



C. L. Brumback

Primary Care Clinics

Health Care District Palm Beach County

FINANCE COMMITTEE

June 26, 2019

12:15 P.M.

Meeting Location

1515 N. Flagler Drive, Suite 101

West Palm Beach, FL 33401

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

**FINANCE COMMITTEE MEETING
AGENDA
June 26, 2019
1515 N. Flagler Drive
West Palm Beach, FL 33401**

- 1. Call to Order**
 - A. Roll Call
- 2. Agenda Approval**
 - A. Additions/Deletions/Substitutions
 - B. Motion to Approve Agenda
- 3. Awards, Introductions and Presentations**
- 4. Disclosure of Voting Conflict**
- 5. Public Comment**
- 6. Meeting Minutes**
 - A. **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of May 28, 2019. [Pages 1-5]
- 7. Consent Agenda – Motion to Approve Consent Agenda Items**
 - A. **ADMINISTRATION**
 - 7A-1 **RECEIVE AND FILE:**
June 2019 Internet Posting of District Public Meeting.
<http://www.hcdpbc.org/index.aspx?recordid=2597&page=15>
 - 7A-2 **RECEIVE AND FILE:**
Attendance Tracking. [Page 6]
- 8. Regular Agenda**
 - A. **FINANCE**
 - 8A-1 **RECEIVE AND FILE:**
C. L. Brumback Primary Care Clinics Finance Report May 2019.
(Darcy Davis) [Pages 7-25]

9. **VP and Executive Director of Clinic Services Comments**
10. **Board Member Comments**
11. **Establishment of Upcoming Meetings**

July 31, 2019 (HCD Board Room)

12:15pm Finance Committee

August 28, 2019 (HCD Board Room)

12:15pm Finance Committee

September 25, 2019 (HCD Board Room)

12:15pm Finance Committee

October 30, 2019 (HCD Board Room)

12:15pm Finance Committee

November 27, 2019 (HCD Board Room)

12:15pm Finance Committee

December 18, 2019 (HCD Board Room)

12:15pm Finance Committee

12. **Motion to Adjourn**

**DISTRICT CLINIC HOLDINGS, INC.
d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS
BOARD OF DIRECTORS FINANCE COMMITTEE
MEETING MINUTES
May 28, 2019
39200 Hooker Highway
Belle Glade, FL 33430**

1. Call to Order

Mr. Elder, Chairperson called the meeting to order.

A. Roll Call

Committee members present: James Elder, Chairperson, Vice-Chairperson; Mike Smith, Treasurer

Absent: Joseph Morel

Staff present included: Dr. Belma Andric, VP & Executive Director of Clinic Services; Dawn Richards, Chief Financial Officer and Valerie Shahriari, General Counsel; Darcy Davis, Chief Executive Officer

Recording/transcribing Secretary: Jonathan Dominique

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

2. Agenda Approval

A. Additions/Deletions/Substitutions

None.

B. Motion to Approve Agenda

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

3. Awards and Presentations

None.

4. Disclosure of Voting Conflict

None.

5. Public Comment

None.

6. Meeting Minutes

- A. Staff Recommends a MOTION TO APPROVE:
C.L. Brumback Primary Care Clinics Finance Committee Minutes of April 24, 2019

CONCLUSION/ACTION: Mr. Smith made a motion to approve the C.L. Brumback Primary Care Clinics Finance Committee minutes of April 24, 2019 as presented. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.

7. Consent Agenda – Motion to Approve Consent Agenda Items

A. ADMINISTRATION

- 7A-1 RECEIVE AND FILE:
May 2019 Internet Posting of District Public Meeting
<https://www.hcdpbc.org/EventViewTrainingDetails.aspx?Bck=Y&EventID=230&m=0|0&DisplayType=C>

- 7A-2 RECEIVE AND FILE:
Attendance Tracking

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

8. Regular Agenda

Reports

A. FINANCE

- 8A-1 RECEIVE AND FILE:

The April statements represent the financial performance for the first seven months of the 2019 fiscal year for C. L. Brumback.

Volume Analysis

Total medical clinic visits in all adult and pediatric clinics of 59,785 are 2,525 (4.1%) under the budget of 62,310 and 456 (0.8%) under the prior year of 60,241. Total dental visits of 15,986 are 3,965 (19.9%) under the budget of 19,951 and 2,633 (14.1%) under the prior year of 18,619.

Net Revenue

Clinic Medical net patient revenue of \$5.5M is \$1.3M (30.5%) over the budget of \$4.2M and \$760k (12.2%) under the prior year of \$6.2M. Medical net patient revenue per visit is \$91.88 compared to the budget of \$67.55 and prior year of \$103.81. Clinic Dental net patient revenue of \$1.7M is \$377k (28.4%) over the budget of \$1.3M and \$643k (27.4%) under the prior year of \$2.3M. Dental net patient revenue per visit is \$106.62 compared to the budget of \$66.51 and prior year of \$126.09. For both Clinic Medical and Clinic Dental, the positive variance in actual to budget net patient revenue per visit was caused by the unbudgeted HCD subsidy and LIP payments.

Expenses

Variances in expenses were caused by the following: savings and timing in salaries (\$203k), benefits (\$185k), medical services (\$181k), drugs (\$58k), and medical supplies (\$72k). This accounts for all of the \$652k favorable variance in total Clinic operating expense. Clinic Medical operating expenses of \$11.5M are \$423k (3.6%) under the budget of \$11.9M and \$832k (7.8%) over the prior year of \$10.6M. Savings in salaries (\$133k), benefits (\$154k), and medical services (\$181k) are the main contributors to the favorable variance. Clinic Dental operating expenses of \$2.6M are \$229k (8.2%) under the budget of \$2.8M and \$39k (1.5%) over the prior year of \$2.5M. Savings in salaries (\$70k), benefits (\$32K), purchased services (\$25k), medical supplies (\$40k), and other supplies (\$37k) contribute to the favorable variance.

Graphs Reviewed

- Funding Sources
- Net Margins
- Clinic Expenditures per Unduplicated Patient
- Clinic Revenue per Visit
- Total Operating Expenses per Visit by Clinic

Mr Smith Asked a question about the colors in the chart and what they represent.

Dr. Andric made a point that HCD money is being reallocated to the clinics. One of the increases are in the lab bill and being moved under the clinic budget.

Dawn presented two new Graphs:

- HCD's Clinic Revenue and Patient Visits YTD Charges in the clinics and Variances
- Gross Patient Services/Visit

Finance will be reviewing the Lantana Obgyn services referenced in the Graphs.

9. VP and Executive Director of Clinic Services Comments

None

10. Board Member Comments

None

11. Establishment of Upcoming Meetings

June 26, 2019 (HCD Board Room)

12:15pm Finance Committee

July 31, 2019 (HCD Board Room)

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November 27, 2019 (HCD Board Room)

12:15pm Finance Committee

December 18, 2019 (HCD Board Room)

12:15pm Finance Committee

12. Motion to Adjourn

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

There being no further business, the meeting was adjourned.

DCHI Finance Committee Chair

Date

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

Attendance Tracking

| | 1/30/19 | 2/27/19 | 3/27/19 | 4/24/19 | 5/28/19 | 6/26/19 | 7/31/19 | 8/28/19 | 9/25/19 | 10/30/19 | 11/27/19 | 12/18/19 |
|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|
| James Elder | C | X | C | X | X | | | | | | | |
| Joseph Morel | C | X | C | X | A | | | | | | | |
| Michael Smith | | X | C | X | X | | | | | | | |

X= Present

C= Cancel

E= Excused

A= Absent

DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
June 26, 2019

1. Description: District Clinic Holdings, Inc. Financial Report May 2019

2. Summary:

The YTD May 2019 financial statements for the District Clinic Holdings, Inc. are presented for Finance Committee review.

3. Substantive Analysis:

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

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:



 Darcy J Davis
 Chief Executive Officer

5. Reviewed/Approved by Committee:

N/A

 Committee Name

 Date Reviewed/Approved

DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
June 26, 2019

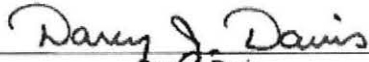
6. Recommendation:

Staff recommends that the Finance Committee receive and file the District Clinic Holdings, Inc. May 2019 YTD financial statements.

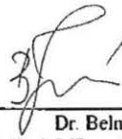
Approved for Legal sufficiency:



Christy Goddard for Valerie Shahriari
VP & General Counsel



Darryl J. Davis
Chief Executive Officer



Dr. Belma Andric
Chief Medical Officer, VP & Executive Director
of Clinic Services

MEMO

To: Finance Committee
From: Darcy J. Davis
Chief Executive Officer
Date: June 17, 2019

Subject: Management Discussion and Analysis of May 2019 C. L. Brumback Primary Care Clinic Financial Statements

The May statements represent the financial performance for the first eight months of the 2019 fiscal year for C. L. Brumback.

Volume Analysis

Total medical clinic visits in all adult and pediatric clinics of 69,084 are 2,992 (4.2%) under the budget of 72,076 and 1,405 (2.1%) under the prior year of 67,679. Total dental visits of 18,382 are 4,753 (20.5%) under the budget of 23,135 and 2,745 (13.0%) under the prior year of 21,127.

Net Revenue

Clinic Medical net patient revenue of \$6.1M is \$1.3M (26.6%) over the budget of \$4.8M and \$1.7M (21.9%) under the prior year of \$7.9M. Medical net patient revenue per visit is \$88.77 compared to the budget of \$67.22 and prior year of \$116.06. Clinic Dental net patient revenue of \$1.9M is \$367k (24.1%) over the budget of \$1.5M and \$1.3M (40.1%) under the prior year of \$3.2M. Dental net patient revenue per visit is \$102.94 compared to the budget of \$65.92 and prior year of \$149.41. For both Clinic Medical and Clinic Dental, the positive variance in actual to budget net patient revenue per visit was caused by the unbudgeted HCD subsidy and LIP payments.

Expenses

Variances in expenses were caused by the following: savings and timing in salaries (\$130k), benefits (\$207k), medical supplies (\$72k), medical services (\$225k), drugs (\$45k), and other expense (\$69k) were partially offset by overages in purchased services (\$50k), other supplies (\$91k), repairs & maintenance (\$181k), and lease & rental (\$11k), resulting in a favorable net variance of \$425k in total Clinic operating expense. Clinic Medical operating expenses of \$13.4M are \$269k (2.0%) under the budget of \$13.7M and \$996k (8.0%) over the prior year of \$12.4M. Savings in salaries (\$64k), benefits (\$171k), medical services (\$225k), and other expenses (\$65k) are the main contributors to the favorable variance. Clinic Dental operating expenses of \$3.06M are \$156k (4.9%) under the budget of \$3.2M and \$99k (3.4%) over the prior year of \$2.95M. Savings in salaries (\$67k), benefits (\$36k), purchased services (\$30k), and medical supplies (\$41k) contribute to the favorable variance.

**DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION**

| | <u>May 31, 2019</u> | <u>Apr 30, 2019</u> | <u>Increase (Decrease)</u> |
|------------------------------------------------------------------------------|---------------------|---------------------|--------------------------------|
| Assets | | | |
| Cash and Cash Equivalents | (907,934) | 1,167,574 | \$ (2,075,507) |
| Accounts Receivable, net | 1,121,830 | 1,365,927 | (244,096) |
| Due From Other Funds | | | - |
| Due from Other Governments | 3,242,361 | 1,388,052 | 1,854,308 |
| Other Current Assets | 136,968 | 130,182 | 6,786 |
| Net Investment in Capital Assets | 1,479,138 | 1,465,655 | 13,484 |
| Total Assets | <u>\$ 5,072,364</u> | <u>\$ 5,517,390</u> | <u>\$ (445,026)</u> |
| Liabilities | | | |
| Accounts Payable | 571,923 | 250,178 | 321,745 |
| Due To Other Governments | - | - | - |
| Deferred Revenue | 44,346 | 45,880 | (1,534) |
| Other Current Liabilities | 746,403 | 1,121,239 | (374,835) |
| Non-Current Liabilities | 797,053 | 797,053 | - |
| Total Liabilities | <u>2,159,726</u> | <u>2,214,350</u> | <u>(54,624)</u> |
| Deferred Inflows of Resources | | | |
| Deferred Inflows- Other Post Employment Benefits | <u>\$ 612</u> | <u>\$ 612</u> | <u>\$ -</u> |
| Net Position | | | |
| Net Investment in Capital Assets | 1,479,138 | 1,465,655 | 13,484 |
| Unrestricted | 1,432,888 | 1,836,773 | (403,885) |
| Total Net Position | <u>2,912,026</u> | <u>3,302,428</u> | <u>(390,401)</u> |
| Total Liabilities, Deferred Inflows of Resources and Net Position | <u>\$ 5,072,364</u> | <u>\$ 5,517,390</u> | <u>\$ (445,026)</u> |

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE EIGHTH MONTH ENDED MAY 31, 2019

| Current Month | | | | | | | Fiscal Year To Date | | | | | | |
|-----------------------------------------------------------------------|------------------|------------------|-----------------|------------------|--------------------|----------------|---------------------|--------------------|--------------------|-----------------|-------------------|--------------------|----------------|
| Actual | Budget | Variance | % | Prior Year | Variance | % | Actual | Budget | Variance | % | Prior Year | Variance | % |
| 1,900,160 | 2,116,206 | (216,046) | (10.2%) | 1,729,846 | 170,313 | 9.8% | 14,853,035 | 15,882,605 | (1,029,570) | (6.5%) | 14,819,209 | 33,826 | 0.2% |
| Gross Patient Revenue | | | | | | | | | | | | | |
| 435,326 | 489,822 | 54,496 | 11.1% | 828,230 | 392,904 | 47.4% | 5,938,894 | 3,748,104 | (2,190,790) | (58.5%) | 5,585,374 | (353,520) | (6.3%) |
| 689,798 | 818,223 | 128,425 | 15.7% | 259,306 | (430,492) | (166.0%) | 3,750,841 | 6,092,036 | 2,341,195 | 38.4% | 2,824,156 | (926,685) | (32.8%) |
| 283,556 | 210,998 | (72,558) | (34.4%) | 22,862 | (260,694) | (1,140.3%) | 1,417,958 | 1,570,983 | 153,025 | 9.7% | 1,169,444 | (248,514) | (21.3%) |
| 1,408,681 | 1,519,043 | 110,362 | 7.3% | 1,110,398 | (298,283) | (26.9%) | 11,107,693 | 11,411,123 | 303,430 | 2.7% | 9,578,974 | (1,528,720) | (16.0%) |
| 335,800 | 237,340 | 98,460 | 41.5% | 1,790,782 | (1,454,982) | (81.2%) | 4,279,470 | 1,898,720 | 2,380,750 | 125.4% | 5,771,116 | (1,491,646) | -26% |
| 827,279 | 834,503 | (7,224) | (0.9%) | 2,410,230 | (1,582,951) | (65.7%) | 8,024,812 | 6,370,202 | 1,654,610 | 26.0% | 11,011,352 | (2,986,540) | (27.1%) |
| 43.54% | 39.43% | | | 139.33% | | | 54.03% | 40.11% | | 74.30% | | | |
| 1,688,647 | 612,532 | 1,076,115 | 175.7% | 706,398 | 982,249 | 139.1% | 9,157,569 | 5,719,408 | 3,438,161 | 60.1% | 5,044,108 | 4,113,461 | 81.5% |
| 4,680 | 14,968 | (10,288) | (68.7%) | 64,999 | (60,318) | (92.8%) | 66,321 | 124,863 | (58,542) | (46.9%) | 232,836 | (166,515) | (71.5%) |
| 1,693,328 | 627,500 | 1,065,828 | 169.9% | 771,396 | 921,931 | 119.5% | 9,223,890 | 5,844,271 | 3,379,619 | 57.8% | 5,276,944 | 3,946,946 | 74.8% |
| 2,520,606 | 1,462,003 | 1,058,603 | 72.4% | 3,181,626 | (661,020) | (20.8%) | 17,248,702 | 12,214,473 | 5,034,229 | 41.2% | 16,288,296 | 960,406 | 5.9% |
| <i>Direct Operational Expenses:</i> | | | | | | | | | | | | | |
| 1,459,040 | 1,385,841 | (73,199) | (5.3%) | 1,415,855 | (43,185) | (3.1%) | 10,459,482 | 10,589,826 | 130,345 | 1.2% | 9,856,023 | (603,459) | (6.1%) |
| 372,646 | 393,935 | 21,289 | 5.4% | 357,361 | (15,284) | (4.3%) | 2,801,375 | 3,008,222 | 206,847 | 6.9% | 2,637,429 | (163,945) | (6.2%) |
| 128,618 | 63,197 | (65,421) | (103.5%) | 53,008 | (75,610) | (142.6%) | 568,658 | 518,649 | (50,009) | (9.6%) | 467,563 | (101,095) | (21.6%) |
| 47,947 | 47,753 | (194) | (0.4%) | 35,160 | (12,788) | (36.4%) | 277,223 | 349,131 | 71,908 | 20.6% | 328,523 | 51,300 | 15.6% |
| 133,496 | 24,731 | (108,765) | (439.8%) | 44,476 | (89,020) | (200.2%) | 329,015 | 237,568 | (91,447) | (38.5%) | 108,807 | (220,207) | (202.4%) |
| - | - | - | 0.0% | - | - | 0.0% | - | - | - | 0.0% | 15,355 | 15,355 | 100.0% |
| 22,612 | 66,279 | 43,667 | 65.9% | - | (22,612) | 0.0% | 264,000 | 489,225 | 225,225 | 46.0% | - | (264,000) | 0.0% |
| 68,819 | 55,313 | (13,506) | (24.4%) | 40,454 | (28,365) | (70.1%) | 363,276 | 407,848 | 44,572 | 10.9% | 382,387 | 19,111 | 5.0% |
| 39,735 | 7,131 | (32,604) | (457.2%) | 92,624 | 52,890 | 57.1% | 291,415 | 110,385 | (181,030) | (164.0%) | 354,483 | 63,069 | 17.8% |
| 114,139 | 95,886 | (18,253) | (19.0%) | 122,460 | 8,321 | 6.8% | 900,227 | 889,489 | (10,738) | (1.2%) | 973,261 | 73,035 | 7.5% |
| 8,883 | 6,251 | (2,632) | (42.1%) | 9,388 | 505 | 5.4% | 44,832 | 50,008 | 5,176 | 10.4% | 50,751 | 5,920 | 11.7% |
| 10,156 | 32,639 | 22,483 | 68.9% | 11,680 | 1,524 | 13.1% | 150,878 | 220,091 | 69,213 | 31.4% | 182,737 | 31,859 | 17.4% |
| 2,214 | 2,366 | 152 | 6.4% | 1,883 | (331) | (17.6%) | 14,497 | 19,237 | 4,740 | 24.6% | 12,521 | (1,976) | (15.8%) |
| 2,408,304 | 2,181,322 | (226,982) | (10.4%) | 2,184,349 | (223,955) | (10.3%) | 16,464,875 | 16,889,679 | 424,804 | 2.5% | 15,369,842 | (1,095,034) | (7.1%) |
| Net Performance before Depreciation & Overhead Allocations | | | | | | | | | | | | | |
| 112,302 | (719,319) | 831,621 | (115.6%) | 997,277 | (884,975) | (88.7%) | 783,826 | (4,675,206) | 5,459,032 | (116.8%) | 918,455 | (134,628) | (14.7%) |

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE EIGHTH MONTH ENDED MAY 31, 2019

| Current Month | | | | | | | Fiscal Year To Date | | | | | | | |
|------------------------------|-----------------------|---------------------|----------------|-------------------|---------------------|-----------------|------------------------------------------|-----------------------|-----------------------|---------------------|----------------|-----------------------|---------------------|----------------|
| Actual | Budget | Variance | % | Prior Year | Variance | % | Actual | Budget | Variance | % | Prior Year | Variance | % | |
| 13,156 | 21,815 | 8,659 | 39.7% | 16,972 | 3,816 | 22.5% | Depreciation | 105,520 | 168,798 | 63,278 | 37.5% | 136,464 | 30,943 | 22.7% |
| <i>Overhead Allocations:</i> | | | | | | | | | | | | | | |
| 407 | 12,715 | 12,308 | 96.8% | 9,838 | 9,431 | 95.9% | Risk Mgt | 24,885 | 101,720 | 76,835 | 75.5% | 77,516 | 52,631 | 67.9% |
| 91,067 | 91,067 | - | 0.0% | 16,506 | (74,561) | (451.7%) | Rev Cycle | 728,536 | 728,536 | - | 0.0% | 341,497 | (387,039) | (113.3%) |
| 5,406 | 5,559 | 153 | 2.7% | 5,377 | (29) | (0.5%) | Internal Audit | 42,216 | 44,472 | 2,256 | 5.1% | 19,115 | (23,101) | (120.8%) |
| 18,734 | 20,787 | 2,053 | 9.9% | 36,418 | 17,684 | 48.6% | Palm Springs Facility | 150,543 | 166,296 | 15,753 | 9.5% | 203,919 | 53,376 | 26.2% |
| 24,884 | 24,923 | 39 | 0.2% | 17,828 | (7,056) | (39.6%) | Administration | 199,345 | 199,384 | 39 | 0.0% | 201,401 | 2,056 | 1.0% |
| 35,165 | 34,245 | (920) | (2.7%) | 34,524 | (641) | (1.9%) | Human Resources | 271,738 | 273,960 | 2,222 | 0.8% | 231,448 | (40,290) | (17.4%) |
| 12,733 | 12,733 | - | 0.0% | 14,375 | 1,642 | 11.4% | Legal | 101,864 | 101,864 | - | 0.0% | 81,602 | (20,262) | (24.8%) |
| 7,156 | 8,444 | 1,288 | 15.3% | 10,701 | 3,546 | 33.1% | Records | 50,075 | 67,552 | 17,477 | 25.9% | 54,358 | 4,283 | 7.9% |
| 7,033 | 11,698 | 4,665 | 39.9% | 5,303 | (1,730) | (32.6%) | Compliance | 51,530 | 93,584 | 42,054 | 44.9% | 47,640 | (3,890) | (8.2%) |
| - | 1,428 | 1,428 | 100.0% | 1,250 | 1,250 | 100.0% | Planning/Research | 5,582 | 11,424 | 5,842 | 51.1% | 14,581 | 8,999 | 61.7% |
| 30,964 | 34,893 | 3,929 | 11.3% | 30,126 | (837) | (2.8%) | Finance | 237,584 | 279,144 | 41,560 | 14.9% | 223,304 | (14,279) | (6.4%) |
| 11,862 | 13,149 | 1,287 | 9.8% | 8,045 | (3,817) | (47.5%) | Public Relations | 64,974 | 105,192 | 40,218 | 38.2% | 56,972 | (8,003) | (14.0%) |
| 125,735 | 99,679 | (26,056) | (26.1%) | 110,642 | (15,093) | (13.6%) | Information Technology | 719,272 | 797,432 | 78,160 | 9.8% | 655,294 | (63,979) | (9.8%) |
| - | - | - | 0.0% | - | - | 0.0% | Budget & Decision Support | - | - | - | 0.0% | 13,118 | 13,118 | 100.0% |
| 1,828 | 2,714 | 886 | 32.7% | 3,945 | 2,117 | 53.7% | Corporate Quality | 19,759 | 21,712 | 1,953 | 9.0% | 27,454 | 7,696 | 28.0% |
| 4,500 | 5,764 | 1,264 | 21.9% | 7,962 | 3,462 | 43.5% | Managed Care Contract | 28,624 | 46,112 | 17,488 | 37.9% | 46,537 | 17,913 | 38.5% |
| 377,474 | 379,798 | 2,324 | 0.6% | 312,840 | (64,634) | (20.7%) | Total Overhead Allocations | 2,696,526 | 3,038,384 | 341,858 | 11.3% | 2,295,756 | (400,770) | (17.5%) |
| 2,798,935 | 2,582,935 | (216,000) | (8.4%) | 2,514,161 | (284,773) | (11.3%) | Total Expenses | 19,266,922 | 20,096,861 | 829,939 | 4.1% | 17,802,062 | (1,464,860) | (8.2%) |
| \$ (278,328) | \$ (1,120,932) | \$ 842,604 | (75.2%) | \$ 667,465 | \$ (945,793) | (141.7%) | Net Margin | \$ (2,018,220) | \$ (7,882,388) | \$ 5,864,168 | (74.4%) | \$ (1,513,766) | \$ (504,455) | (33.3%) |
| 112,074 | - | (112,074) | 0.0% | (40,825) | (152,899) | 374.5% | Capital | 112,074 | 1,221,688 | 1,109,614 | 90.8% | - | (112,074) | 0.0% |
| \$ - | \$ 1,087,500 | \$ 1,087,500 | 100.0% | \$ 100,000 | \$ 100,000 | 100.0% | General Fund Support/ Transfer In | \$ 2,627,860 | \$ 8,700,000 | \$ 6,072,140 | 69.8% | \$ 2,170,000 | \$ (457,860) | (21.1%) |

