



**FINANCE COMMITTEE**  
**July 28, 2021**  
**12:15 P.M.**

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

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



**FINANCE COMMITTEE MEETING  
AGENDA  
July 28, 2021  
12:15 P.M.  
1515 N. Flagler Drive, Suite 101  
West Palm Beach, FL 33401**

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

or

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

**1. Call to Order**

A. Roll Call

**2. Agenda Approval**

A. Additions/Deletions/Substitutions

B. Motion to Approve Agenda

**3. Awards, Introductions and Presentations**

**4. Disclosure of Voting Conflict**

**5. Public Comment**

**6. Meeting Minutes**

A. **Staff recommends a MOTION TO APPROVE:**

Finance Committee Meeting Minutes of June 23, 2021. [Pages 1-5]

**7. Consent Agenda – Motion to Approve Consent Agenda Items**

A. **ADMINISTRATION**

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

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

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

Attendance Tracking. [Page 6]

**C. L. Brumback Primary Care Clinics  
Finance Committee  
Meeting Agenda  
July 28, 2021**

**8. Regular Agenda**

A. **FINANCE**

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

C. L. Brumback Primary Care Clinics Financial Report May 2021.  
(Candice Abbott) [Pages 7-27]

**9. AVP and Executive Director of Clinic Services Comments**

**10. Board Member Comments**

**11. Establishment of Upcoming Meetings**

**August 25, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**September 29, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**October 27, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**November 30, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**December 14, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**12. Motion to Adjourn**

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

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



**DISTRICT CLINIC HOLDINGS, INC.  
d.b.a. C.L. BRUMBACK PRIMARY CARE CLINICS  
BOARD OF DIRECTORS FINANCE COMMITTEE  
MEETING MINUTES  
June 23, 2021  
Zoom Webinar Meeting**

**1. Call to Order**

Mr. Mike Smith called the meeting to order at 12:18 p.m.

**A. Roll Call**

Committee members present: Joseph Gibbons, Tammy Jackson-Moore, Mike Smith

Staff present included: Darcy Davis; Belma Andric, Hyla Fritsch, Shannon Wynn, Mina Bayik, Patricia Lavelly; Donald Moniger; Glen Torcivia, Outside Legal Counsel; Martha Hyacinthe; Candice Abbott; Andrea Steele; Marisol Miranda; John Wright; Dominique Domond; Jessica Cafarelli

Recording/transcribing Secretary: Shannon Wynn

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

**2. Agenda Approval**

**A. Additions/Deletions/Substitutions**

None.

**B. Motion to Approve Agenda**

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

**3. Awards and Presentations**

None.

**4. Disclosure of Voting Conflict**

None.

**5. Public Comment**

None.

District Clinic Holdings, Inc.  
d.b.a. C.L. Brumback Primary Care Clinics  
Board of Directors Finance Committee  
Meeting Minutes  
June 23, 2021  
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## **6. Meeting Minutes**

- 6A-1 **Staff recommends a MOTION TO APPROVE:**  
Finance Committee Meeting Minutes of May 19, 2021.

**CONCLUSION/ACTION:** Mr. Gibbons made a motion to approve the May 19, 2021 minutes as presented/amended. The motion was duly seconded by Mr. Smith. A vote was called, and the motion passed unanimously.

## **7. Consent Agenda – Motion to Approve Consent Agenda Items**

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

### **A. ADMINISTRATION**

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

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

## **8. Regular Agenda**

### **A. FINANCE**

- 8A-1 **Staff recommends a MOTION TO APPROVE:**  
C.L. Brumback Primary Care Clinics Financial Report April 2021.

Management Discussion and Analysis of April 2021 C.L. Brumback Primary Care Clinic Financial Statements. The April statements represent the financial performance through the seventh month of the 2021 fiscal year for C.L. Brumback Primary Care Clinics. Total YTD revenue was unfavorable to budget by (\$3.4M) due primarily to the timing of COVID-19 stimulus funds. Net patient revenue YTD was favorable to budget by \$921k. Expenses before depreciation were favorable to budget by \$468k, or 2.9%, primarily due to positive variances in medical supplies \$539k, other supplies \$108k, medical services \$127k, lease and rental \$125k, and additional expense \$83k. Total YTD net margin was (\$9.5M) compared to a budget of (\$6.9M) resulting in an unfavorable variance of (\$2.6M) or 38.3%. The Medical clinic's total YTD revenue was unfavorable to budget by (\$3.5M). This unfavorable variance resulted from the timing of

District Clinic Holdings, Inc.  
d.b.a. C.L. Brumback Primary Care Clinics  
Board of Directors Finance Committee  
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COVID-19 related stimulus funding. Gross patient revenue was over budget by \$3.2M or 47.7%, which resulted from the Clinic's efforts to respond to the pandemic by offering telemedicine visits in addition to office visits. Clinic staff continues to provide county-wide COVID-19 testing and vaccination. Total operating expenses of \$13.6M were favorable to the budget of \$14.0M by \$422k or 3.0%. This positive variance is mainly related to medical supplies \$500k, medical services \$127k, lease and rental \$122k, and other expenses \$69k. These expenses are favorable to the budget due to usage timing and supplies purchases. Total YTD net margin was (\$8.5M) compared to budget of (\$5.7M) resulting in an unfavorable variance of (\$2.8M) or 48.9%. The Dental clinic's total YTD gross patient revenue was favorable to budget by \$333k or 17.4%. Total revenue of \$2.0M was over budget by \$75k due to increasing visits. Total operating expenses of \$2.3M were favorable to budget by \$46k or 2.0%. Total YTD net margin was (\$981k) compared to a budget loss of (\$1.1M) for a favorable variance of \$166k or (14.5%). The Comparative Statement of Net Position, due from other governments increased from \$967k to \$2.6M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$4.9M and \$1.1M, respectively, for a combined subsidy of \$6.0M.

Mr. Smith noticed in the financial memo provided by Darcy that expenses from lease and rental were \$125k. What is the reasoning for this?

Ms. Bayik explained that this was due to the relocation of the Lantana Clinic to the Atlantis location. The rent is higher in Atlantis.

Mr. Smith noticed that the contractual allowances are up quite a bit compared to last year. He would like to know if the District is losing payors or gaining patients that are not covered?

Ms. Abbott explained that the District has written off a lot of balances sitting in the books. There have been some credentialing issues with providers and insurances. Other issues have included filing in a timely matter.

Mr. Smith noticed there is a category named "Other Financial Assistance." Last year it showed zero funds and this year it shows \$800k. He asked what this category is.

District Clinic Holdings, Inc.  
d.b.a. C.L. Brumback Primary Care Clinics  
Board of Directors Finance Committee  
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Ms. Bayik answered by stating that the category is from the Covid-19 stimulus funding.

Ms. Jackson-Moore asked if funds were coming out of the reserve for non-budgeted items.

Ms. Bayik stated in this case, for the non-budgeted items, we did not have to pull from the reserve because of the \$13.8M in funding from The American Rescue Plan. Some of those funds will cover the Covid Vaccination Department.

Mr. Smith stated that depreciation doubled from last year. He would like an explanation of this.

Ms. Bayik explained that the District had purchased capital for the clinics, some through grants funding, which are non-cash expenses. It doesn't cause a significant impact on the cash dollars.

Mr. Smith commented the IT budget is high compared to last year.

Ms. Bayik explained that due to the integration of Epic, the budget has increased.

Mr. Gibbons asked if the migration of Epic caused the increase in budget.

Ms. Bayik stated that yes, it is partially due to the new Epic software program.

**CONCLUSION/ACTION: Ms. Jackson-Moore motioned to approve the Financial Report for April 2021 as presented/amended. The motion was duly seconded by Mr. Gibbons. A vote was called, and the motion passed unanimously.**

**9. VP and Executive Director of Clinic Services Comments**

None.

**10. Board Member Comments**

None.

**11. Establishment of Upcoming Meetings**

**July 28, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**August 25, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**September 29, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**October 27, 2021 (HCD Board Room)**

District Clinic Holdings, Inc.  
d.b.a. C.L. Brumback Primary Care Clinics  
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12:15 p.m. Finance Committee

**November 30, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**December 14, 2021 (HCD Board Room)**

12:15 p.m. Finance Committee

**12. Motion to Adjourn**

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

There being no further business, the meeting was adjourned at 12:35 p.m.

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**DCHI Finance Committee Chair**

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**Date**



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

**Attendance Tracking**

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

X= Present

C= Cancel

E= Excused

A= Absent

**DISTRICT CLINIC HOLDINGS, INC.**  
**FINANCE COMMITTEE**  
**July 28, 2021**

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

**2. Summary:**

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

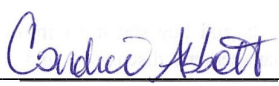
**3. Substantive Analysis:**

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

**4. Fiscal Analysis & Economic Impact Statement:**

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

Reviewed for financial accuracy and compliance with purchasing procedure:

  
 \_\_\_\_\_  
 Candice Abbott  
 VP & Chief Financial Officer

**5. Reviewed/Approved by Committee:**

N/A  
 \_\_\_\_\_  
 Committee Name


\_\_\_\_\_  
 Date Reviewed/Approved


**DISTRICT CLINIC HOLDINGS, INC.**  
**FINANCE COMMITTEE**  
**July 28, 2021**

**6. Recommendation:**

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

Approved for Legal sufficiency:

DocuSigned by:  
  
0290C6C02014479...  
Bernabe Icaza  
VP & General Counsel

  
Candice Abbott  
VP & Chief Financial Officer

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



## MEMO

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To: Finance Committee

From: Candice Abbott  
Chief Financial Officer

Date: July 28, 2021

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

The May statements represent the financial performance through the eighth month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$4.3M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$1.1M. Total YTD revenue was unfavorable to budget by (\$3.1M) due primarily to timing of COVID-19 stimulus funds. Operational expenses before depreciation were favorable to budget by \$366k due mostly to positive variances in medical supplies of \$631k and medical services of \$147k. Total YTD net margin was (\$10.3M) compared to budget of (\$7.8M) resulting in an unfavorable variance of (\$2.5M) or 31.9%.

The Medical clinics' gross patient revenue exceeded budget by \$3.5M. This resulted from the clinic efforts to respond to the pandemic by offering telemedicine visits in addition to office visits. Net patient revenue YTD for the Medical clinics was favorable to budget by \$814k. The Medical clinics' total YTD revenue was unfavorable to budget by (\$3.2M). This unfavorable variance resulted from recognition timing of COVID-19 related stimulus funding. Total operating expenses of \$15.7M were favorable to budget of \$16.0M by \$328k. This positive variance is mostly related to expenses being under budget in the following amounts: medical supplies \$589k, medical services \$147k, lease and rental \$125k, and other expense \$93k. These expenses are favorable to budget due to usage timing and supplies purchases. Total YTD net margin was (\$9.2M) compared to budget of (\$6.6M) resulting in an unfavorable variance of (\$2.7M) or 40.9%.

