



C. L. Brumback

Primary Care Clinics

Health Care District Palm Beach County

FINANCE COMMITTEE

July 29, 2020

12:15 P.M.

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 29, 2020
12:15 PM
Zoom Webinar Meeting**

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

or

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

1. Call to Order

A. Roll Call

2. Agenda Approval

A. Additions/Deletions/Substitutions

B. Motion to Approve Agenda

3. Awards, Introductions and Presentations

4. Disclosure of Voting Conflict

5. Public Comment

6. Meeting Minutes

6A-1 **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of June 24, 2020. [Pages 1-6]

7. Consent Agenda – Motion to Approve Consent Agenda Items

A. **ADMINISTRATION**

7A-1 **RECEIVE AND FILE:**
July 2020 Internet Posting of District Public Meeting.
<https://www.hcdpbc.org/resources/public-meetings>

7A-2 **RECEIVE AND FILE:**
Attendance Tracking. [Page 7]

8. Regular Agenda

A. **FINANCE**

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

C. L. Brumback Primary Care Clinics Financial Report May 2020.
(Joel Snook) [Pages 8-26]

9. VP and Executive Director of Clinic Services Comments

10. Board Member Comments

11. Establishment of Upcoming Meetings

August 26, 2020 (TBD)

12:15pm Finance Committee

September 30, 2020 (TBD)

12:15pm Finance Committee

October 28, 2020 (TBD)

12:15pm Finance Committee

November 25, 2020 (TBD)

12:15pm Finance Committee

December 16, 2020 (TBD)

12:15pm 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 jdominiq@hcdpbc.org or submitted via phone (561) 804-5780 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 24, 2020
Zoom Webinar Meeting**

1. Call to Order

Mr. Elder called the meeting to order at 12:14 p.m.

A. Roll Call

Committee members present: James Elder, Mike Smith
Committee members excused:

Staff present included: Darcy Davis, CEO; Dr. Belma Andric, VP & Executive Director of Clinic Services; Valerie Shahriari, General Counsel; Joel Snook, VP & Chief Financial Officer; Dr. Hyla Fritsch, Director of Clinic Operations and Pharmacy Services; Andrea Steele, Director of Corporate Quality

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.

The recording was inadvertently stopped, and resumed just before Item number 3.

3. Awards and Presentations

None.

4. Disclosure of Voting Conflict

None.

5. Public Comment

None.

6. Meeting Minutes

- 6A-1 **Staff recommends a MOTION TO APPROVE:**
Finance Committee Meeting Minutes of May 27, 2020.

CONCLUSION/ACTION: Mr. Smith made a motion to approve the Meeting Minutes of May 27, 2020. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.

7. Consent Agenda – Motion to Approve Consent Agenda Items

CONCLUSION/ACTION: Mr. 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.

A. **ADMINISTRATION**

- 7A-1 **RECEIVE AND FILE:**
June 2020 Internet Posting of District Public Meeting
<http://www.hcdpbc.org-Resources-Public Meetings>

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

8. Regular Agenda

A. **FINANCE**

- 8A-1 **RECEIVE AND FILE:**
C.L. Brumback Primary Care Clinics Finance Report: April 2020

The April statements represent the financial performance for the seven month of the 2020 fiscal year for C.L. Brumback Primary Care Clinics. Total YTD revenue was unfavorable to budget by (\$1.2M) due mostly to grant revenue timing and closure of clinics starting mid-March through April. Net patient revenue YTD was unfavorable to budget by (\$27k). The COVID-19 national emergency started mid-March and 9 clinics were closed to start countywide COVID-19 testing. Expenses

before depreciation were over budget by (\$310k) or (2.1%) due mostly to negative variances in salaries and wages (\$193k), purchase services (\$113k), medical services (\$29k), and repair and maintenance (\$140k). Total YTD net margin was (\$8.4M) compared to budget of (\$7.0M) for a variance of (\$1.5M) or (21.5%). The Medical clinics total YTD revenue was unfavorable to budget by (\$685k), this unfavorable variance resulted from grant revenue timing of (\$1.1M). Gross patient revenue under budget of (\$1.3M) or (11.8%) was a result of reduced clinic operation and closure from mid-March through April. During clinic closure, staff were reassigned to start countywide COVID-19 testing. Total operating expenses of \$12.9M were unfavorable to budget of \$12.4M by (\$467k) or (3.8%). This negative variance is mostly related to salaries and wages (\$231k), purchase services (\$98k), medical supplies (\$49k), medical services (\$29k) and repairs and maintenance (\$153k). Purchase services are unfavorable to budget due to higher collection fees from Athena. Medical supplies and medical services are unfavorable to budget due to unanticipated service use and supplies purchases. Repairs and maintenance is unfavorable to budget primarily due to unanticipated Allscripts software maintenance cost. Total YTD net margin of (\$7.4M) was unfavorable to budget of (\$6.2M) by (\$1.1M) or (18.1%). The Dental clinics gross patient revenue was unfavorable to budget by (\$191k) or (7.7%). Total revenue of \$2.0M was under budget of \$2.5M by (\$522k) or (21.1%) due to grant revenue recognition timing, as well as reduced services. Total operating expenses of \$2.5M were favorable to budget by \$157k or 5.8% due mainly to combined salaries, wages, and benefits \$96k, medical supplies of \$40k, and repairs and maintenance \$14k. Total YTD net margin was (\$1.1k) compared to a budgeted loss of (\$727k) for a variance of (\$367k). As of May 15, 2020, the District has been awarded \$3M in COVID-19 grants from HRSA (\$2.9M) and the CARES Act (\$50K) to make up for lost revenue related to the pandemic and to prevent, prepare, respond with increase healthcare capacity and staffing levels for COVID-19. These funds were appropriated under the HRSA and the CARES Act to cover health care related expenses or lost revenues that are attributable to coronavirus and to expand COVID-19 testing and increase health care capacity. The District will recognize the \$3M in the coming months as revenue in accordance with grant recognition principles to cover for the lost revenue as visits significantly decreased in March and April 2020 due to the closure of clinics to comply with mandated social distancing guidelines. In addition, the District will also recognize part of the \$3M from HRSA which is an expenditure driven grant as the District has been incurring payroll and other expenses related to COVID-19 due to the implementation of countywide testing to respond to COVID-19. The District has established strong internal control systems to ensure compliance with grantor requirements. On the Comparative Statement of Net Position, due from other governments increased to \$3.3M, due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$7.3M, and \$1.0M respectively for a combined subsidy of \$8.3M.

Mr. Smith asked Mr. Snook about the management discussion document where it states that medical clinics' year to date revenue was unfavorable mostly due to

grant revenue timing of \$1.1M, and if that was grant revenue that was expected but unrelated to COVID-19. Mr. Snook informed Mr. Smith that the grant was issued outside of COVID-19 specific funds. This was money from the HRSA grant. Last year the money was being taken out monthly whereas this year it is taken out as the expenses flow. Mr. Smith asked if that grant revenue is still expected, Mr. Snook assured Mr. Smith that that grant revenue is still expected it's just that this has everything to do with the budget and new process going against the budget is being recognized differently. Mr. Smith asked with clinic employees being tasked with working at various sites, what has happened with the Dental clinics and their employees. Mr. Snook informed Mr. Smith that the dental clinics were also closed and their employees were assigned to testing sites. Dr. Hyla Fritsch went into further detail explaining that the dental teams were redeployed to the testing locations, where the Dental assistants functioned in the same capacity as medical assistants helping the dentists who were functioning as 'swabbers'. Dr. Belma Andric also pointed out that we still continued to provide emergency dental services in the West Palm Beach and Belle Glade clinics. We never did stop providing these services, but in the beginning we were limiting these services to 1-2 days per week, but we have opened the schedule for emergencies as they were before. She also explained that we have started to provide elective procedures, which were initially postponed, as there were some concerns in the beginning as to OSHA guidelines when it comes to safety in dental practices (due to aerosolized procedures). With Dental offices opening across the country without an increase in cases directly related to these openings, we are feeling more and more comfortable with reopening the dental clinics and returning to business as usual. Mr. Smith asked about clinic volumes going up over the prior year (Belle Glade, West Palm Beach), and if there could be some capacity issues for some of these clinics that seem to be surging in volume, or is that a temporary surge attributed more so to something else. Dr. Hyla Fritsch explained that moving our Belle Glade clinic and co-locating with lakeside medical center did increase both our patient volume and capacity. Mr. Smith specified that for Belle Glade we increased our patient volume from 6,700 to 10,700 this year, with that being such a huge increase, do we have the space and staff to accommodate this increase. Dr. Andric explained that we can probably attribute the increase in capacity for these patients to better operations, increased efficiency, working on the schedules for the patients at that location provided us with more templates and higher access to care. Also, because of our proximity to lakeside, more patients go directly from the ER to our clinic. Dr. Andric goes on to explain that in light of the current circumstances, we have reduced our in-person appointments as much as possible and that is something you will see us discuss a bit in our regular board meeting when we discuss productivity. There you will see a decrease in live visits accompanied by an increase in Tele-med visits. Our patients responded a lot more positively than we expected to tele-med visits, and we are optimistic that we can preserve our current volumes whilst transitioning to telemedicine. Dr. Andric also praised Dr. Fritsch's team for their tireless work figuring out the logistics behind a successful transition to telemedicine, even with all of the moving parts and variables. We have reduced the number of employees physically in the clinic to no more than 6-7 at

any given time. Mr. Smith asked about social distancing concerns and how that affects patients in our waiting rooms. Dr. Andric explained that we don't have patients in our waiting rooms as we have implemented the use of the new Phreesia platform. We communicate with patients via phones and Phreesia Pad creating a virtual parking lot waiting room. Mr. Elder asked about the percentage of patients using tele-health. Andrea Steele, Director of corporate quality answered that we are currently at 38% and are trending upwards toward our expectation of 40%-50% Mark. Mr. Elder asked if this will continue in our operations going forward. Dr. Andric said that a lot of patients have responded positively to telemedicine, and it has been an eye opener for many that a lot of visits can be conducted this way, and we are very optimistic. Though it is true that some people, procedures, visits will never be able to use telemedicine, but this tool has helped us in providing care to those who need it now. Mr. Smith asked about confidentiality in telemedicine, concerns with hackers being able to listen in on visits, and if there are any IT concerns being addressed. Dr. Andric answered that we currently use a HIPAA compliant program that is a bit complex to use, and we are currently researching more user friendly platforms that are just as if not more secure. Nancy Stockslager, CIO also added that any platform used at the district goes through a vigorous IT security assessment to assure that it conforms and is consistent with all regulations, knowing that we feel very confident in using the technology that we do not have a chance for hacking.

