



C. L. Brumback

Primary Care Clinics

Health Care District Palm Beach County

BOARD OF DIRECTORS

August 22, 2018

12:45 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.

**BOARD OF DIRECTORS MEETING
AGENDA
August 22, 2018
1515 N. Flagler Drive
West Palm Beach, FL 33401**

1. **Call to Order – Bessie Brown, Chair**
 - A. Roll Call
 - B. Affirmation of Mission: To provide compassionate, comprehensive health services to all Palm Beach County residents, through collaboration and partnership, in a culturally sensitive environment.
2. **Agenda Approval**
 - A. Additions/Deletions/Substitutions
 - B. Motion to Approve Agenda
3. **Awards, Introductions and Presentations**
4. **Disclosure of Voting Conflict**
5. **Public Comment**
6. **Meeting Minutes**
 - A. **Staff recommends a MOTION TO APPROVE:**
Board Meeting Minutes of July 25, 2018. [Pages 1-12]
7. **Consent Agenda – Motion to Approve Consent Agenda Items**

All matters listed under this item are considered routine and action will be taken by one motion. There will be no separate discussion of these items unless a Commissioner or person so requests, in which the item will be removed from the general order of business and considered on its normal sequence on the Agenda.

 - A. **ADMINISTRATION**
 - 7A-1 **RECEIVE AND FILE:**
July 2018 Internet Posting of District Public Meeting.
<http://www.hcdpbc.org/index.aspx?recordid=2597&page=15>
 - 7A-2 **RECEIVE AND FILE:**
Attendance tracking.
[Pages 13]

7. **Consent Agenda – Motion to Approve Consent Agenda Items (continued)**

B. **FINANCE**

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

C. L. Brumback Primary Care Clinics Finance Report July 2018.
(Dawn Richards) [Pages 14-32]

8. **Regular Agenda**

A. **EXECUTIVE**

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

Executive Director Informational Update.
(Belma Andric) [Pages 33-34]

B. **OPERATIONS**

8B-1 **Staff Recommends a MOTION TO APPROVE:**

Operations Reports – July 2018.
(Terry Megiveron) [Pages 35-54]

C. **CREDENTIALING AND PRIVILEGING**

8C-1 **Staff Recommends a MOTION TO APPROVE:**

Revised General Dentistry Delineation of Privileges
(Dr. Tamara-Kay Tibby) [Pages 55-59]

8C-2 **Staff Recommends a MOTION TO APPROVE:**

Licensed Independent Practitioner (LIP) Recredentialing and Renewal of
Privileges – Dental: Zenaida Alonso, DDS
(Dr. Tamara-Kay Tibby) [Pages 60-61]

8C-3 **Staff Recommends a MOTION TO APPROVE:**

Licensed Independent Practitioner (LIP) Initial Credentialing and Privileging -
Medical: Guerlyne Estime, ARNP and Tamara-Kay Tibby, DMD.
(Dr. Noelle Stewart) [Pages 62-63]

D. **QUALITY**

8D-1 **Staff Recommends a MOTION TO APPROVE:**

Quality Council Reports – July 2018
(Dr. Noelle Stewart) [Pages 64-80]

9. VP and Executive Director of Clinic Services Comments

10. Board Member Comments

11. Establishment of Upcoming Meetings

September 26, 2018 (HCD Board Room)

12:45pm Board of Directors

October 24, 2018 (HCD Board Room)

12:45pm Board of Directors

November 28, 2018 (HCD Board Room)

12:45pm Board of Directors

December 19, 2018 (HCD Board Room)

12:45pm Board of Directors

12. Motion to Adjourn

**District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Meeting
Summary Minutes
07/25/2018**

Present: Bessie Brown, Chairperson; James Elder, Vice Chairperson; John Casey Mullen, Secretary; Frances Navarro, Treasurer; David Kendle, Irene Figueroa, Joan Roude, Cory Neering.
Absent: Shanti Howard (excused)
Minutes Transcribed By: Andrea Steele
Meeting Scheduled For 1:00 PM
Meeting Began at 12:55 PM

AGENDA ITEM	DISCUSSION	ACTION
1. Call to Order 1A. Roll Call 1B. Affirmation of Mission	<p>Mrs. Bessie Brown called the meeting to order.</p> <p>Roll call was taken. Mrs. Shanti Howard was excused</p> <p>Mrs. Bessie Brown read the Affirmation of Mission</p>	<p>The meeting was called to order at 12:55 pm.</p>
2. Agenda Approval 2A. Additions/Deletions/ Substitutions 2B. Motion to Approve Agenda Items	<p>Mrs. Bessie Brown called for an approval of the meeting agenda.</p> <p>No additions or deletions.</p> <p>The agenda for the July 2018 meeting was approved.</p>	
3. Awards, Introductions and Presentations 3A. Introduce Joan Roude	<p>Dr. Belma Andric introduced Mrs. Joan Roude as the newest member of the Health Care Districts Board of Directors. Mrs. Roude has served on the Health Care Districts Finance Committee. Her financial expertise helped guide the development of the Lakeside Medical Center and the new Healey Center as a member of the Health Care District's Construction Advisory Committee.</p>	

