,832,218	3,764,490	4,157,825	23,423,002
Net Margin	\$ (2,426,797)	\$ (1,974,960)	\$ (2,258,967)	\$ (2,076,056)	\$ (2,249,107)	\$ (1,724,029)	\$ (12,709,916)
Capital Contributions.	-	-	-	9,221	28,085	94,980	132,286
General Fund Support/Transfer In	-	-	\$7,331,296	-	-	\$6,323,178	\$13,654,474

	Clinic Administration	Belle Glade Medical Clinic	DeTray 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	\$ 10,931	\$ 1,153,189	\$ 1,241,088	\$ 1,674,999	\$ 1,384,107	\$ 1,962,066	\$ 680,484	\$ 1,107,716	\$ 89,900	\$ 376,188	\$ 41,403	\$ 153,673	-	\$ 156,110	\$ 752,393	-	\$ 10,784,249
Contractual Allowance	642	365,225	323,740	397,705	693,571	370,277	176,971	325,692	38,510	138,633	9,253	17,817	2	65,132	5,113	(9,639)	2,918,644
Charity Care	559	329,948	362,594	641,547	190,146	732,181	292,086	429,881	23,180	146,113	7,971	91,461	-	38,827	278,591	(1,051)	3,564,035
Bad Debt	1,857	185,540	184,274	311,387	463,648	368,992	72,332	130,424	13,227	28,929	6,238	17,106	-	16,503	(27,663)	1,136	1,773,930
Total Contractual Allowances and Bad Debt	3,058	880,713	870,608	1,350,639	1,347,365	1,471,450	541,389	885,998	74,917	313,675	23,462	126,384	2	120,462	256,040	(9,554)	8,256,609
Other Patient Revenue	-	242,248	223,563	479,658	112,163	498,834	109,967	213,431	34,762	138,967	5,654	16,710	-	23,869	296,895	-	2,396,721
Net Patient Revenue	7,874	514,724	594,042	804,019	148,905	989,450	249,062	435,149	49,745	201,480	23,595	44,000	(2)	59,517	793,248	9,554	4,924,361
Collection %	72.03%	44.63%	47.86%	48.00%	10.76%	50.43%	36.60%	39.28%	55.33%	53.56%	56.99%	28.63%	-	38.13%	105.43%	-	45.66%
Grants	532,214	317,587	257,489	274,046	283,920	306,239	125,918	192,121	13,580	71,292	15,010	37,606	-	60,848	254,877	-	2,742,746
Other Revenue	148,015	3,052	-	-	-	-	-	-	-	-	-	-	-	-	-	-	151,067
Total Other Revenues	680,229	320,640	257,489	274,046	283,920	306,239	125,918	192,121	13,580	71,292	15,010	37,606	-	60,848	254,877	-	2,893,814
Total Revenues	\$ 688,103	\$ 835,363	\$ 851,531	\$ 1,078,065	\$ 432,825	\$ 1,295,688	\$ 374,980	\$ 627,270	\$ 63,325	\$ 272,772	\$ 38,605	\$ 81,606	\$ (2)	\$ 120,365	\$ 1,048,125	\$ 9,554	\$ 7,818,175
Direct Operational Expenses:																	
Salaries and Wages	1,764,661	953,302	680,181	764,729	389,772	931,816	372,902	580,889	22,880	245,243	15,299	113,269	-	184,630	719,119	-	7,738,692
Benefits	506,770	257,660	222,859	187,861	126,942	210,283	87,017	158,885	-	54,133	1,470	41,320	-	49,855	212,719	-	2,117,775
Purchased Services	93,840	13,499	5,551	7,309	3,496	13,434	5,701	21,058	1,693	11,334	-	-	-	-	6,353	-	183,266
Medical Supplies	-	18,506	31,944	22,184	34,626	45,223	15,183	25,506	3,565	11,238	176	1,046	-	47	17,259	-	226,501
Other Supplies	2,616	4,216	6,597	2,373	7,811	3,584	2,564	3,342	757	1,791	40	3,145	924	3,514	88,474	-	131,745
Medical Services	-	54,976	76,128	39,348	25,738	51,689	47,655	121,170	2,843	13,847	2,173	-	-	-	13,000	-	448,567
Drugs	-	29,680	66,578	91,985	88,415	94,992	1,292	5,229	222	4,595	8	59	-	169	4,801	-	388,026
Repairs and Maintenance	194,867	4,297	3,513	2,328	11,431	3,827	2,677	3,819	999	2,000	818	2,385	240	6,344	8,133	-	247,677
Lease and Rental	-	46,448	47,948	74,207	49,669	69,254	100	56,363	120	43,275	60	70	35	60	200,072	-	587,682
Utilities	-	11,611	9,426	975	3,495	1,170	5,635	5,163	888	3,159	750	-	-	-	9,509	-	51,781
Other Expense	37,029	37,090	34,405	46,918	42,886	49,259	10,203	28,704	7,114	9,804	3,188	3,465	62	6,426	21,349	-	337,905
Interest Expense	-	-	36,085	-	17,021	-	4,402	7,433	-	17,898	-	-	-	-	101,883	-	184,723
Principal Expenditure	-	-	-	-	1,030	-	-	-	-	-	-	-	-	-	39,063	-	40,094
Insurance	-	2,339	2,362	4,504	-	4,652	1,278	2,362	-	986	-	6,757	6,757	6,757	-	-	38,755
Total Operating Expenses	2,599,782	1,433,624	1,223,576	1,244,720	802,333	1,479,182	556,609	1,019,922	41,082	419,305	23,982	171,517	8,017	257,802	1,441,735	-	12,723,188
Net Performance before Depreciation & Overhead Allocations	(1,911,680)	(598,261)	(372,045)	(166,655)	(369,508)	(183,493)	(181,629)	(392,652)	22,243	(146,533)	14,623	(89,911)	(8,019)	(137,437)	(393,609)	9,554	(4,905,013)
Depreciation	2,605	48,293	19,499	5,721	11,718	12,280	1,058	1,693	500	5,021	500	500	6,250	500	33,413	-	149,551
Overhead Allocations:																	
OH Risk Management	42,482	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	42,482
OH Revenue Cycle	222,160	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	222,160
OH Internal Audit	10,310	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,310
Home Office Facilities	120,661	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120,661
OH Administration	60,144	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,144
OH Human Resources	434,106	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	434,106
Legal	132,117	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	132,117
Records	17,084	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,084
OH Compliance	59,557	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	59,557
IT Operations	178,452	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	178,452
IT Security	65,390	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,390
OH Finance	180,949	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	180,949
Corporate Communications	59,908	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	59,908
OH Information Technology	84,391	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	84,391
IT Applications	675,317	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	675,317
IT Service Center	171,642	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	171,642
Corporate Quality	87,324	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	87,324
OH Security Services	247,979	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	247,979
OH Supply Chain	71,822	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	71,822
HIM Department	50,760	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,760
OH Coding	94,728	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	94,728
OH Reimbursement	2,083	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,083
OH Clinical Labor Pool	49,754	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	49,754
District Nursing Admin	126,248	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	126,248
District Operations Admin	85,649	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	85,649
OH Mail Room	14,733	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,733
OH Patient Experience	4,699	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,699
OH External Affairs	21,968	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21,968
OH Strategic Initiatives and Projects	56,488	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	56,488
Total Overhead Allocations	3,428,905	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,428,905
Total Expenses	6,037,864	1,481,917	1,325,271	1,250,441	852,724	1,491,462	611,939	1,092,894	41,582	467,967	24,482	172,017	14,267	258,302	1,683,901	-	16,807,030
Net Margin	\$ (5,349,762)	\$ (646,554)	\$ (473,740)	\$ (172,376)	\$ (419,899)	\$ (195,773)	\$ (236,959)	\$ (465,624)	\$ 21,743	\$ (195,195)	\$ 14,123	\$ (90,411)	\$ (14,269)	\$ (137,936)	\$ (635,776)	\$ 9,554	\$ (8,988,855)
Capital Contributions	47,935	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	47,935
Transfer In/(Out)	\$ 8,940,920	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 8,940,920

Primary Care Medical Statement of Revenues and Expenses
For The Sixth Month Ended March 31, 2025