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

| | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Year to Date |
|-----------------------------------------------------------------------|-----------------------|---------------------|---------------------|-------------------|--------------------|-------------------|---------------------|---------------------|-------------|-------------|-------------|-------------|-----------------------|
| Gross Patient Revenue | 1,946,640 | 1,491,722 | 2,006,898 | 1,645,818 | 1,905,360 | 1,935,491 | 2,020,946 | 1,900,160 | - | - | - | - | 14,853,035 |
| Contractual Allowances | 629,927 | 523,761 | 955,352 | 869,362 | 704,192 | 909,476 | 911,498 | 435,326 | - | - | - | - | 5,938,894 |
| Charity Care | 522,280 | 370,440 | 411,855 | 348,213 | 541,362 | 394,786 | 472,106 | 689,798 | - | - | - | - | 3,750,841 |
| Bad Debt | 209,421 | 136,222 | 187,946 | 107,004 | 224,566 | 85,698 | 183,544 | 283,556 | - | - | - | - | 1,417,958 |
| Other Patient Revenue | 185,546 | 460,636 | 346,606 | 1,379,115 | 478,512 | 490,512 | 602,746 | 335,800 | - | - | - | - | 4,279,470 |
| Net Patient Revenue | 770,557 | 921,934 | 798,350 | 1,700,355 | 913,751 | 1,036,042 | 1,056,544 | 827,279 | - | - | - | - | 8,024,812 |
| Collections % | 39.58% | 61.80% | 39.78% | 103.31% | 47.96% | 53.53% | 52.28% | 43.54% | - | - | - | - | 54.03% |
| Grant Funds | 574,778 | 606,454 | 690,034 | 1,616,221 | 1,355,777 | 1,496,682 | 1,128,976 | 1,688,647 | - | - | - | - | 9,157,569 |
| Other Revenue | 4,645 | 8,821 | 24,768 | 6,149 | 3,627 | 9,704 | 3,928 | 4,680 | - | - | - | - | 66,321 |
| Total Other Revenues | 579,423 | 615,275 | 714,802 | 1,622,369 | 1,359,404 | 1,506,386 | 1,132,904 | 1,693,328 | - | - | - | - | 9,223,890 |
| Total Revenues | 1,349,980 | 1,537,209 | 1,513,151 | 3,322,725 | 2,273,156 | 2,542,428 | 2,189,447 | 2,520,606 | - | - | - | - | 17,248,702 |
| <i>Direct Operational Expenses:</i> | | | | | | | | | | | | | |
| Salaries and Wages | 1,387,450 | 1,190,417 | 1,317,029 | 1,213,339 | 1,197,291 | 1,332,097 | 1,362,818 | 1,459,040 | - | - | - | - | 10,459,482 |
| Benefits | 339,645 | 322,045 | 314,881 | 366,759 | 347,313 | 365,610 | 372,476 | 372,646 | - | - | - | - | 2,801,375 |
| Purchased Services | 65,028 | 68,614 | 50,770 | 82,094 | 51,993 | 54,666 | 66,875 | 128,618 | - | - | - | - | 568,658 |
| Medical Supplies | 41,828 | 27,305 | 14,573 | 29,201 | 46,174 | 32,270 | 37,924 | 47,947 | - | - | - | - | 277,223 |
| Other Supplies | 34,148 | 3,947 | 2,672 | 28,292 | 36,989 | 36,467 | 53,003 | 133,496 | - | - | - | - | 329,015 |
| Contracted Physician Expense | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Medical Services | 58,809 | (461) | 19,144 | 25,930 | 78,155 | 25,831 | 33,980 | 22,612 | - | - | - | - | 264,000 |
| Drugs | 47,555 | 37,534 | 36,129 | 31,431 | 37,448 | 32,329 | 72,032 | 68,819 | - | - | - | - | 363,276 |
| Repairs & Maintenance | 29,881 | 36,555 | 32,150 | 30,986 | 31,031 | 41,024 | 50,051 | 39,735 | - | - | - | - | 291,415 |
| Lease & Rental | 109,171 | 104,594 | 104,526 | 114,021 | 108,872 | 133,369 | 111,536 | 114,139 | - | - | - | - | 900,227 |
| Utilities | 4,568 | 6,558 | 5,313 | 5,904 | 4,092 | 4,376 | 5,138 | 8,883 | - | - | - | - | 44,832 |
| Other Expense | 15,526 | (576) | 24,682 | 22,887 | 23,732 | 33,511 | 20,962 | 10,156 | - | - | - | - | 150,878 |
| Insurance | 2,425 | 2,170 | 2,170 | 2,170 | 2,170 | 2,170 | (990) | 2,214 | - | - | - | - | 14,497 |
| Total Operational Expenses | 2,136,034 | 1,798,702 | 1,924,039 | 1,953,014 | 1,965,259 | 2,093,719 | 2,185,804 | 2,408,304 | - | - | - | - | 16,464,875 |
| Net Performance before Depreciation & Overhead Allocations | (786,055) | (261,492) | (410,887) | 1,369,711 | 307,896 | 448,708 | 3,643 | 112,302 | - | - | - | - | 783,826 |
| Depreciation | 17,256 | 17,256 | 5,158 | 13,224 | 13,157 | 13,156 | 13,156 | 13,156 | - | - | - | - | 105,520 |
| <i>Overhead Allocations:</i> | | | | | | | | | | | | | |
| Risk Mgt | 9,302 | 16,111 | 8,246 | (15,331) | 1,744 | 2,172 | 2,233 | 407 | - | - | - | - | 24,885 |
| Rev Cycle | 86,904 | 98,059 | 124,187 | 100,095 | 94,850 | 42,307 | 91,067 | 91,067 | - | - | - | - | 728,536 |
| Internal Audit | 5,120 | 5,120 | 5,120 | 5,120 | 5,222 | 5,718 | 5,389 | 5,406 | - | - | - | - | 42,216 |
| Palm Springs Facility | 17,032 | 16,269 | 16,141 | 23,398 | 19,430 | 20,583 | 18,956 | 18,734 | - | - | - | - | 150,543 |
| Administration | 24,974 | 26,124 | 21,164 | 26,766 | 23,790 | 26,720 | 24,923 | 24,884 | - | - | - | - | 199,345 |
| Human Resources | 33,486 | 34,265 | 34,863 | 38,678 | 32,527 | 31,650 | 31,103 | 35,165 | - | - | - | - | 271,738 |
| Legal | 6,468 | 11,903 | 8,094 | 34,857 | 15,627 | (551) | 12,733 | 12,733 | - | - | - | - | 101,864 |
| Records | 6,520 | 6,452 | 6,067 | 6,656 | 5,239 | 6,258 | 5,727 | 7,156 | - | - | - | - | 50,075 |
| Compliance | 5,776 | 7,197 | 3,605 | 6,283 | 4,168 | 12,918 | 4,550 | 7,033 | - | - | - | - | 51,530 |
| Planning/Research | 1,340 | 1,281 | 1,209 | 1,325 | 426 | 0 | - | - | - | - | - | - | 5,582 |
| Finance | 24,095 | 32,875 | 22,630 | 39,695 | 23,194 | 26,486 | 37,644 | 30,964 | - | - | - | - | 237,584 |
| Public Relations | 6,478 | 6,365 | 7,466 | 7,466 | 7,077 | 8,264 | 9,126 | 11,862 | - | - | - | - | 64,974 |
| Information Technology | 80,379 | 69,273 | 97,329 | 86,977 | 82,158 | 90,638 | 86,782 | 125,735 | - | - | - | - | 719,272 |
| Budget & Decision Support | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Corporate Quality | 3,986 | 3,764 | 2,150 | 2,591 | 2,015 | 1,778 | 1,647 | 1,828 | - | - | - | - | 19,759 |
| Managed Care Contract | 3,421 | 4,019 | 3,039 | 3,676 | 3,234 | 3,502 | 3,233 | 4,500 | - | - | - | - | 28,624 |
| Total Overhead Allocations | 315,282 | 339,079 | 362,180 | 368,255 | 320,701 | 278,442 | 335,113 | 377,474 | - | - | - | - | 2,696,526 |
| Total Expenses | 2,468,573 | 2,155,037 | 2,291,377 | 2,334,492 | 2,299,117 | 2,385,318 | 2,534,074 | 2,798,935 | - | - | - | - | 19,266,922 |
| Net Margin | \$ (1,118,593) | \$ (617,827) | \$ (778,226) | \$ 988,232 | \$ (25,961) | \$ 157,110 | \$ (344,627) | \$ (278,328) | \$ - | \$ - | \$ - | \$ - | \$ (2,018,220) |
| Capital | - | - | (13,581) | 13,581 | 1,752 | (1,752) | - | 112,074 | - | - | - | - | 112,074 |
| General Fund Support/ Transfer In | 1,101,337 | 596,437 | 930,086 | - | - | - | - | - | - | - | - | - | \$ 2,627,860 |