CONCLUSION/ACTION: Receive & File. No further action necessary.

9. VP and Executive Director of Clinic Services Comments

None.

10. Board Member Comments

None.

11. Establishment of Upcoming Meetings

July 29, 2020 (Zoom)

12:15pm Finance Committee

August 26, 2020 (TBD)

12:15pm Finance Committee

September 30, 2020 (TBD)

12:15pm Finance Committee

October 28, 2020 (TBD)

12:15pm Finance Committee

November 25, 2020 (TBD)

12:15pm Finance Committee

December 16, 2020 (TBD)

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 at 12:35 p.m.

DCHI Finance Committee Chair

Date

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

Attendance Tracking

	1/29/20	2/26/20	5/27/20	6/24/20	7/29/20	8/26/20	9/30/20	10/28/20	11/25/20	12/16/20
James Elder	X	X	X	X						
Michael Smith	X	X	X	X						
Gary Butler	X	X								
Tammy Jackson-Moore										

X= Present

C= Cancel

E= Excused

A= Absent

DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
July 29, 2020

1. Description: District Clinic Holdings, Inc. Financial Report May 2020

2. Summary:

The YTD May 2020 financial statements for the District Clinic Holdings, Inc. are presented for Finance Committee review.

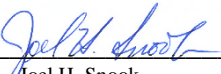
3. Substantive Analysis:

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:



Joel H. Snook
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name


Date Reviewed/Approved

DISTRICT CLINIC HOLDINGS, INC
FINANCE COMMITTEE
July 29, 2020

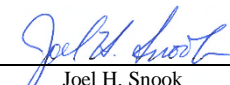
6. Recommendation:

Staff recommends that the Finance Committee receive and file the District Clinic Holdings, Inc. May 2020 YTD financial statements.


Approved for Legal sufficiency:



Valerie Strahriari
VP & General Counsel



Joel H. Snook
VP & Chief Financial Officer



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

MEMO

To: Finance Committee

From: Joel H. Snook
VP & Chief Financial Officer

Date: June 26, 2020

Subject: Management Discussion and Analysis of May 2020 C.L. Brumback Primary Care Clinic Financial Statements.

The May statements represent the financial performance for the eight month of the 2020 fiscal year for C.L. Brumback Primary Care Clinics. Total YTD revenue was unfavorable to budget by (\$783k) due mostly to grant revenue timing and closure of clinics starting mid-March through May. Net patient revenue YTD was unfavorable to budget by (\$59k). The COVID-19 national emergency started mid-March and 9 clinics were closed to start countywide COVID-19 testing. Expenses before depreciation were over budget by (\$261k) or (1.5%) due mostly to negative variances in salaries and wages (\$129k), purchase services (\$105k), medical services (\$32k), and repair and maintenance (\$143k). Total YTD net margin was (\$8.5M) compared to budget of (\$7.4M) for a variance of (\$1.1M) or (15.3%).

The Medical clinics total YTD revenue was unfavorable to budget by (\$245k), this unfavorable variance resulted from grant revenue timing of (\$1.3M). Gross patient revenue under budget of (\$2.5M) or (20.2%) was a result of reduced clinic operation and closure from mid-March through May. During clinic closure, staff were reassigned to start countywide COVID-19 testing. Total operating expenses of \$14.7M were unfavorable to budget of \$14.1M by (\$523k) or (3.7%). This negative variance is mostly related to salaries, wages and benefits (\$261k), purchase services (\$92k), medical supplies (\$43k), medical services (\$32k) and repairs and maintenance (\$160k). Purchase services are unfavorable to budget due to higher collection fees from Athena. Medical supplies and medical services are unfavorable to budget due to unanticipated service use and supplies purchases. Repairs and maintenance is unfavorable to budget primarily due to unanticipated Allscripts software maintenance cost. Total YTD net margin of (\$7.5M) was unfavorable to budget of (\$6.7M) by (\$828k) or (12.5%).

The Dental clinics gross patient revenue was unfavorable to budget by (\$505k) or (17.7%). Total revenue of \$2.4M was under budget of \$2.9M by (\$538k) or (18.4%) due to grant revenue recognition timing, as well as reduced services. Total operating expenses of \$2.8M were favorable to budget by \$261k or 8.6% due mainly to combined salaries, wages, and benefits \$169k, medical supplies of \$60k, and repairs and maintenance \$17k. Total YTD net margin was (\$1.0M) compared to a budgeted loss of (\$727k) for a variance of (\$299k).

As of May 15, 2020, the District has been awarded \$3M in COVID-19 grants from HRSA (\$2.9M) and the CARES Act (\$50K) to make up for lost revenue related to the pandemic and to prevent, prepare, respond with increase healthcare capacity and staffing levels for COVID-19. These funds were appropriated under the HRSA and the CARES Act to cover health care related expenses or lost revenues that are attributable to coronavirus and to expand

testing and increase health care capacity. The Clinics through May have recognized \$809k of the \$3M and the remaining monies will be recognized in coming months as the Clinics incur payroll and other expenses related to COVID-19 due to the implementation of countywide testing to respond to COVID-19. The District has established strong internal control systems to ensure compliance with grantor requirements.

On the Comparative Statement of Net Position, due from other governments decreased to \$2.8M, this balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.2M, and \$1.4M respectively for a combined subsidy of \$10.6M.

DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION

	<u>May 31, 2020</u>	<u>Apr 30, 2020</u>	<u>Increase (Decrease)</u>
Assets			
Cash and Cash Equivalents	596,839	(1,890,511)	\$ 2,487,350
Accounts Receivable, net	1,528,278	1,508,927	19,352
Due From Other Funds	-	-	-
Due from Other Governments	2,751,795	3,272,427	(520,632)
Other Current Assets	190,101	165,469	24,632
Net Investment in Capital Assets	2,433,790	2,356,461	77,329
Total Assets	<u>\$ 7,500,803</u>	<u>\$ 5,412,773</u>	<u>\$ 2,088,030</u>
Liabilities			
Accounts Payable	268,519	288,605	(20,085)
Due To Other Governments	-	-	-
Deferred Revenue	277,932	89,700	188,232
Other Current Liabilities	1,982,762	2,142,952	(160,190)
Non-Current Liabilities	1,134,950	1,227,256	(92,306)
Total Liabilities	<u>3,664,163</u>	<u>3,748,512</u>	<u>(84,349)</u>
Deferred Inflows of Resources			
Deferred Inflows- Other Post Employment Benefits	<u>\$ 543</u>	<u>\$ 543</u>	<u>\$ -</u>
Net Position			
Net Investment in Capital Assets	2,433,790	2,356,461	77,329
Unrestricted	1,402,307	(692,744)	2,095,050
Total Net Position	<u>3,836,097</u>	<u>1,663,718</u>	<u>2,172,379</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u>\$ 7,500,803</u>	<u>\$ 5,412,773</u>	<u>\$ 2,088,030</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, 2020

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
403,778	1,942,307	(1,538,529)	(79.2%)	1,900,160	(1,496,382)	(78.8%)	Gross Patient Revenue	12,184,161	15,179,044	(2,994,883)	(19.7%)	14,853,035	(2,668,874)	(18.0%)
114,972	323,217	208,245	64.4%	435,326	320,354	73.6%	Contractual Allowances	2,209,573	2,517,240	307,667	12.2%	5,938,894	3,729,321	62.8%
96,417	797,370	700,953	87.9%	689,798	593,381	86.0%	Charity Care	4,659,292	6,232,925	1,573,633	25.2%	3,750,841	(908,451)	(24.2%)
133,496	333,409	199,913	60.0%	283,556	150,060	52.9%	Bad Debt	1,808,668	2,611,779	803,111	30.7%	1,417,958	(390,709)	(27.6%)
344,885	1,453,996	1,109,111	76.3%	1,408,681	1,063,796	75.5%	Total Contractuals and Bad Debts	8,677,532	11,361,944	2,684,412	23.6%	11,107,693	2,430,162	21.9%
778,072	380,319	397,753	104.6%	335,800	442,272	131.7%	Other Patient Revenue	3,293,623	3,042,552	251,071	8.3%	4,279,470	(985,847)	-23%
836,965	868,630	(31,665)	(3.6%)	827,279	9,686	1.2%	Net Patient Revenue	6,800,252	6,859,652	(59,400)	(0.9%)	8,024,812	(1,224,560)	(15.3%)
207.28%	44.72%			43.54%			Collection %	55.81%	45.19%			54.03%		
862,240	1,219,289	(357,049)	(29.3%)	1,688,647	(826,407)	(48.9%)	Grant Funds	4,693,678	6,267,907	(1,574,229)	(25.1%)	9,157,569	(4,463,891)	(48.7%)
809,249	-	809,249	0.0%	-	809,249	0.0%	Other Financial Assistance	809,249	-	809,249	0.0%	-	809,249	0.0%
5,564	2,442	3,122	127.8%	4,680	884	18.9%	Other Revenue	60,693	19,536	41,157	210.7%	66,321	(5,628)	(8.5%)
1,677,053	1,221,731	455,322	37.3%	1,693,328	(16,275)	(1.0%)	Total Other Revenues	5,563,621	6,287,443	(723,822)	(11.5%)	9,223,890	(3,660,269)	(39.7%)
2,514,018	2,090,361	423,657	20.3%	2,520,606	(6,589)	(0.3%)	Total Revenues	12,363,873	13,147,095	(783,222)	(6.0%)	17,248,702	(4,884,829)	(28.3%)
Direct Operational Expenses:														
1,234,387	1,298,379	63,993	4.9%	1,459,040	224,653	15.4%	Salaries and Wages	10,886,764	10,757,446	(129,318)	(1.2%)	10,459,482	(427,282)	(4.1%)
424,266	362,727	(61,539)	(17.0%)	372,646	(51,620)	(13.9%)	Benefits	2,903,918	2,941,842	37,924	1.3%	2,801,375	(102,543)	(3.7%)
56,861	65,753	8,892	13.5%	128,618	71,757	55.8%	Purchased Services	630,528	526,024	(104,504)	(19.9%)	568,658	(61,870)	(10.9%)
10,092	36,001	25,909	72.0%	47,947	37,856	79.0%	Medical Supplies	271,380	288,008	16,628	5.8%	277,223	5,843	2.1%
1,213	19,686	18,473	93.8%	133,496	132,283	99.1%	Other Supplies	92,055	157,488	65,433	41.5%	329,015	236,960	72.0%
71,459	67,802	(3,657)	(5.4%)	22,612	(48,847)	(216.0%)	Medical Services	560,811	528,371	(32,440)	(6.1%)	264,000	(296,812)	(112.4%)
96,741	88,580	(8,161)	(9.2%)	68,819	(27,922)	(40.6%)	Drugs	678,534	690,374	11,840	1.7%	363,276	(315,258)	(86.8%)
16,666	13,887	(2,779)	(20.0%)	39,735	23,069	58.1%	Repairs & Maintenance	253,878	111,096	(142,782)	(128.5%)	291,415	37,536	12.9%
116,344	106,850	(9,494)	(8.9%)	114,139	(2,205)	(1.9%)	Lease & Rental	904,485	885,522	(18,963)	(2.1%)	900,227	(4,258)	(0.5%)
4,607	6,682	2,075	31.1%	8,883	4,275	48.1%	Utilities	40,382	53,456	13,074	24.5%	44,832	4,450	9.9%
13,042	28,941	15,899	54.9%	10,156	(2,886)	(28.4%)	Other Expense	208,468	231,528	23,060	10.0%	150,878	(57,589)	(38.2%)
3,716	2,236	(1,480)	(66.2%)	2,214	(1,502)	(67.8%)	Insurance	19,297	17,888	(1,409)	(7.9%)	14,497	(4,800)	(33.1%)
2,049,393	2,097,524	48,131	2.3%	2,408,304	358,911	14.9%	Total Operational Expenses	17,450,499	17,189,043	(261,456)	(1.5%)	16,464,875	(985,624)	(6.0%)
Net Performance before Depreciation &														
464,625	(7,163)	471,788	(6,586.5%)	112,302	352,323	313.7%	Overhead Allocations	(5,086,626)	(4,041,948)	(1,044,678)	25.8%	783,826	(5,870,453)	(748.9%)