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
\$ 2,240,014	\$ 1,634,346	\$ 605,668	37.1%	\$ 2,007,596	\$ 232,419	11.6%	\$ 10,784,249	\$ 10,116,108	\$ 668,141	6.6%	\$ 10,894,074	\$ (109,825)	(1.0%)
420,050	509,051	(89,001)	(17.5%)	764,252	(344,202)	(45.0%)	2,918,644	3,113,786	(195,141)	(6.3%)	4,713,738	(1,795,093)	(38.1%)
787,776	571,577	216,198	37.8%	685,425	102,351	14.9%	3,564,035	3,536,316	27,720	0.8%	3,804,263	(240,228)	(6.3%)
208,858	224,048	(15,190)	(6.8%)	246,028	(37,171)	(15.1%)	1,773,930	1,386,870	387,060	27.9%	1,219,635	554,295	45.4%
1,416,684	1,304,676	112,008	8.6%	1,695,706	(279,022)	(16.5%)	8,256,609	8,036,971	219,639	2.7%	9,737,635	(1,481,026)	(15.2%)
398,919	424,593	(25,674)	(6.0%)	404,974	(6,055)	(1.5%)	2,396,721	2,628,414	(231,693)	(8.8%)	2,430,734	(34,012)	(1.4%)
1,222,250	754,263	467,986	62.0%	716,864	505,386	70.5%	4,924,361	4,707,551	216,810	4.6%	3,587,172	1,337,189	37.3%
54.56%	46.15%			35.71%			45.66%	46.54%			32.93%		
518,353	657,683	(139,330)	(21.2%)	648,050	(129,697)	(20.0%)	2,742,746	4,048,764	(1,306,017)	(32.3%)	3,162,092	(419,346)	(13.3%)
-	-	-	-	-	-	-	-	-	-	-	1,943	(1,943)	-
34,373	6,546	27,827	425.1%	870	33,504	3,851.0%	151,067	39,364	111,703	283.8%	20,269	130,799	645.3%
\$ 1,774,976	\$ 1,418,492	\$ 356,484	25.1%	\$ 1,365,783	\$ 409,193	30.0%	\$ 7,818,175	\$ 8,795,679	\$ (977,504)	(11.1%)	\$ 6,771,476	\$ 1,046,699	15.5%
							Direct Operating Expenses:						
1,390,553	1,656,414	265,861	16.1%	1,619,968	229,415	14.2%	7,738,692	9,711,464	1,972,772	20.3%	8,981,085	1,242,393	13.8%
352,014	423,320	71,307	16.8%	438,581	86,568	19.7%	2,117,775	2,527,002	409,228	16.2%	2,399,332	281,557	11.7%
45,149	33,382	(11,767)	(35.2%)	105,810	60,660	57.3%	183,266	200,292	17,026	8.5%	791,223	607,956	76.8%
51,980	96,946	44,965	46.4%	107,950	55,969	51.8%	226,501	581,674	355,173	61.1%	413,409	186,908	45.2%
56,402	25,259	(31,143)	(123.3%)	58,814	2,412	4.1%	131,745	151,552	19,807	13.1%	100,678	(31,067)	(30.9%)
26,073	77,899	51,826	66.5%	76,331	50,258	65.8%	448,567	467,394	18,827	4.0%	493,609	45,043	9.1%
77,434	58,471	(18,963)	(32.4%)	63,681	(13,753)	(21.6%)	388,026	350,826	(37,200)	(10.6%)	310,965	(77,061)	(24.8%)
36,185	58,374	22,189	38.0%	14,808	(21,377)	(144.4%)	247,677	350,244	102,567	29.3%	213,502	(34,176)	(16.0%)
118,399	108,402	(9,997)	(9.2%)	62,089	(56,310)	(90.7%)	587,682	650,412	62,730	9.6%	392,151	(195,531)	(49.9%)
11,476	13,204	1,728	13.1%	6,001	(5,476)	(91.3%)	51,781	79,224	27,443	34.6%	37,847	(13,934)	(36.8%)
65,369	85,959	20,590	24.0%	66,771	1,402	2.1%	337,905	515,752	177,848	34.5%	445,264	107,359	24.1%
30,095	13,310	(16,785)	(126.1%)	15,260	(14,835)	(97.2%)	184,723	79,862	(104,861)	(131.3%)	95,086	(89,637)	(94.3%)
-	-	-	-	-	-	-	40,094	-	(40,094)	-	-	(40,094)	-
6,459	6,424	(35)	(0.5%)	4,902	(1,557)	(31.8%)	38,755	38,543	(212)	(0.6%)	29,412	(9,343)	(31.8%)
2,267,588	2,657,364	389,776	14.7%	2,640,965	373,377	14.1%	12,723,188	15,704,240	2,981,053	19.0%	14,703,562	1,980,374	13.5%
\$ (492,612)	\$ (1,238,872)	\$ 746,260	(60.2%)	\$ (1,275,182)	\$ 782,570	(61.4%)	\$ (4,905,013)	\$ (6,908,562)	\$ 2,003,549	(29.0%)	\$ (7,932,086)	\$ 3,027,073	(38.2%)
134,051	98,507	(35,544)	(36.1%)	77,194	(56,857)	(73.7%)	654,937	591,040	(63,897)	(10.8%)	459,745	(195,192)	(42.5%)
							Overhead Allocations:						
6,001	9,426	3,425	36.3%	8,679	2,678	30.9%	42,482	56,556	14,074	24.9%	54,659	12,177	22.3%
38,568	44,914	6,346	14.1%	63,275	24,707	39.0%	222,160	269,484	47,324	17.6%	362,958	140,798	38.8%
1,388	2,507	1,119	44.6%	1,727	339	19.6%	10,310	15,042	4,732	31.5%	15,110	4,800	31.8%
18,902	18,927	25	0.1%	19,978	1,076	5.4%	120,661	113,562	(7,099)	(6.3%)	105,153	(15,508)	(14.7%)
11,470	10,195	(1,275)	(12.5%)	11,138	(332)	(3.0%)	60,144	61,170	1,026	1.7%	61,278	1,134	1.9%
71,084	84,897	13,813	16.3%	67,487	(3,597)	(5.3%)	434,106	509,382	75,276	14.8%	435,724	1,618	0.4%
19,286	28,821	9,535	33.1%	22,418	3,132	14.0%	132,117	172,926	40,809	23.6%	141,669	9,552	6.7%
2,853	3,471	618	17.8%	2,895	42	1.5%	17,084	20,826	3,742	18.0%	17,717	633	3.6%
10,140	11,681	1,541	13.2%	10,651	511	4.8%	59,557	70,086	10,529	15.0%	65,193	5,636	8.6%
29,971	48,238	18,267	37.9%	36,828	6,857	18.6%	178,452	289,428	110,976	38.3%	204,630	26,178	12.8%
10,980	16,746	5,766	34.4%	10,374	(606)	(5.8%)	65,390	100,476	35,086	34.9%	66,817	1,427	2.1%
33,430	32,113	(1,317)	(4.1%)	34,182	752	2.2%	180,949	192,678	11,729	6.1%	182,591	1,642	0.9%
10,398	14,014	3,616	25.8%	11,236	838	7.5%	59,908	84,084	24,176	28.8%	69,609	9,701	13.9%
14,095	19,068	4,973	26.1%	17,481	3,386	19.4%	84,391	114,408	30,017	26.2%	104,136	19,745	19.0%

Primary Care Medical Statement of Revenues and Expenses
For The Sixth Month Ended March 31, 2025

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
89,549	160,202	70,653	44.1%	97,884	8,335	8.5%	IT Applications	675,317	961,212	285,895	29.7%	957,295	281,978	29.5%
30,142	34,544	4,402	12.7%	37,576	7,434	19.8%	IT Service Center	171,642	207,264	35,622	17.2%	188,742	17,100	9.1%
-	-	-	-	16,844	16,844	-	OH Performance Excellence	-	-	-	-	83,893	83,893	-
15,540	14,978	(562)	(3.8%)	16,470	930	5.6%	Corporate Quality	87,324	89,868	2,544	2.8%	81,914	(5,410)	(6.6%)
38,533	40,782	2,249	5.5%	16,886	(21,647)	(128.2%)	OH Security Services	247,979	244,692	(3,287)	(1.3%)	151,185	(96,794)	(64.0%)
13,767	15,779	2,012	12.8%	13,147	(620)	(4.7%)	OH Supply Chain	71,822	94,674	22,852	24.1%	88,291	16,469	18.7%
9,153	9,065	(88)	(1.0%)	10,436	1,283	12.3%	HIM Department	50,760	54,390	3,630	6.7%	63,543	12,783	20.1%
16,005	19,639	3,634	18.5%	18,192	2,187	12.0%	OH Coding	94,728	117,834	23,106	19.6%	109,669	14,941	13.6%
338	1,769	1,431	80.9%	1,872	1,534	81.9%	OH Reimbursement	2,083	10,614	8,531	80.4%	11,053	8,970	81.2%
8,949	8,355	(594)	(7.1%)	8,422	(527)	(6.3%)	OH Clinical Labor Pool	49,754	50,130	376	0.8%	38,211	(11,543)	(30.2%)
24,322	28,165	3,843	13.6%	20,611	(3,711)	(18.0%)	District Nursing Admin	126,248	168,990	42,742	25.3%	87,323	(38,925)	(44.6%)
15,510	9,709	(5,801)	(59.7%)	7,760	(7,750)	(99.9%)	District Operations Admin	85,649	58,254	(27,395)	(47.0%)	51,621	(34,028)	(65.9%)
2,771	3,385	614	18.1%	3,824	1,053	27.5%	OH Mail Room	14,733	20,310	5,577	27.5%	20,633	5,900	28.6%
1,224	3,889	2,665	68.5%	-	(1,224)	-	OH Patient Experience	4,699	23,334	18,635	79.9%	-	(4,699)	-
4,080	2,595	(1,485)	(57.2%)	-	(4,080)	-	OH External Affairs	21,968	15,570	(6,398)	(41.1%)	-	(21,968)	-
8,123	12,556	4,433	35.3%	-	(8,123)	-	OH Strategic Initiatives and Projects	56,488	75,336	18,848	25.0%	-	(56,488)	-
556,572	710,430	153,858	21.7%	588,273	31,701	5.4%	Total Overhead Allocations-	3,428,905	4,262,580	833,675	19.6%	3,820,618	391,713	10.3%
2,958,211	3,466,300	508,089	14.7%	3,306,432	348,221	10.5%	Total Expenses	16,807,030	20,557,861	3,750,831	18.2%	18,983,925	2,176,895	11.5%
\$ (1,183,235)	\$ (2,047,808)	\$ 864,574	(42.2%)	\$ (1,940,649)	\$ 757,414	(39.0%)	Net Margin	\$ (8,988,855)	\$ (11,762,182)	\$ 2,773,327	(23.6%)	\$ (12,212,449)	\$ 3,223,594	(26.4%)
19,850	10,478	9,372	89.4%	-	19,850	-	Capital Contributions.	47,935	62,868	(14,933)	(23.8%)	233,418	(185,483)	(79.5%)
\$ 3,590,182	\$ 2,333,333	\$ 1,256,849	53.9%	-	\$ (3,590,182)	-	Transfer In/(Out)	\$ 8,940,920	\$ 13,999,998	\$ (5,059,078)	(36.1%)	-	\$ (8,940,920)	-