The Dental clinics' total YTD gross patient revenue was favorable to budget by \$781k. Net patient revenue YTD for the Dental clinics was favorable to budget by \$320k. Total revenue of \$2.5M was over budget by \$130k due to increased visits. Total operating expenses of \$2.6M were favorable to budget by \$38k. Total YTD net margin was (\$1.0M) compared to a budget loss of (\$1.2M) for a favorable variance of \$197k or (16.2%).

On the Comparative Statement of Net Position, due from other governments increased from \$2.6M to \$4.1M. This balance is due mainly to Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M and \$961k respectively, for a combined subsidy of \$10.0M.

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

	<u>May 31, 2021</u>	<u>Apr 30, 2021</u>	<u>Increase (Decrease)</u>
<b>Assets</b>			
Cash and Cash Equivalents	(4,927,911)	(7,773,222)	\$ 2,845,311
Restricted Cash	221,426	221,426	-
Accounts Receivable, net	2,520,675	3,452,665	(931,990)
Due From Other Funds	-	-	-
Due from Other Governments	4,061,816	2,569,853	1,491,962
Other Current Assets	125,052	74,292	50,760
Net Investment in Capital Assets	2,826,701	2,858,226	(31,525)
<b>Total Assets</b>	<u>\$ 4,827,758</u>	<u>\$ 1,403,240</u>	<u>\$ 3,424,518</u>
<b>Liabilities</b>			
Accounts Payable	175,836	200,724	(24,887)
Due To Other Governments	-	-	-
Deferred Revenue	859,488	1,097,816	(238,328)
Other Current Liabilities	1,210,248	1,034,533	175,715
Non-Current Liabilities	1,414,074	1,392,996	21,078
<b>Total Liabilities</b>	<u>3,659,647</u>	<u>3,726,069</u>	<u>(66,422)</u>
<b>Deferred Inflows of Resources</b>			
Deferred Inflows- Other Post Employment Benefits	<u>\$ 474</u>	<u>\$ 474</u>	<u>\$ -</u>
<b>Net Position</b>			
Net Investment in Capital Assets	2,826,701	2,858,226	(31,525)
Unrestricted	(1,659,064)	(5,181,529)	3,522,465
<b>Total Net Position</b>	<u>1,167,637</u>	<u>(2,323,304)</u>	<u>3,490,940</u>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<u>\$ 4,827,758</u>	<u>\$ 1,403,240</u>	<u>\$ 3,424,518</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, 2021

Current Month								Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
2,066,863	1,258,245	808,618	64.3%	403,778	1,663,085	411.9%	Gross Patient Revenue	14,148,428	9,831,783	4,316,645	43.9%	12,184,161	1,964,267	16.1%
464,663	224,588	(240,075)	(106.9%)	114,972	(349,691)	(304.2%)	Contractual Allowances	3,713,125	1,770,819	(1,942,306)	(109.7%)	2,209,573	(1,503,552)	(68.0%)
782,187	491,306	(290,881)	(59.2%)	96,417	(685,770)	(711.3%)	Charity Care	5,005,511	3,853,744	(1,151,767)	(29.9%)	4,659,292	(346,219)	(7.4%)
368,549	173,754	(194,795)	(112.1%)	133,496	(235,053)	(176.1%)	Bad Debt	2,531,211	1,379,386	(1,151,825)	(83.5%)	1,808,668	(722,543)	(39.9%)
1,615,400	889,648	(725,752)	(81.6%)	344,885	(1,270,515)	(368.4%)	Total Contractuals and Bad Debts	11,249,847	7,003,949	(4,245,898)	(60.6%)	8,677,532	(2,572,315)	(29.6%)
513,976	383,678	130,298	34.0%	778,072	(264,096)	(33.9%)	Other Patient Revenue	4,053,850	2,990,277	1,063,573	35.6%	3,293,623	760,226	23%
965,440	752,275	213,165	28.3%	836,965	128,474	15.4%	Net Patient Revenue	6,952,430	5,818,111	1,134,319	19.5%	6,800,252	152,178	2.2%
46.71%	59.79%			207.28%			Collection %	49.14%	59.18%			55.81%		
1,488,547	1,177,007	311,540	26.5%	862,240	626,307	72.6%	Grant Funds	5,905,757	6,183,145	(277,388)	(4.5%)	4,693,678	1,212,079	25.8%
19,439	145,876	(126,437)	(86.7%)	809,249	(789,810)	(97.6%)	Other Financial Assistance	821,081	4,457,960	(3,636,879)	(81.6%)	809,249	11,831	1.5%
1,578	45,034	(43,456)	(96.5%)	5,564	(3,986)	(71.6%)	Other Revenue	71,310	360,272	(288,962)	(80.2%)	60,693	10,617	17.5%
1,509,564	1,367,917	141,647	10.4%	1,677,053	(167,489)	(10.0%)	Total Other Revenues	6,798,148	11,001,377	(4,203,229)	(38.2%)	5,563,621	1,234,527	22.2%
2,475,004	2,120,192	354,812	16.7%	2,514,018	(39,014)	(1.6%)	Total Revenues	13,750,578	16,819,488	(3,068,910)	(18.2%)	12,363,873	1,386,705	11.2%
Direct Operational Expenses:														
1,480,781	1,394,572	(86,209)	(6.2%)	1,234,387	(246,394)	(20.0%)	Salaries and Wages	11,669,264	11,484,085	(185,179)	(1.6%)	10,886,764	(782,500)	(7.2%)
429,489	378,735	(50,754)	(13.4%)	424,266	(5,223)	(1.2%)	Benefits	3,248,367	3,068,401	(179,966)	(5.9%)	2,903,918	(344,449)	(11.9%)
165,470	46,754	(118,716)	(253.9%)	56,861	(108,609)	(191.0%)	Purchased Services	802,091	408,195	(393,896)	(96.5%)	630,528	(171,563)	(27.2%)
27,504	119,542	92,038	77.0%	10,092	(17,412)	(172.5%)	Medical Supplies	307,717	938,649	630,932	67.2%	271,380	(36,337)	(13.4%)
25,786	26,518	732	2.8%	1,213	(24,573)	(2,025.1%)	Other Supplies	103,632	212,244	108,612	51.2%	92,055	(11,577)	(12.6%)
61,653	81,658	20,005	24.5%	71,459	9,806	13.7%	Medical Services	494,954	641,757	146,803	22.9%	560,811	65,857	11.7%
51,857	58,982	7,125	12.1%	96,741	44,884	46.4%	Drugs	495,520	463,507	(32,013)	(6.9%)	678,534	183,014	27.0%
5,264	9,629	4,365	45.3%	16,666	11,401	68.4%	Repairs & Maintenance	51,105	77,032	25,927	33.7%	253,878	202,773	79.9%
125,417	127,109	1,692	1.3%	116,344	(9,073)	(7.8%)	Lease & Rental	841,471	968,283	126,812	13.1%	904,485	63,014	7.0%
6,933	7,341	408	5.6%	4,607	(2,326)	(50.5%)	Utilities	56,563	58,728	2,165	3.7%	40,382	(16,181)	(40.1%)
12,164	39,323	27,159	69.1%	13,042	878	6.7%	Other Expense	216,819	327,369	110,550	33.8%	208,468	(8,351)	(4.0%)
4,026	4,334	308	7.1%	3,716	(311)	(8.4%)	Insurance	28,992	34,672	5,680	16.4%	19,297	(9,694)	(50.2%)
2,396,345	2,294,497	(101,848)	(4.4%)	2,049,393	(346,952)	(16.9%)	Total Operational Expenses	18,316,494	18,682,922	366,428	2.0%	17,450,499	(865,995)	(5.0%)
Net Performance before Depreciation & Overhead Allocations														
78,659	(174,305)	252,964	(145.1%)	464,625	(385,966)	(83.1%)		(4,565,916)	(1,863,434)	(2,702,482)	145.0%	(5,086,626)	520,710	(10.2%)

**District Clinics Holdings, Inc. Statement of Revenues and Expenses**

FOR THE EIGHTH MONTH ENDED MAY 31, 2021

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
31,525	17,334	(14,191)	(81.9%)	19,268	(12,257)	(63.6%)	Depreciation
<i>Overhead Allocations:</i>							
3,330	2,875	(455)	(15.8%)	2,108	(1,222)	(58.0%)	Risk Mgt
227,981	206,967	(21,014)	(10.2%)	201,835	(26,146)	(13.0%)	Rev Cycle
2,099	3,852	1,753	45.5%	1,363	(736)	(54.0%)	Internal Audit
18,817	19,768	951	4.8%	18,504	(313)	(1.7%)	Home Office Facilities
41,444	33,232	(8,212)	(24.7%)	30,151	(11,293)	(37.5%)	Administration
64,825	47,193	(17,632)	(37.4%)	38,269	(26,556)	(69.4%)	Human Resources
11,084	17,241	6,157	35.7%	17,534	6,450	36.8%	Legal
8,395	8,048	(347)	(4.3%)	5,647	(2,748)	(48.7%)	Records
10,663	6,886	(3,777)	(54.9%)	5,293	(5,370)	(101.5%)	Compliance
7,980	7,007	(973)	(13.9%)	-	(7,980)	0.0%	Comm Engage Plan
71,882	82,884	11,001	13.3%	-	(71,882)	0.0%	IT Operations
7,647	8,445	798	9.5%	-	(7,647)	0.0%	IT Security
84,463	40,421	(44,042)	(109.0%)	-	(84,463)	0.0%	IT Applications
48,653	47,251	(1,402)	(3.0%)	-	(48,653)	0.0%	Security Services
141,685	121,543	(20,142)	(16.6%)	-	(141,685)	0.0%	IT EPIC
26,159	31,665	5,506	17.4%	33,940	7,782	22.9%	Finance
9,271	10,057	786	7.8%	9,596	325	3.4%	Public Relations
11,671	8,303	(3,368)	(40.6%)	121,853	110,182	90.4%	Information Technology
4,933	4,761	(172)	(3.6%)	2,185	(2,748)	(125.8%)	Corporate Quality
10,897	11,235	338	3.0%	10,238	(659)	(6.4%)	Project MGMT Office
-	1,328	1,328	100.0%	3,526	3,526	100.0%	Managed Care Contract
813,878	720,963	(92,915)	(12.9%)	502,041	(311,837)	(62.1%)	Total Overhead Allocations
<b>3,241,748</b>	<b>3,032,794</b>	<b>(208,954)</b>	<b>(6.9%)</b>	<b>2,570,702</b>	<b>(671,046)</b>	<b>(26.1%)</b>	<b>Total Expenses</b>
<b>\$ (766,744)</b>	<b>\$ (912,602)</b>	<b>\$ 145,858</b>	<b>(16.0%)</b>	<b>\$ (56,684)</b>	<b>\$ (710,060)</b>	<b>1,252.7%</b>	<b>Net Margin</b>
-	59,125	59,125	100.0%	-	-	0.0%	<b>Capital</b>
<b>\$ 4,017,004</b>	<b>\$ 964,000</b>	<b>\$ (3,053,004)</b>	<b>(316.7%)</b>	<b>\$ 2,229,064</b>	<b>\$ (1,787,940)</b>	<b>(80.2%)</b>	<b>General Fund Support/ Transfer In</b>