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2019

| | Clinic Administration | West Palm Beach Clinic | Lantana Clinic | Delray Clinic | Belle Glade Clinic | Jerome Golden Center | Lewis Center | Rams Clinic | Lake Worth Clinic | Jupiter Clinic | West Boca Clinic | Subxone Clinic | Mobile Van | Total |
|-----------------------------------------------------------------------|-----------------------|------------------------|---------------------|---------------------|--------------------|----------------------|--------------------|----------------|---------------------|--------------------|--------------------|---------------------|------------------|-----------------------|
| Gross Patient Revenue | - | 2,321,463 | 2,488,570 | 1,791,408 | 1,194,639 | - | 550,438 | - | 1,811,683 | 687,121 | 1,172,506 | - | 223,740 | 12,241,567 |
| Contractual Allowances | - | 1,101,756 | 890,029 | 889,986 | 562,045 | (837) | 284,286 | 250 | 710,969 | 243,380 | 504,747 | - | 86,534 | 5,273,145 |
| Charity Care | - | 509,034 | 640,848 | 294,752 | 173,405 | 2,994 | 122,887 | - | 450,432 | 125,059 | 216,474 | - | 45,843 | 2,581,726 |
| Bad Debt | - | 228,841 | 367,198 | 208,191 | 180,412 | 6,302 | 99,592 | (249) | 108,605 | 19,587 | 61,473 | - | 49,998 | 1,329,950 |
| Total Contractual Allowances and Bad Debt | - | 1,839,632 | 1,898,075 | 1,392,928 | 915,862 | 8,459 | 506,765 | 1 | 1,270,006 | 388,026 | 782,694 | - | 182,374 | 9,184,821 |
| Other Patient Revenue | - | 623,628 | 623,317 | 417,307 | 297,684 | 2,926 | 120,763 | - | 518,419 | 148,480 | 262,925 | - | 60,395 | 3,075,843 |
| Net Patient Revenue | - | 1,105,459 | 1,213,812 | 815,786 | 576,461 | (5,533) | 164,436 | (1) | 1,060,096 | 447,575 | 652,737 | - | 101,761 | 6,132,589 |
| Collection % | 0.00% | 47.62% | 48.78% | 45.54% | 48.25% | 0.00% | 29.87% | 0.00% | 58.51% | 65.14% | 55.67% | 0.00% | 45.48% | 50.10% |
| Grant Funds | 954,958 | 1,041,556 | 984,845 | 863,858 | 1,322,027 | - | 242,893 | - | 1,004,627 | 350,686 | 448,152 | 82,008 | 311,986 | 7,607,595 |
| Other Revenue | 23,439 | 4,921 | 1,456 | 2,363 | 7,737 | - | 258 | - | 3,905 | 7,398 | 1,099 | 13,506 | 6 | 66,088 |
| Total Other Revenues | 978,397 | 1,046,477 | 986,301 | 866,221 | 1,329,764 | - | 243,151 | - | 1,008,531 | 358,084 | 449,252 | 95,514 | 311,992 | 7,673,683 |
| Total Revenues | 978,397 | 2,151,935 | 2,200,113 | 1,682,007 | 1,906,225 | (5,533) | 407,587 | (1) | 2,068,627 | 805,659 | 1,101,989 | 95,514 | 413,753 | 13,806,271 |
| <i>Direct Operational Expenses:</i> | | | | | | | | | | | | | | |
| Salaries and Wages | 1,208,620 | 1,325,593 | 1,241,563 | 1,072,472 | 698,507 | - | 297,745 | - | 1,256,723 | 438,283 | 568,677 | 281,841 | 181,406 | 8,571,431 |
| Benefits | 244,823 | 319,057 | 345,345 | 323,227 | 183,292 | - | 78,080 | - | 370,107 | 123,872 | 154,928 | 68,237 | 58,474 | 2,269,441 |
| Purchased Services | 126,145 | 63,640 | 46,680 | 39,867 | 43,209 | - | 6,457 | - | 77,001 | 44,146 | 51,364 | - | 4,504 | 503,013 |
| Medical Supplies | - | 15,843 | 45,024 | 9,741 | 10,529 | - | 5,066 | - | 16,992 | 5,605 | 5,571 | - | 568 | 114,939 |
| Other Supplies | 31,255 | 12,518 | 34,462 | 4,344 | 65,417 | - | 2,079 | - | 8,207 | 1,327 | 6,908 | 39,864 | 4,263 | 210,642 |
| Contracted Physician Expense | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Medical Services | - | 39,100 | 39,139 | 34,816 | 31,445 | - | 5,908 | - | 74,228 | 7,946 | 31,417 | - | - | 264,000 |
| Drugs | - | 91,190 | 104,355 | 74,046 | 24,651 | - | 923 | - | 31,771 | 13,855 | 1,284 | 18,924 | 984 | 361,984 |
| Repairs & Maintenance | - | 41,380 | 40,278 | 40,778 | 25,385 | - | 6,853 | - | 41,649 | 15,711 | 23,794 | 2,400 | 4,775 | 243,004 |
| Lease & Rental | 50 | 91,992 | 105,926 | 61,357 | 128,511 | 5,013 | 3,218 | - | 154,946 | 52,751 | 85,912 | - | - | 689,676 |
| Utilities | - | 744 | 2,667 | 816 | 15,172 | - | 1,451 | - | 8,360 | 4,664 | 3,988 | - | - | 37,862 |
| Other Expense | 79,074 | 7,062 | 3,811 | 4,525 | 6,299 | - | 3,302 | - | 9,923 | 3,848 | 6,353 | 250 | 3,116 | 127,563 |
| Insurance | - | 2,565 | 2,082 | 1,850 | 660 | 148 | - | - | 552 | 295 | 333 | - | 5,642 | 14,128 |
| Total Operational Expenses | 1,689,967 | 2,010,686 | 2,011,333 | 1,667,839 | 1,233,077 | 5,161 | 411,082 | - | 2,050,459 | 712,302 | 940,529 | 411,517 | 263,732 | 13,407,683 |
| Net Performance before Depreciation & Overhead Allocations | (711,570) | 141,249 | 188,780 | 14,168 | 673,148 | (10,694) | (3,495) | (1) | 18,168 | 93,357 | 161,460 | (316,003) | 150,021 | 398,589 |
| Depreciation | 5,682 | 3,682 | 3,048 | 1,198 | 1,672 | 504 | 858 | 83 | 4,839 | 3,417 | 3,197 | - | 50,000 | 78,180 |
| <i>Overhead Allocations:</i> | | | | | | | | | | | | | | |
| Risk Mgt | 2,551 | 2,742 | 2,740 | 2,421 | 1,556 | - | 576 | - | 3,196 | 1,095 | 1,643 | 1,025 | 462 | 20,006 |
| Rev Cycle | - | 90,736 | 90,656 | 80,120 | 51,480 | - | 19,048 | - | 105,744 | 36,232 | 54,344 | 33,928 | 15,272 | 577,560 |
| Internal Audit | 4,327 | 4,652 | 4,648 | 4,108 | 2,639 | - | 977 | - | 5,422 | 1,857 | 2,786 | 1,739 | 783 | 33,938 |
| Palm Springs Facility Administration | 133,929 | - | - | - | - | - | - | - | - | - | - | - | - | 133,929 |
| Human Resources | 20,432 | 21,968 | 21,952 | 19,400 | 12,464 | - | 4,616 | - | 25,608 | 8,776 | 13,160 | 8,216 | 3,696 | 160,288 |
| Legal | 16,863 | 34,851 | 32,716 | 29,233 | 16,863 | - | 5,619 | - | 32,153 | 12,370 | 21,361 | 11,244 | 4,499 | 217,771 |
| Records | 10,440 | 11,224 | 11,216 | 9,912 | 6,368 | - | 2,360 | - | 13,080 | 4,480 | 6,720 | 4,200 | 1,888 | 81,888 |
| Compliance | 5,132 | 5,518 | 5,513 | 4,872 | 3,131 | - | 1,158 | - | 6,431 | 2,203 | 3,305 | 2,063 | 929 | 40,257 |
| Planning/Research | 5,281 | 5,678 | 5,674 | 5,014 | 3,222 | - | 1,192 | - | 6,618 | 2,267 | 3,401 | 2,123 | 956 | 41,426 |
| Finance | 572 | 615 | 615 | 543 | 349 | - | 129 | - | 717 | 246 | 368 | 230 | 104 | 4,487 |
| Public Relations | 24,350 | 26,180 | 26,159 | 23,117 | 14,855 | - | 5,496 | - | 30,512 | 10,454 | 15,681 | 9,789 | 4,407 | 191,001 |
| Information Technology | 6,659 | 7,160 | 7,154 | 6,322 | 4,062 | - | 1,503 | - | 8,345 | 2,859 | 4,289 | 2,677 | 1,205 | 52,235 |
| Budget & Decision Support | 73,720 | 79,259 | 79,194 | 69,986 | 44,972 | - | 16,640 | - | 92,375 | 31,648 | 47,475 | 29,637 | 13,342 | 578,245 |
| Corporate Quality | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Managed Care Contract | 2,024 | 2,177 | 2,177 | 1,922 | 1,237 | - | 458 | - | 2,534 | 867 | 1,303 | 815 | 364 | 15,879 |
| Total Overhead Allocations | 306,280 | 296,324 | 293,974 | 260,118 | 165,221 | - | 60,521 | - | 336,889 | 116,777 | 177,972 | 109,020 | 48,506 | 2,171,604 |
| Total Expenses | 2,001,929 | 2,310,693 | 2,308,356 | 1,929,156 | 1,399,969 | 5,665 | 472,460 | 83 | 2,392,187 | 832,496 | 1,121,698 | 520,537 | 362,238 | 15,657,467 |
| Net Margin | \$ (1,023,532) | \$ (158,758) | \$ (108,243) | \$ (247,149) | \$ 506,256 | \$ (11,198) | \$ (64,873) | \$ (84) | \$ (323,560) | \$ (26,837) | \$ (19,709) | \$ (425,024) | \$ 51,515 | \$ (1,851,195) |
| Capital | - | - | - | - | 9,843 | - | - | - | - | - | - | - | - | 9,843 |
| General Fund Support/ Transfer In | \$ 2,627,860 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,627,860 |

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2019

| Current Month | | | | | | | Fiscal Year To Date | | | | | | |
|-----------------------------------------------------------------------|------------------|------------------|-----------------|------------------|------------------|----------------|-----------------------------------------------------------------------|--------------------|------------------|-----------------|-------------------|--------------------|-----------------|
| Actual | Budget | Variance | % | Prior Year | Variance | % | Actual | Budget | Variance | % | Prior Year | Variance | % |
| 1,550,322 | 1,730,798 | (180,476) | (10.4%) | 1,390,399 | 159,923 | 11.5% | 12,241,567 | 13,013,076 | (771,509) | (5.9%) | 12,184,575 | 56,992 | 0.5% |
| Gross Patient Revenue | | | | | | | Gross Patient Revenue | | | | | | |
| 385,662 | 409,360 | 23,698 | 5.8% | 748,701 | 363,039 | 48.5% | 5,273,145 | 3,149,025 | (2,124,120) | (67.5%) | 5,150,014 | (123,131) | (2.4%) |
| 489,257 | 639,099 | 149,842 | 23.4% | 133,080 | (356,177) | (267.6%) | 2,581,726 | 4,758,381 | 2,176,655 | 45.7% | 1,831,374 | (750,352) | (41.0%) |
| 266,167 | 194,134 | (72,033) | (37.1%) | 84,257 | (181,910) | (215.9%) | 1,329,950 | 1,445,424 | 115,474 | 8.0% | 1,206,924 | (123,027) | (10.2%) |
| 1,141,087 | 1,242,593 | 101,506 | 8.2% | 966,038 | (175,049) | (18.1%) | 9,184,821 | 9,352,830 | 168,009 | 1.8% | 8,188,312 | (996,510) | (12.2%) |
| 230,268 | 148,099 | 82,169 | 55.5% | 1,176,951 | (946,683) | (80.4%) | 3,075,843 | 1,184,792 | 1,891,051 | 159.6% | 3,858,486 | (782,642) | (20.3%) |
| 639,503 | 636,304 | 3,199 | 0.5% | 1,601,312 | (961,809) | (60.1%) | 6,132,589 | 4,845,038 | 1,287,551 | 26.6% | 7,854,749 | (1,722,160) | (21.9%) |
| 41.25% | 36.76% | | | 115.17% | | | 50.10% | 37.23% | | | 64.46% | | |
| 1,372,148 | 502,660 | 869,488 | 173.0% | 554,346 | 817,802 | 147.5% | 7,607,595 | 4,371,280 | 3,236,315 | 74.0% | 4,077,556 | 3,530,039 | 86.6% |
| 4,680 | 12,135 | (7,455) | (61.4%) | 64,999 | (60,318) | (92.8%) | 66,088 | 102,199 | (36,111) | (35.3%) | 198,836 | (132,748) | (66.8%) |
| 1,376,829 | 514,795 | 862,034 | 167.5% | 619,345 | 757,484 | 122.3% | 7,673,683 | 4,473,479 | 3,200,204 | 71.5% | 4,276,391 | 3,397,291 | 79.4% |
| 2,016,331 | 1,151,099 | 865,232 | 75.2% | 2,220,656 | (204,325) | (9.2%) | 13,806,271 | 9,318,517 | 4,487,754 | 48.2% | 12,131,140 | 1,675,131 | 13.8% |
| <i>Direct Operational Expenses:</i> | | | | | | | <i>Direct Operational Expenses:</i> | | | | | | |
| 1,199,859 | 1,130,036 | (69,823) | (6.2%) | 1,149,366 | (50,492) | (4.4%) | 8,571,431 | 8,635,164 | 63,733 | 0.7% | 8,088,187 | (483,244) | (6.0%) |
| 302,678 | 319,525 | 16,847 | 5.3% | 289,124 | (13,554) | (4.7%) | 2,269,441 | 2,440,007 | 170,566 | 7.0% | 2,123,443 | (145,998) | (6.9%) |
| 123,535 | 53,076 | (70,459) | (132.8%) | 44,992 | (78,543) | (174.6%) | 503,013 | 422,832 | (80,181) | (19.0%) | 391,199 | (111,813) | (28.6%) |
| 21,485 | 19,742 | (1,743) | (8.8%) | 9,200 | (12,285) | (133.5%) | 114,939 | 145,565 | 30,626 | 21.0% | 107,281 | (7,658) | (7.1%) |
| 54,486 | 13,945 | (40,541) | (290.7%) | 39,350 | (15,136) | (38.5%) | 210,642 | 150,477 | (60,165) | (40.0%) | 88,891 | (121,751) | (137.0%) |
| - | - | - | 0.0% | - | - | 0.0% | - | - | - | 0.0% | 15,355 | 15,355 | 100.0% |
| 22,612 | 66,279 | 43,667 | 65.9% | - | (22,612) | 0.0% | 264,000 | 489,225 | 225,225 | 46.0% | - | (264,000) | 0.0% |
| 68,726 | 53,358 | (15,368) | (28.8%) | 40,439 | (28,287) | (69.9%) | 361,984 | 393,635 | 31,652 | 8.0% | 371,460 | 9,476 | 2.6% |
| 24,031 | 5,073 | (18,958) | (373.7%) | 78,704 | 54,673 | 69.5% | 243,004 | 70,907 | (172,097) | (242.7%) | 308,723 | 65,719 | 21.3% |
| 87,629 | 71,493 | (16,136) | (22.6%) | 89,821 | 2,192 | 2.4% | 689,676 | 672,957 | (16,719) | (2.5%) | 705,384 | 15,708 | 2.2% |
| 8,162 | 5,503 | (2,659) | (48.3%) | 8,152 | (10) | (0.1%) | 37,862 | 44,024 | 6,162 | 14.0% | 44,079 | 6,217 | 14.1% |
| 9,042 | 29,499 | 20,457 | 69.3% | 10,140 | 1,098 | 10.8% | 127,563 | 192,640 | 65,077 | 33.8% | 156,281 | 28,718 | 18.4% |
| 2,183 | 2,307 | 124 | 5.4% | 1,808 | (375) | (20.8%) | 14,128 | 18,765 | 4,637 | 24.7% | 11,802 | (2,327) | (19.7%) |
| 1,924,426 | 1,769,836 | (154,590) | (8.7%) | 1,761,095 | (163,331) | (9.3%) | 13,407,683 | 13,676,198 | 268,515 | 2.0% | 12,412,085 | (995,598) | (8.0%) |
| 91,905 | (618,737) | 710,642 | (114.9%) | 459,561 | (367,656) | (80.0%) | 398,589 | (4,357,681) | 4,756,270 | (109.1%) | (280,945) | 679,533 | (241.9%) |
| Net Performance before Depreciation & Overhead Allocations | | | | | | | Net Performance before Depreciation & Overhead Allocations | | | | | | |