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE EIGHTH MONTH ENDED MAY 31, 2020

Current Month							
Actual	Budget	Variance	%	Prior Year	Variance	%	
19,268	13,280	(5,988)	(45.1%)	13,156	(6,112)	(46.5%)	Depreciation
<i>Overhead Allocations:</i>							
2,108	2,255	147	6.5%	407	(1,701)	(417.9%)	Risk Mgt
201,835	96,913	(104,922)	(108.3%)	91,067	(110,768)	(121.6%)	Rev Cycle
1,363	5,506	4,144	75.3%	5,406	4,043	74.8%	Internal Audit
18,504	21,420	2,917	13.6%	18,734	231	1.2%	Home Office Facilities
30,151	36,548	6,397	17.5%	24,884	(5,267)	(21.2%)	Administration
38,269	40,465	2,196	5.4%	35,165	(3,105)	(8.8%)	Human Resources
17,534	18,543	1,009	5.4%	12,733	(4,801)	(37.7%)	Legal
5,647	8,410	2,763	32.8%	7,156	1,508	21.1%	Records
5,293	11,534	6,241	54.1%	7,033	1,740	24.7%	Compliance
-	-	-	0.0%	-	-	0.0%	Planning/Research
33,940	31,318	(2,622)	(8.4%)	30,964	(2,977)	(9.6%)	Finance
9,596	11,356	1,761	15.5%	11,862	2,266	19.1%	Public Relations
121,853	109,427	(12,425)	(11.4%)	125,735	3,882	3.1%	Information Technology
2,185	1,447	(737)	(50.9%)	1,828	(357)	(19.5%)	Corporate Quality
10,238	4,999	(5,239)	(104.8%)	-	(10,238)	0.0%	Project MGMT Office
3,526	3,755	229	6.1%	4,500	974	21.6%	Managed Care Contract
502,041	403,897	(98,145)	(24.3%)	377,474	(124,567)	(33.0%)	Total Overhead Allocations
2,570,702	2,514,701	(56,001)	(2.2%)	2,798,935	228,232	8.2%	Total Expenses
\$ (56,684)	\$ (424,340)	\$ 367,655	(86.6%)	\$ (278,328)	\$ 221,644	(79.6%)	Net Margin
-	3,988	3,988	100.0%	112,074	112,074	100.0%	Capital
\$ 2,229,064	\$ 417,218	\$ (1,811,846)	(434.3%)	\$ -	\$ (2,229,064)	0.0%	General Fund Support/ Transfer In

Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	
146,382	106,240	(40,142)	(37.8%)	105,520	(40,861)	(38.7%)	
15,891	18,038	2,147	11.9%	24,885	8,994	36.1%	
1,036,783	775,302	(261,481)	(33.7%)	728,536	(308,247)	(42.3%)	
39,369	44,052	4,683	10.6%	42,216	2,847	6.7%	
149,391	171,362	21,971	12.8%	150,543	1,152	0.8%	
271,647	292,381	20,734	7.1%	199,345	(72,302)	(36.3%)	
323,987	323,721	(266)	(0.1%)	271,738	(52,249)	(19.2%)	
129,490	148,343	18,853	12.7%	101,864	(27,626)	(27.1%)	
53,784	67,280	13,496	20.1%	50,075	(3,709)	(7.4%)	
73,722	92,272	18,550	20.1%	51,530	(22,193)	(43.1%)	
-	-	-	0.0%	5,582	5,582	100.0%	
265,107	250,542	(14,565)	(5.8%)	237,584	(27,524)	(11.6%)	
80,472	90,851	10,379	11.4%	64,974	(15,498)	(23.9%)	
740,131	875,418	135,288	15.5%	719,272	(20,858)	(2.9%)	
14,310	11,579	(2,731)	(23.6%)	19,759	5,449	27.6%	
57,658	39,990	(17,668)	(44.2%)	-	(57,658)	0.0%	
21,886	30,043	8,157	27.1%	28,624	6,738	23.5%	
3,273,628	3,231,174	(42,455)	(1.3%)	2,696,526	(577,102)	(21.4%)	
20,870,509	20,526,457	(344,052)	(1.7%)	19,266,922	(1,603,587)	(8.3%)	
\$ (8,506,636)	\$ (7,379,362)	\$ (1,127,275)	15.3%	\$ (2,018,220)	\$ (6,488,416)	321.5%	
2,744	31,904	29,160	91.4%	112,074	109,330	97.6%	
\$ 10,554,646	\$ 7,332,376	\$ (3,222,270)	(43.9%)	\$ 2,627,860	\$ (7,926,786)	(301.6%)	

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

	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Year to Date
Gross Patient Revenue	2,170,266	1,734,463	1,899,323	2,006,755	2,006,769	1,801,952	160,855	403,778	-	-	-	-	12,184,161
Contractual Allowances	453,586	336,609	271,867	363,658	456,343	271,731	(59,194)	114,972	-	-	-	-	2,209,573
Charity Care	811,861	727,479	715,762	727,882	755,536	763,916	60,440	96,417	-	-	-	-	4,659,292
Bad Debt	341,494	193,678	306,448	343,282	34,054	266,273	189,943	133,496	-	-	-	-	1,808,668
Other Patient Revenue	385,820	385,820	341,366	190,933	514,094	363,607	333,912	778,072	-	-	-	-	3,293,623
Net Patient Revenue	949,144	862,516	946,612	762,866	1,274,930	863,640	303,579	836,965	-	-	-	-	6,800,252
Collections %	43.73%	49.73%	49.84%	38.01%	63.53%	47.93%	188.73%	207.28%					55.81%
Grant Funds	53,241	48,416	28,234	383,141	1,156,633	797,135	1,364,639	862,240	-	-	-	-	4,693,678
Other Financial Assistance	-	-	-	-	-	-	-	809,249	-	-	-	-	809,249
Other Revenue	21,291	2,647	6,897	1,641	12,750	5,134	4,770	5,564	-	-	-	-	60,693
Total Other Revenues	74,531	51,063	35,130	384,782	1,169,383	802,270	1,369,409	1,677,053	-	-	-	-	5,563,621
Total Revenues	1,023,676	913,579	981,742	1,147,648	2,444,313	1,665,909	1,672,988	2,514,018	-	-	-	-	12,363,873
<i>Direct Operational Expenses:</i>													
Salaries and Wages	1,489,724	1,328,404	1,427,860	1,204,612	1,217,711	1,440,687	1,543,379	1,234,387	-	-	-	-	10,886,764
Benefits	380,176	378,148	365,616	354,929	265,010	369,330	366,442	424,266	-	-	-	-	2,903,918
Purchased Services	101,033	80,005	43,837	125,015	59,974	106,492	57,310	56,861	-	-	-	-	630,528
Medical Supplies	15,280	65,422	33,103	32,205	48,440	53,844	12,994	10,092	-	-	-	-	271,380
Other Supplies	8,043	19,713	1,026	15,087	18,774	11,678	16,520	1,213	-	-	-	-	92,055
Medical Services	67,974	43,699	53,733	61,772	93,803	74,266	94,104	71,459	-	-	-	-	560,811
Drugs	65,352	106,112	85,786	79,805	83,941	76,212	84,585	96,741	-	-	-	-	678,534
Repairs & Maintenance	36,932	11,167	19,935	19,129	24,857	102,610	22,582	16,666	-	-	-	-	253,878
Lease & Rental	117,472	120,395	121,087	102,313	100,186	110,890	115,797	116,344	-	-	-	-	904,485
Utilities	6,959	6,781	4,724	4,942	3,268	4,694	4,407	4,607	-	-	-	-	40,382
Other Expense	19,578	37,182	33,567	43,749	17,228	17,735	26,386	13,042	-	-	-	-	208,468
Insurance	2,377	2,377	2,377	2,377	2,377	2,377	1,320	3,716	-	-	-	-	19,297
Total Operational Expenses	2,310,900	2,199,405	2,192,652	2,045,937	1,935,571	2,370,815	2,345,826	2,049,393	-	-	-	-	17,450,499
Net Performance before Depreciation & Overhead Allocations	(1,287,225)	(1,285,826)	(1,210,910)	(898,289)	508,743	(704,906)	(672,838)	464,625	-	-	-	-	(5,086,626)
Depreciation	13,167	10,357	26,292	19,329	19,356	19,355	19,259	19,268	-	-	-	-	146,382
<i>Overhead Allocations:</i>													
Risk Mgt	1,623	2,089	1,990	1,944	1,968	2,232	1,937	2,108	-	-	-	-	15,891
Rev Cycle	62,997	84,377	69,757	272,531	(5,098)	191,748	158,636	201,835	-	-	-	-	1,036,783
Internal Audit	5,281	6,983	5,435	5,263	4,570	5,288	5,186	1,363	-	-	-	-	39,369
Home Office Facilities	18,086	19,184	20,918	17,204	18,345	18,562	18,588	18,504	-	-	-	-	149,391
Administration	28,448	37,990	37,093	34,890	38,177	33,799	31,099	30,151	-	-	-	-	271,647
Human Resources	35,210	38,104	66,995	39,343	22,674	43,414	39,978	38,269	-	-	-	-	323,987
Legal	11,308	15,984	19,536	13,924	21,646	16,997	12,561	17,534	-	-	-	-	129,490
Records	6,516	6,638	7,687	5,290	7,035	7,290	7,681	5,647	-	-	-	-	53,784
Compliance	3,902	6,147	11,403	15,681	12,839	7,333	11,124	5,293	-	-	-	-	73,722
Finance	27,070	34,293	28,393	46,646	20,187	44,494	30,084	33,940	-	-	-	-	265,107
Public Relations	9,057	15,976	11,021	11,326	7,463	6,968	9,064	9,596	-	-	-	-	80,472
Information Technology	80,822	61,834	94,710	97,188	90,619	92,458	100,648	121,853	-	-	-	-	740,131
Corporate Quality	1,964	2,269	2,876	2,441	(2,313)	2,714	2,175	2,185	-	-	-	-	14,310
Project MGMT Office	4,280	5,685	6,754	9,544	(1,268)	11,455	10,972	10,238	-	-	-	-	57,658
Managed Care Contract	3,150	3,685	2,822	2,038	2,312	2,379	1,975	3,526	-	-	-	-	21,886
Total Overhead Allocations	299,713	341,238	387,389	575,252	239,156	487,131	441,707	502,041	-	-	-	-	3,273,628
Total Expenses	2,623,781	2,551,001	2,606,333	2,640,518	2,194,083	2,877,301	2,806,792	2,570,702	-	-	-	-	20,870,509
Net Margin	\$ (1,600,105)	\$ (1,637,421)	\$ (1,624,591)	\$ (1,492,870)	\$ 250,231	\$ (1,211,391)	\$ (1,133,804)	\$ (56,684)	\$ -	\$ -	\$ -	\$ -	\$ (8,506,636)
Capital	-	81,965	(81,965)	21,988	(12,580)	-	(6,663)	-	-	-	-	-	2,744
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	1,726,629	1,664,089	1,421,583	1,495,529	-	909,870	1,107,882	2,229,064	-	-	-	-	\$ 10,554,646