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
253,308	138,672	(114,636)	(82.7%)	146,382	(106,926)	(73.0%)	
23,221	22,999	(222)	(1.0%)	15,891	(7,330)	(46.1%)	
1,585,122	1,655,737	70,615	4.3%	1,036,783	(548,339)	(52.9%)	
18,733	30,813	12,080	39.2%	39,369	20,636	52.4%	
139,673	158,148	18,475	11.7%	149,391	9,718	6.5%	
303,607	265,856	(37,750)	(14.2%)	271,647	(31,960)	(11.8%)	
411,875	377,546	(34,329)	(9.1%)	323,987	(87,888)	(27.1%)	
147,919	137,931	(9,988)	(7.2%)	129,490	(18,429)	(14.2%)	
60,796	64,386	3,590	5.6%	53,784	(7,012)	(13.0%)	
43,236	55,088	11,851	21.5%	73,722	30,486	41.4%	
54,522	56,055	1,533	2.7%	-	(54,522)	0.0%	
588,494	663,068	74,574	11.2%	-	(588,494)	0.0%	
59,164	67,562	8,398	12.4%	-	(59,164)	0.0%	
367,932	323,367	(44,565)	(13.8%)	-	(367,932)	0.0%	
361,352	378,011	16,659	4.4%	-	(361,352)	0.0%	
776,451	972,347	195,896	20.1%	-	(776,451)	0.0%	
216,859	253,317	36,458	14.4%	265,107	48,249	18.2%	
60,876	80,455	19,579	24.3%	80,472	19,596	24.4%	
82,814	66,422	(16,392)	(24.7%)	740,131	657,316	88.8%	
47,508	38,089	(9,419)	(24.7%)	14,310	(33,198)	(232.0%)	
74,545	89,882	15,336	17.1%	57,658	(16,887)	(29.3%)	
6,415	10,627	4,211	39.6%	21,886	15,471	70.7%	
5,431,114	5,767,706	336,592	5.8%	3,273,628	(2,157,485)	(65.9%)	
<b>24,000,915</b>	<b>24,589,300</b>	<b>588,385</b>	<b>2.4%</b>	<b>20,870,509</b>	<b>(3,130,406)</b>	<b>(15.0%)</b>	
<b>\$ (10,250,337)</b>	<b>\$ (7,769,812)</b>	<b>\$ (2,480,526)</b>	<b>31.9%</b>	<b>\$ (8,506,636)</b>	<b>\$ (1,743,701)</b>	<b>20.5%</b>	
-	712,210	712,210	100.0%	2,744	2,744	100.0%	
<b>\$ 9,987,030</b>	<b>\$ 8,508,000</b>	<b>\$ (1,479,030)</b>	<b>(17.4%)</b>	<b>\$ 10,554,646</b>	<b>\$ 567,617</b>	<b>5.4%</b>	

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

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Year to Date
<b>Gross Patient Revenue</b>	<b>1,842,091</b>	<b>1,535,619</b>	<b>1,685,042</b>	<b>1,321,289</b>	<b>1,595,963</b>	<b>1,870,757</b>	<b>2,230,803</b>	<b>2,066,863</b>	-	-	-	-	<b>14,148,428</b>
Contractual Allowances	509,972	470,624	453,962	303,580	404,818	543,358	562,148	464,663	-	-	-	-	3,713,125
Charity Care	158,009	-	1,751,178	434,796	538,927	530,618	809,796	782,187	-	-	-	-	5,005,511
Bad Debt	788,060	799,873	(860,761)	338,348	289,586	402,163	405,392	368,549	-	-	-	-	2,531,211
Other Patient Revenue	414,367	286,936	350,651	704,172	439,031	439,031	905,685	513,976	-	-	-	-	4,053,850
<b>Net Patient Revenue</b>	<b>800,416</b>	<b>552,056</b>	<b>691,315</b>	<b>948,737</b>	<b>801,664</b>	<b>833,649</b>	<b>1,359,153</b>	<b>965,440</b>	-	-	-	-	<b>6,952,430</b>
Collections %	43.45%	35.95%	41.03%	71.80%	50.23%	44.56%	60.93%	46.71%	0.00%	0.00%	0.00%	0.00%	49.14%
Grant Funds	104,059	-	130,321	2,271,653	(629,521)	974,299	1,566,400	1,488,547	-	-	-	-	5,905,757
Other Financial Assistance	-	-	588,890	-	179,158	5,710	27,883	19,439	-	-	-	-	821,081
Other Revenue	9,732	1,689	3,302	809	26,487	13,061	14,654	1,578	-	-	-	-	71,310
Total Other Revenues	113,791	1,689	722,512	2,272,462	(423,876)	993,070	1,608,937	1,509,564	-	-	-	-	6,798,148
<b>Total Revenues</b>	<b>914,207</b>	<b>553,745</b>	<b>1,413,827</b>	<b>3,221,199</b>	<b>377,788</b>	<b>1,826,719</b>	<b>2,968,090</b>	<b>2,475,004</b>	-	-	-	-	<b>13,750,578</b>
<i>Direct Operational Expenses:</i>													
Salaries and Wages	1,612,557	1,177,306	1,310,859	1,482,538	1,423,741	1,551,730	1,629,754	1,480,781	-	-	-	-	11,669,264
Benefits	394,482	358,883	404,282	407,085	420,732	406,226	427,189	429,489	-	-	-	-	3,248,367
Purchased Services	35,150	59,503	33,586	71,484	37,746	151,018	248,133	165,470	-	-	-	-	802,091
Medical Supplies	19,841	24,253	46,148	84,529	35,626	41,196	28,620	27,504	-	-	-	-	307,717
Other Supplies	2,686	4,538	8,638	12,332	32,280	4,195	13,176	25,786	-	-	-	-	103,632
Medical Services	92,709	55,338	56,152	45,535	47,251	80,848	55,468	61,653	-	-	-	-	494,954
Drugs	82,365	73,242	60,219	55,947	59,708	49,636	62,547	51,857	-	-	-	-	495,520
Repairs & Maintenance	6,725	4,061	3,703	7,491	3,518	6,010	14,332	5,264	-	-	-	-	51,105
Lease & Rental	105,605	104,935	96,815	102,475	102,093	106,287	97,843	125,417	-	-	-	-	841,471
Utilities	5,024	10,320	7,438	6,515	6,285	6,819	7,229	6,933	-	-	-	-	56,563
Other Expense	26,726	23,914	19,350	30,184	26,817	25,554	52,110	12,164	-	-	-	-	216,819
Insurance	3,716	3,716	2,892	4,649	3,331	3,331	3,331	4,026	-	-	-	-	28,992
Total Operational Expenses	2,387,586	1,900,008	2,050,081	2,310,763	2,199,128	2,432,851	2,639,732	2,396,345	-	-	-	-	18,316,494
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(1,473,379)</b>	<b>(1,346,263)</b>	<b>(636,254)</b>	<b>910,436</b>	<b>(1,821,340)</b>	<b>(606,132)</b>	<b>328,358</b>	<b>78,659</b>	-	-	-	-	<b>(4,565,916)</b>
Depreciation	20,995	42,335	31,665	31,896	31,706	31,593	31,592	31,525	-	-	-	-	253,308
<i>Overhead Allocations:</i>													
Risk Mgt	2,012	1,749	1,914	1,899	1,713	4,413	6,192	3,330	-	-	-	-	23,221
Rev Cycle	215,318	177,247	193,553	191,807	169,849	197,221	212,145	227,981	-	-	-	-	1,585,122
Internal Audit	261	2,616	2,029	2,200	1,135	1,246	7,147	2,099	-	-	-	-	18,733
Home Office Facilities	17,338	17,140	20,876	18,248	17,620	20,104	9,531	18,817	-	-	-	-	139,673
Administration	23,989	26,119	37,026	49,639	36,008	44,102	45,279	41,444	-	-	-	-	303,607
Human Resources	42,681	36,896	77,803	48,416	60,805	77,147	3,301	64,825	-	-	-	-	411,875
Legal	10,774	17,493	15,799	13,841	14,400	25,673	38,855	11,084	-	-	-	-	147,919
Records	7,126	7,518	8,070	7,478	6,020	8,062	8,127	8,395	-	-	-	-	60,796
Compliance	4,813	5,086	3,125	8,017	5,183	8,271	(1,922)	10,663	-	-	-	-	43,236
Comm Engage Plan	6,756	6,116	6,940	6,621	6,060	6,624	7,424	7,980	-	-	-	-	54,522
IT Operations	50,805	70,691	70,850	96,616	74,267	109,310	44,072	71,882	-	-	-	-	588,494
IT Security	7,989	5,317	9,366	7,739	6,244	7,634	7,228	7,647	-	-	-	-	59,164
IT Applications	23,045	40,862	27,197	44,176	20,639	34,133	93,419	84,463	-	-	-	-	367,932
Security Services	42,428	41,825	46,136	46,399	42,607	47,158	46,146	48,653	-	-	-	-	361,352
IT EPIC	48,185	53,582	65,588	81,914	67,894	180,108	137,495	141,685	-	-	-	-	776,451
Finance	29,725	28,440	28,580	29,666	24,493	25,741	24,055	26,159	-	-	-	-	216,859
Public Relations	11,466	8,342	3,617	5,257	7,654	9,625	5,644	9,271	-	-	-	-	60,876
Information Technology	9,827	8,743	9,357	10,810	11,233	10,196	10,978	11,671	-	-	-	-	82,814
Corporate Quality	5,104	7,241	4,957	5,242	5,965	6,203	7,863	4,933	-	-	-	-	47,508
Project MGMT Office	7,800	8,679	9,051	9,313	8,472	9,555	10,778	10,897	-	-	-	-	74,545
Managed Care Contract	1,205	1,157	1,243	1,204	1,096	508	3	-	-	-	-	-	6,415
Total Overhead Allocations	568,646	572,859	643,078	686,500	589,359	833,035	723,759	813,878	-	-	-	-	5,431,114
<b>Total Expenses</b>	<b>2,977,227</b>	<b>2,515,202</b>	<b>2,724,824</b>	<b>3,029,159</b>	<b>2,820,193</b>	<b>3,297,479</b>	<b>3,395,083</b>	<b>3,241,748</b>	-	-	-	-	<b>24,000,915</b>
<b>Net Margin</b>	<b>\$ (2,063,020)</b>	<b>\$ (1,961,457)</b>	<b>\$ (1,310,997)</b>	<b>\$ 192,040</b>	<b>\$ (2,442,405)</b>	<b>\$ (1,470,760)</b>	<b>\$ (426,994)</b>	<b>\$ (766,744)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (10,250,337)</b>
Capital	-	13,568	3,078	(16,646)	-	-	-	-	-	-	-	-	-
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	2,042,025	-	3,228,001	-	700,000	-	-	4,017,004	-	-	-	-	\$ 9,987,030