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2019

| Current Month | | | | | | | | Fiscal Year To Date | | | | | | | |
|------------------------------|---------------------|---------------------|----------------|-------------------|---------------------|-----------------|------------------------------------------|-----------------------|-----------------------|---------------------|----------------|-----------------------|---------------------|----------------|--|
| Actual | Budget | Variance | % | Prior Year | Variance | % | | Actual | Budget | Variance | % | Prior Year | Variance | % | |
| 9,742 | 6,072 | (3,670) | (60.4%) | 4,375 | (5,367) | (122.7%) | Depreciation | 78,180 | 48,576 | (29,604) | (60.9%) | 35,930 | (42,251) | (117.6%) | |
| <i>Overhead Allocations:</i> | | | | | | | | | | | | | | | |
| 327 | 10,221 | 9,894 | 96.8% | 7,718 | 7,391 | 95.8% | Risk Mgt | 20,006 | 81,768 | 61,762 | 75.5% | 60,812 | 40,806 | 67.1% | |
| 72,195 | 72,195 | - | 0.0% | 12,793 | (59,402) | (464.3%) | Rev Cycle | 577,560 | 577,560 | - | 0.0% | 264,679 | (312,881) | (118.2%) | |
| 4,346 | 4,469 | 123 | 2.7% | 4,218 | (128) | (3.0%) | Internal Audit | 33,938 | 35,752 | 1,814 | 5.1% | 14,996 | (18,943) | (126.3%) | |
| 16,667 | 18,493 | 1,826 | 9.9% | 31,175 | 14,508 | 46.5% | Palm Springs Facility | 133,929 | 147,944 | 14,015 | 9.5% | 174,559 | 40,631 | 23.3% | |
| 20,036 | 20,036 | - | 0.0% | 13,986 | (6,050) | (43.3%) | Administration | 160,288 | 160,288 | - | 0.0% | 156,848 | (3,440) | (2.2%) | |
| 28,181 | 27,444 | (737) | (2.7%) | 26,054 | (2,127) | (8.2%) | Human Resources | 217,771 | 219,552 | 1,781 | 0.8% | 177,075 | (40,697) | (23.0%) | |
| 10,236 | 10,236 | - | 0.0% | 11,277 | 1,041 | 9.2% | Legal | 81,888 | 81,888 | - | 0.0% | 64,305 | (17,583) | (27.3%) | |
| 5,753 | 6,789 | 1,036 | 15.3% | 8,395 | 2,643 | 31.5% | Records | 40,257 | 54,312 | 14,055 | 25.9% | 42,620 | 2,364 | 5.5% | |
| 5,654 | 9,404 | 3,750 | 39.9% | 4,160 | (1,494) | (35.9%) | Compliance | 41,426 | 75,232 | 33,806 | 44.9% | 37,919 | (3,507) | (9.2%) | |
| - | 1,148 | 1,148 | 100.0% | 980 | 980 | 100.0% | Planning/Research | 4,487 | 9,184 | 4,697 | 51.1% | 8,614 | 4,127 | 47.9% | |
| 24,893 | 28,051 | 3,158 | 11.3% | 23,634 | (1,258) | (5.3%) | Finance | 191,001 | 224,408 | 33,407 | 14.9% | 177,481 | (13,520) | (7.6%) | |
| 9,536 | 10,572 | 1,036 | 9.8% | 6,311 | (3,225) | (51.1%) | Public Relations | 52,235 | 84,576 | 32,341 | 38.2% | 45,256 | (6,979) | (15.4%) | |
| 101,082 | 80,135 | (20,947) | (26.1%) | 86,800 | (14,282) | (16.5%) | Information Technology | 578,245 | 641,080 | 62,835 | 9.8% | 514,088 | (64,158) | (12.5%) | |
| - | - | - | 0.0% | - | - | 0.0% | Budget & Decision Support | - | - | - | 0.0% | 8,068 | 8,068 | 100.0% | |
| 1,469 | 2,181 | 712 | 32.6% | 3,095 | 1,626 | 52.5% | Corporate Quality | 15,879 | 17,448 | 1,569 | 9.0% | 21,538 | 5,659 | 26.3% | |
| 3,567 | 4,569 | 1,002 | 21.9% | 6,171 | 2,603 | 42.2% | Managed Care Contract | 22,693 | 36,552 | 13,859 | 37.9% | 36,069 | 13,376 | 37.1% | |
| 303,943 | 305,943 | 2,000 | 0.7% | 246,769 | (57,174) | (23.2%) | Total Overhead Allocations | 2,171,604 | 2,447,544 | 275,940 | 11.3% | 1,804,927 | (366,676) | (20.3%) | |
| 2,238,112 | 2,081,851 | (156,261) | (7.5%) | 2,012,239 | (225,873) | (11.2%) | Total Expenses | 15,657,467 | 16,172,318 | 514,851 | 3.2% | 14,252,942 | (1,404,525) | (9.9%) | |
| \$ (221,780) | \$ (930,752) | \$ 708,972 | (76.2%) | \$ 208,417 | \$ (430,198) | (206.4%) | Net Margin | \$ (1,851,195) | \$ (6,853,801) | \$ 5,002,606 | (73.0%) | \$ (2,121,802) | \$ 270,606 | 12.8% | |
| 9,843 | - | (9,843) | 0.0% | - | (9,843) | 0.0% | Capital | 9,843 | 450,000 | 440,157 | 97.8% | - | (9,843) | 0.0% | |
| \$ - | \$ 1,087,500 | \$ 1,087,500 | 100.0% | \$ 100,000 | \$ 100,000 | 100.0% | General Fund Support/ Transfer In | \$ 2,627,860 | \$ 8,700,000 | \$ 6,072,140 | 69.8% | \$ 2,170,000 | \$ (457,860) | (21.1%) | |

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2019

| | Dental Clinic Administration | West Palm Beach Dental Clinic | Lantana Dental Clinic | Delray Dental Clinic | Belle Glade Dental Clinic | Total |
|-----------------------------------------------------------------------|---------------------------------|----------------------------------|--------------------------|-------------------------|------------------------------|---------------------|
| Gross Patient Revenue | - | 911,341 | 729,939 | 661,696 | 308,493 | 2,611,468 |
| Contractual Allowances | - | 248,059 | 160,662 | 165,205 | 91,823 | 665,749 |
| Charity Care | - | 353,032 | 358,393 | 345,465 | 112,226 | 1,169,115 |
| Bad Debt | - | 17,034 | 48,570 | 12,019 | 10,385 | 88,008 |
| Total Contractual Allowances and Bad Debt | - | 618,125 | 567,625 | 522,689 | 214,434 | 1,922,872 |
| Other Patient Revenue | - | 410,946 | 321,159 | 321,067 | 150,454 | 1,203,627 |
| Net Patient Revenue | - | 704,163 | 483,473 | 460,074 | 244,513 | 1,892,223 |
| Collection % | - | 77.27% | 66.23% | 69.53% | 79.26% | 72.46% |
| Grant Funds | 145,715 | 490,311 | 391,856 | 334,881 | 187,211 | 1,549,974 |
| Other Revenue | - | - | - | - | 233 | 233 |
| Total Other Revenues | 145,715 | 490,311 | 391,856 | 334,881 | 187,444 | 1,550,207 |
| Total Revenues | 145,715 | 1,194,474 | 875,330 | 794,955 | 431,957 | 3,442,430 |
| <i>Direct Operational Expenses:</i> | | | | | | |
| Salaries and Wages | 187,094 | 593,017 | 476,278 | 415,583 | 216,079 | 1,888,051 |
| Benefits | 41,051 | 176,305 | 123,785 | 127,568 | 63,224 | 531,933 |
| Purchased Services | - | 15,605 | 13,155 | 12,552 | 24,333 | 65,645 |
| Medical Supplies | - | 53,566 | 45,605 | 40,863 | 22,249 | 162,284 |
| Other Supplies | 27 | 17,925 | 19,638 | 14,019 | 66,763 | 118,372 |
| Contracted Physician Expense | - | - | - | - | - | - |
| Medical Services | - | - | - | - | - | - |
| Drugs | - | 106 | 300 | 615 | 272 | 1,292 |
| Repairs & Maintenance | - | 8,030 | 9,479 | 9,424 | 21,479 | 48,411 |
| Lease & Rental | - | 76,568 | 43,838 | 41,024 | 49,120 | 210,550 |
| Utilities | - | 1,069 | 3,035 | 999 | 1,867 | 6,969 |
| Other Expense | 1,746 | 8,467 | 6,789 | 1,370 | 4,944 | 23,316 |
| Insurance | - | - | - | - | 369 | 369 |
| Total Operational Expenses | 229,917 | 950,658 | 741,901 | 664,017 | 470,699 | 3,057,193 |
| Net Performance before Depreciation & Overhead Allocations | (84,202) | 243,816 | 133,428 | 130,937 | (38,742) | 385,238 |
| Depreciation | - | 9,677 | 4,354 | 6,811 | 6,498 | 27,340 |
| <i>Overhead Allocations:</i> | | | | | | |
| Risk Mgt | 316 | 1,536 | 1,348 | 1,041 | 638 | 4,879 |
| Rev Cycle | - | 50,808 | 44,608 | 34,448 | 21,112 | 150,976 |
| Internal Audit | 537 | 2,605 | 2,287 | 1,766 | 1,082 | 8,277 |
| Palm Springs Facility | 16,614 | - | - | - | - | 16,614 |
| Administration | 2,497 | 12,304 | 10,800 | 8,344 | 5,112 | 39,057 |
| Human Resources | 2,246 | 16,863 | 15,742 | 12,370 | 6,745 | 53,966 |
| Legal | 1,296 | 6,288 | 5,520 | 4,264 | 2,608 | 19,976 |
| Records | 637 | 3,090 | 2,713 | 2,095 | 1,284 | 9,818 |
| Compliance | 655 | 3,180 | 2,791 | 2,156 | 1,321 | 10,103 |
| Planning/Research | 71 | 344 | 302 | 234 | 143 | 1,094 |
| Finance | 3,021 | 14,661 | 12,870 | 9,940 | 6,090 | 46,583 |
| Public Relations | 826 | 4,010 | 3,520 | 2,718 | 1,666 | 12,739 |
| Information Technology | 9,145 | 44,386 | 38,964 | 30,093 | 18,439 | 141,027 |
| Budget & Decision Support | - | - | - | - | - | - |
| Corporate Quality | 254 | 1,216 | 1,070 | 829 | 509 | 3,879 |
| Managed Care Contract | - | 1,996 | 1,753 | 1,354 | 829 | 5,932 |
| Total Overhead Allocations | 38,116 | 163,287 | 144,289 | 111,653 | 67,578 | 524,922 |
| Total Expenses | 268,033 | 1,123,622 | 890,544 | 782,481 | 544,775 | 3,609,455 |
| Net Margin | \$ (122,318) | \$ 70,852 | \$ (15,215) | \$ 12,474 | \$ (112,818) | \$ (167,025) |
| Capital | - | - | - | - | 102,231 | 102,231 |
| General Fund Support/ Transfer In | | | | | \$ | - |