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2020

	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	Mobile Van 2	Total
Gross Patient Revenue	-	1,806,036	2,302,256	1,114,180	872,167	393,074	1,459,332	514,338	781,674	458,827	130,982	-	9,832,867.11
Contractual Allowances	-	363,291	399,265	188,412	203,075	28,295	294,233	99,882	209,452	8,048	19,236	-	1,813,245
Charity Care	-	685,352	831,088	282,527	220,995	81,803	580,102	167,785	176,528	126,530	152,516	-	3,305,227
Bad Debt	-	269,392	467,846	286,491	209,455	47,116	138,678	48,416	51,071	40,430	107,623	-	1,666,518
Total Contractual Allowances and Bad Debt	-	1,318,034	1,698,199	757,430	633,524	157,213	1,013,013	316,084	437,052	175,008	279,376	-	6,784,990
Other Patient Revenue	-	472,903	559,487	228,141	138,907	218,583	263,069	84,627	117,771	147,589	60,540	-	2,291,617
Net Patient Revenue	-	960,905	1,163,545	584,891	377,550	454,444	709,387	282,882	462,393	431,408	(87,853)	-	5,339,494
Collection %	0.00%	53.21%	50.54%	52.50%	43.29%	115.61%	48.61%	55.00%	59.15%	94.02%	-67.07%	0.00%	54.30%
Grant Funds	303,079	622,051	661,270	422,571	359,248	150,290	563,000	201,503	223,300	261,760	104,523	-	3,872,596
Other Financial Assistance	299,939	51,545	95,709	10,124	69,592	24,975	57,152	33,172	24,894	23,350	10,417	-	700,870
Other Revenue	14,949	9,915	14,505	4,911	5,031	839	4,539	1,947	3,309	399	349	-	60,693
Total Other Revenues	617,967	683,511	771,485	437,606	433,871	176,104	624,692	236,622	251,503	285,509	115,289	-	4,634,158
Total Revenues	617,967	1,644,416	1,935,029	1,022,496	811,421	630,548	1,334,079	519,504	713,896	716,917	27,436	-	9,973,652
<i>Direct Operational Expenses:</i>													
Salaries and Wages	1,661,534	1,289,353	1,271,669	899,624	714,054	298,484	1,161,077	432,088	565,466	559,994	192,901	-	9,046,245
Benefits	397,102	329,936	346,797	262,451	193,085	75,574	324,377	115,866	140,375	151,342	69,757	-	2,406,662
Purchased Services	104,079	77,462	58,285	45,922	54,446	4,890	81,279	48,734	43,667	30,874	6,955	-	556,591
Medical Supplies	(90)	26,689	41,242	11,325	17,792	3,138	15,940	4,606	4,125	28,634	1,247	-	154,647
Other Supplies	11,000	10,103	21,659	5,470	8,738	548	6,189	5,370	2,855	10,129	3,118	-	85,181
Medical Services	-	103,875	140,394	52,444	72,164	7,989	88,266	14,701	45,172	35,806	-	-	560,811
Drugs	-	259,767	203,934	98,912	67,141	126	14,135	10,124	5,555	18,640	48	-	678,384
Repairs & Maintenance	45	35,765	39,223	29,873	33,138	6,351	33,301	10,334	16,347	9,256	11,764	-	225,396
Lease & Rental	-	95,475	127,637	61,292	93,832	2,897	158,457	53,944	78,574	28,682	-	2,222	703,013
Utilities	-	1,969	3,168	665	5,944	1,519	7,739	5,096	3,740	1,975	378	-	32,194
Other Expense	114,713	6,558	8,737	8,020	7,704	2,564	11,678	2,412	7,992	13,586	3,218	-	187,182
Insurance	-	3,791	2,625	3,370	1,191	-	1,830	249	260	74	4,826	824	19,040
Total Operational Expenses	2,288,383	2,240,743	2,265,369	1,479,367	1,269,231	404,080	1,904,268	703,525	914,129	888,992	294,212	3,047	14,655,346
Net Performance before Depreciation & Overhead Allocations	(1,670,416)	(596,328)	(330,340)	(456,871)	(457,810)	226,468	(570,189)	(184,021)	(200,234)	(172,075)	(266,776)	(3,047)	(4,681,694)
Depreciation	5,502	3,812	3,625	1,198	33,402	858	3,781	2,360	3,197	351	50,000	-	108,087
<i>Overhead Allocations:</i>													
Risk Mgt	1,758	1,873	1,924	1,423	1,131	340	1,998	682	986	686	269	-	13,069
Rev Cycle	-	139,453	143,225	105,946	84,221	25,294	148,794	50,774	73,411	51,065	20,001	-	842,185
Internal Audit	4,354	4,640	4,766	3,525	2,802	842	4,951	1,689	2,443	1,699	665	-	32,376
Home Office Facilities	133,514	-	-	-	-	-	-	-	-	-	-	-	133,514
Administration	30,044	32,016	32,882	24,324	19,336	5,807	34,161	11,657	16,854	11,724	4,592	-	223,397
Human Resources	29,780	42,542	41,346	31,907	22,601	5,318	39,883	13,295	18,612	14,624	5,318	-	265,225
Legal	14,321	15,262	15,675	11,595	9,217	2,768	16,284	5,557	8,034	5,589	2,189	-	106,490
Records	5,948	6,339	6,510	4,816	3,828	1,150	6,764	2,308	3,337	2,321	909	-	44,231
Compliance	8,154	8,689	8,924	6,601	5,248	1,576	9,271	3,164	4,574	3,182	1,246	-	60,628
Finance	29,321	31,246	32,091	23,738	18,870	5,667	33,339	11,376	16,448	11,442	4,481	-	218,019
Public Relations	8,900	9,484	9,741	7,206	5,728	1,720	10,120	3,453	4,993	3,473	1,360	-	66,179
Information Technology	81,858	87,232	89,592	66,272	52,683	15,822	93,075	31,761	45,921	31,943	12,511	-	608,669
Budget & Decision Support	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Quality	1,583	1,687	1,732	1,281	1,019	306	1,800	614	888	618	242	-	11,768
Project MGMT Office	6,377	6,796	6,979	5,163	4,104	1,233	7,251	2,474	3,577	2,488	975	-	47,417
Managed Care Contract	-	2,944	3,023	2,237	1,778	534	3,141	1,072	1,550	1,078	422	-	17,778
Total Overhead Allocations	355,911	390,203	398,410	296,032	232,566	68,376	410,831	139,876	201,628	141,931	55,182	-	2,690,946
Total Expenses	2,649,796	2,634,758	2,667,405	1,776,597	1,535,199	473,314	2,318,880	845,762	1,118,954	1,031,274	399,394	3,047	17,454,379
Net Margin	\$ (2,031,829)	\$ (990,343)	\$ (732,375)	\$ (754,101)	\$ (723,779)	\$ 157,234	\$ (984,800)	\$ (326,258)	\$ (405,058)	\$ (314,357)	\$ (371,957)	\$ (3,047)	\$ (7,480,727)
Capital	-	-	-	-	2,744	-	-	-	-	-	-	-	2,744
General Fund Support/ Transfer In	\$ 9,172,408	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,172,408