	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	-	\$ 907,374	\$ 1,469,576	\$ 880,004	\$ 1,939,445	\$ 310,248	\$ 21,792	\$ 5,528,438
Contractual Allowance	-	368,608	393,080	383,974	652,876	(16,542)	25	1,782,021
Charity Care	-	284,686	663,780	384,569	910,275	84,956	21,792	2,350,057
Bad Debt	-	143,610	229,367	160,714	198,408	5,737	90	737,926
Total Contractual Allowances and Bad Debt	-	796,904	1,286,227	929,256	1,761,559	74,151	21,907	4,870,004
Other Patient Revenue	-	184,382	232,837	144,068	358,475	93,434	-	1,013,197
Net Patient Revenue	-	294,852	416,186	94,816	536,361	329,531	(115)	1,671,630
Collection %	-	32.50%	28.32%	10.77%	27.66%	106.22%	(0.53%)	30.24%
Grants	11,957	69,589	132,543	97,428	202,334	43,619	-	557,471
Other Revenue	1,356	-	-	-	-	-	-	1,356
Total Other Revenues	13,313	69,589	132,543	97,428	202,334	43,619	-	558,827
Total Revenues	\$ 13,313	\$ 364,442	\$ 548,730	\$ 192,244	\$ 738,695	\$ 373,150	\$ (115)	\$ 2,230,457
Direct Operational Expenses:								
Salaries and Wages	45,479	223,697	422,940	278,035	637,846	131,116	-	1,739,113
Benefits	12,128	65,956	92,189	81,503	162,826	47,448	-	462,050
Purchased Services	-	5,247	2,487	7,108	803	1,202	-	16,847
Medical Supplies	-	30,592	50,749	24,922	77,429	8,704	-	192,396
Other Supplies	-	2,957	4,272	583	4,889	1,930	-	14,631
Repairs and Maintenance	-	2,646	2,701	5,866	9,393	2,936	-	23,542
Lease and Rental	-	19,496	29,021	29,394	59,839	30,314	-	168,063
Utilities	-	4,787	7,625	975	1,365	1,394	-	16,146
Other Expense	7,359	10,641	19,176	43,849	39,998	4,350	-	125,373
Interest Expense	-	-	14,320	-	-	14,910	-	29,230
Principal Expenditure	-	-	-	-	-	11,434	-	11,434
Insurance	-	1,058	-	-	-	-	-	1,058
Total Operating Expenses	64,966	367,078	645,480	472,235	994,388	255,738	-	2,799,883
Net Performance before Depreciation & Overhead Allocations	(51,652)	(2,636)	(96,750)	(279,991)	(255,693)	117,412	(115)	(569,426)
Depreciation	-	6,514	15,376	5,243	16,816	10,629	-	54,677
Overhead Allocations:								
OH Risk Management	10,598	-	-	-	-	-	-	10,598
OH Revenue Cycle	177,728	-	-	-	-	-	-	177,728
OH Internal Audit	2,572	-	-	-	-	-	-	2,572
Home Office Facilities	14,317	-	-	-	-	-	-	14,317
OH Administration	15,005	-	-	-	-	-	-	15,005
OH Human Resources	117,000	-	-	-	-	-	-	117,000
Legal	32,961	-	-	-	-	-	-	32,961
Records	4,263	-	-	-	-	-	-	4,263
OH Compliance	14,859	-	-	-	-	-	-	14,859
IT Operations	44,521	-	-	-	-	-	-	44,521
IT Security	16,313	-	-	-	-	-	-	16,313
OH Finance	45,145	-	-	-	-	-	-	45,145
Corporate Communications	14,946	-	-	-	-	-	-	14,946
OH Information Technology	21,054	-	-	-	-	-	-	21,054
IT Applications	188,998	-	-	-	-	-	-	188,998
IT Service Center	42,822	-	-	-	-	-	-	42,822
Corporate Quality	21,786	-	-	-	-	-	-	21,786
OH Security Services	34,268	-	-	-	-	-	-	34,268
OH Supply Chain	17,917	-	-	-	-	-	-	17,917
HIM Department	12,665	-	-	-	-	-	-	12,665
OH Coding	23,632	-	-	-	-	-	-	23,632
OH Reimbursement	519	-	-	-	-	-	-	519
OH Clinical Labor Pool	12,413	-	-	-	-	-	-	12,413
District Nursing Admin	31,496	-	-	-	-	-	-	31,496
District Operations Admin	21,368	-	-	-	-	-	-	21,368
OH Mail Room	3,676	-	-	-	-	-	-	3,676
OH Patient Experience	1,172	-	-	-	-	-	-	1,172
OH External Affairs	5,481	-	-	-	-	-	-	5,481
OH Strategic Initiatives and Projects	14,093	-	-	-	-	-	-	14,093
Total Overhead Allocations	963,588	-	-	-	-	-	-	963,588
Total Expenses	1,028,554	373,592	693,475	477,477	1,011,304	296,916	-	3,881,317
Net Margin	\$ (1,015,240)	\$ (9,150)	\$ (144,745)	\$ (285,234)	\$ (272,609)	\$ 76,233	\$ (115)	\$ (1,650,860)
Capital Contributions	84,351	-	-	-	-	-	-	84,351
Transfer In/(Out)	\$ 2,314,784	-	25	-	-	-	-	\$ 2,314,784

Primary Care Dental Statement of Revenues and Expenses
For The Sixth Month Ended March 31, 2025