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2019

| Current Month | | | | | | | Fiscal Year To Date | | | | | | |
|-------------------------------------|------------------|-----------------|-----------------|----------------|------------------|----------------|---------------------|------------------|------------------|-----------------|------------------|--------------------|----------------|
| Actual | Budget | Variance | % | Prior Year | Variance | % | Actual | Budget | Variance | % | Prior Year | Variance | % |
| 349,838 | 385,408 | (35,570) | (9.2%) | 339,448 | 10,390 | 3.1% | 2,611,468 | 2,869,529 | (258,061) | (9.0%) | 2,634,634 | (23,166) | (0.9%) |
| | | | | | | | | | | | | | |
| 49,664 | 80,462 | 30,798 | 38.3% | 79,529 | 29,864 | 37.6% | 665,749 | 599,079 | (66,670) | (11.1%) | 435,359 | (230,390) | (52.9%) |
| 200,541 | 179,124 | (21,417) | (12.0%) | 126,227 | (74,315) | (58.9%) | 1,169,115 | 1,333,655 | 164,540 | 12.3% | 992,782 | (176,333) | (17.8%) |
| 17,389 | 16,864 | (525) | (3.1%) | (61,395) | (78,784) | (128.3%) | 88,008 | 125,559 | 37,551 | 29.9% | (37,479) | (125,487) | 334.8% |
| 267,594 | 276,450 | 8,856 | 3.2% | 144,360 | (123,234) | (85.4%) | 1,922,872 | 2,058,293 | 135,421 | 6.6% | 1,390,662 | (532,210) | (38.3%) |
| 105,532 | 89,241 | 16,291 | 18.3% | 613,831 | (508,299) | (82.8%) | 1,203,627 | 713,928 | 489,699 | 68.6% | 1,912,631 | (709,004) | (37.1%) |
| 187,776 | 198,199 | (10,423) | (5.3%) | 808,918 | (621,142) | (76.8%) | 1,892,223 | 1,525,164 | 367,059 | 24.1% | 3,156,603 | (1,264,380) | (40.1%) |
| 53.68% | 51.43% | | | 238.30% | | | 72.46% | 53.15% | | 119.81% | | | |
| 316,499 | 109,872 | 206,627 | 188.1% | 152,051 | 164,448 | 108.2% | 1,549,974 | 1,348,128 | 201,846 | 15.0% | 966,553 | 583,422 | 60.4% |
| - | 2,833 | (2,833) | (100.0%) | - | - | 0.0% | 233 | 22,664 | (22,431) | (99.0%) | 34,000 | (33,767) | (99.3%) |
| 316,499 | 112,705 | 203,794 | 180.8% | 152,051 | 164,448 | 108.2% | 1,550,207 | 1,370,792 | 179,415 | 13.1% | 1,000,553 | 549,655 | 54.9% |
| 504,275 | 310,904 | 193,371 | 62.2% | 960,970 | (456,695) | (47.5%) | 3,442,430 | 2,895,956 | 546,474 | 18.9% | 4,157,156 | (714,725) | (17.2%) |
| <i>Direct Operational Expenses:</i> | | | | | | | | | | | | | |
| 259,181 | 255,805 | (3,376) | (1.3%) | 266,489 | 7,307 | 2.7% | 1,888,051 | 1,954,662 | 66,611 | 3.4% | 1,767,836 | (120,215) | (6.8%) |
| 69,968 | 74,410 | 4,442 | 6.0% | 68,238 | (1,730) | (2.5%) | 531,933 | 568,215 | 36,282 | 6.4% | 513,986 | (17,947) | (3.5%) |
| 5,083 | 10,121 | 5,038 | 49.8% | 8,016 | 2,933 | 36.6% | 65,645 | 95,817 | 30,172 | 31.5% | 76,364 | 10,719 | 14.0% |
| 26,462 | 28,011 | 1,549 | 5.5% | 25,960 | (503) | (1.9%) | 162,284 | 203,566 | 41,282 | 20.3% | 221,242 | 58,959 | 26.6% |
| 79,010 | 10,786 | (68,224) | (632.5%) | 5,127 | (73,884) | (1,441.2%) | 118,372 | 87,091 | (31,281) | (35.9%) | 19,916 | (98,456) | (494.4%) |
| - | - | - | 0.0% | - | - | 0.0% | - | - | - | 0.0% | - | - | 0.0% |
| - | - | - | 0.0% | - | - | 0.0% | - | - | - | 0.0% | - | - | 0.0% |
| 93 | 1,955 | 1,862 | 95.2% | 15 | (78) | (515.1%) | 1,292 | 14,213 | 12,921 | 90.9% | 10,927 | 9,635 | 88.2% |
| 15,704 | 2,058 | (13,646) | (663.1%) | 13,921 | (1,784) | (12.8%) | 48,411 | 39,478 | (8,933) | (22.6%) | 45,760 | (2,651) | (5.8%) |
| 26,510 | 24,393 | (2,117) | (8.7%) | 32,639 | 6,129 | 18.8% | 210,550 | 216,532 | 5,982 | 2.8% | 267,877 | 57,327 | 21.4% |
| 721 | 748 | 27 | 3.6% | 1,236 | 515 | 41.7% | 6,969 | 5,984 | (985) | (16.5%) | 6,672 | (298) | (4.5%) |
| 1,114 | 3,140 | 2,026 | 64.5% | 1,540 | 426 | 27.7% | 23,316 | 27,451 | 4,135 | 15.1% | 26,456 | 3,141 | 11.9% |
| 31 | 59 | 28 | 47.5% | 75 | 44 | 58.7% | 369 | 472 | 103 | 21.8% | 719 | 350 | 48.7% |
| 483,878 | 411,486 | (72,392) | (17.6%) | 423,254 | (60,624) | (14.3%) | 3,057,193 | 3,213,481 | 156,288 | 4.9% | 2,957,756 | (99,436) | (3.4%) |
| Net Performance before | | | | | | | | | | | | | |
| 20,397 | (100,582) | 120,979 | (120.3%) | 537,716 | (517,318) | (96.2%) | 385,238 | (317,525) | 702,763 | (221.3%) | 1,199,399 | (814,162) | (67.9%) |

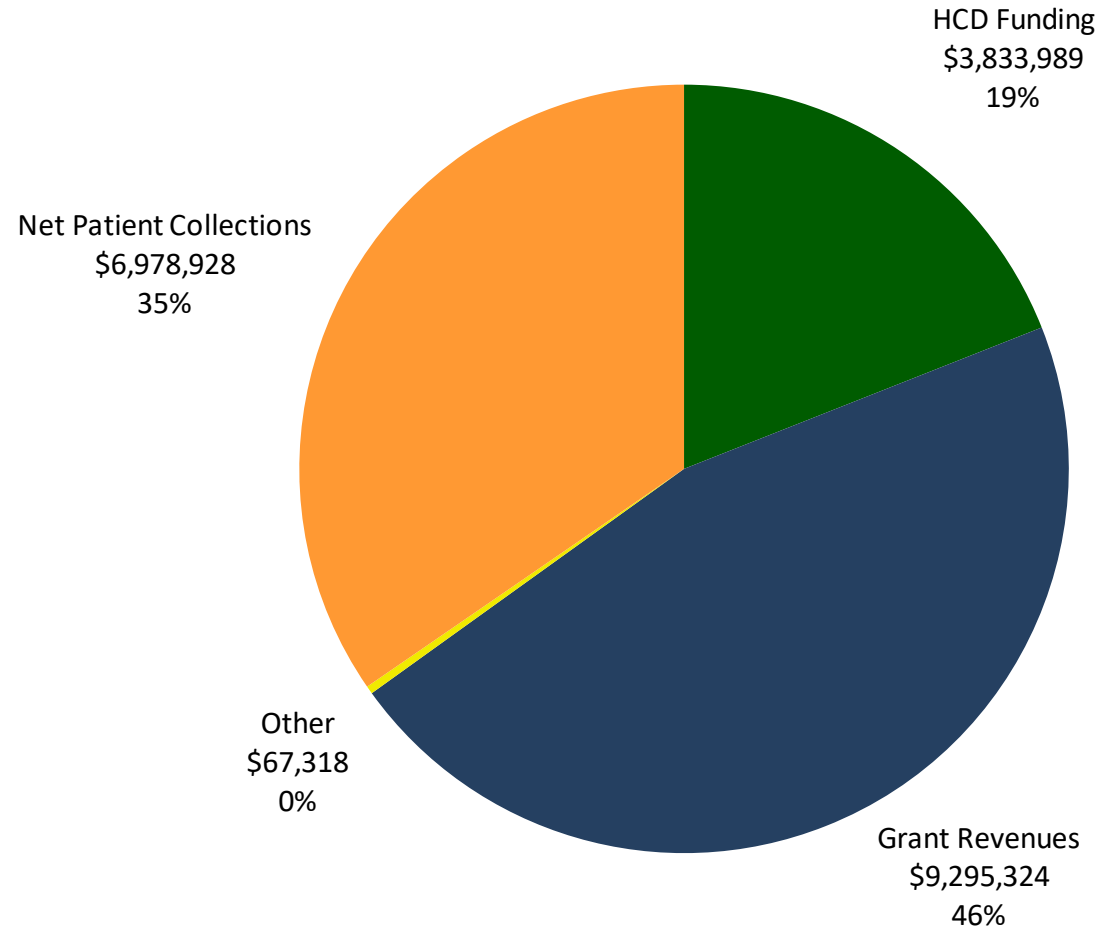
District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