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

FOR THE EIGHTH MONTH ENDED MAY 31, 2021

	Clinic Administration	West Palm Beach Clinic	Lantana Clinic	Delray Clinic	Belle Glade Clinic	Lewis Center	Lake Worth Clinic	Jupiter Clinic	West Boca Clinic	Subxone Clinic	Mobile Van 1	Mobile Van Scout	Mobile Van Hero	Total
<b>Gross Patient Revenue</b>	-	1,464,952	2,318,566	1,172,583	857,737	1,087,820	1,690,931	757,020	1,080,614	729,581	7,568	-	-	<b>11,167,372.80</b>
Contractual Allowances	-	416,627	610,810	239,550	175,004	157,265	429,097	209,616	425,925	138,239	(25,349)	-	-	2,776,781
Charity Care	-	479,078	726,189	408,471	231,350	441,828	710,189	224,266	201,922	258,062	4,024	-	-	3,685,380
Bad Debt	-	290,059	351,603	221,855	192,383	411,290	142,321	89,913	78,362	349,874	16,784	-	-	2,144,445
Total Contractual Allowances and Bad Debt	-	1,185,763	1,688,602	869,876	598,737	1,010,383	1,281,606	523,795	706,209	746,175	(4,540)	-	-	8,606,606
Other Patient Revenue	-	544,934	585,171	349,981	189,509	260,300	341,970	139,473	188,200	179,088	57,127	-	-	2,835,754
<b>Net Patient Revenue</b>	-	<b>824,123</b>	<b>1,215,135</b>	<b>652,688</b>	<b>448,509</b>	<b>337,737</b>	<b>751,295</b>	<b>372,698</b>	<b>562,605</b>	<b>162,494</b>	<b>69,236</b>	-	-	<b>5,396,520</b>
Collection %	0.00%	56.26%	52.41%	55.66%	52.29%	31.05%	44.43%	49.23%	52.06%	22.27%	914.87%	0.00%	0.00%	48.32%
Grant Funds	1,646,865	507,309	680,810	331,688	334,100	141,698	472,402	212,714	212,854	396,540	110,105	12,068	23,129	5,082,282
Other Financial Assistance	349,232	3,629	132,235	763	(6,990)	6,530	(24,746)	12,267	(4,079)	(23,024)	31,226	131,246	138,433	746,722
Other Revenue	9,382	10,809	7,038	12,141	11,397	58	6,687	3,236	10,534	13	-	15	-	71,310
Total Other Revenues	2,005,479	521,747	820,082	344,592	338,506	148,285	454,344	228,217	219,309	373,530	141,332	143,329	161,562	5,900,314
<b>Total Revenues</b>	<b>2,005,479</b>	<b>1,345,870</b>	<b>2,035,217</b>	<b>997,280</b>	<b>787,016</b>	<b>486,022</b>	<b>1,205,638</b>	<b>600,915</b>	<b>781,914</b>	<b>536,023</b>	<b>210,567</b>	<b>143,329</b>	<b>161,562</b>	<b>11,296,834</b>
<i>Direct Operational Expenses:</i>														
Salaries and Wages	2,705,657	1,124,667	1,436,197	744,273	646,419	282,498	1,138,627	445,034	467,802	625,659	185,391	34,064	19,144	9,855,433
Benefits	698,411	316,440	401,314	215,244	190,437	80,526	333,933	117,703	137,983	176,255	65,120	7,176	6,059	2,746,602
Purchased Services	511,730	28,941	68,364	25,240	32,263	11,266	38,629	19,784	25,515	16,274	2,015	2,015	2,015	784,051
Medical Supplies	74,531	23,291	21,478	16,452	16,036	28,497	21,063	9,490	7,695	22,410	2,621	759	616	244,937
Other Supplies	46,709	1,737	12,941	10,834	3,340	2,519	2,577	5,996	2,858	6,350	1,177	2,218	2,678	101,935
Medical Services	24,050	55,154	110,085	54,851	37,027	21,187	97,134	31,354	50,390	13,723	-	-	-	494,954
Drugs	-	223,055	148,059	63,613	39,272	-	11,125	1,747	6,752	586	1,302	-	-	495,511
Repairs & Maintenance	-	1,054	1,236	1,704	2,570	917	18,673	1,246	4,272	2,375	8,159	2,245	862	45,314
Lease & Rental	-	85,997	114,907	59,263	55,044	190	182,036	53,946	79,036	31,438	145	50	135	662,186
Utilities	-	2,972	2,775	898	13,493	1,559	8,297	5,388	4,306	3,214	-	-	-	42,902
Other Expense	96,319	12,206	22,516	7,521	4,808	3,932	14,604	3,248	6,900	7,440	4,127	3,782	1,103	188,505
Insurance	-	4,099	3,335	3,114	1,665	111	2,061	1,070	1,260	601	5,055	2,410	3,838	28,620
Total Operational Expenses	4,157,408	1,879,613	2,343,206	1,203,008	1,042,374	433,201	1,868,759	696,006	794,770	906,325	275,112	54,719	36,449	15,690,949
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(2,151,929)</b>	<b>(533,743)</b>	<b>(307,988)</b>	<b>(205,727)</b>	<b>(255,358)</b>	<b>52,821</b>	<b>(663,120)</b>	<b>(95,091)</b>	<b>(12,856)</b>	<b>(370,302)</b>	<b>(64,545)</b>	<b>88,610</b>	<b>125,113</b>	<b>(4,394,115)</b>
Depreciation	4,028	9,539	9,942	1,198	45,724	217	2,961	1,828	3,197	1,228	50,000	9,256	55,684	194,803
<i>Overhead Allocations:</i>														
Risk Mgt	3,877	2,157	3,735	1,616	1,316	588	2,356	827	1,031	1,406	422	291	296	19,919
Rev Cycle	-	179,959	311,588	134,810	109,813	49,055	196,515	69,005	85,999	117,318	35,222	24,278	24,721	1,338,282
Internal Audit	3,128	1,740	3,013	1,304	1,062	474	1,900	667	832	1,134	341	235	239	16,069
Home Office Facilities	125,766	-	-	-	-	-	-	-	-	-	-	-	-	125,766
Administration	50,692	28,204	48,834	21,129	17,211	7,688	30,799	10,815	13,478	18,387	5,520	3,805	3,874	260,438
Human Resources	93,629	43,559	49,760	27,903	23,252	10,851	38,909	12,401	15,502	24,957	6,201	4,650	4,650	356,225
Legal	24,697	13,741	23,792	10,294	8,385	3,746	15,006	5,269	6,567	8,958	2,690	1,854	1,888	126,887
Records	10,151	5,648	9,779	4,231	3,446	1,540	6,167	2,166	2,699	3,682	1,105	762	776	52,151
Compliance	7,219	4,017	6,954	3,009	2,451	1,095	4,386	1,540	1,919	2,618	786	542	552	37,089
Comm Engage Plan	9,103	5,065	8,770	3,794	3,091	1,381	5,531	1,942	2,420	3,302	991	683	696	46,769
IT Operations	98,259	54,670	94,658	40,954	33,360	14,902	59,700	20,963	26,126	35,640	10,700	7,376	7,510	504,818
IT Security	9,878	5,496	9,516	4,117	3,354	1,498	6,002	2,108	2,627	3,583	1,076	742	755	50,752
IT Applications	61,432	34,180	59,181	25,605	20,857	9,317	37,325	13,106	16,334	22,283	6,690	4,611	4,695	315,617
Security Services	14,196	39,413	68,241	29,525	24,050	10,743	43,039	15,113	18,834	25,694	7,714	5,317	5,414	307,292
IT EPIC	129,641	72,131	124,890	54,035	44,015	19,662	78,767	27,659	34,470	47,023	14,118	9,731	9,909	666,050
Finance	36,208	20,146	34,881	15,092	12,293	5,491	21,999	7,725	9,627	13,133	3,943	2,718	2,767	186,024
Public Relations	10,164	5,655	9,792	4,236	3,451	1,542	6,176	2,169	2,703	3,687	1,107	763	777	52,220
Information Technology	13,827	7,693	13,320	5,763	4,695	2,097	8,401	2,950	3,676	5,015	1,506	1,038	1,057	71,039
Corporate Quality	7,932	4,413	7,642	3,306	2,693	1,203	4,819	2,109	2,877	864	595	595	606	40,753
Project MGMT Office	12,447	6,925	11,990	5,188	4,226	1,888	7,562	2,655	3,309	4,515	1,355	934	951	63,946
Managed Care Contract	-	728	1,261	546	444	199	795	279	348	475	143	98	100	5,416
Total Overhead Allocations	722,248	535,541	901,599	396,456	323,465	144,960	576,154	201,051	250,610	345,688	102,493	71,024	72,234	4,643,523
<b>Total Expenses</b>	<b>4,883,683</b>	<b>2,424,693</b>	<b>3,254,747</b>	<b>1,600,662</b>	<b>1,411,562</b>	<b>578,378</b>	<b>2,447,874</b>	<b>898,886</b>	<b>1,048,577</b>	<b>1,253,241</b>	<b>427,605</b>	<b>134,999</b>	<b>164,367</b>	<b>20,529,274</b>
<b>Net Margin</b>	<b>\$ (2,878,204)</b>	<b>\$ (1,078,823)</b>	<b>\$ (1,219,530)</b>	<b>\$ (603,381)</b>	<b>\$ (624,546)</b>	<b>\$ (92,355)</b>	<b>\$ (1,242,236)</b>	<b>\$ (297,971)</b>	<b>\$ (266,662)</b>	<b>\$ (717,218)</b>	<b>\$ (217,037)</b>	<b>\$ 8,329</b>	<b>\$ (2,806)</b>	<b>\$ (9,232,440)</b>
<b>Capital</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>General Fund Support/ Transfer In</b>	<b>\$ 9,025,566</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,025,566</b>