Current Month								Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
\$ 1,022,703	\$ 966,880	\$ 55,823	5.8%	\$ 1,029,192	\$ (6,489)	(0.6%)	Gross Patient Revenue	\$ 5,528,438	\$ 5,953,879	\$ (425,441)	(7.1%)	\$ 5,579,909	\$ (51,471)	(0.9%)
321,284	358,845	(37,561)	(10.5%)	132,978	188,306	141.6%	Contractual Allowance	1,782,021	2,203,877	(421,855)	(19.1%)	775,564	1,006,458	129.8%
398,227	362,387	35,840	9.9%	454,505	(56,278)	(12.4%)	Charity Care	2,350,057	2,233,505	116,552	5.2%	2,311,849	38,208	1.7%
126,055	115,135	10,920	9.5%	122,618	3,437	2.8%	Bad Debt	737,926	709,871	28,055	4.0%	591,507	146,419	24.8%
845,566	836,367	9,200	1.1%	710,101	135,465	19.1%	Total Contractuals and Bad Debt	4,870,004	5,147,253	(277,248)	(5.4%)	3,678,920	1,191,085	32.4%
168,866	195,730	(26,863)	(13.7%)	184,019	(15,153)	(8.2%)	Other Patient Revenue	1,013,197	1,204,500	(191,303)	(15.9%)	1,104,618	(91,422)	(8.3%)
346,003	326,243	19,760	6.1%	503,109	(157,107)	(31.2%)	Net Patient Service Revenue	1,671,630	2,011,126	(339,496)	(16.9%)	3,005,607	(1,333,977)	(44.4%)
33.83%	33.74%			48.88%			Collection %	30.24%	33.78%			53.86%		
107,786	122,520	(14,734)	(12.0%)	108,016	(230)	(0.2%)	Grants	557,471	757,296	(199,825)	(26.4%)	652,212	(94,740)	(14.5%)
1	167	(166)	(99.4%)	25	(24)	(96.0%)	Other Revenue	1,356	1,002	354	35.3%	1,202	154	12.8%
\$ 453,790	\$ 448,929	\$ 4,860	1.1%	\$ 611,150	\$ (157,361)	(25.7%)	Total Revenues	\$ 2,230,457	\$ 2,769,424	\$ (538,967)	(19.5%)	\$ 3,659,021	\$ (1,428,564)	(39.0%)
							Direct Operating Expenses:							
323,058	337,788	14,729	4.4%	329,023	5,965	1.8%	Salaries and Wages	1,739,113	1,975,632	236,518	12.0%	1,936,100	196,987	10.2%
80,824	98,570	17,746	18.0%	93,167	12,343	13.2%	Benefits	462,050	587,102	125,052	21.3%	530,011	67,961	12.8%
3,347	6,940	3,594	51.8%	2,603	(743)	(28.5%)	Purchased Services	16,847	41,642	24,795	59.5%	25,951	9,104	35.1%
40,819	28,499	(12,320)	(43.2%)	33,843	(6,976)	(20.6%)	Medical Supplies	192,396	170,994	(21,402)	(12.5%)	161,516	(30,881)	(19.1%)
1,223	8,827	7,604	86.1%	17,071	15,848	92.8%	Other Supplies	14,631	52,962	38,331	72.4%	23,278	8,647	37.1%
-	137	137	-	-	-	-	Drugs	-	822	822	-	-	-	-
2,225	3,950	1,725	43.7%	1,480	(745)	(50.3%)	Repairs and Maintenance	23,542	23,700	158	0.7%	16,487	(7,055)	(42.8%)
28,466	22,589	(5,877)	(26.0%)	21,410	(7,057)	(33.0%)	Lease and Rental	168,063	135,534	(32,530)	(24.0%)	139,664	(28,400)	(20.3%)
2,570	2,272	(298)	(13.1%)	1,360	(1,210)	(89.0%)	Utilities	16,146	13,632	(2,514)	(18.4%)	11,463	(4,683)	(40.9%)
41,398	18,028	(23,371)	(129.6%)	8,903	(32,496)	(365.0%)	Other Expense	125,373	108,166	(17,207)	(15.9%)	52,245	(73,128)	(140.0%)
4,801	2,339	(2,462)	(105.3%)	2,530	(2,271)	(89.8%)	Interest Expense	29,230	14,034	(15,196)	(108.3%)	15,391	(13,840)	(89.9%)
-	-	-	-	-	-	-	Principal Expenditure	11,434	-	(11,434)	-	-	(11,434)	-
176	175	(1)	(0.6%)	45	(131)	(291.1%)	Insurance	1,058	1,050	(8)	(0.8%)	272	(786)	(289.0%)
528,908	530,114	1,206	0.2%	511,435	(17,472)	(3.4%)	Total Operating Expenses	2,799,883	3,125,269	325,385	10.4%	2,912,377	112,494	3.9%
							Net Performance before Depreciation & Overhead Allocations	\$ (569,426)	\$ (355,845)	\$ (213,581)	60.0%	\$ 746,644	\$ (1,316,070)	(176.3%)
27,821	18,363	(9,458)	(51.5%)	11,784	(16,037)	(136.1%)	Depreciation	117,846	110,178	(7,668)	(7.0%)	69,736	(48,110)	(69.0%)
							Overhead Allocations:							
1,497	2,352	855	36.4%	1,723	226	13.1%	OH Risk Management	10,598	14,112	3,514	24.9%	10,849	251	2.3%
30,855	35,931	5,076	14.1%	21,859	(8,996)	(41.2%)	OH Revenue Cycle	177,728	215,586	37,858	17.6%	125,386	(52,342)	(41.7%)
346	626	280	44.7%	343	(3)	(0.9%)	OH Internal Audit	2,572	3,756	1,184	31.5%	2,999	427	14.2%
2,243	2,246	3	0.1%	5,596	3,353	59.9%	Home Office Facilities	14,317	13,476	(841)	(6.2%)	29,455	15,138	51.4%
2,862	2,544	(318)	(12.5%)	2,211	(651)	(29.4%)	OH Administration	15,005	15,264	259	1.7%	12,163	(2,842)	(23.4%)
19,158	22,881	3,723	16.3%	14,568	(4,590)	(31.5%)	OH Human Resources	117,000	137,286	20,286	14.8%	94,055	(22,945)	(24.4%)
4,812	7,190	2,378	33.1%	4,449	(363)	(8.2%)	Legal	32,961	43,140	10,179	23.6%	28,118	(4,843)	(17.2%)
712	866	154	17.8%	575	(137)	(23.8%)	Records	4,263	5,196	933	18.0%	3,517	(746)	(21.2%)
2,530	2,914	384	13.2%	2,114	(416)	(19.7%)	OH Compliance	14,859	17,484	2,625	15.0%	12,939	(1,920)	(14.8%)
7,477	12,035	4,558	37.9%	7,310	(167)	(2.3%)	IT Operations	44,521	72,210	27,689	38.3%	40,615	(3,906)	(9.6%)
2,739	4,178	1,439	34.4%	2,059	(680)	(33.0%)	IT Security	16,313	25,068	8,755	34.9%	13,262	(3,051)	(23.0%)
8,340	8,012	(328)	(4.1%)	6,785	(1,555)	(22.9%)	OH Finance	45,145	48,072	2,927	6.1%	36,241	(8,904)	(24.6%)
2,594	3,496	902	25.8%	2,230	(364)	(16.3%)	Corporate Communications	14,946	20,976	6,030	28.7%	13,816	(1,130)	(8.2%)
3,516	4,757	1,241	26.1%	3,470	(46)	(1.3%)	OH Information Technology	21,054	28,542	7,488	26.2%	20,669	(385)	(1.9%)
25,062	57,582	32,520	56.5%	19,428	(5,634)	(29.0%)	IT Applications	188,998	345,492	156,494	45.3%	190,004	1,006	0.5%
7,520	8,618	1,098	12.7%	7,458	(62)	(0.8%)	IT Service Center	42,822	51,708	8,886	17.2%	37,462	(5,360)	(14.3%)

Primary Care Dental Statement of Revenues and Expenses
For The Sixth Month Ended March 31, 2025

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
-	-	-	-	3,343	3,343	-	OH Performance Excellence
3,877	3,737	(140)	(3.7%)	3,269	(608)	(18.6%)	Corporate Quality
5,325	5,636	311	5.5%	8,443	3,118	36.9%	OH Security Services
3,435	3,937	502	12.8%	2,609	(826)	(31.7%)	OH Supply Chain
2,284	2,262	(22)	(1.0%)	2,071	(213)	(10.3%)	HIM Department
3,993	4,900	907	18.5%	3,611	(382)	(10.6%)	OH Coding
84	441	357	81.0%	372	288	77.4%	OH Reimbursement
2,233	2,084	(149)	(7.1%)	1,672	(561)	(33.6%)	OH Clinical Labor Pool
6,068	7,027	959	13.6%	4,091	(1,977)	(48.3%)	District Nursing Admin
3,870	2,422	(1,448)	(59.8%)	1,540	(2,330)	(151.3%)	District Operations Admin
691	844	153	18.1%	759	68	9.0%	OH Mail Room
305	970	665	68.6%	-	(305)	-	OH Patient Experience
1,018	647	(371)	(57.3%)	-	(1,018)	-	OH External Affairs
2,027	3,133	1,106	35.3%	-	(2,027)	-	OH Strategic Initiatives and Projects
157,473	214,268	56,795	26.5%	133,958	(23,515)	(17.6%)	Total Overhead Allocations-
714,201	762,745	48,543	6.4%	657,177	(57,025)	(8.7%)	Total Expenses
\$ (260,412)	\$ (313,815)	\$ 53,404	(17.0%)	\$ (46,026)	\$ (214,386)	465.8%	Net Margin
75,130	20,662	54,468	263.6%	46,790	28,340	60.6%	Capital Contributions.
\$ 1,099,278	\$ 500,000	\$ 599,278	119.9%	-	\$ (1,099,278)	-	Transfer In/(Out)

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
-	-	-	-	16,651	16,651	-	
21,786	22,422	636	2.8%	16,258	(5,528)	(34.0%)	
34,268	33,816	(452)	(1.3%)	75,592	41,324	54.7%	
17,917	23,622	5,705	24.2%	17,523	(394)	(2.2%)	
12,665	13,572	907	6.7%	12,612	(53)	(0.4%)	
23,632	29,400	5,768	19.6%	21,767	(1,865)	(8.6%)	
519	2,646	2,127	80.4%	2,195	1,676	76.4%	
12,413	12,504	91	0.7%	7,584	(4,829)	(63.7%)	
31,496	42,162	10,666	25.3%	17,332	(14,164)	(81.7%)	
21,368	14,532	(6,836)	(47.0%)	10,246	(11,122)	(108.5%)	
3,676	5,064	1,388	27.4%	4,096	420	10.3%	
1,172	5,820	4,648	79.9%	-	(1,172)	-	
5,481	3,882	(1,599)	(41.2%)	-	(5,481)	-	
14,093	18,798	4,705	25.0%	-	(14,093)	-	
963,588	1,285,608	322,020	25.0%	873,407	(90,181)	(10.3%)	
3,881,317	4,521,055	639,737	14.2%	3,855,520	(25,797)	(0.7%)	
\$ (1,650,860)	\$ (1,751,631)	\$ 100,771	(5.8%)	\$ (196,499)	\$ (1,454,361)	740.1%	
84,351	123,972	(39,621)	(32.0%)	98,003	(13,652)	(13.9%)	
\$ 2,314,784	\$ 3,000,000	\$ (685,216)	(22.8%)	-	\$ (2,314,784)	-	