FOR THE EIGHTH MONTH ENDED MAY 31, 2019

| Current Month | | | | | | | Fiscal Year To Date | | | | | | |
|---------------|--------------|------------|---------|------------|--------------|----------|------------------------------|----------------|------------|---------|------------|--------------|----------|
| Actual | Budget | Variance | % | Prior Year | Variance | % | Actual | Budget | Variance | % | Prior Year | Variance | % |
| 3,414 | 15,743 | 12,329 | 78.3% | 12,597 | 9,183 | 72.9% | 27,340 | 120,222 | 92,882 | 77.3% | 100,534 | 73,194 | 72.8% |
| | | | | | | | <i>Overhead Allocations:</i> | | | | | | |
| 80 | 2,494 | 2,414 | 96.8% | 2,120 | 2,040 | 96.2% | 4,879 | 19,952 | 15,073 | 75.5% | 16,704 | 11,825 | 70.8% |
| 18,872 | 18,872 | - | 0.0% | 3,713 | (15,159) | (408.3%) | 150,976 | 150,976 | - | 0.0% | 76,818 | (74,158) | (96.5%) |
| 1,060 | 1,090 | 30 | 2.8% | 1,159 | 99 | 8.5% | 8,277 | 8,720 | 443 | 5.1% | 4,119 | (4,158) | (100.9%) |
| 2,068 | 2,294 | 226 | 9.9% | 5,243 | 3,176 | 60.6% | 16,614 | 18,352 | 1,738 | 9.5% | 29,360 | 12,745 | 43.4% |
| 4,848 | 4,887 | 39 | 0.8% | 3,842 | (1,007) | (26.2%) | 39,057 | 39,096 | 39 | 0.1% | 44,553 | 5,496 | 12.3% |
| 6,983 | 6,801 | (182) | (2.7%) | 8,470 | 1,486 | 17.5% | 53,966 | 54,408 | 442 | 0.8% | 54,373 | 407 | 0.7% |
| 2,497 | 2,497 | - | 0.0% | 3,098 | 601 | 19.4% | 19,976 | 19,976 | - | 0.0% | 17,298 | (2,679) | (15.5%) |
| 1,403 | 1,655 | 252 | 15.2% | 2,306 | 903 | 39.2% | 9,818 | 13,240 | 3,422 | 25.8% | 11,738 | 1,919 | 16.4% |
| 1,379 | 2,294 | 915 | 39.9% | 1,143 | (236) | (20.7%) | 10,103 | 18,352 | 8,249 | 44.9% | 9,721 | (382) | (3.9%) |
| - | 280 | 280 | 100.0% | 269 | 269 | 100.0% | 1,094 | 2,240 | 1,146 | 51.1% | 5,966 | 4,872 | 81.7% |
| 6,071 | 6,842 | 771 | 11.3% | 6,492 | 421 | 6.5% | 46,583 | 54,736 | 8,153 | 14.9% | 45,824 | (759) | (1.7%) |
| 2,326 | 2,577 | 251 | 9.7% | 1,734 | (592) | (34.2%) | 12,739 | 20,616 | 7,877 | 38.2% | 11,715 | (1,024) | (8.7%) |
| 24,653 | 19,544 | (5,109) | (26.1%) | 23,842 | (811) | (3.4%) | 141,027 | 156,352 | 15,325 | 9.8% | 141,206 | 179 | 0.1% |
| - | - | - | 0.0% | - | - | 0.0% | - | - | - | 0.0% | 5,050 | 5,050 | 100.0% |
| 358 | 533 | 175 | 32.8% | 850 | 492 | 57.8% | 3,879 | 4,264 | 385 | 9.0% | 5,916 | 2,037 | 34.4% |
| 933 | 1,195 | 262 | 22.0% | 1,791 | 858 | 47.9% | 5,932 | 9,560 | 3,628 | 38.0% | 10,468 | 4,536 | 43.3% |
| 73,531 | 73,855 | 324 | 0.4% | 66,071 | (7,460) | (11.3%) | 524,922 | 590,840 | 65,918 | 11.2% | 490,829 | (34,093) | (6.9%) |
| 560,823 | 501,084 | (59,739) | (11.9%) | 501,922 | (58,901) | (11.7%) | 3,609,455 | 3,924,543 | 315,088 | 8.0% | 3,549,120 | (60,336) | (1.7%) |
| \$ (56,548) | \$ (190,180) | \$ 133,632 | (70.3%) | \$ 459,048 | \$ (515,596) | (112.3%) | \$ (167,025) | \$ (1,028,587) | \$ 861,562 | (83.8%) | \$ 608,036 | \$ (775,061) | (127.5%) |
| 102,231 | - | (102,231) | 0.0% | (40,825) | (143,056) | 350.4% | 102,231 | 771,688 | 669,457 | 86.8% | - | (102,231) | 0.0% |
| \$ - | \$ - | \$ - | 0.0% | \$ - | \$ - | 0.0% | \$ - | \$ - | \$ - | 0.0% | \$ - | \$ - | 0.0% |

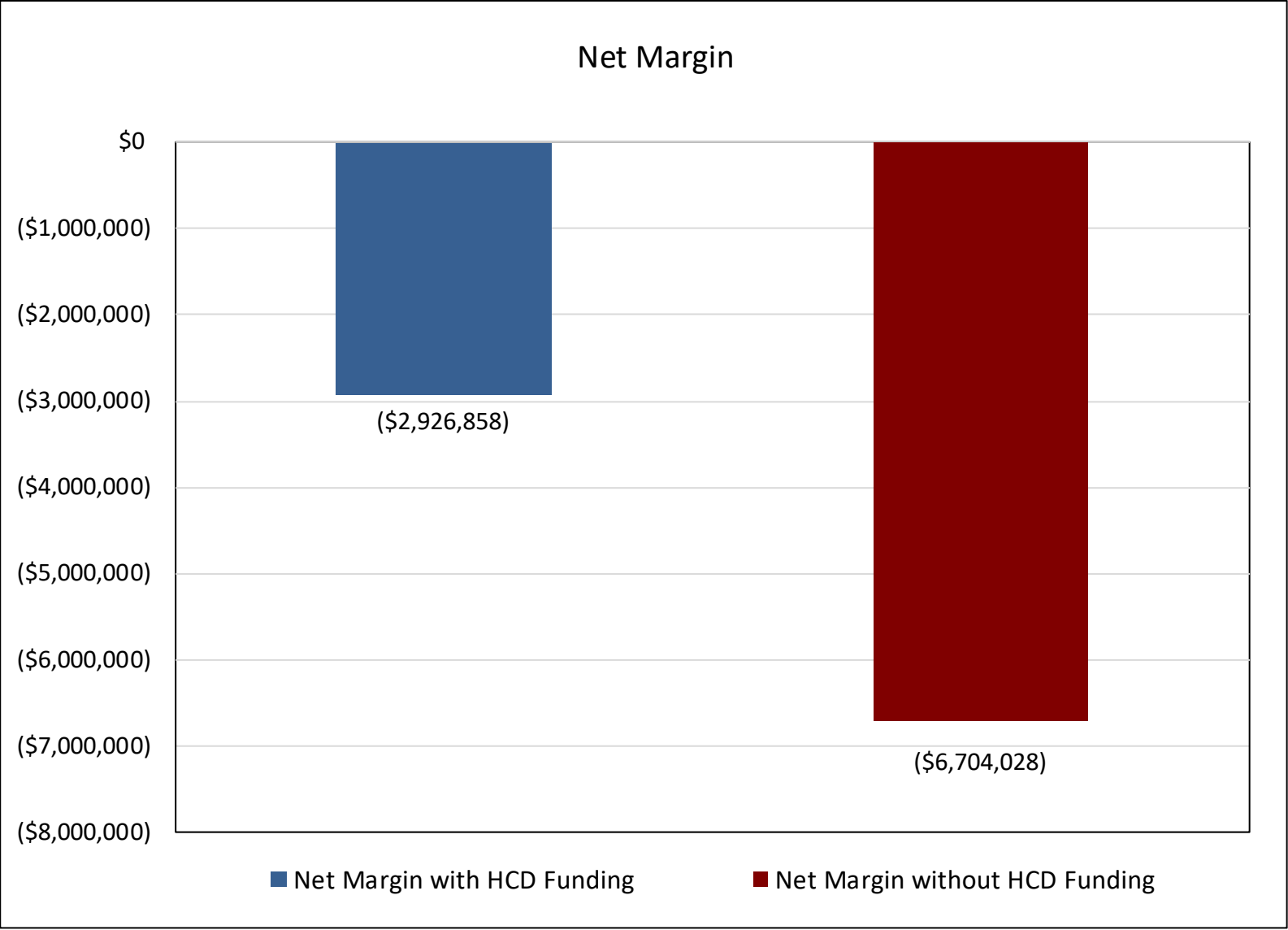
| Clinic Visits - Adults and Pediatrics | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Current Year Total | Current YTD Budget | %Var to Budget | Prior Year Total |
|------------------------------------------------|-----------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|--------|--------|--------|--------|--------------------|--------------------|----------------|------------------|
| | West Palm Beach | 1,661 | 1,289 | 1,312 | 1,734 | 1,628 | 1,447 | 1,798 | 1,754 | | | | | 12,623 | 12,950 | (2.5%) |
| Delray | 1,355 | 1,162 | 1,134 | 1,180 | 1,212 | 1,356 | 1,283 | 1,312 | | | | | 9,994 | 11,799 | (15.3%) | 11,014 |
| Lantana | 1,411 | 1,309 | 1,261 | 1,314 | 1,409 | 1,424 | 1,524 | 1,505 | | | | | 11,157 | 12,451 | (10.4%) | 10,298 |
| Belle Glade | 1,030 | 790 | 839 | 934 | 806 | 850 | 949 | 819 | | | | | 7,017 | 6,417 | 9.4% | 7,127 |
| Jerome Golden Center | - | - | - | - | - | - | - | - | | | | | - | - | 0.0% | 2,014 |
| Lewis Center | 267 | 233 | 229 | 239 | 246 | 227 | 277 | 271 | | | | | 1,989 | 1,786 | 11.4% | 1,561 |
| Lake Worth & Women's Health Care | 1,608 | 1,153 | 1,104 | 1,214 | 1,130 | 1,466 | 1,483 | 1,454 | | | | | 10,612 | 12,861 | (17.5%) | 12,017 |
| Jupiter Clinic | 421 | 457 | 418 | 467 | 483 | 502 | 565 | 555 | | | | | 3,868 | 4,299 | (10.0%) | 3,901 |
| West Boca & Women's Health Care | 1,009 | 861 | 781 | 923 | 815 | 900 | 984 | 877 | | | | | 7,150 | 5,666 | 26.2% | 4,890 |
| Mobile Van | 239 | 186 | 119 | 201 | 200 | 159 | 143 | 151 | | | | | 1,398 | 1,488 | (6.0%) | - |
| Suboxone | 361 | 289 | 222 | 301 | 415 | 476 | 611 | 601 | | | | | 3,276 | 2,359 | 38.9% | 2,325 |
| Total Clinic Visits | 9,362 | 7,729 | 7,419 | 8,507 | 8,344 | 8,807 | 9,617 | 9,299 | - | - | - | - | 69,084 | 72,076 | (4.2%) | 67,679 |
| Dental Visits | | | | | | | | | | | | | | | | |
| West Palm Beach | 918 | 722 | 704 | 800 | 792 | 839 | 873 | 813 | | | | | 6,461 | 7,282 | (11.3%) | 7,242 |
| Lantana | 653 | 508 | 468 | 616 | 630 | 717 | 646 | 672 | | | | | 4,910 | 7,286 | (32.6%) | 5,823 |
| Delray | 676 | 522 | 446 | 503 | 535 | 644 | 675 | 574 | | | | | 4,575 | 5,568 | (17.8%) | 5,070 |
| Belle Glade | 406 | 260 | 230 | 259 | 275 | 292 | 377 | 337 | | | | | 2,436 | 2,999 | (18.8%) | 2,992 |
| Total Dental Visits | 2,653 | 2,012 | 1,848 | 2,178 | 2,232 | 2,492 | 2,571 | 2,396 | - | - | - | - | 18,382 | 23,135 | (20.5%) | 21,127 |
| Total Medical and Dental Visits | 12,015 | 9,741 | 9,267 | 10,685 | 10,576 | 11,299 | 12,188 | 11,695 | - | - | - | - | 87,466 | 95,211 | (8.1%) | 88,806 |
| Mental Health Counselors (non-billable) | | | | | | | | | | | | | | | | |
| West Palm Beach | 124 | 100 | 103 | 135 | 117 | 110 | 154 | 133 | | | | | 976 | 676 | 44.4% | 721 |
| Delray | 137 | 118 | 102 | 117 | 106 | 102 | 126 | 219 | | | | | 1,027 | 670 | 53.3% | 677 |
| Lantana | 467 | 414 | 368 | 433 | 383 | 265 | 423 | 885 | | | | | 3,638 | 1,826 | 99.2% | 1,163 |
| Belle Glade | 17 | 21 | 22 | 26 | 18 | 25 | 23 | 20 | | | | | 172 | 116 | 48.3% | 115 |
| Lewis Center | 268 | 219 | 192 | 235 | 232 | 253 | 283 | 208 | | | | | 1,890 | 766 | 146.7% | 945 |
| Lake Worth | 173 | 99 | 73 | 190 | 98 | 111 | 76 | 178 | | | | | 998 | 973 | 2.6% | 1,096 |
| Jupiter | - | - | - | - | - | - | - | - | | | | | - | 233 | (100.0%) | 241 |
| West Boca | - | - | - | - | - | - | - | - | | | | | - | 159 | (100.0%) | 171 |
| Mobile Van | - | - | - | 16 | 40 | 57 | 95 | 78 | | | | | 286 | - | 100.0% | - |
| Total Mental Health Screenings | 1,186 | 971 | 860 | 1,152 | 994 | 923 | 1,180 | 1,721 | - | - | - | - | 8,987 | 5,419 | 65.8% | 5,129 |