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2020

Current Month								Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
352,125	1,577,174	(1,225,049)	(77.7%)	1,550,322	(1,198,197)	(77.3%)	Gross Patient Revenue	9,832,867	12,322,808	(2,489,941)	(20.2%)	12,241,567	(2,408,700)	(19.7%)
102,234	278,501	176,267	63.3%	385,662	283,428	73.5%	Contractual Allowances	1,813,245	2,168,177	354,932	16.4%	5,273,145	3,459,899	65.6%
65,611	594,363	528,752	89.0%	489,257	423,647	86.6%	Charity Care	3,305,227	4,641,002	1,335,775	28.8%	2,581,726	(723,500)	(28.0%)
117,319	312,589	195,270	62.5%	266,167	148,848	55.9%	Bad Debt	1,666,518	2,451,040	784,522	32.0%	1,329,950	(336,568)	(25.3%)
285,164	1,185,453	900,289	75.9%	1,141,087	855,923	75.0%	Total Contractuals and Bad Debts	6,784,990	9,260,219	2,475,229	26.7%	9,184,821	2,399,832	26.1%
549,155	244,640	304,515	124.5%	230,268	318,887	138.5%	Other Patient Revenue	2,291,617	1,957,120	334,497	17.1%	3,075,843	(784,227)	(25.5%)
616,116	636,361	(20,245)	(3.2%)	639,503	(23,387)	(3.7%)	Net Patient Revenue	5,339,494	5,019,709	319,785	6.4%	6,132,589	(793,095)	(12.9%)
174.97%	40.35%			41.25%			Collection %	54.30%	40.74%			50.10%		
759,855	1,004,372	(244,518)	(24.3%)	1,372,148	(612,294)	(44.6%)	Grant Funds	3,872,596	5,179,702	(1,307,106)	(25.2%)	7,607,595	(3,734,999)	(49.1%)
700,870	-	700,870	0.0%	-	700,870	0.0%	Other Financial Assistance	700,870	-	700,870	0.0%	-	700,870	0.0%
5,564	2,442	3,122	127.8%	4,680	884	18.9%	Other Revenue	60,693	19,536	41,157	210.7%	66,088	(5,395)	(8.2%)
1,466,288	1,006,814	459,474	45.6%	1,376,829	89,460	6.5%	Total Other Revenues	4,634,158	5,199,238	(565,080)	(10.9%)	7,673,683	(3,039,524)	(39.6%)
2,082,404	1,643,175	439,229	26.7%	2,016,331	66,073	3.3%	Total Revenues	9,973,652	10,218,947	(245,295)	(2.4%)	13,806,271	(3,832,619)	(27.8%)
Direct Operational Expenses:														
1,066,177	1,063,671	(2,506)	(0.2%)	1,199,859	133,682	11.1%	Salaries and Wages	9,046,245	8,812,825	(233,420)	(2.6%)	8,571,431	(474,814)	(5.5%)
362,007	293,376	(68,631)	(23.4%)	302,678	(59,329)	(19.6%)	Benefits	2,406,662	2,379,268	(27,394)	(1.2%)	2,269,441	(137,220)	(6.0%)
51,238	58,128	6,890	11.9%	123,535	72,297	58.5%	Purchased Services	556,591	465,024	(91,567)	(19.7%)	503,013	(53,578)	(10.7%)
8,013	13,917	5,904	42.4%	21,485	13,472	62.7%	Medical Supplies	154,647	111,336	(43,311)	(38.9%)	114,939	(39,708)	(34.5%)
1,259	18,159	16,900	93.1%	54,486	53,227	97.7%	Other Supplies	85,181	145,272	60,091	41.4%	210,642	125,461	59.6%
71,459	67,802	(3,657)	(5.4%)	22,612	(48,847)	(216.0%)	Medical Services	560,811	528,371	(32,440)	(6.1%)	264,000	(296,812)	(112.4%)
96,741	88,355	(8,386)	(9.5%)	68,726	(28,015)	(40.8%)	Drugs	678,384	688,574	10,190	1.5%	361,984	(316,400)	(87.4%)
13,783	8,235	(5,548)	(67.4%)	24,031	10,247	42.6%	Repairs & Maintenance	225,396	65,880	(159,516)	(242.1%)	243,004	17,608	7.2%
91,495	81,072	(10,423)	(12.9%)	87,629	(3,867)	(4.4%)	Lease & Rental	703,013	679,298	(23,715)	(3.5%)	689,676	(13,336)	(1.9%)
3,347	4,632	1,285	27.7%	8,162	4,815	59.0%	Utilities	32,194	37,056	4,862	13.1%	37,862	5,668	15.0%
11,938	25,242	13,304	52.7%	9,042	(2,896)	(32.0%)	Other Expense	187,182	201,936	14,754	7.3%	127,563	(59,619)	(46.7%)
3,675	2,205	(1,470)	(66.7%)	2,183	(1,492)	(68.3%)	Insurance	19,040	17,640	(1,400)	(7.9%)	14,128	(4,912)	(34.8%)
1,781,131	1,724,794	(56,337)	(3.3%)	1,924,426	143,295	7.4%	Total Operational Expenses	14,655,346	14,132,480	(522,866)	(3.7%)	13,407,683	(1,247,664)	(9.3%)
Net Performance before Depreciation														
301,273	(81,619)	382,892	(469.1%)	91,905	209,368	227.8%	& Overhead Allocations	(4,681,694)	(3,913,533)	(768,161)	19.6%	398,589	(5,080,283)	(1,274.6%)

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2020

Actual	Budget	Variance	Current Month %	Prior Year	Variance	%	
14,083	9,840	(4,243)	(43.1%)	9,742	(4,341)	(44.6%)	Depreciation
<i>Overhead Allocations:</i>							
1,734	1,854	121	6.5%	327	(1,406)	(429.8%)	Risk Mgt
163,952	78,723	(85,229)	(108.3%)	72,195	(91,757)	(127.1%)	Rev Cycle
1,121	4,528	3,408	75.3%	4,346	3,225	74.2%	Internal Audit
16,537	19,144	2,607	13.6%	16,667	130	0.8%	Home Office Facilities
24,796	30,056	5,260	17.5%	20,036	(4,760)	(23.8%)	Administration
31,328	33,126	1,798	5.4%	28,181	(3,147)	(11.2%)	Human Resources
14,420	15,249	829	5.4%	10,236	(4,184)	(40.9%)	Legal
4,644	6,916	2,272	32.8%	5,753	1,108	19.3%	Records
4,353	9,485	5,133	54.1%	5,654	1,302	23.0%	Compliance
-	-	-	0.0%	-	-	0.0%	Planning/Research
27,912	25,755	(2,157)	(8.4%)	24,893	(3,019)	(12.1%)	Finance
7,891	9,339	1,448	15.5%	9,536	1,645	17.2%	Public Relations
100,209	89,991	(10,218)	(11.4%)	101,082	873	0.9%	Information Technology
1,797	1,190	(606)	(50.9%)	1,469	(327)	(22.3%)	Corporate Quality
8,419	4,111	(4,308)	(104.8%)	-	(8,419)	0.0%	Project MGMT Office
2,864	3,051	186	6.1%	3,567	703	19.7%	Managed Care Contract
411,977	332,519	(79,458)	(23.9%)	303,943	(108,033)	(35.5%)	Total Overhead Allocations
2,207,191	2,067,153	(140,038)	(6.8%)	2,238,112	30,920	1.4%	Total Expenses
\$ (124,787)	\$ (423,978)	\$ 299,191	(70.6%)	\$ (221,780)	\$ 96,993	(43.7%)	Net Margin
-	-	-	0.0%	9,843	9,843	100.0%	Capital
-	-	-	0.0%	-	-	0.0%	Capital Contributions
\$ 1,907,728	\$ 414,308	\$ (1,493,420)	(360.5%)	\$ -	\$ (1,907,728)	0.0%	General Fund Support/ Transfer In

Actual	Budget	Variance	Fiscal Year To Date %	Prior Year	Variance	%	
108,087	78,720	(29,367)	(37.3%)	78,180	(29,906)	(38.3%)	
13,069	14,834	1,766	11.9%	20,006	6,937	34.7%	
842,185	629,782	(212,403)	(33.7%)	577,560	(264,625)	(45.8%)	
32,376	36,227	3,851	10.6%	33,938	1,562	4.6%	
133,514	153,149	19,636	12.8%	133,929	415	0.3%	
223,397	240,449	17,051	7.1%	160,288	(63,109)	(39.4%)	
265,225	265,007	(218)	(0.1%)	217,771	(47,454)	(21.8%)	
106,490	121,994	15,504	12.7%	81,888	(24,602)	(30.0%)	
44,231	55,330	11,099	20.1%	40,257	(3,974)	(9.9%)	
60,628	75,883	15,255	20.1%	41,426	(19,201)	(46.4%)	
-	-	-	0.0%	4,487	4,487	100.0%	
218,019	206,041	(11,978)	(5.8%)	191,001	(27,019)	(14.1%)	
66,179	74,714	8,535	11.4%	52,235	(13,944)	(26.7%)	
608,669	719,927	111,258	15.5%	578,245	(30,424)	(5.3%)	
11,768	9,522	(2,246)	(23.6%)	15,879	4,111	25.9%	
47,417	32,887	(14,530)	(44.2%)	-	(47,417)	0.0%	
17,778	24,404	6,626	27.1%	22,693	4,914	21.7%	
2,690,946	2,660,153	(30,793)	(1.2%)	2,171,604	(519,342)	(23.9%)	
17,454,379	16,871,353	(583,026)	(3.5%)	15,657,467	(1,796,912)	(11.5%)	
\$ (7,480,727)	\$ (6,652,406)	\$ (828,321)	12.5%	\$ (1,851,195)	\$ (5,629,531)	304.1%	
2,744	-	(2,744)	0.0%	9,843	7,099	72.1%	
\$ 9,172,408	\$ 6,575,045	\$ (2,597,363)	(39.5%)	\$ 2,627,860	\$ (6,544,548)	(249.0%)	