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

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
\$ 560,227	\$ 146,099	\$ 414,129	283.5%	\$ 153,360	\$ 406,867	265.3%	Gross Patient Revenue	\$ 2,339,238	\$ 876,591	\$ 1,462,647	166.9%	\$ 813,490	\$ 1,525,748	187.6%
179,453	53,458	125,995	235.7%	24,579	154,874	630.1%	Contractual Allowance	837,665	320,746	516,920	161.2%	154,318	683,347	442.8%
123,872	19,548	104,324	533.7%	35,621	88,251	247.7%	Charity Care	515,759	117,285	398,474	339.7%	187,485	328,274	175.1%
136,568	26,064	110,504	424.0%	30,277	106,292	351.1%	Bad Debt	670,425	156,386	514,039	328.7%	223,247	447,179	200.3%
439,893	99,069	340,823	344.0%	90,476	349,416	386.2%	Total Contractuals and Bad Debt	2,023,849	594,417	1,429,433	240.5%	565,049	1,458,800	258.2%
14,587	1,622	12,965	799.3%	1,895	12,692	669.8%	Other Patient Revenue	87,521	9,729	77,792	799.6%	9,974	77,547	777.5%
134,922	48,651	86,271	177.3%	64,779	70,143	108.3%	Net Patient Service Revenue	402,910	291,904	111,006	38.0%	258,414	144,495	55.9%
24.08%	33.30%			42.24%			Collection %	17.22%	33.30%		31.77%			
70,108	50,000	20,108	40.2%	-	70,108	-	Grants	261,544	300,000	(38,456)	(12.8%)	-	261,544	-
\$ 205,029	\$ 98,651	\$ 106,379	107.8%	\$ 64,779	\$ 140,251	216.5%	Total Revenues	\$ 664,454	\$ 591,904	\$ 72,550	12.3%	\$ 258,414	\$ 406,039	157.1%
							Direct Operating Expenses:							
282,870	400,728	117,858	29.4%	-	(282,870)	-	Salaries and Wages	1,473,927	2,461,407	987,480	40.1%	-	(1,473,927)	-
57,769	120,747	62,978	52.2%	-	(57,769)	-	Benefits	345,499	736,100	390,602	53.1%	-	(345,499)	-
-	62	62	-	-	-	-	Purchased Services	-	371	371	-	-	-	-
-	2,603	2,603	-	-	-	-	Medical Supplies	-	15,618	15,618	-	-	-	-
-	6,836	6,836	-	-	-	-	Other Supplies	-	41,015	41,015	-	-	-	-
-	4,754	4,754	-	-	-	-	Drugs	-	28,524	28,524	-	-	-	-
193	1,537	1,344	87.4%	-	(193)	-	Other Expense	5,546	9,222	3,676	39.9%	-	(5,546)	-
340,832	537,267	196,435	36.6%	-	(340,832)	-	Total Operating Expenses	1,824,972	3,292,257	1,467,285	44.6%	-	(1,824,972)	-
							Net Performance before Depreciation & Overhead Allocations	\$ (1,160,518)	\$ (2,700,354)	\$ 1,539,836	(57.0%)	\$ 258,414	\$ (1,418,933)	(549.1%)
							Overhead Allocations:							
1,412	2,217	805	36.3%	-	(1,412)	-	OH Risk Management	9,995	13,302	3,307	24.9%	-	(9,995)	-
7,714	8,983	1,269	14.1%	-	(7,714)	-	OH Revenue Cycle	44,432	53,898	9,466	17.6%	-	(44,432)	-
327	590	263	44.6%	-	(327)	-	OH Internal Audit	2,426	3,540	1,114	31.5%	-	(2,426)	-
2,243	2,246	3	0.1%	-	(2,243)	-	Home Office Facilities	14,317	13,476	(841)	(6.2%)	-	(14,317)	-
2,698	2,398	(300)	(12.5%)	-	(2,698)	-	OH Administration	14,149	14,388	239	1.7%	-	(14,149)	-
18,877	22,545	3,668	16.3%	-	(18,877)	-	OH Human Resources	115,281	135,270	19,989	14.8%	-	(115,281)	-
4,537	6,780	2,243	33.1%	-	(4,537)	-	Legal	31,080	40,680	9,600	23.6%	-	(31,080)	-
671	817	146	17.9%	-	(671)	-	Records	4,019	4,902	883	18.0%	-	(4,019)	-
2,385	2,748	363	13.2%	-	(2,385)	-	OH Compliance	14,010	16,488	2,478	15.0%	-	(14,010)	-
7,051	11,348	4,297	37.9%	-	(7,051)	-	IT Operations	41,981	68,088	26,107	38.3%	-	(41,981)	-
2,583	3,940	1,357	34.4%	-	(2,583)	-	IT Security	15,383	23,640	8,257	34.9%	-	(15,383)	-
7,865	7,555	(310)	(4.1%)	-	(7,865)	-	OH Finance	42,569	45,330	2,761	6.1%	-	(42,569)	-
2,446	3,297	851	25.8%	-	(2,446)	-	Corporate Communications	14,093	19,782	5,689	28.8%	-	(14,093)	-
3,316	4,486	1,170	26.1%	-	(3,316)	-	OH Information Technology	19,854	26,916	7,062	26.2%	-	(19,854)	-
34,535	24,333	(10,202)	(41.9%)	-	(34,535)	-	IT Applications	260,441	145,998	(114,443)	(78.4%)	-	(260,441)	-
7,091	8,126	1,035	12.7%	-	(7,091)	-	IT Service Center	40,379	48,756	8,377	17.2%	-	(40,379)	-
3,656	3,524	(132)	(3.7%)	-	(3,656)	-	Corporate Quality	20,542	21,144	602	2.8%	-	(20,542)	-
10,650	11,272	622	5.5%	-	(10,650)	-	OH Security Services	68,538	67,632	(906)	(1.3%)	-	(68,538)	-
3,239	3,712	473	12.7%	-	(3,239)	-	OH Supply Chain	16,896	22,272	5,376	24.1%	-	(16,896)	-
2,153	2,132	(21)	(1.0%)	-	(2,153)	-	HIM Department	11,942	12,792	850	6.6%	-	(11,942)	-
3,765	4,620	855	18.5%	-	(3,765)	-	OH Coding	22,283	27,720	5,437	19.6%	-	(22,283)	-
79	416	337	81.0%	-	(79)	-	OH Reimbursement	489	2,496	2,007	80.4%	-	(489)	-
2,105	1,966	(139)	(7.1%)	-	(2,105)	-	OH Clinical Labor Pool	11,704	11,796	92	0.8%	-	(11,704)	-
5,722	6,626	904	13.6%	-	(5,722)	-	District Nursing Admin	29,700	39,756	10,056	25.3%	-	(29,700)	-
3,649	2,284	(1,365)	(59.8%)	-	(3,649)	-	District Operations Admin	20,149	13,704	(6,445)	(47.0%)	-	(20,149)	-

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

Current Month						
Actual	Budget	Variance	%	Prior Year	Variance	%
652	796	144	18.1%	-	(652)	-
288	915	627	68.5%	-	(288)	-
960	610	(350)	(57.4%)	-	(960)	-
1,911	2,954	1,043	35.3%	-	(1,911)	-
144,580	154,236	9,656	6.3%	-	(144,580)	-
485,412	691,503	206,091	29.8%	-	(485,412)	-
\$ (280,383)	\$ (592,853)	\$ 312,470	(52.7%)	\$ 64,779	\$ (345,161)	(532.8%)
\$ 1,633,719	\$ 750,000	\$ 883,719	117.8%	-	\$ (1,633,719)	-

OH Mail Room
OH Patient Experience
OH External Affairs
OH Strategic Initiatives and Projects
Total Overhead Allocations-

Total Expenses

Net Margin

Transfer In/(Out)

Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%
3,465	4,776	1,311	27.4%	-	(3,465)	-
1,106	5,490	4,384	79.9%	-	(1,106)	-
5,170	3,660	(1,510)	(41.3%)	-	(5,170)	-
13,290	17,724	4,434	25.0%	-	(13,290)	-
909,683	925,416	15,733	1.7%	-	(909,683)	-
2,734,655	4,217,673	1,483,018	35.2%	-	(2,734,655)	-
\$ (2,070,201)	\$ (3,625,770)	\$ 1,555,569	(42.9%)	\$ 258,414	\$ (2,328,616)	(901.1%)
\$ 2,398,771	\$ 4,499,998	\$ (2,101,227)	(46.7%)	-	\$ (2,398,771)	-



District Clinic Holdings, Inc.

	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
Clinic Visits - Adults and Pediatrics																
West Palm Beach	1,551	1,218	1,329	1,460	1,293	1,290							8,141	9,711	(16.2%)	9,560
Delray & Women's Health Care	1,056	897	902	1,039	883	770							5,547	4,705	17.9%	4,727
Belle Glade & Women's Health Care	793	760	802	895	774	876							4,900	5,003	(2.1%)	5,039
Jupiter & Women's Health Care	597	500	441	538	580	511							3,167	3,260	(2.9%)	3,242
West Boca & Women's Health Care	276	235	255	251	262	260							1,539	2,069	(25.6%)	2,115
Mangonia Park	677	589	590	705	578	610							3,749	4,423	(15.2%)	4,323
Lantana (closed Feb 2025)	1,730	1,432	1,548	1,391	438	-							6,539	6,550	(0.2%)	11,203
Lake Worth & Women's Health Care (closed Feb 2025)	1,268	1,013	1,066	1,108	361	-							4,816	5,173	(6.9%)	6,710
Atlantis & Womens Health Care (opened Feb 2025)	-	-	-	3	1,153	2,433							3,589	6,227	(100.0%)	-
Lewis Center	40	57	76	76	62	71							382	200	91.0%	206
St Ann Place	68	54	13	56	44	53							288	85	238.8%	87
Cib Mob 1 Warrior (Mobile Van)	10	-	-	-	-	-							10	-	100.0%	48
Cib Mob 2 Scout	-	-	-	-	-	-							-	8	(100.0%)	-
Cib Mob 3 Hero	84	83	84	86	84	67							488	164	197.6%	139
Portable Medical	96	66	72	121	71	49							475	378	25.7%	416
Total Clinic Visits	8,246	6,904	7,178	7,729	6,583	6,990	-	-	-	-	-	-	43,630	47,956	(9.0%)	47,815
Dental Visits																
West Palm Beach Dental	1053	957	1091	1210	1,097	1,167							6,575	6,762	(2.8%)	6,588
Delray Dental	734	654	870	936	840	858							4,892	3,925	24.6%	3,911
Belle Glade Dental	515	411	454	481	431	535							2,827	2,942	(3.9%)	2,888
Lantana Dental	661	545	269	759	204	-							2,438	3,342	(27.0%)	5,250
Atlantis Dental	-	-	-	-	221	655							876	1,905	(54.0%)	-
Portable Dental	-	16	8	11	8	9							52	76	(31.6%)	74
Total Dental Visits	2,963	2,583	2,692	3,397	2,801	3,224	-	-	-	-	-	-	17,660	18,952	(6.8%)	18,711
Total Medical and Dental Visits	11,209	9,487	9,870	11,126	9,384	10,214	-	-	-	-	-	-	61,290	66,908	(8.4%)	66,526
Behavioral Health Visits**																
West Palm Beach BH	-	-	-	-	-	-							-	1,108	(100.0%)	1,328
Delray BH	369	343	426	482	541	569							2,730	2,384	14.5%	2,734
Lantana BH	3	1	2	10	9	-							25	-	100.0%	1,218
Atlantis BH	-	-	-	1	12	50							63	-	100.0%	-
Belle Glade BH	2	-	-	-	-	-							2	30	(93.3%)	66
Mangonia Park BH	979	922	1,029	1,028	915	972							5,845	8,042	(27.3%)	5,159
Lewis Center BH	250	246	281	248	287	293							1,605	-	100.0%	-
Lake Worth BH	4	11	8	1	-	-							24	-	100.0%	801
St Ann Place BH	-	-	-	-	-	-							-	490	(100.0%)	476
West Boca BH	3	1	-	1	-	-							5	-	100.0%	162
Jupiter BH	-	-	-	-	-	-							-	-	0.0%	-
Mob 1 Warrior BH	1	-	-	-	1	-							2	-	100.0%	-
Mob 3 Hero BH	-	-	-	-	-	1							1	-	100.0%	-
Mobile Van BH	-	2	-	-	-	-							2	-	100.0%	-
Total Behavioral Health Visits	1,611	1,526	1,746	1,771	1,765	1,885	-	-	-	-	-	-	10,304	12,054	(14.5%)	11,944
GRAND TOTAL	12,820	11,013	11,616	12,897	11,149	12,099	-	-	-	-	-	-	71,594	78,962		78,470