Primary Care Clinics Funding Sources

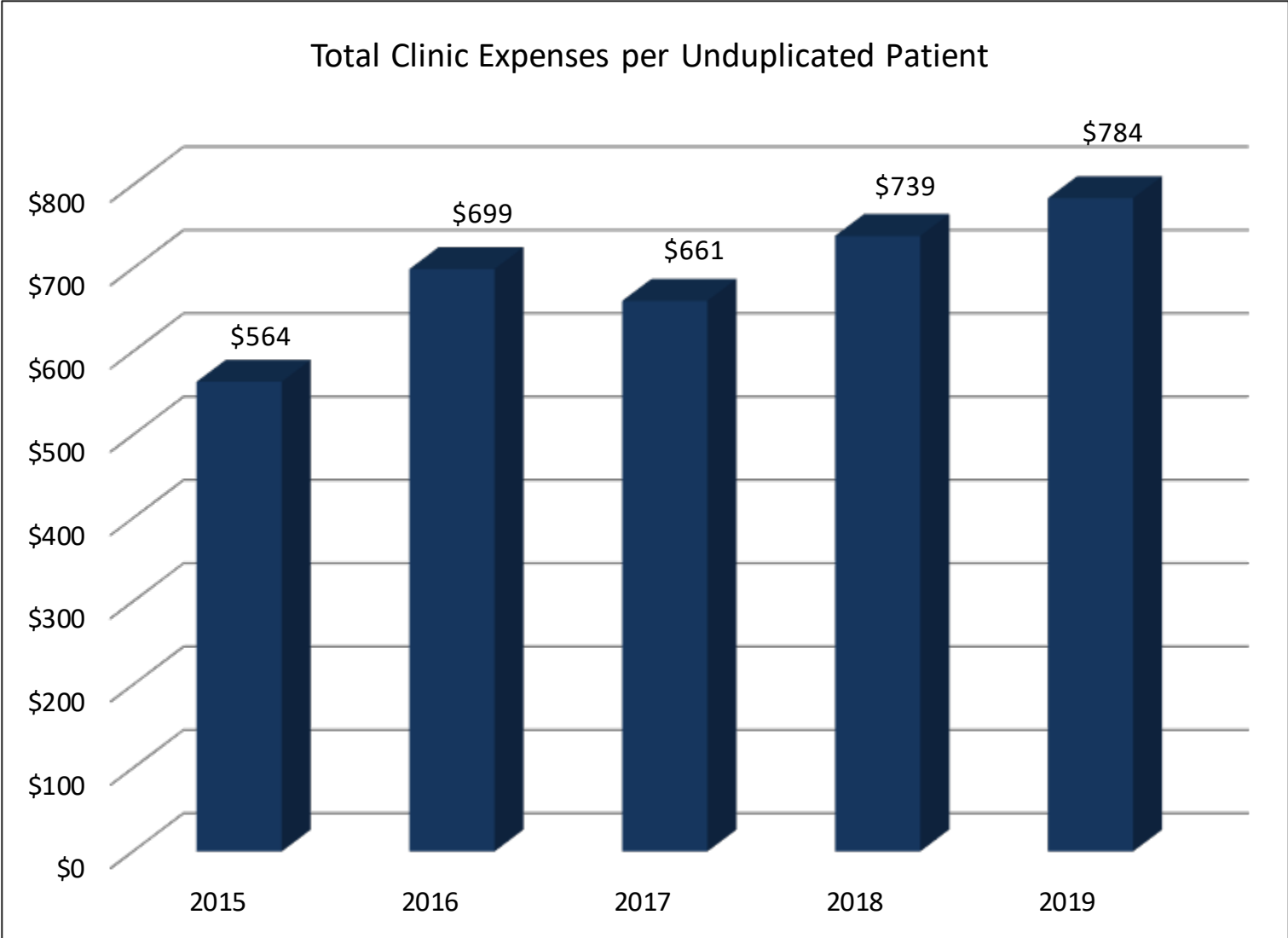


Fiscal YTD May 2019 Total Expenses \$20,175,560

21
*Total expenses include overhead allocations and capital, and exclude depreciation.

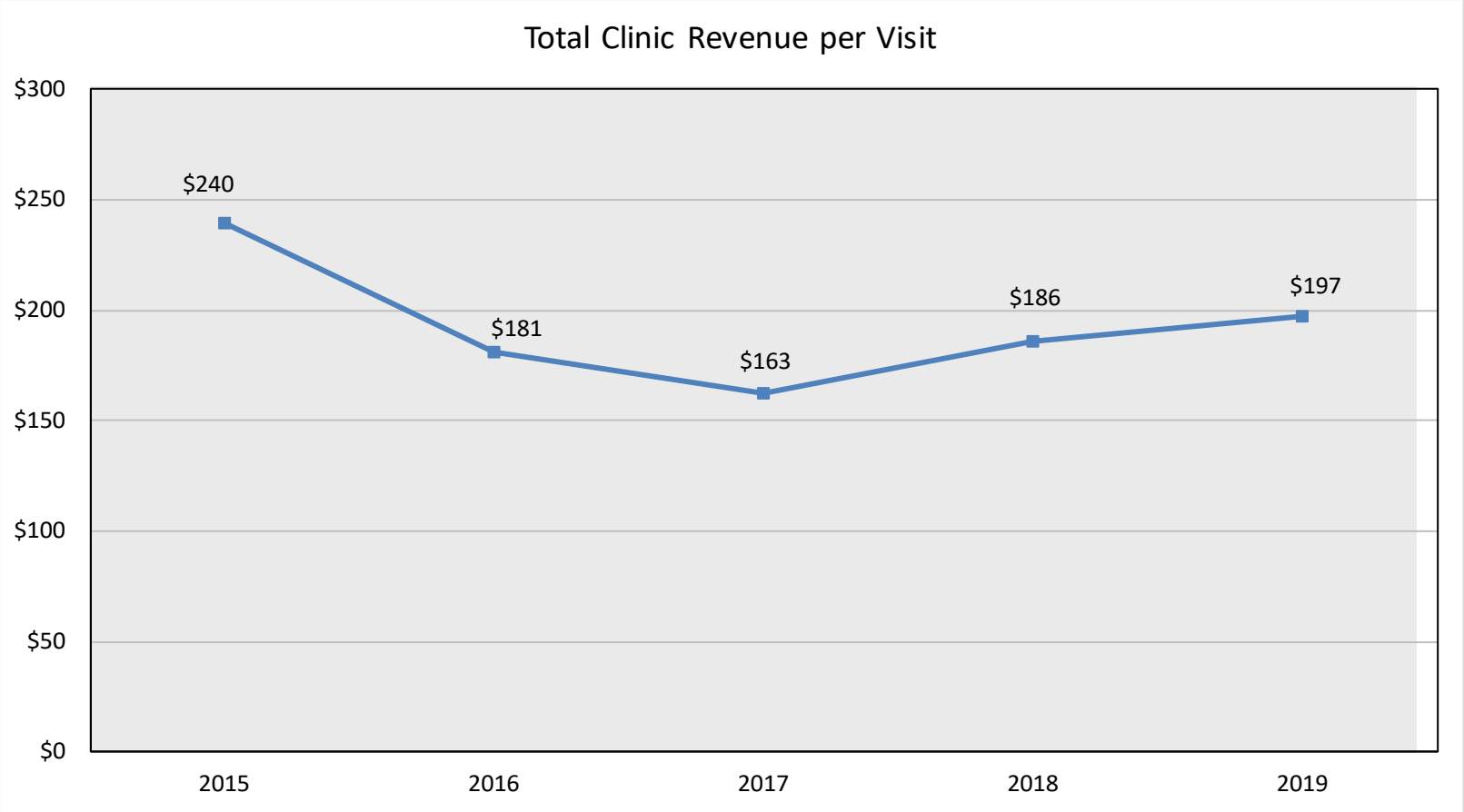


* Net Margin includes overhead allocations and capital, and excludes depreciation.

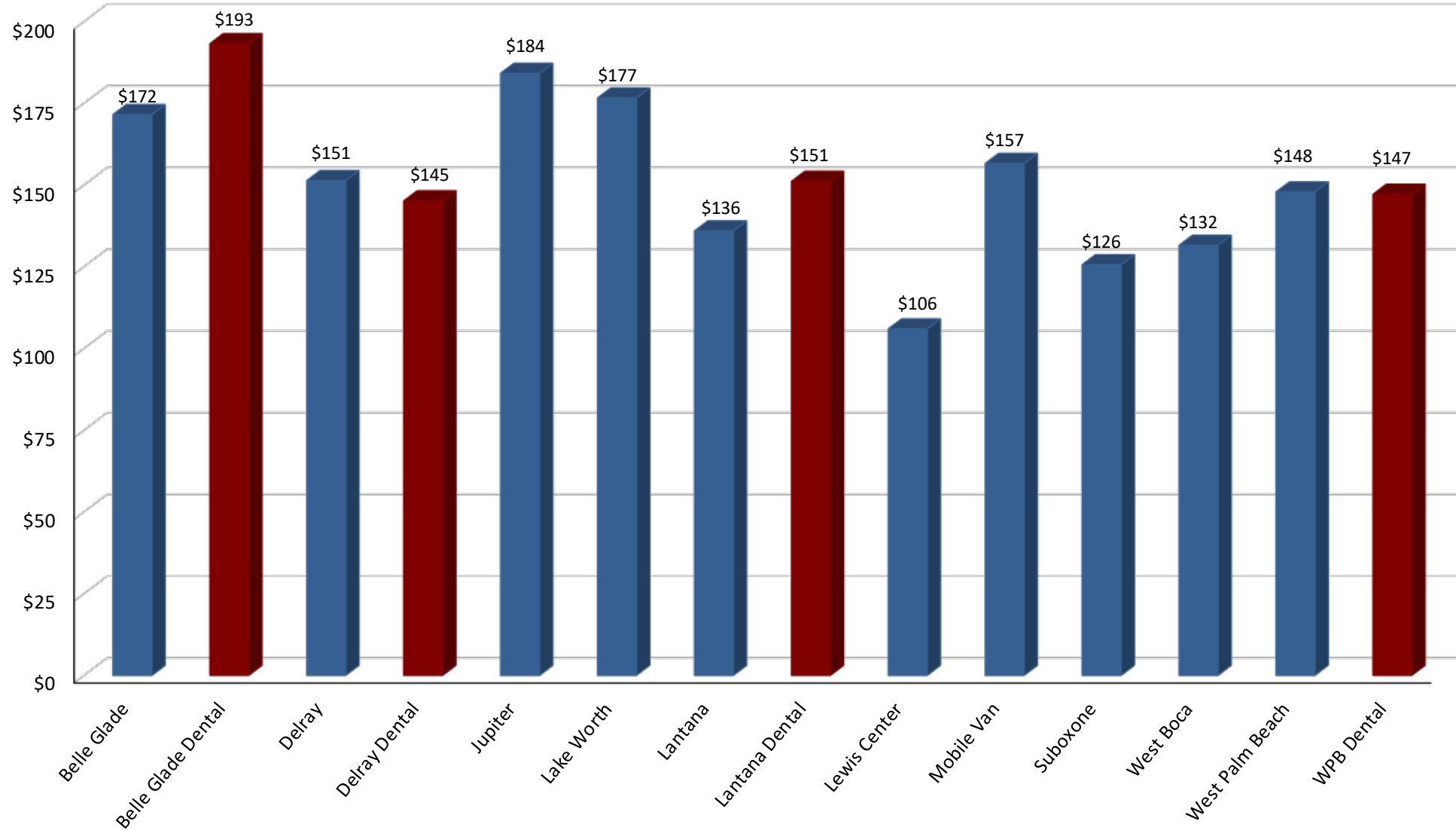


* 2019 data reflects fiscal year-to-date May expenses annualized.

** Expenses include overhead allocations and capital, and exclude depreciation.



Total Operating Expenses per Visit by Clinic



*Based on fiscal year-to-date May 2019 total operating expenses

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



C. L. Brumback

Primary Care Clinics

Health Care District Palm Beach County