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2020

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Total
Gross Patient Revenue	-	872,982	564,499	570,972	342,841	2,351,293
Contractual Allowances	-	167,596	90,284	61,642	76,805	396,327
Charity Care	-	479,981	321,131	388,436	164,518	1,354,065
Bad Debt	-	30,674	52,252	31,409	27,814	142,149
Total Contractual Allowances and Bad Debt	-	678,252	463,667	481,486	269,137	1,892,542
Other Patient Revenue	-	330,077	238,939	157,744	275,247	1,002,007
Net Patient Revenue	-	524,807	339,771	247,230	348,951	1,460,758
Collection %	-	60.12%	60.19%	43.30%	101.78%	62.13%
Grant Funds	36,137	286,804	197,417	192,119	108,605	821,083
Other Financial Assistance	20,376	32,885	17,430	25,293	12,396	108,379
Other Revenue	-	-	-	-	-	-
Total Other Revenues	56,513	319,689	214,848	217,411	121,001	929,462
Total Revenues	56,513	844,496	554,618	464,641	469,952	2,390,220
<i>Direct Operational Expenses:</i>						
Salaries and Wages	228,823	595,399	405,896	384,614	225,787	1,840,519
Benefits	56,376	154,456	112,286	108,096	66,042	497,256
Purchased Services	-	15,985	17,441	12,279	28,232	73,937
Medical Supplies	-	51,390	23,581	25,176	16,586	116,733
Other Supplies	-	2,402	971	634	2,867	6,874
Drugs	-	97	47	6	-	150
Repairs & Maintenance	-	8,417	6,407	7,544	6,115	28,483
Lease & Rental	-	76,608	43,948	41,067	39,849	201,472
Utilities	-	2,385	2,784	1,177	1,841	8,187
Other Expense	1,885	3,937	8,134	4,883	2,447	21,285
Insurance	-	-	-	-	257	257
Total Operational Expenses	287,083	911,075	621,495	585,476	390,023	2,795,153
Net Performance before Depreciation & Overhead Allocations	(230,570)	(66,580)	(66,876)	(120,835)	79,929	(404,932)
Depreciation	-	4,892	5,261	4,871	23,271	38,295
<i>Overhead Allocations:</i>						
Risk Mgt	209	969	690	606	349	2,823
Rev Cycle	-	72,149	51,372	45,090	25,987	194,598
Internal Audit	518	2,401	1,709	1,500	865	6,993
Home Office Facilities	15,877	-	-	-	-	15,877
Administration	3,573	16,564	11,794	10,352	5,966	48,250
Human Resources	2,659	18,612	16,219	14,624	6,647	58,762
Legal	1,703	7,896	5,622	4,935	2,844	23,000
Records	707	3,280	2,335	2,050	1,181	9,553
Compliance	970	4,495	3,201	2,809	1,619	13,094
Finance	3,487	16,166	11,510	10,103	5,823	47,088
Public Relations	1,058	4,907	3,494	3,067	1,767	14,293
Information Technology	9,734	45,131	32,135	28,205	16,256	131,461
Corporate Quality	188	873	621	545	314	2,542
Project MGMT Office	758	3,516	2,503	2,197	1,266	10,241
Managed Care Contract	-	1,523	1,084	952	549	4,108
Total Overhead Allocations	41,442	198,482	144,291	127,035	71,433	582,682
Total Expenses	328,525	1,114,449	771,047	717,382	484,727	3,416,130
Net Margin	\$ (272,012)	\$ (269,953)	\$ (216,428)	\$ (252,741)	\$ (14,776)	\$ (1,025,910)
Capital	-	-	-	-	-	-
Capital Contributions	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 1,382,238	-	-	-	-	1,382,238

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

FOR THE EIGHTH MONTH ENDED MAY 31, 2020

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
51,653	365,133	(313,480)	(85.9%)	349,838	(298,185)	(85.2%)	Gross Patient Revenue	2,351,293	2,856,236	(504,943)	(17.7%)	2,611,468	(260,175)	(10.0%)
12,738	44,716	31,978	71.5%	49,664	36,926	74.4%	Contractual Allowances	396,327	349,063	(47,264)	(13.5%)	665,749	269,422	40.5%
30,806	203,007	172,201	84.8%	200,541	169,735	84.6%	Charity Care	1,354,065	1,591,923	237,858	14.9%	1,169,115	(184,950)	(15.8%)
16,177	20,820	4,643	22.3%	17,389	1,212	7.0%	Bad Debt	142,149	160,739	18,590	11.6%	88,008	(54,141)	(61.5%)
59,721	268,543	208,822	77.8%	267,594	207,873	77.7%	Total Contractuals and Bad Debts	1,892,542	2,101,725	209,183	10.0%	1,922,872	30,330	1.6%
228,917	135,679	93,238	68.7%	105,532	123,385	116.9%	Other Patient Revenue	1,002,007	1,085,432	(83,425)	(7.7%)	1,203,627	(201,620)	(16.8%)
220,849	232,269	(11,420)	(4.9%)	187,776	33,073	17.6%	Net Patient Revenue	1,460,758	1,839,943	(379,185)	(20.6%)	1,892,223	(431,465)	(22.8%)
427.56%	63.61%			53.68%			Collection %	62.13%	64.42%		72.46%			
102,385	214,917	(112,532)	(52.4%)	316,499	(214,114)	(67.7%)	Grant Funds	821,083	1,088,205	(267,122)	(24.5%)	1,549,974	(728,892)	(47.0%)
108,379	-	108,379	0.0%	-	108,379	0.0%	Other Financial Assistance	108,379	-	108,379	0.0%	-	108,379	0.0%
-	-	-	0.0%	-	-	0.0%	Other Revenue	-	-	-	0.0%	233	(233)	(100.0%)
210,765	214,917	(4,152)	(1.9%)	316,499	(105,734)	(33.4%)	Total Other Revenues	929,462	1,088,205	(158,743)	(14.6%)	1,550,207	(620,745)	(40.0%)
431,614	447,186	(15,572)	(3.5%)	504,275	(72,661)	(14.4%)	Total Revenues	2,390,220	2,928,148	(537,928)	(18.4%)	3,442,430	(1,052,210)	(30.6%)
Direct Operational Expenses:														
168,210	234,708	66,498	28.3%	259,181	90,972	35.1%	Salaries and Wages	1,840,519	1,944,621	104,102	5.4%	1,888,051	47,532	2.5%
62,259	69,351	7,092	10.2%	69,968	7,709	11.0%	Benefits	497,256	562,574	65,318	11.6%	531,933	34,677	6.5%
5,623	7,625	2,002	26.3%	5,083	(540)	(10.6%)	Purchased Services	73,937	61,000	(12,937)	(21.2%)	65,645	(8,292)	(12.6%)
2,078	22,084	20,006	90.6%	26,462	24,384	92.1%	Medical Supplies	116,733	176,672	59,939	33.9%	162,284	45,551	28.1%
(45)	1,527	1,572	103.0%	79,010	79,056	100.1%	Other Supplies	6,874	12,216	5,342	43.7%	118,372	111,499	94.2%
-	-	-	0.0%	-	-	0.0%	Medical Services	-	-	-	0.0%	-	-	0.0%
-	225	225	100.0%	93	93	100.0%	Drugs	150	1,800	1,650	91.7%	1,292	1,142	88.4%
2,883	5,652	2,769	49.0%	15,704	12,822	81.6%	Repairs & Maintenance	28,483	45,216	16,733	37.0%	48,411	19,928	41.2%
24,849	25,778	929	3.6%	26,510	1,661	6.3%	Lease & Rental	201,472	206,224	4,752	2.3%	210,550	9,078	4.3%
1,261	2,050	790	38.5%	721	(540)	(74.9%)	Utilities	8,187	16,400	8,213	50.1%	6,969	(1,218)	(17.5%)
1,104	3,699	2,595	70.1%	1,114	10	0.9%	Other Expense	21,285	29,592	8,307	28.1%	23,316	2,030	8.7%
41	31	(10)	(31.0%)	31	(10)	(31.2%)	Insurance	257	248	(9)	(3.8%)	369	112	30.3%
268,262	372,730	104,468	28.0%	483,878	215,616	44.6%	Total Operational Expenses	2,795,153	3,056,563	261,410	8.6%	3,057,193	262,040	8.6%
Net Performance before														
163,352	74,456	88,896	119.4%	20,397	142,955	700.9%	Depreciation & Overhead Allocations	(404,932)	(128,415)	(276,517)	215.3%	385,238	(790,170)	(205.1%)

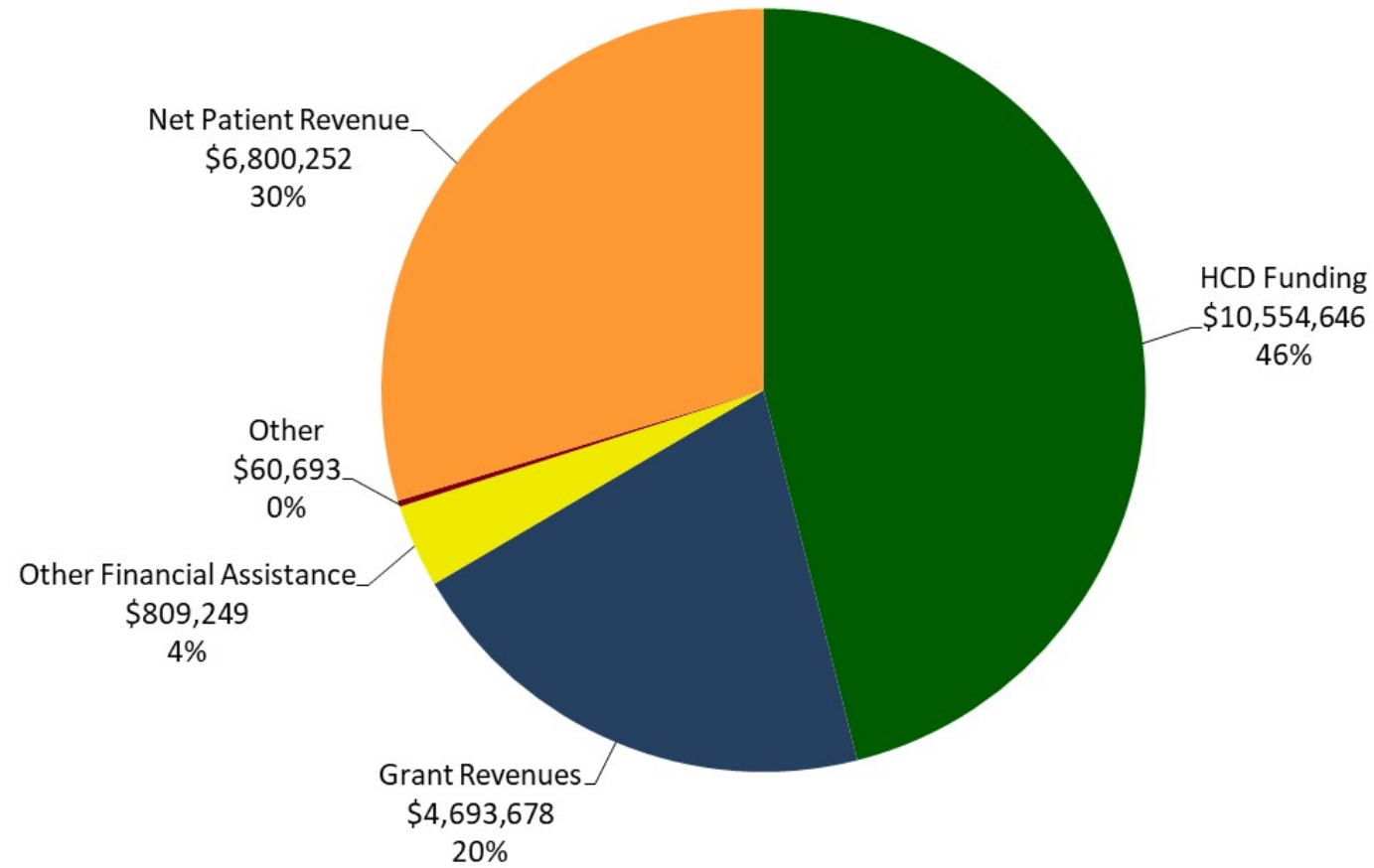
District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