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2021

Current Month								Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
1,336,361	975,918	360,443	36.9%	352,125	984,236	279.5%	Gross Patient Revenue	11,167,373	7,632,066	3,535,307	46.3%	9,832,867	1,334,506	13.6%
252,945	178,183	(74,762)	(42.0%)	102,234	(150,712)	(147.4%)	Contractual Allowances	2,776,781	1,410,793	(1,365,988)	(96.8%)	1,813,245	(963,536)	(53.1%)
452,938	329,519	(123,419)	(37.5%)	65,611	(387,328)	(590.3%)	Charity Care	3,685,380	2,589,703	(1,095,677)	(42.3%)	3,305,227	(380,153)	(11.5%)
271,682	155,581	(116,101)	(74.6%)	117,319	(154,363)	(131.6%)	Bad Debt	2,144,445	1,239,065	(905,380)	(73.1%)	1,666,518	(477,927)	(28.7%)
977,566	663,283	(314,283)	(47.4%)	285,164	(692,402)	(242.8%)	Total Contractuals and Bad Debts	8,606,606	5,239,561	(3,367,045)	(64.3%)	6,784,990	(1,821,617)	(26.8%)
343,305	281,769	61,536	21.8%	549,155	(205,849)	(37.5%)	Other Patient Revenue	2,835,754	2,189,601	646,153	29.5%	2,291,617	544,137	23.7%
702,101	594,404	107,697	18.1%	616,116	85,985	14.0%	Net Patient Revenue	5,396,520	4,582,106	814,414	17.8%	5,339,494	57,026	1.1%
52.54%	60.91%			174.97%			Collection %	48.32%	60.04%			54.30%		
1,331,048	968,404	362,644	37.4%	759,855	571,193	75.2%	Grant Funds	5,082,282	5,095,355	(13,073)	(0.3%)	3,872,596	1,209,686	31.2%
19,349	145,876	(126,527)	(86.7%)	700,870	(681,521)	(97.2%)	Other Financial Assistance	746,722	4,457,960	(3,711,238)	(83.2%)	700,870	45,852	6.5%
1,578	45,034	(43,456)	(96.5%)	5,564	(3,986)	(71.6%)	Other Revenue	71,310	360,272	(288,962)	(80.2%)	60,693	10,617	17.5%
1,351,975	1,159,314	192,661	16.6%	1,466,288	(114,313)	(7.8%)	Total Other Revenues	5,900,314	9,913,587	(4,013,273)	(40.5%)	4,634,158	1,266,155	27.3%
2,054,076	1,753,718	300,358	17.1%	2,082,404	(28,329)	(1.4%)	Total Revenues	11,296,834	14,495,693	(3,198,859)	(22.1%)	9,973,652	1,323,182	13.3%
<i>Direct Operational Expenses:</i>														
1,257,215	1,179,875	(77,340)	(6.6%)	1,066,177	(191,038)	(17.9%)	Salaries and Wages	9,855,433	9,715,767	(139,666)	(1.4%)	9,046,245	(809,188)	(8.9%)
363,723	323,366	(40,357)	(12.5%)	362,007	(1,716)	(0.5%)	Benefits	2,746,602	2,619,127	(127,475)	(4.9%)	2,406,662	(339,940)	(14.1%)
163,278	43,496	(119,782)	(275.4%)	51,238	(112,040)	(218.7%)	Purchased Services	784,051	382,672	(401,379)	(104.9%)	556,591	(227,460)	(40.9%)
16,337	106,162	89,825	84.6%	8,013	(8,323)	(103.9%)	Medical Supplies	244,937	834,325	589,388	70.6%	154,647	(90,290)	(58.4%)
25,637	19,093	(6,544)	(34.3%)	1,259	(24,378)	(1,936.8%)	Other Supplies	101,935	152,744	50,809	33.3%	85,181	(16,754)	(19.7%)
61,653	81,658	20,005	24.5%	71,459	9,806	13.7%	Medical Services	494,954	641,757	146,803	22.9%	560,811	65,857	11.7%
51,857	58,914	7,057	12.0%	96,741	44,884	46.4%	Drugs	495,511	462,975	(32,536)	(7.0%)	678,384	182,873	27.0%
3,383	7,308	3,925	53.7%	13,783	10,400	75.5%	Repairs & Maintenance	45,314	58,464	13,150	22.5%	225,396	180,082	79.9%
102,987	105,943	2,956	2.8%	91,495	(11,492)	(12.6%)	Lease & Rental	662,186	787,081	124,895	15.9%	703,013	40,827	5.8%
5,034	6,008	974	16.2%	3,347	(1,687)	(50.4%)	Utilities	42,902	48,064	5,162	10.7%	32,194	(10,708)	(33.3%)
8,724	33,480	24,756	73.9%	11,938	3,214	26.9%	Other Expense	188,505	281,920	93,415	33.1%	187,182	(1,322)	(0.7%)
3,939	4,293	354	8.3%	3,675	(263)	(7.2%)	Insurance	28,620	34,344	5,724	16.7%	19,040	(9,580)	(50.3%)
2,063,765	1,969,596	(94,169)	(4.8%)	1,781,131	(282,634)	(15.9%)	Total Operational Expenses	15,690,949	16,019,240	328,291	2.0%	14,655,346	(1,035,602)	(7.1%)
<b>Net Performance before Depreciation</b>														
(9,690)	(215,878)	206,188	(95.5%)	301,273	(310,963)	(103.2%)	& Overhead Allocations	(4,394,115)	(1,523,547)	(2,870,568)	188.4%	(4,681,694)	287,579	(6.1%)

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2021

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
24,183	12,917	(11,266)	(87.2%)	14,083	(10,099)	(71.7%)	Depreciation
<i>Overhead Allocations:</i>							
2,857	2,464	(393)	(15.9%)	1,734	(1,123)	(64.8%)	Risk Mgt
192,479	174,743	(17,736)	(10.1%)	163,952	(28,527)	(17.4%)	Rev Cycle
1,800	3,301	1,500	45.5%	1,121	(680)	(60.6%)	Internal Audit
16,943	17,713	770	4.3%	16,537	(406)	(2.5%)	Home Office Facilities
35,552	28,478	(7,073)	(24.8%)	24,796	(10,756)	(43.4%)	Administration
56,066	40,768	(15,298)	(37.5%)	31,328	(24,738)	(79.0%)	Human Resources
9,508	14,775	5,267	35.6%	14,420	4,912	34.1%	Legal
7,201	6,897	(304)	(4.4%)	4,644	(2,557)	(55.1%)	Records
9,147	5,901	(3,246)	(55.0%)	4,353	(4,794)	(110.1%)	Compliance
6,845	6,005	(841)	(14.0%)	-	(6,845)	0.0%	Comm Engage Plan
61,661	71,027	9,365	13.2%	-	(61,661)	0.0%	IT Operations
6,560	7,237	677	9.4%	-	(6,560)	0.0%	IT Security
72,453	34,638	(37,815)	(109.2%)	-	(72,453)	0.0%	IT Applications
41,375	40,184	(1,191)	(3.0%)	-	(41,375)	0.0%	Security Services
121,539	104,156	(17,383)	(16.7%)	-	(121,539)	0.0%	IT EPIC
22,439	27,135	4,696	17.3%	27,912	5,473	19.6%	Finance
7,953	8,618	666	7.7%	7,891	(61)	(0.8%)	Public Relations
10,012	7,115	(2,896)	(40.7%)	100,209	90,198	90.0%	Information Technology
4,231	4,080	(151)	(3.7%)	1,797	(2,435)	(135.5%)	Corporate Quality
9,348	9,628	280	2.9%	8,419	(928)	(11.0%)	Project MGMT Office
-	1,122	1,122	100.0%	2,864	2,864	100.0%	Managed Care Contract
695,969	615,984	(79,985)	(13.0%)	411,977	(283,992)	(68.9%)	Total Overhead Allocations
<b>2,783,917</b>	<b>2,598,497</b>	<b>(185,420)</b>	<b>(7.1%)</b>	<b>2,207,191</b>	<b>(576,726)</b>	<b>(26.1%)</b>	<b>Total Expenses</b>
<b>\$ (729,842)</b>	<b>\$ (844,779)</b>	<b>\$ 114,938</b>	<b>(13.6%)</b>	<b>\$ (124,787)</b>	<b>\$ (605,055)</b>	<b>484.9%</b>	<b>Net Margin</b>
-	59,125	59,125	100.0%	-	-	0.0%	<b>Capital</b>
<b>\$ 4,168,663</b>	<b>\$ 900,000</b>	<b>\$ (3,268,663)</b>	<b>(363.2%)</b>	<b>\$ 1,907,728</b>	<b>\$ (2,260,935)</b>	<b>(118.5%)</b>	<b>General Fund Support/ Transfer In</b>

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
194,803	103,336	(91,467)	(88.5%)	108,087	(86,716)	(80.2%)	
19,919	19,709	(210)	(1.1%)	13,069	(6,851)	(52.4%)	
1,338,282	1,397,947	59,665	4.3%	842,185	(496,097)	(58.9%)	
16,069	26,405	10,336	39.1%	32,376	16,307	50.4%	
125,766	141,705	15,939	11.2%	133,514	7,747	5.8%	
260,438	227,824	(32,614)	(14.3%)	223,397	(37,041)	(16.6%)	
356,225	326,147	(30,077)	(9.2%)	265,225	(91,000)	(34.3%)	
126,887	118,199	(8,687)	(7.3%)	106,490	(20,397)	(19.2%)	
52,151	55,175	3,024	5.5%	44,231	(7,920)	(17.9%)	
37,089	47,207	10,118	21.4%	60,628	23,539	38.8%	
46,769	48,036	1,267	2.6%	-	(46,769)	0.0%	
504,818	568,213	63,395	11.2%	-	(504,818)	0.0%	
50,752	57,897	7,146	12.3%	-	(50,752)	0.0%	
315,617	277,108	(38,509)	(13.9%)	-	(315,617)	0.0%	
307,292	321,472	14,180	4.4%	-	(307,292)	0.0%	
666,050	833,248	167,198	20.1%	-	(666,050)	0.0%	
186,024	217,078	31,054	14.3%	218,019	31,995	14.7%	
52,220	68,946	16,726	24.3%	66,179	13,959	21.1%	
71,039	56,920	(14,119)	(24.8%)	608,669	537,630	88.3%	
40,753	32,640	(8,113)	(24.9%)	11,768	(28,985)	(246.3%)	
63,946	77,024	13,078	17.0%	47,417	(16,529)	(34.9%)	
5,416	8,972	3,556	39.6%	17,778	12,362	69.5%	
4,643,523	4,927,873	284,350	5.8%	2,690,946	(1,952,577)	(72.6%)	
<b>20,529,274</b>	<b>21,050,449</b>	<b>521,175</b>	<b>2.5%</b>	<b>17,454,379</b>	<b>(3,074,895)</b>	<b>(17.6%)</b>	
<b>\$ (9,232,440)</b>	<b>\$ (6,554,756)</b>	<b>\$ (2,677,684)</b>	<b>40.9%</b>	<b>\$ (7,480,727)</b>	<b>\$ (1,751,714)</b>	<b>23.4%</b>	
-	712,210	712,210	100.0%	2,744	2,744	100.0%	
<b>\$ 9,025,566</b>	<b>\$ 7,320,000</b>	<b>\$ (1,705,566)</b>	<b>(23.3%)</b>	<b>\$ 9,172,408</b>	<b>\$ 146,842</b>	<b>1.6%</b>	