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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

1. Description: Annual Governance Conflicts of Interest (COI) Disclosure

2. Summary:

This item presents information on the annual Conflicts of Interest (“COI”) Disclosure required by the Health Care District of Palm Beach County. The COI Disclosure was distributed via email to all Board and Committee members on May 19, 2025, with a submission deadline of May 31, 2025.

3. Substantive Analysis:

The Health Care District of Palm Beach County (“District”) Bylaws and Conflicts of Interest (“COI”) Policy, adopted by the Board of Directors, apply to District Clinic Holdings, Inc. These policies require disclosure of relationships or interests that may present an actual, apparent, or potential conflict of interest or commitment related to your service on a District Board, Committee, or its affiliates/subsidiaries.

All Board and Committee members must complete and submit a new COI disclosure annually to identify and document any conflicts. The District’s Compliance, Privacy, and Ethics Department reviews disclosures each year to ensure policy adherence and maintain the integrity of decision-making and operations.

On May 19, 2025, the annual COI Disclosures and Policy were distributed to all Board and Committee members. Completed disclosures must be submitted to the Compliance, Privacy & Ethics Department by May 31, 2025. Instructions for completion were provided via email and within the disclosure document.

Minimal updates were made this year, with emphasis placed on outside interests, employment, and board participation. Only one disclosure form is required annually for those serving on multiple Boards or Committees (e.g., Health Care District Board, District Clinic Holdings, Inc., DCHI Finance Committee, DCHI Nominating Committee).

Electronic submission is preferred, but paper copies are available at this meeting.



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
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4. Fiscal Analysis & Economic Impact Statement:

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

N/A

 Jessica Cafarelli
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

 Committee Name

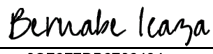
N/A

 Date Approved


6. Recommendation:

Staff recommends the Board complete the annual required COI Disclosures and receive and file this report.


Approved for Legal sufficiency:

Signed by:


0CF6F7DB6796434
 Bernabe Icaza
 SVP & General Counsel

Signed by:


4766F813A13D48D
 Heather Bokor
 VP & Chief Compliance,
 Privacy and Ethics Officer

Signed by:


0B432450A7944B2
 Joshua Admetz, DMD, MPH, MA
 AVP & Executive Director of Community
 Health Centers



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

1. Description: Executive Director Informational Update

2. Summary:

- Atlantis Updates
- FACHC Training

3. Substantive Analysis:

Atlantis Updates: Review integration models, and other updates regarding our newest location

FACHC Training: Immediately following our meeting we have our third session in FACHC's Governance Training Series: Governing vs. Managing

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:

N/A
Jessica Cafarelli
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A
Committee Name

N/A
Date Approved




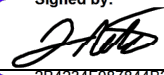
DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

6. Recommendation:

Staff recommends the Board Receive and File the Executive Director Informational Update.

Approved for Legal sufficiency:

Signed by:

0CF6F7DB6706434
Bernabe Icaza
SVP & General Counsel

Signed by:

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



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

1. Description: Quality Report

2. Summary:

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

- Quality Council Meeting Minutes – November 2024
- 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

Starting on June 11th, we will embark on a transformative approach to prenatal care through the Centering Model. This model emphasizes group-based care, where patients gather in a supportive community to receive individualized health assessments while also engaging in group learning, discussions, and mutual support. What will set our program apart from others is our intentional focus on nutrition and wellness, with a particular goal of decreasing complications from conditions like gestational diabetes and other comorbidities that often arise during pregnancy. The Centering Model of prenatal care has been proven to improve maternal and infant outcomes by fostering strong relationships between patients and providers, and by creating a space for peer support. This collaborative and interactive model differs from the traditional one-on-one appointments by providing the benefits of a group dynamic, where patients can learn from and lean on each other, all while receiving individualized care. Expecting parents often share similar concerns, questions, and challenges, and by coming together in a group, they create a powerful support system that enhances their overall pregnancy experience. Studies have shown that the Centering Model is particularly effective at reducing rates of low birth weight and preterm delivery. By providing more consistent and comprehensive care, the model helps patients stay more engaged with their health, leading to better outcomes for both mothers and babies. One of the key differentiators of our model is our nutrition education and ongoing counseling, which will be incorporated into the group sessions. Patients will be



DISTRICT CLINIC HOLDINGS, INC.
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empowered with knowledge about the role of food in regulating blood sugar, managing weight, and supporting long-term health. We will also focus on stress reduction, physical activity, and overall wellness, helping each participant adopt a balanced lifestyle that will benefit not only their pregnancy but their future health as well. While the Centering Model offers a dynamic and engaging group experience, we understand that some patients may prefer or need the privacy and flexibility of traditional, individual prenatal appointments. To ensure we meet the diverse needs of all our patients, we will continue to offer individual prenatal visits for those who prefer one-on-one care or need additional support outside of the group setting. This option provides flexibility for patients who are looking for more personalized, private consultations while still benefiting from the continuity of care and expertise that we offer. By combining evidence-based prenatal care with group support and a strong emphasis on wellness, our goal is to decrease the incidence of gestational diabetes and related complications. This comprehensive approach will help patients feel more connected to their bodies, more in control of their health, and more confident in their journey toward motherhood.

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:

 N/A
 Jessica Cafarelli
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

 N/A
 Committee Name

 N/A
 Date Approved





DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28,2025

6. Recommendation:

Staff recommends the Board approve the updated Quality Report.

Approved for Legal sufficiency:

Signed by:

0CF6F7DB6706484
Bernabe Icaza
SVP & General Counsel

DocuSigned by:

FF528E6E1119181
Dr. Ana M. Ferwerda
FQHC Medical Director

Signed by:

2B4134F0828489C
Dr. Joshua Adametz, DMD, MPH, MA
AVP & Executive Director of
FQHC Services



Quality Council Meeting Minutes

Date: May 14, 2025

Time: 11 am–1:30 pm

Attendees: Steven Sadiku – AVP Corporate Quality & Regulatory; Jessica Ramirez – Manager Patient Access Services, Dr. Sandra Warren – Associate Medical Director; Angela Santos – Director of Ops; Dr. Josh Adametz – FQHC Executive Director; Nancy Gonzalez – Director of Clinic Operations; Ingrid Barlett–Quality Manager; Sakiya Henderson– Dental Clinical Manager, Joe–Ann Reynolds–Patient Experience Coordinator, Manager, Dr. Valena Grbic – Medical Director District Cares; Alexa Goodwin – Patient Relations Manager; Maria Chamberlin – Assistant Director of Nursing, Bianca Badolati – Executive Assistant; Lisa Hogans – Director of Nursing; Dr. Ana Ferwerda – FQHC Medical Director; Dr. Belma Andric – SVP & Chief Medical Officer; Dr. Courtney Phillips – VP of Behavioral Health; Joel Rosales–Director of Trauma Agency & Regulatory; Shauniel Brown – Senior Risk, Melanie Deeroop–Kangoo – Quality Manager, Krysten Kinsey– Manager, Regulatory & Accreditation

Excused: Ivonne Cohen –Business Intelligence Developer; Candice Abbot – SVP & Chief Operating Officer; Joel

Minutes by: Steven Sadiku – AVP Corporate Quality & Regulatory & Ingrid Barlett–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><u>Report Summary</u> The April 2025 Risk Management Tableau dashboard was presented. Volumes were provided for the following clinic areas and types: total reported events, incidents, and</p>			



	<p>good catches. Trends were also presented by volume of reported entries and clinic location. The Risk Report Summary and graphical data were reviewed with the Committee for April 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.</p> <p>(April 2025 Risk Report Summary presented with graphs.)</p>			
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UTILIZATION