FOR THE EIGHTH MONTH ENDED MAY 31, 2020

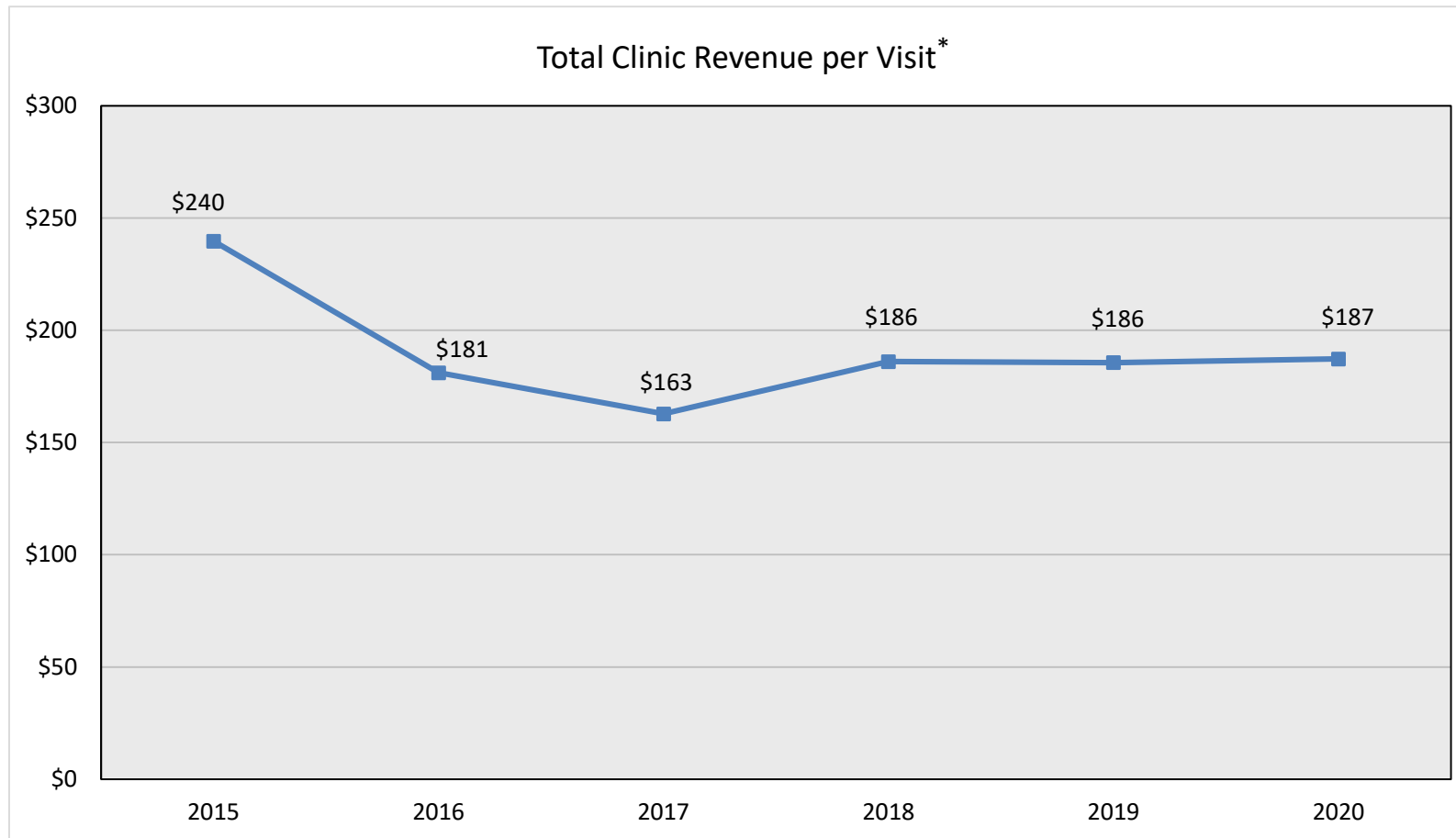
Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%		Actual	Budget	Variance	%	Prior Year	Variance	%
5,185	3,440	(1,745)	(50.7%)	3,414	(1,770)	(51.8%)	Depreciation	38,295	27,520	(10,775)	(39.2%)	27,340	(10,955)	(40.1%)
Overhead Allocations:														
374	401	26	6.5%	80	(295)	(369.1%)	Risk Mgt	2,823	3,204	381	11.9%	4,879	2,057	42.2%
37,883	18,190	(19,693)	(108.3%)	18,872	(19,011)	(100.7%)	Rev Cycle	194,598	145,520	(49,079)	(33.7%)	150,976	(43,622)	(28.9%)
242	978	736	75.3%	1,060	818	77.2%	Internal Audit	6,993	7,824	832	10.6%	8,277	1,285	15.5%
1,967	2,277	310	13.6%	2,068	101	4.9%	Home Office Facilities	15,877	18,212	2,335	12.8%	16,614	737	4.4%
5,355	6,492	1,136	17.5%	4,848	(507)	(10.5%)	Administration	48,250	51,932	3,683	7.1%	39,057	(9,192)	(23.5%)
6,941	7,339	398	5.4%	6,983	43	0.6%	Human Resources	58,762	58,713	(48)	(0.1%)	53,966	(4,795)	(8.9%)
3,114	3,294	179	5.4%	2,497	(617)	(24.7%)	Legal	23,000	26,349	3,349	12.7%	19,976	(3,024)	(15.1%)
1,003	1,494	491	32.8%	1,403	400	28.5%	Records	9,553	11,950	2,397	20.1%	9,818	265	2.7%
940	2,049	1,109	54.1%	1,379	439	31.8%	Compliance	13,094	16,389	3,295	20.1%	10,103	(2,991)	(29.6%)
-	-	-	0.0%	-	-	0.0%	Planning/Research	-	-	-	0.0%	1,094	1,094	100.0%
6,028	5,563	(466)	(8.4%)	6,071	43	0.7%	Finance	47,088	44,501	(2,587)	(5.8%)	46,583	(505)	(1.1%)
1,704	2,017	313	15.5%	2,326	621	26.7%	Public Relations	14,293	16,137	1,843	11.4%	12,739	(1,554)	(12.2%)
21,643	19,436	(2,207)	(11.4%)	24,653	3,009	12.2%	Information Technology	131,461	155,491	24,030	15.5%	141,027	9,566	6.8%
388	257	(131)	(50.9%)	358	(30)	(8.3%)	Corporate Quality	2,542	2,057	(485)	(23.6%)	3,879	1,337	34.5%
1,818	888	(931)	(104.8%)	-	(1,818)	0.0%	Project MGMT Office	10,241	7,103	(3,138)	(44.2%)	-	(10,241)	0.0%
662	705	43	6.1%	933	271	29.0%	Managed Care Contract	4,108	5,639	1,531	27.1%	5,932	1,824	30.7%
90,065	71,378	(18,687)	(26.2%)	73,531	(16,534)	(22.5%)	Total Overhead Allocations	582,682	571,021	(11,661)	(2.0%)	524,922	(57,760)	(11.0%)
363,511	447,548	84,037	18.8%	560,823	197,312	35.2%	Total Expenses	3,416,130	3,655,104	238,974	6.5%	3,609,455	193,325	5.4%
\$ 68,103	\$ (362)	\$ 68,464	(18,931.1%)	\$ (56,548)	\$ 124,650	(220.4%)	Net Margin	\$ (1,025,910)	\$ (726,956)	\$ (298,953)	41.1%	\$ (167,025)	\$ (858,885)	514.2%
-	3,988	3,988	100.0%	102,231	102,231	100.0%	Capital	-	31,904	31,904	100.0%	102,231	102,231	100.0%
-	-	-	0.0%	-	-	0.0%	Capital Contributions	-	-	-	0.0%	-	-	0.0%
\$ 321,336	\$ 2,910	\$ (318,426)	(10,942.5%)	\$ -	\$ (321,336)	0.0%	General Fund Support/ Transfer In	\$ 1,382,238	\$ 757,331	\$ (624,907)	(82.5%)	\$ -	\$ (1,382,238)	0.0%