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2021

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Total
<b>Gross Patient Revenue</b>	-	1,159,478	1,299,253	326,914	195,409	2,981,055
Contractual Allowances	-	296,612	518,055	43,285	78,392	936,344
Charity Care	-	651,744	417,532	189,407	61,448	1,320,131
Bad Debt	-	83,265	236,969	48,645	17,887	386,766
Total Contractual Allowances and Bad Debt	-	1,031,620	1,172,556	281,337	157,727	2,643,241
Other Patient Revenue	-	542,806	273,599	169,217	232,473	1,218,096
<b>Net Patient Revenue</b>	-	670,665	400,297	214,794	270,155	1,555,910
Collection %	-	57.84%	30.81%	65.70%	138.25%	52.19%
Grant Funds	79,191	312,943	172,138	190,089	69,114	823,475
Other Financial Assistance	(4,234)	62,714	(8,558)	11,420	13,018	74,359
Other Revenue	-	-	-	-	-	-
Total Other Revenues	74,957	375,657	163,580	201,509	82,132	897,834
<b>Total Revenues</b>	<b>74,957</b>	<b>1,046,321</b>	<b>563,876</b>	<b>416,303</b>	<b>352,287</b>	<b>2,453,744</b>
<i>Direct Operational Expenses:</i>						
Salaries and Wages	244,278	639,439	338,886	419,409	171,818	1,813,831
Benefits	62,655	183,190	92,234	112,053	51,634	501,766
Purchased Services	-	4,097	5,357	3,355	5,231	18,039
Medical Supplies	-	24,680	25,839	7,138	5,122	62,780
Other Supplies	294	595	530	209	69	1,697
Drugs	-	-	7	2	-	9
Repairs & Maintenance	-	1,215	1,178	1,701	1,697	5,791
Lease & Rental	-	73,533	43,527	40,815	21,410	179,285
Utilities	-	2,931	3,087	1,210	6,433	13,661
Other Expense	1,394	12,003	6,143	6,048	2,727	28,314
Insurance	-	-	-	-	372	372
Total Operational Expenses	308,621	941,683	516,788	591,940	266,513	2,625,545
<b>Net Performance before Depreciation &amp; Overhead Allocations</b>	<b>(233,664)</b>	<b>104,638</b>	<b>47,089</b>	<b>(175,637)</b>	<b>85,773</b>	<b>(171,801)</b>
Depreciation	-	15,574	7,459	6,731	28,740	58,505
<i>Overhead Allocations:</i>						
Risk Mgt	343	1,160	736	716	347	3,302
Rev Cycle	-	96,790	61,385	59,749	28,916	246,840
Internal Audit	277	936	594	578	280	2,664
Home Office Facilities	13,907	-	-	-	-	13,907
Administration	4,482	15,170	9,621	9,364	4,532	43,169
Human Resources	4,650	20,772	11,626	13,951	4,650	55,650
Legal	2,184	7,391	4,687	4,562	2,208	21,032
Records	898	3,038	1,927	1,875	907	8,644
Compliance	638	2,160	1,370	1,334	645	6,148
Comm Engage Plan	805	2,724	1,728	1,682	814	7,752
IT Operations	8,688	29,404	18,648	18,151	8,784	83,676
IT Security	873	2,956	1,875	1,825	883	8,412
IT Applications	5,432	18,384	11,659	11,348	5,492	52,315
Security Services	-	21,198	13,444	13,086	6,333	54,060
IT EPIC	11,463	38,795	24,604	23,949	11,590	110,401
Finance	3,201	10,835	6,872	6,689	3,237	30,834
Public Relations	899	3,042	1,929	1,878	909	8,656
Information Technology	1,223	4,138	2,624	2,554	1,236	11,775
Corporate Quality	701	2,374	1,505	1,465	709	6,755
Project MGMT Office	1,100	3,725	2,362	2,299	1,113	10,599
Managed Care Contract	-	392	248	242	117	999
Total Overhead Allocations	61,763	285,382	179,446	177,298	83,702	787,590
<b>Total Expenses</b>	<b>370,384</b>	<b>1,242,640</b>	<b>703,692</b>	<b>775,969</b>	<b>378,955</b>	<b>3,471,640</b>
<b>Net Margin</b>	<b>\$ (295,427)</b>	<b>\$ (196,319)</b>	<b>\$ (139,816)</b>	<b>\$ (359,666)</b>	<b>\$ (26,668)</b>	<b>\$ (1,017,897)</b>
<b>Capital</b>	-	-	-	-	-	-
<b>General Fund Support/ Transfer In</b>	<b>\$ 961,464</b>	-	-	-	-	<b>961,464</b>

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
730,502	282,327	448,175	158.7%	51,653	678,849	1,314.2%	Gross Patient Revenue	2,981,055	2,199,717	781,338	35.5%	2,351,293	629,761	26.8%
211,718	46,405	(165,313)	(356.2%)	12,738	(198,980)	(1,562.1%)	Contractual Allowances	936,344	360,026	(576,318)	(160.1%)	396,327	(540,016)	(136.3%)
329,249	161,787	(167,462)	(103.5%)	30,806	(298,443)	(968.8%)	Charity Care	1,320,131	1,264,041	(56,090)	(4.4%)	1,354,065	33,934	2.5%
96,867	18,173	(78,694)	(433.0%)	16,177	(80,690)	(498.8%)	Bad Debt	386,766	140,321	(246,445)	(175.6%)	142,149	(244,617)	(172.1%)
637,834	226,365	(411,469)	(181.8%)	59,721	(578,113)	(968.0%)	Total Contractuals and Bad Debts	2,643,241	1,764,388	(878,853)	(49.8%)	1,892,542	(750,699)	(39.7%)
170,671	101,909	68,762	67.5%	228,917	(58,246)	(25.4%)	Other Patient Revenue	1,218,096	800,676	417,420	52.1%	1,002,007	216,089	21.6%
263,339	157,871	105,468	66.8%	220,849	42,490	19.2%	Net Patient Revenue	1,555,910	1,236,005	319,905	25.9%	1,460,758	95,152	6.5%
36.05%	55.92%			427.56%			Collection %	52.19%	56.19%		62.13%			
157,499	208,603	(51,104)	(24.5%)	102,385	55,114	53.8%	Grant Funds	823,475	1,087,790	(264,315)	(24.3%)	821,083	2,392	0.3%
90	-	90	0.0%	108,379	(108,289)	(99.9%)	Other Financial Assistance	74,359	-	74,359	0.0%	108,379	(34,021)	(31.4%)
-	-	-	0.0%	-	-	0.0%	Other Revenue	-	-	-	0.0%	-	-	0.0%
157,589	208,603	(51,014)	(24.5%)	210,765	(53,175)	(25.2%)	Total Other Revenues	897,834	1,087,790	(189,956)	(17.5%)	929,462	(31,628)	(3.4%)
420,928	366,474	54,454	14.9%	431,614	(10,685)	(2.5%)	Total Revenues	2,453,744	2,323,795	129,949	5.6%	2,390,220	63,523	2.7%
Direct Operational Expenses:														
223,566	214,697	(8,869)	(4.1%)	168,210	(55,356)	(32.9%)	Salaries and Wages	1,813,831	1,768,318	(45,513)	(2.6%)	1,840,519	26,688	1.5%
65,766	55,369	(10,397)	(18.8%)	62,259	(3,507)	(5.6%)	Benefits	501,766	449,274	(52,492)	(11.7%)	497,256	(4,509)	(0.9%)
2,192	3,258	1,066	32.7%	5,623	3,431	61.0%	Purchased Services	18,039	25,523	7,484	29.3%	73,937	55,897	75.6%
11,168	13,380	2,213	16.5%	2,078	(9,089)	(437.3%)	Medical Supplies	62,780	104,324	41,544	39.8%	116,733	53,953	46.2%
149	7,425	7,276	98.0%	(45)	(195)	429.7%	Other Supplies	1,697	59,500	57,803	97.1%	6,874	5,177	75.3%
-	-	-	0.0%	-	-	0.0%	Medical Services	-	-	-	0.0%	-	-	0.0%
-	68	68	100.0%	-	-	0.0%	Drugs	9	532	523	98.3%	150	141	93.9%
1,881	2,321	440	19.0%	2,883	1,002	34.7%	Repairs & Maintenance	5,791	18,568	12,777	68.8%	28,483	22,692	79.7%
22,430	21,166	(1,264)	(6.0%)	24,849	2,419	9.7%	Lease & Rental	179,285	181,202	1,917	1.1%	201,472	22,187	11.0%
1,899	1,333	(566)	(42.5%)	1,261	(639)	(50.7%)	Utilities	13,661	10,664	(2,997)	(28.1%)	8,187	(5,474)	(66.9%)
3,440	5,843	2,403	41.1%	1,104	(2,336)	(211.6%)	Other Expense	28,314	45,449	17,135	37.7%	21,285	(7,029)	(33.0%)
88	41	(47)	(113.8%)	41	(47)	(115.8%)	Insurance	372	328	(44)	(13.4%)	257	(115)	(44.5%)
332,580	324,901	(7,679)	(2.4%)	268,262	(64,318)	(24.0%)	Total Operational Expenses	2,625,545	2,663,682	38,137	1.4%	2,795,153	169,607	6.1%
Net Performance before														
88,349	41,573	46,776	112.5%	163,352	(75,003)	(45.9%)	Depreciation & Overhead Allocations	(171,801)	(339,887)	168,086	(49.5%)	(404,932)	233,131	(57.6%)

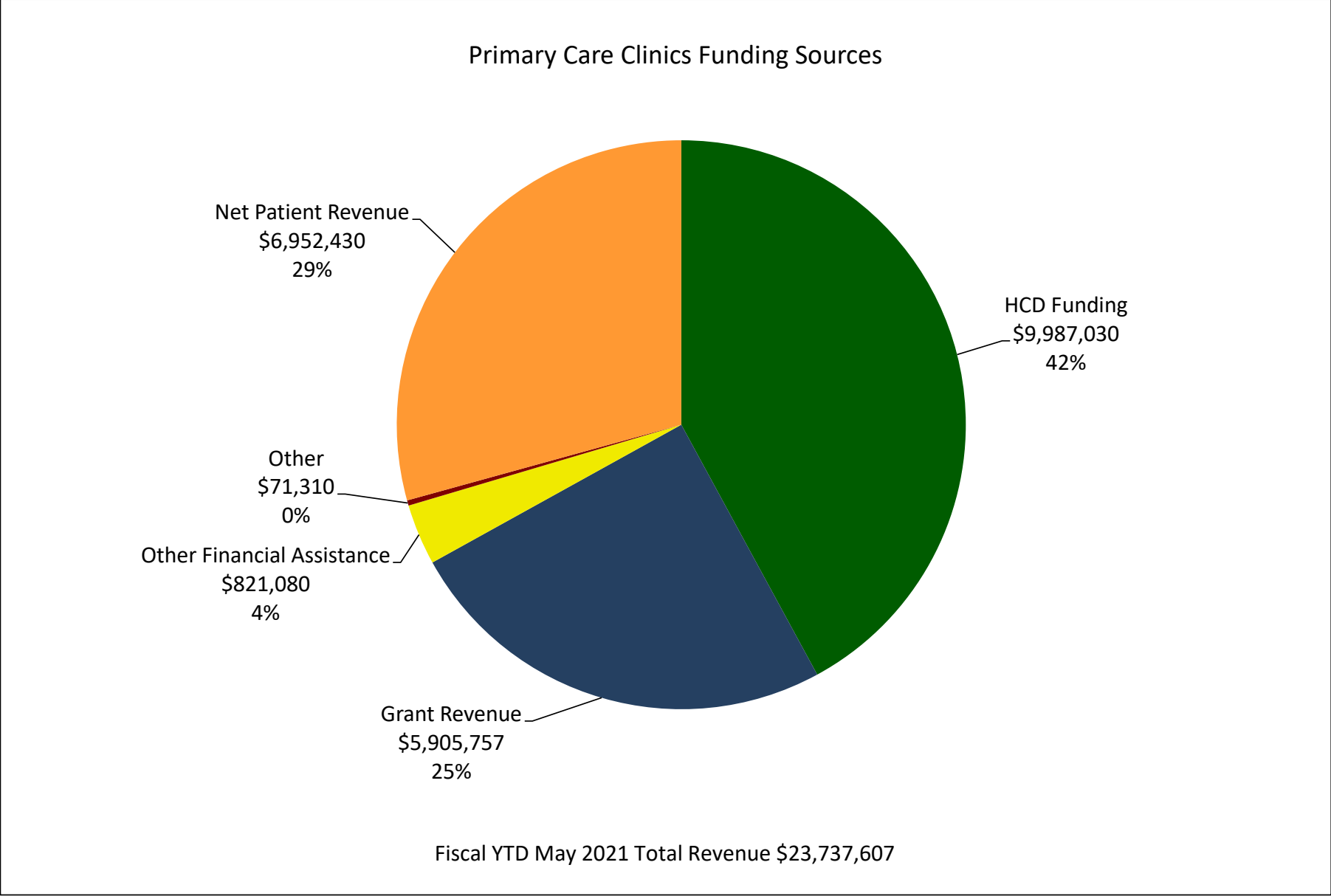
**District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses**