OPERATIONS	<u>Productivity</u>								
	Productivity April 2025								
	Service Line	Target		Seen		% of Goal			
		In Person	Tele	In Person	Tele	Total			
	Adult Care	5812		4971		86%			
	Pediatrics	2050		1511		74%			
	Primary Residents	947		618		65%			
	Women's Health	780		687		88%			
	Behavioral Health Integration	1213		973		80%			
	Behavioral Health - Psych	1698		1117		66%			



	<table><tr><td>Psych Residents</td><td>N/A</td><td></td><td>N/A</td><td></td><td>N/A</td></tr><tr><td>Behavioral Health Addiction</td><td>625</td><td></td><td>562</td><td></td><td>90%</td></tr><tr><td>Dental Health</td><td>2472</td><td></td><td>2359</td><td></td><td>95%</td></tr><tr><td>Dental Hygiene</td><td>868</td><td></td><td>820</td><td></td><td>94%</td></tr><tr><td>Dental MDI</td><td></td><td></td><td></td><td></td><td></td></tr></table> <p><i>(Clinic productivity report with graphs were presented.)</i></p>	Psych Residents	N/A		N/A		N/A	Behavioral Health Addiction	625		562		90%	Dental Health	2472		2359		95%	Dental Hygiene	868		820		94%	Dental MDI								
Psych Residents	N/A		N/A		N/A																													
Behavioral Health Addiction	625		562		90%																													
Dental Health	2472		2359		95%																													
Dental Hygiene	868		820		94%																													
Dental MDI																																		
	<p><u>Walk-ins</u></p> <p>17% Between Medical and Dental</p> <p>93% same day walk-ins scheduled by front line staff</p> <p>7% same-day walk-ins scheduled by the CSC</p>																																	
	<p><u>Doximity Dialer Usage (Telemedicine) - April 2025</u></p> <p>Users</p> <ul style="list-style-type: none">56 registered users (100% registration rate)<ul style="list-style-type: none">22 active users (10 MD/DOs, 2 NP, PA, 10 Care Team) <p>Calls</p> <ul style="list-style-type: none">590 total calls																																	



	<ul style="list-style-type: none"> ○ 91 voice calls <ul style="list-style-type: none"> ▪ 86 successful calls (94.5%) success rate ▪ 2 calls escalated to video ○ 499 video calls <ul style="list-style-type: none"> ▪ 364 successful calls (72.9%) success rate ○ 156 secure texts <p>(Report with breakdown by specialty and user)</p>			
PATIENT RELATIONS				
GRIEVANCES, COMPLAINTS & COMPLIMENTS	<p><u>Patient Relations Dashboard – April 2025</u></p> <p>For April 2025, there were a total of 18 Patient Relations Occurrences that occurred between 8 Centers and Administration. Of the 18 occurrences, there were 3 Grievances and 15 Complaints. The top 5 Categories were Communication, Finance, Physician Related, Respect Related and Care & Treatment. There was also a total of 9 compliments received across 4 Centers. All 9 compliments were patient generated compliments.</p>			
SURVEY RESULTS	<p><u>Patient Satisfaction Survey – April 2025</u></p>			



	<p>For April 2025 there were 478 Patient Satisfaction Surveys completed. Atlantis Primary had the highest return rate with 97 completed surveys followed by Delray Primary with 50 completed surveys.</p> <p>Our Net Promoter Score (NPS) was 73 (out of 450 responses) compared to the Phreesia FQHC/CHC/RHC Network at 74.</p> <p>The top 5 and lowest 5 scored-questions were presented for each area.</p> <p>“Best Questions” for in person visits – April 2025:</p> <ul style="list-style-type: none"> • How likely are you to choose telemedicine for your next appointment – 100% (New) • How likely are you to recommend using telemedicine to a family member or friend – 100% (New) • How satisfied were you with your provider’s thoroughness while using telemedicine – 100% (New) • Overall cleanliness of exam room and overall practice – 92% (increase of 2%) • Professionalism of our staff – 90% (decrease of 1%) 			
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	<p>“Worst Questions” for in person visits – April 2025:</p> <ul style="list-style-type: none"> • Your ability to contact us after hours – 11% (decrease of 7%) • Being informed about any delays during this visit – 11% (increase of 2%) • Overall Experience at Today’s Visit – 7% (New) • Each member of my care team identified themselves and their role in my care – 7% (increase of 2%) • Appointment available within a reasonable amount of time – 6% (decrease of 1%) • Each member of my care team identified themselves and their role in my care – 6% (decrease of 1%) <p>Of the surveys received for April, 32% of patients perceived wait time to be between 6 to 15 minutes, 27% of responses were from patients that this was their first visit to the practice. 83% of patients were scheduled and 18% were walk-ins.</p> <p>59% of surveys completed were by females and most patients preferred to be seen on Monday, Tuesday and Friday. 92% of patients did not</p>			
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	<p>experience any technical difficulties while using telemedicine.</p> <p>For Dental, 68% of patients felt educated on how to better care for your teeth and gums, 73% were satisfied with results of dental treatment, 71% felt staff explained the procedures in a clear and understandable way and 71% felt staff who provided dental care were sensitive to my concerns.</p> <p>86% of responses in April were promoters (increase of 3%), 9% of responses were neutrals (same) and 5% of responses were detractors (increase of 3%).</p> <p>Top promoters, detractors, and patient comments presented by center and service line. (Patient Satisfaction Survey PowerPoint presented.)</p>			
After Hours	<p><u>Afterhours Report –April 2025</u> <i>(Outbound Campaign PowerPoint presented.)</i></p> <p>In April 2025, the Clinic Service Center received 231 after-hours calls. This was a 11% decrease from the previous month (259).</p>			



	<p>We continue to see our top 3 highest volume in AHCs for Appt requests with 26% of the volume. This is followed by Other, HCD Info/clinical question with 22% and provider paged out with 17% of the volume.</p> <p>Our WPB Location remains at our highest volume health center with 32% of the call volume. Followed by Atlantis with 29% and Delray with 25%</p> <p>AH Paged Outcalls – 40 after-hours calls required a provider to be paged out. 38 of those calls had telephone encounters created in their Epic chart. Of the 38 encounters created, 14 had the correct reason for encounter listed as “After Hours.”</p> <p>2 patients telephone encounters were missed</p>			
NEXT THIRD AVAILABLE	<p><u>Peds Primary</u> Atlantis – 3 days out West Palm – 7 days out</p> <p><u>Adult Primary</u> Atlantis – 36 days out</p>			



	<p>Belle Glade – 1 days out Boca – 3 days out Delray – 2 days out Jupiter – 7 days out West Palm – 15 days out</p> <p><u>BH</u> Atlantis – 1 day out Delray – 1 day out Lewis Center – 1 days out Mangonia – 2 days out</p> <p><u>Dental</u> Belle Glade – 99/1 (peds) Delray – 54 Atlantis – 47 West Palm – 68/6 (peds)</p> <p><u>Women's Health</u> Atlantis – 3 days out Belle Glade – 25 days out Delray – 47 days out Jupiter – 56 days out</p>			
REFERRAL/ CALL CENTER	<p>Referrals – There were a total of 6,663 referral orders placed. This was a 7% increase in volume from the previous month. The average turnaround time for referral processing was 3</p>	Monitor referral volume by specialty and by provider	Steven Sadiku	



	<p>days for routine referrals with a goal of 5 days or less. The TAT for urgent referrals was 2 days with a goal of 2 days or less.</p> <p>The Atlantis location has the highest referral volume placed with 23% of the total referral volume, followed by Delray with 16% and WPB with 15% of the volume</p> <p>Lisa Fidler remains our highest producer of referrals with 7% of the total volume. Followed by Dr Noukelak and Lam both with 6%</p> <p>Our most common payer remains the HCD Voucher with 28% of the referral volume followed by Self pay (no coverage) with 15% and BCBS with 12%. Very similar to last month</p> <p>Our top referred to specialties this month are Radiology Orders with 28%, followed by Ophthalmology with 8% and Nutrition with 4%.</p> <p><u>Call Center –</u> The call center received 22,387 calls. This was an 8% increase from the previous month.</p>	Add ophthalmology referral trends to the dashboard.	Jessica Ramirez	
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	<p>The abandonment rate for April was 7% with a goal of 10% or less.</p> <p>The service level Was 68% answered within 3 minutes with a goal of 80% or higher.</p> <p>Average hold time was 3m 55s with a goal of 3 min or less</p>			
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QUALITY

QUALITY

<p>MEDICAL</p> <p>Data load up to 5/5/2025.</p>	<p><u>Controlled Diabetes based on A1c less than 9%</u></p> <p><u>April, 2025</u></p> <p>Yearly goal 67%</p> <p>We saw 2984 unique patients with a diagnosis of diabetes. 71% were controlled and 27% uncontrolled with an A1c equal or greater than 9%. 54 patients (2%) did not have data.</p> <p>By clinic, Jupiter (77%), Boca (75%) and Atlantis 72% 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, Atlantis and Delray Clinics.</p> <p>(Report with graph presented.)</p>			
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	<p>Breast Cancer Screening – April 2025</p> <p>Yearly goal 60%</p> <p>We saw 2783 unique patients due for breast cancer screening.</p> <p>Satisfied screenings – 1516 (54%)</p> <p>Unsatisfied Screenings – 1267 (46%)</p> <p>Not Met with order – 808 (65%)</p> <p>Not Met (Patient Missed) – 439 (35%)</p> <p>The clinics with the highest percentage of screening were Belle Glade with 71%, Boca 65% and Atlantis with 62%.</p> <p>The clinics with the lowest percentage of patients who completed breast cancer screening were West Palm Beach (45%), Delray (51%) and Jupiter (51%).</p> <p>The larger number of patients where the screening was not addressed were Atlantis and Delray clinics. Accounting for 51% of missed patients.</p> <p>On the 3rd graph based on orders created to address colorectal cancer screening we can the total distribution and the distribution by clinics</p> <p>Boca clinic and Jupiter showed the larger number of orders completed wit 45% and 43%.</p>			