	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
Clinic Visits - Adults and Pediatrics																
West Palm Beach	1,929	1,472	1,653	1,797	1,532	1,095	-	225					9,703	12,579	(22.9%)	12,623
Delray	1,429	957	1,019	1,151	994	542	-	99					6,191	6,929	(10.7%)	9,994
Lantana	1,752	1,489	1,664	2,034	1,809	1,415	563	472					11,198	11,022	1.6%	11,157
Belle Glade	950	746	912	847	762	484	10	71					4,782	7,077	(32.4%)	7,017
Lewis Center	296	213	241	246	246	198	-	-					1,440	1,881	(23.4%)	1,989
Lake Worth & Women's Health Care	1,553	1,161	1,303	1,255	1,301	731	296	636					8,236	12,198	(32.5%)	10,612
Jupiter Clinic	609	471	417	520	412	233	-	97					2,759	3,898	(29.2%)	3,868
West Boca & Women's Health Care	997	680	745	782	817	395	20	110					4,546	5,860	(22.4%)	7,150
Mobile Van	156	136	132	108	107	442	-						1,081	1,523	(29.0%)	1,398
Mangonia Park	-	67	58	80	168	166	-	193					732			
Mangonia Park-Substance	499	497	455	423	464	-	-						2,338	4,322	(45.9%)	3,276
Total Clinic Visits	10,170	7,889	8,599	9,243	8,612	5,701	889	1,903	-	-	-	-	53,006	67,289	(21.2%)	69,084
Dental Visits																
West Palm Beach	975	776	778	915	864	460	-	56					4,824	6,420	(24.9%)	6,461
Lantana	733	570	541	470	470	225	-						3,009	6,861	(56.1%)	4,910
Delray	628	547	596	598	557	245	-						3,171	4,448	(28.7%)	4,575
Belle Glade	360	251	343	376	296	154	109	135					2,024	2,698	(25.0%)	2,436
Total Dental Visits	2,696	2,144	2,258	2,359	2,187	1,084	109	191	-	-	-	-	13,028	20,427	(36.2%)	18,382
Total Medical and Dental Visits	12,866	10,033	10,857	11,602	10,799	6,785	998	2,094	-	-	-	-	66,034	87,716	(24.7%)	87,466
Key Ratios																
Collection Ratio													24%			
Bad debt write off as a percentage of total billing													27%			
Collections per visit													38			
Charges Per Visit													161			
Percentage of A/R less than 120 days													52%			
Days in AR													236			
Mental Health Counselors (non-billable)																
West Palm Beach	178	101	164	171	153	192	10	70					1,039	869	19.6%	976
Delray	139	119	41	35	111	95	-	29					569	941	(39.5%)	1,027
Lantana	611	440	496	701	551	417	9	91					3,316	1,882	76.2%	3,638
Belle Glade	53	95	149	137	103	38	-	7					582	184	216.3%	172
Mangonia Park	53	150	296	391	278	189	3	85					1,445	3,443	(58.0%)	-
Lewis Center	240	173	215	178	177	-	-	-					983	2,020	(51.3%)	1,890
Lake Worth	204	146	163	192	140	89	1	34					969	1,415	(31.5%)	998
Jupiter	-	-	-	-	-	1	-	-					1	-	0.0%	-
West Boca	3	1	-	1	-	4	1	-					10	-	0.0%	-
Mobile Van	96	71	76	45	44	30	-	-					362	831	(56.4%)	286
Total Mental Health Screenings	1,577	1,296	1,600	1,851	1,557	1,055	24	316	-	-	-	-	9,276	11,585	-19.9%	8,987

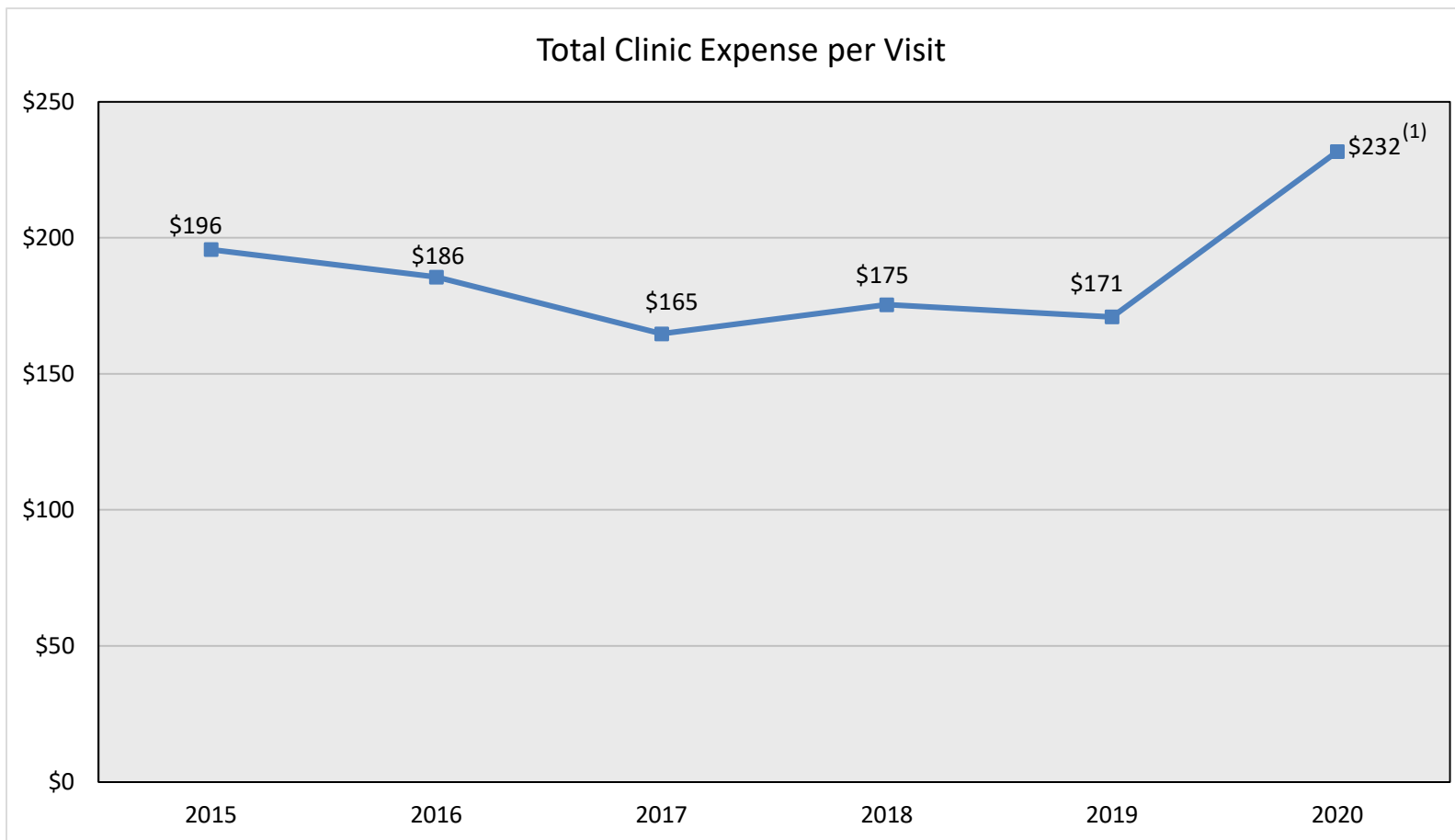
Primary Care Clinics Funding Sources



Fiscal YTD May 2020 Total Revenues \$22,918,519



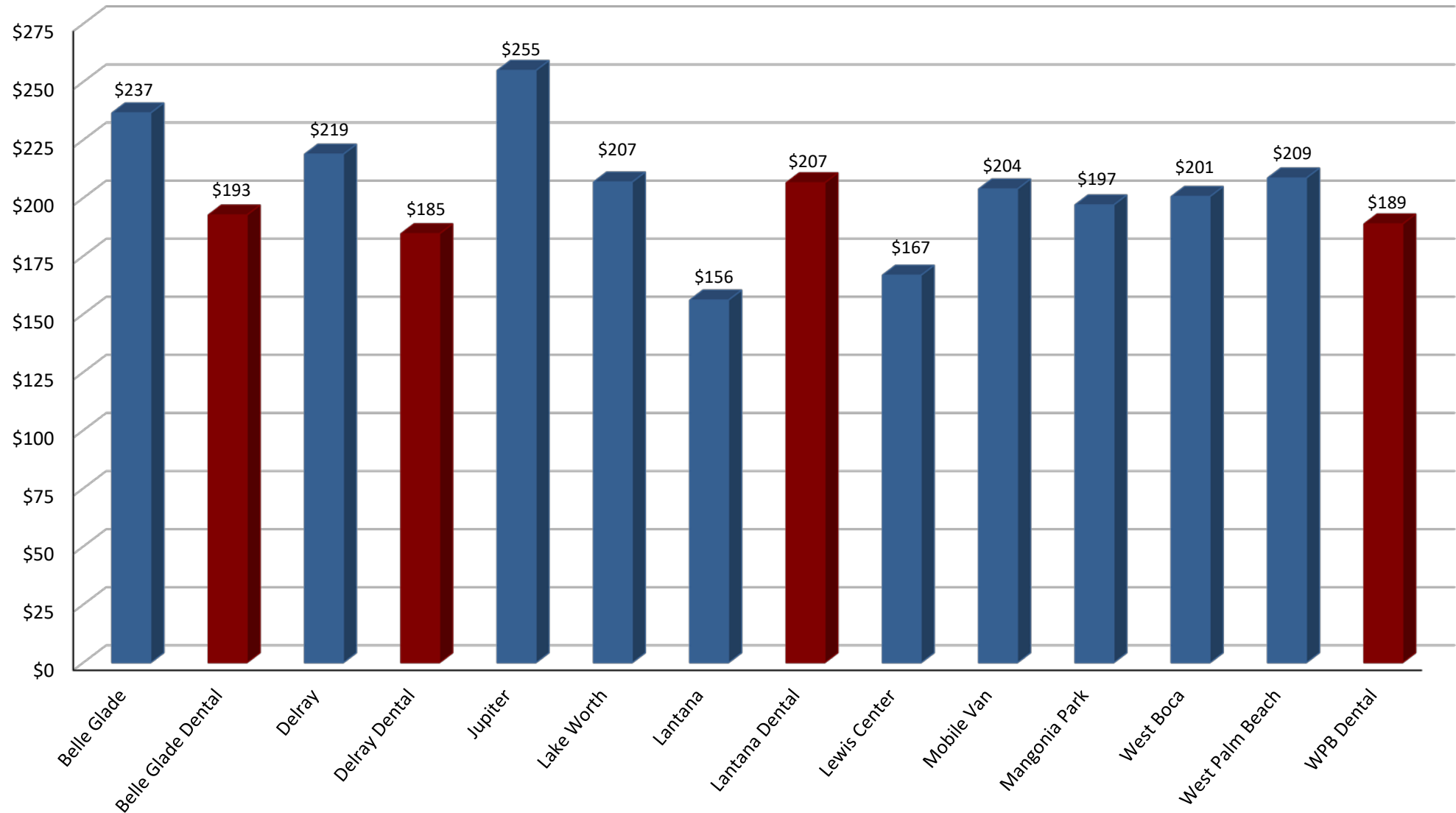
* Based on total medical and dental visits



(1) Increase in expense per visit is due to lower visits in March, April, and May related to operational changes for Covid-19

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

Total Operating Expenses per Visit by Clinic



*Based on Fiscal Year-to-Date May 2020 total operating expenses

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