FOR THE EIGHTH MONTH ENDED MAY 31, 2021

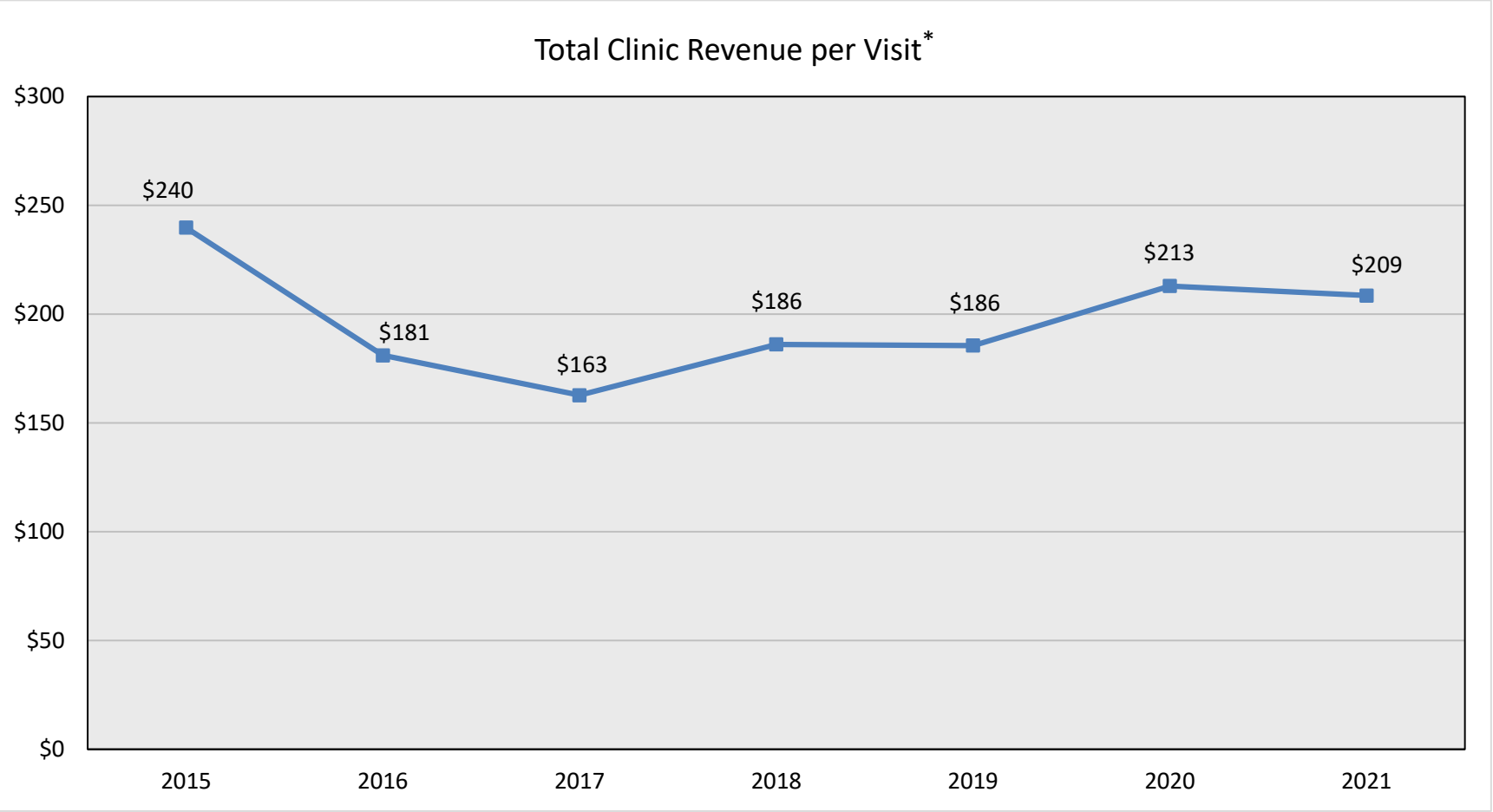
Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
7,342	4,417	(2,925)	(66.2%)	5,185	(2,157)	(41.6%)	Depreciation	58,505	35,336	(23,169)	(65.6%)	38,295	(20,210)	(52.8%)
Overhead Allocations:														
473	411	(62)	(15.1%)	374	(99)	(26.4%)	Risk Mgt	3,302	3,290	(12)	(0.4%)	2,823	(479)	(17.0%)
35,502	32,224	(3,278)	(10.2%)	37,883	2,381	6.3%	Rev Cycle	246,840	257,790	10,950	4.2%	194,598	(52,242)	(26.8%)
298	551	253	45.8%	242	(56)	(23.3%)	Internal Audit	2,664	4,408	1,744	39.6%	6,993	4,329	61.9%
1,874	2,055	182	8.8%	1,967	93	4.7%	Home Office Facilities	13,907	16,442	2,536	15.4%	15,877	1,970	12.4%
5,893	4,754	(1,139)	(24.0%)	5,355	(537)	(10.0%)	Administration	43,169	38,032	(5,137)	(13.5%)	48,250	5,081	10.5%
8,759	6,425	(2,334)	(36.3%)	6,941	(1,818)	(26.2%)	Human Resources	55,650	51,399	(4,251)	(8.3%)	58,762	3,111	5.3%
1,576	2,466	890	36.1%	3,114	1,538	49.4%	Legal	21,032	19,732	(1,300)	(6.6%)	23,000	1,968	8.6%
1,194	1,151	(42)	(3.7%)	1,003	(191)	(19.0%)	Records	8,644	9,211	566	6.1%	9,553	909	9.5%
1,516	985	(531)	(53.9%)	940	(576)	(61.3%)	Compliance	6,148	7,880	1,733	22.0%	13,094	6,947	53.1%
1,135	1,002	(132)	(13.2%)	-	(1,135)	0.0%	Comm Engage Plan	7,752	8,019	267	3.3%	-	(7,752)	0.0%
10,221	11,857	1,636	13.8%	-	(10,221)	0.0%	IT Operations	83,676	94,855	11,179	11.8%	-	(83,676)	0.0%
1,087	1,208	121	10.0%	-	(1,087)	0.0%	IT Security	8,412	9,665	1,253	13.0%	-	(8,412)	0.0%
12,009	5,782	(6,227)	(107.7%)	-	(12,009)	0.0%	IT Applications	52,315	46,259	(6,056)	(13.1%)	-	(52,315)	0.0%
7,279	7,067	(211)	(3.0%)	-	(7,279)	0.0%	Security Services	54,060	56,539	2,479	4.4%	-	(54,060)	0.0%
20,146	17,387	(2,758)	(15.9%)	-	(20,146)	0.0%	IT EPIC	110,401	139,099	28,698	20.6%	-	(110,401)	0.0%
3,719	4,530	810	17.9%	6,028	2,309	38.3%	Finance	30,834	36,238	5,404	14.9%	47,088	16,254	34.5%
1,318	1,439	121	8.4%	1,704	386	22.7%	Public Relations	8,656	11,509	2,854	24.8%	14,293	5,638	39.4%
1,659	1,188	(472)	(39.7%)	21,643	19,984	92.3%	Information Technology	11,775	9,502	(2,273)	(23.9%)	131,461	119,686	91.0%
701	681	(20)	(3.0%)	388	(313)	(80.8%)	Corporate Quality	6,755	5,449	(1,306)	(24.0%)	2,542	(4,213)	(165.8%)
1,549	1,607	58	3.6%	1,818	269	14.8%	Project MGMT Office	10,599	12,858	2,259	17.6%	10,241	(358)	(3.5%)
-	207	207	100.0%	662	662	100.0%	Managed Care Contract	999	1,654	655	39.6%	4,108	3,109	75.7%
117,909	104,979	(12,930)	(12.3%)	90,065	(27,845)	(30.9%)	Total Overhead Allocations	787,590	839,832	52,242	6.2%	582,682	(204,908)	(35.2%)
457,831	434,297	(23,534)	(5.4%)	363,511	(94,320)	(25.9%)	Total Expenses	3,471,640	3,538,850	67,210	1.9%	3,416,130	(55,510)	(1.6%)
\$ (36,903)	\$ (67,823)	\$ 30,920	(45.6%)	\$ 68,103	\$ (105,005)	(154.2%)	Net Margin	\$ (1,017,897)	\$ (1,215,055)	\$ 197,158	(16.2%)	\$ (1,025,910)	\$ 8,013	(0.8%)
-	-	-	0.0%	-	-	0.0%	Capital	-	-	-	0.0%	-	-	0.0%
-	-	-	0.0%	-	-	0.0%	Capital Contributions	-	-	-	0.0%	-	-	0.0%
\$ (151,659)	\$ 64,000	\$ 215,659	337.0%	\$ -	\$ 151,659	0.0%	General Fund Support/ Transfer In	\$ 961,464	\$ 1,188,000	\$ 226,536	19.1%	\$ 1,382,238	\$ 420,774	30.4%