	<p>Boca and Delray clinics are ordering the mainly screening with Cologuard. Boca clinic has the largest completion rate of Cologuard.</p> <p>West Palm Beach, Atlantis and Jupiter are ordering mainly fit test for colorectal cancer screening. Atlantis clinic has the largest completion rate of fit test.</p> <p>Referrals for Colonoscopy to gastroenterology in 2025 was the lowest method use for colorectal cancer screening among the clinics.</p> <p>(Report with graph presented)</p>			
	<p><u>Cervical Cancer Screening – April 2025</u></p> <p>Yearly goal 65%</p> <p>We saw 6463 unique patients with screening due. Cervical cancer screening was completed in 4026 (62%) of the patients and 2434 (38%) patients the screening was not addressed.</p> <p>Atlantis and Boca Clinics achieved at or above the goal of 65%.</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 with larger percentage of screening met.</p>			



	<p>The lowest right 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, West Palm Beach, and Delray clinics accounting for 55%.</p> <p>(Report with graph presented.)</p>			
	<p><u>HIV Screening – April 2025</u></p> <p>Yearly goal 32%</p> <p>We saw 12,483 unique patients with screening due. Satisfied: 9103 (71%) No satisfied: 3736 (29%).</p> <p>All the clinics reached above goal except Atlantis peds with five patients. Belle Glade and West Palm Beach have the highest percentage of HIV screening completion with 77% and 73%.</p> <p>The largest percentage of patients for which the screening was not addressed were from Atlantis and Jupiter clinics accounting for 54% of the missed patients.</p> <p>(Report with graph presented.)</p>			



	<p><u>Controlling High Blood Pressure – April 2025</u></p> <p>Yearly goal 80% We saw 5035 patients with hypertension. 3618 (72%) of patients had BP controlled and 1417 (28%) BP uncontrolled. From all the clinics Boca reached 83%, West Palm Beach 77%. The last graph shows the distribution by provider.</p>			
BEHAVIORAL HEALTH	<p><u>PHQ9 – April 2025</u> % of patients with PHQ9: 5,771/6401 =90.16% Unique patients with positive PHQ9 525/8.19%</p> <p><u>SBIRT– April 2025</u> 1,323 unique patients/18,075 = 7.32% The goal is 5%</p> <p>(Report with graph presented.)</p>			
	<p><u>Depression Remission April, 2025</u></p> <p>Yearly goal 14% We are currently meeting this metric at 32% of patients with depression in remission. (Report with graph presented.)</p>			
WOMEN’S HEALTH	<p><u>Early Entry into Prenatal Care April 2025</u> Early Entry into care into the First Trimester is 48%</p>			



	<p>Total population of 232 prenatal patients</p> <p><u>Low Birth Weight April 2025</u></p> <p>Babies born with a birth weight below normal (under 2,500 grams) 10%</p> <p>--<1500 grams: 0%</p> <p>--1500—2499 grams: 10%</p> <p>--> 2500 grams: 90%</p> <p>Total deliveries/birth weight: 52</p>			
DENTAL	<p><u>Dental Sealants</u></p> <p>YTD 2025: 93% (148; n=154)</p>			
NURSING	<p><u>Higher Level of Care</u></p> <p>110 ER referrals / 105 patients were sent to the ER in April.</p> <p>The breakdown of referrals is:</p> <ul style="list-style-type: none"> • WH – 23 (21%) • Peds – 25 (23%)- increase from 17% • Adult – 54 (49%) (this combines urgent care and emergency medicine referrals) • Transport – 0 • Adult Crisis –8 (7%)- has been increasing over last few months. Highest number since June 2024. 5 were from Mangonia BH and 3 from St. Ann. 			



	<ul style="list-style-type: none"> • Peds Crisis – 0 <p>ADULT REFERRALS: highest producer this month are Dr. Dabu in Belle Glade and Joanne Pierre Louis, APRN in Atlantis- each with 4</p> <p>PEDIATRIC REFERRALS: highest producer this month was Dr. Clarke in WPB with 16 referrals (64%)- similar percentage as last month. Note *Dr. Hernandez in same clinic had 0 referrals and the Atlantis providers combined had 9.</p> <p>Top Diagnosis:</p> <p>ADULT</p> <ul style="list-style-type: none"> • Hypertensive urgency (4)- similar as previous month • Chest Pain, unspecified (4) • Hyperglycemia (3) <p>PEDS</p> <ul style="list-style-type: none"> • Fever unspecified cause (4)- similar as previous month • URI, unspecified type (2)- same as previous month • Respiratory tract infection (2) <p>There were 5 patients with more than 1 referral. None escalated to the Medical Director for review. 1 of the patients with 2 referrals had 2</p>			
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	different referral types- one was for the ER and one was crisis stabilization.			
PEER REVIEW	<u>Adults</u> Q3-2024 75 charts were peer reviewed. 61 were evaluated as "within standard of care", 10 were evaluated as "Provider Self-Remediation", 2 "Peer-Provider Review needed, 2 "Provider Education Required", 0 charts were evaluated as "Inappropriate care.			

QUALITY METRICS

UDS YTD 2025

Of the 17 UDS Measures: 8 exceeded the HRSA Goal, 9 were short of the HRSA Goal (*Clinic Score/ HRSA Goal*)

Medical UDS Report	Adult Weight screening and follow-up: (82% / 90%)			
	<i>Breast Cancer Screening:</i> (54%/60%)			
	<i>Cervical Cancer Screening:</i> (62% /65%)			
	Childhood Immunization: (57% / 60%)			
	Colorectal Cancer Screening: (38% / 82%)			
	<i>Coronary Artery Disease CAD:</i> (87% / 81%)			
	Dental Sealants: (93% / 75%)			
	Depression Remission: (32% / 14%)			
	Diabetes: (71% / 67%)			
	Diabetes (Migrant): (68% / 67%)			
	HIV Screening: (71% / 32%)			



	Hypertension: (72% / 80%)			
	<i>Ischemic Vascular Disease (IVD):</i> (71% / 86%)			
	Depression screening: (93% / 83%)			
	Depression screening (Homeless): (87% / 83%)			
	Tobacco use screening & cessation: (92% / 93%)			
	Weight Screening & Counseling for children/teens (82% / 90%)			
Meeting Adjourned: 2:05 pm				

UDS PROVIDER LEVEL QUALITY MEASURES 2025

NATIONAL QUALITY LEADER METRICS

Load Date
5/5/2025

Filters

		Universe	<div><div></div> MET</div>	<div><div></div> Not Met</div>	<div><div></div> HRSA Goal</div>	<div><div></div> National Average</div>	<div><div></div> State Average</div>
Heart Health	Coronary Artery Disease (CAD): Lipid Ther...	3,659	87%				81%
	Hypertension	5,037	72%				80%
	Ischemic Vascular Disease (IVD)	680	71%				86%
	Tobacco use Screening and Cessation Inte..	8,229	92%				93%
Diabetes	Adult Weight Screening and Follow Up	13,692	82%				90%
	Diabetes: (HbA1c < 9%)	2,726	71%				67%
	Diabetes: (HbA1c < 9%) Migrant	259	68%				67%
Behavioral Health	Depression Remission	432	32%		14%		
	Patients Screened for Depression and Follow-Up	11,420	93%				83%
	Pts Screened for Depression and F/U (Homeless)	2,477	87%				83%
Childhood Measures	Childhood Immunization	386	57%		60%		
	Dental Sealants	214	93%				75%
	Weight Screening and Counseling for children and adolescents	2,414	82%				90%
HIV Preven tion..	HIV Screening	12,491	71%		32%		
Cancer Prevention	Breast Cancer Screening	2,785	54%		60%		
	Cervical Cancer Screening	6,467	62%		65%		
	Colorectal Cancer Screening	6,677	38%	58			82%

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

1. Description: Operations Report – April 2025

2. Summary:

This agenda item is the Operations report providing the Health Center's Productivity report from April 2025.

3. Substantive Analysis:

In April, the Health Centers had a total of 9,501 unique patients and 13,851 visits across all health centers which is an 9.8% increase over last month, but down 5.7% when compared to April 2024. 1,565 patients, or 16% of unique patients were new to the Health Centers. 37% of patients were from adult medical, up 4%, 23% from Dental, down 2% and 11% from Pediatrics, down 1% from previous month. In April, Atlantis Health Center had the highest volume of patient visits with 3,152 medical and 693 dental visits followed by Delray with 1,642 medical and 929 dental visits and the West Palm Beach Health Center with 1,458 medical and 997 dental 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:

 N/A
 Jessica Cafarelli
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

 N/A
 Committee Name

 N/A
 Date Approved



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
May 28, 2025

6. Recommendation:

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

Approved for Legal sufficiency:

Signed by:

Bernabe Icaza

0CF6F7DB67064466 Bernabe Icaza

SVP & General Counsel

DocuSigned by:

Angela Santos

6F31AD3F82334FEF Angela Santos

Director of Specialty Operations

Signed by:

Joshua Adamez

2B4234F087844B2 Joshua Adamez, DMD, MPH, MA

AVP & Executive Director of Community
Health Centers