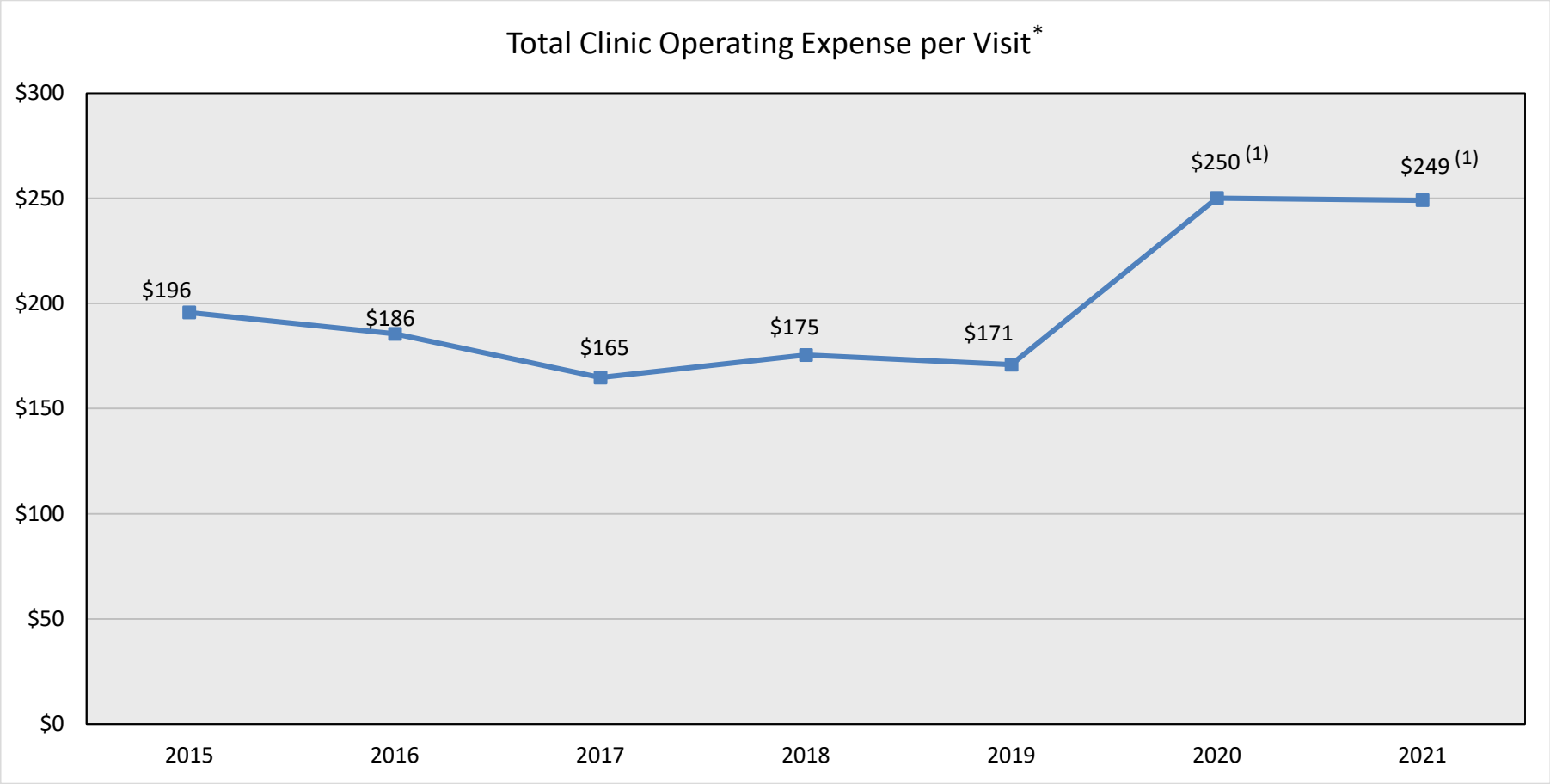
	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
<b>Clinic Visits - Adults and Pediatrics</b>																
West Palm Beach	1,227	929	1,068	836	879	1,119	1,138	1,007					8,203	4,531	81.0%	9,702
Delray	1,061	883	989	776	582	723	600	541					6,155	4,962	24.0%	6,191
Lantana	1,738	1,282	1,379	1,374	1,480	1,638	1,799	1,695					12,385	12,667	(2.2%)	11,190
Belle Glade	616	395	661	451	555	656	622	566					4,522	3,374	34.0%	4,782
Lewis Center	786	695	807	662	696	685	584	541					5,456	1,289	323.3%	1,440
Lake Worth & Women's Health Care	1,153	979	958	907	953	1,339	1,206	1,222					8,717	5,471	59.3%	8,232
Jupiter Clinic	602	407	468	450	527	656	501	415					4,026	2,950	36.5%	2,759
West Boca & Women's Health Care	786	679	730	641	666	798	741	637					5,678	3,214	76.7%	4,546
Mobile Van	16	-	-	1	-	-	-	-					17	98	(82.7%)	1,081
Mobile 2 Clinic	-	-	-	-	-	-	-	-					-	98	(100.0%)	
Mobile 3 Hero	-	-	-	-	-	-	-	-					-	98	(100.0%)	
Mangonia Park	259	203	198	224	261	447	508	523					2,623	897		732
Mangonia Park-Substance	-	-	-	-	-	-	-	-					-	1,187	(100.0%)	2,338
<b>Total Clinic Visits</b>	<b>8244</b>	<b>6,452</b>	<b>7,258</b>	<b>6,322</b>	<b>6,599</b>	<b>8,061</b>	<b>7,699</b>	<b>7,147</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>57,782</b>	<b>40,836</b>	<b>41.5%</b>	<b>52,993</b>
<b>Dental Visits</b>																
West Palm Beach	467	334	427	172	159	179	693	691					3,122	3,417	(8.6%)	4,824
Lantana	447	358	473	466	495	558	553	423					3,773	5,006	(24.6%)	3,009
Delray	-	-	-	-	-	-	306	480					786	2,418	(67.5%)	3,171
Belle Glade	-	-	-	2	-	-	201	270					473	1,298	(63.6%)	2,024
<b>Total Dental Visits</b>	<b>914</b>	<b>692</b>	<b>900</b>	<b>640</b>	<b>654</b>	<b>737</b>	<b>1,753</b>	<b>1,864</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,154</b>	<b>12,139</b>	<b>(32.8%)</b>	<b>13,028</b>
<b>Total Medical and Dental Visits</b>	<b>9158</b>	<b>7,144</b>	<b>8,158</b>	<b>6,962</b>	<b>7,253</b>	<b>8,798</b>	<b>9,452</b>	<b>9,011</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,936</b>	<b>52,975</b>	<b>24.5%</b>	<b>66,021</b>
<b>Key Ratios</b>																
Collection Ratio													16%			
Bad debt write off as a percentage of total billing													4%			
Collections per visit													28			
Charges Per Visit													173			
Percentage of A/R less than 120 days													72%			
Days in AR													55			
<b>Mental Health Counselors (non-billable)</b>																
West Palm Beach	-	2	-	1	-	-	-	-					3	563	(99.5%)	1,039
Delray	60	41	22	1	3	2	-	-					129	474	(72.8%)	569
Lantana	-	36	2	-	1	-	-	3					42	1,896	(97.8%)	3,317
Belle Glade	26	18	41	21	14	21	18	15					174	232	(25.0%)	582
Mangonia Park	458	205	225	214	205	311	441	387					2,446	832	194.0%	1,445
Lewis Center	308	381	544	678	709	838	729	625					4,812	813	491.9%	983
Lake Worth	12	-	1	-	-	-	-	-					13	598	(97.8%)	969
Jupiter	-	-	-	-	-	-	-	-					-	-	0.0%	1
West Boca	-	-	-	-	-	-	-	-					-	-	0.0%	10
Mobile Van	-	-	-	-	-	-	-	-					-	311	(100.0%)	362
<b>Total Mental Health Screenings</b>	<b>864</b>	<b>683</b>	<b>835</b>	<b>915</b>	<b>932</b>	<b>1,172</b>	<b>1,188</b>	<b>1,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,619</b>	<b>5,719</b>	<b>33.2%</b>	<b>9,277</b>





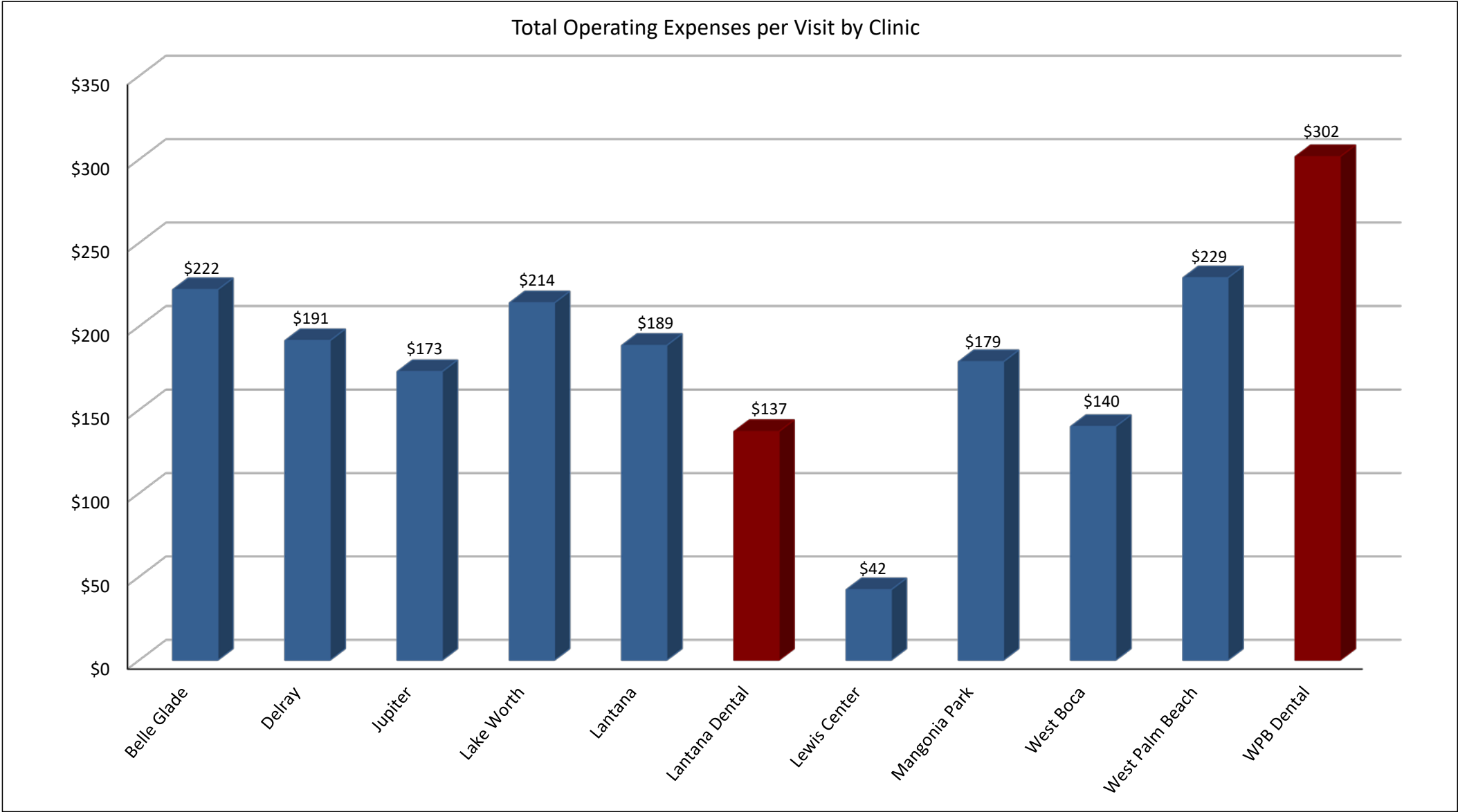


\* Based on total medical and dental visits



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

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



\* Based on Fiscal Year-to-Date May 2021 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