	Mr. David Kendle added that Mrs. Roude will also serve on the Finance Committee for the clinics.	
4. Disclosure of Voting Conflict	None.	No action necessary.
5. Public Comment	None.	No action necessary.
6. Meeting Minutes 6A Staff Recommends a Motion to Approve: Board Meeting Minutes of May 23, 2018	There was no discussion of the minutes dated May 23, 2018.	VOTE TAKEN: Mr. Kendle made a motion to approve the minutes of May 23, 2018 as presented. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.
7. Consent Agenda – Motion to Approve Consent Agenda Items		VOTE TAKEN: Mr. Kendle made a motion to approve the Consent Agenda items. The motion was duly seconded by Mrs. Navarro. A vote was called, and the motion passed unanimously.
7A. ADMINISTRATION		
7A-1. Receive & File: July 2018 Internet Posting of District Public Meeting	The meeting notice was posted.	No further action necessary.
7A-2. Receive & File: Attendance tracking	Attendance tracking was updated.	No further action necessary.
7A-3. Receive & File: Clinic Meeting Schedule	Staff followed up on the request from a board member at the last meeting with Mr. Dillon, a lawyer that specializes in Health Law for FQHC's, about the request to move our monthly Board meetings to every other month, consistent with HCD Board of Commissioners and to accommodate difficult travel schedules for clinic Board members. Based upon feedback from Mr. Dillon, management suggests that we maintain the monthly schedule of Board meetings.	No further action necessary.
7B. FINANCE		
7B-1. Receive & File: C. L. Brumback Primary Care Clinics Finance Report June 2018	The following summary of the YTD June 2018 C. L. Brumback Financial Statements Volume Analysis was presented during Finance Committee and available for review during the Board meeting: YTD Clinic volumes (both medical and dental combined), are below budget by 8.1% or 8,748	No further action necessary.

	<p>visits. Suboxone clinic visits YTD of 2,649 were below budget of 11,543 by 8,894 or 77.1% due to unanticipated changes to the MAT strategy. All other medical clinics combined (net of suboxone) were above budgeted volume by 3,480 visits or 5.0%. Total revenues, year to date, are over budget by 9.9% or \$1.6M due to volume variance in medical clinics. Total operating expenses are under budget by 7.0%, or \$1.3M due to unimplemented strategies. Net operating margin is a loss of \$1.7M compared to a budgeted loss of \$5.3M. YTD the Health Care District has subsidized the Primary Care Clinics with \$2.2M.</p>	
<p>7C. POLICIES</p>		
<p>7C-1. Staff Recommends a Motion to Approve: Adopt Health Care District (HCD) – Policies and Procedures Human Resources & Retiree C. L. Brumback Primary Care Clinic – Policies and Procedures Human Resources</p>	<p>All HCD Policies & Procedures developed by Human Resources to be adopted by the FQHC Board:</p> <ul style="list-style-type: none"> ADOPT: Administrative Pay Corrections ADOPT: Anti-Discrimination and Anti-Harassment ADOPT: Attendance ADOPT: Background Screening ADOPT: Compassionate Leave ADOPT: Compensation Administration ADOPT: Definition of Employee Status ADOPT: Definition of Retiree ADOPT: District Property Usage ADOPT: Domestic Violence Leave ADOPT: Dress Code ADOPT: Drug Free Workplace ADOPT: Education Assistance Program ADOPT: Emergency Disaster Pay and Assignment ADOPT: Employee Benefits Program Policy ADOPT: Employee Incident and Analysis Report ADOPT: Employee Recognition ADOPT: Employees and Applicants with Disabilities ADOPT: Employment of Relatives ADOPT: Employment Relocation ADOPT: Exit Interview 	<p>No further action necessary.</p>

ADOPT: Fair Treatment
 ADOPT: Family Medical Leave
 ADOPT: First Aid and Cardiopulmonary Resuscitation Training
 ADOPT: Initial Orientation Period New Employees
 ADOPT: Internal Employee Communications
 ADOPT: Joint Employment
 ADOPT: Jury Legal Duty Leave
 ADOPT: Medical Certification WH 380 Form
 ADOPT: Medical Leave Occupational and Non Occupational
 ADOPT: Merit Pay Procedure
 ADOPT: Military Leave Request Form
 ADOPT: Military Leave
 ADOPT: Off-Duty Access
 ADOPT: Paid Time Off
 ADOPT: Performance Evaluation and Management
 ADOPT: Performance Management
 ADOPT: Personal Leave
 ADOPT: Personnel Change Notice
 ADOPT: Personnel Records
 ADOPT: Professional Fees and Development
 ADOPT: Public Records 119 Form
 ADOPT: Recruitment and Selection Chief Compliance and Privacy Officer and Senior Internal Auditor
 ADOPT: Recruitment and Selection
 ADOPT: Reduction in Force
 ADOPT: Re-Employment
 ADOPT: Retirement Plans
 ADOPT: Safety Guidelines
 ADOPT: Safety-Emergency Procedures
 ADOPT: Separation of Employment
 ADOPT: Sick Time Off
 ADOPT: Smoke-Free Workplace
 ADOPT: Solicitation and Distribution of Literature
 ADOPT: Telecommuting
 ADOPT: Temporary Personnel
 ADOPT: Transfers Promotions Demotions
 ADOPT: Transitional Duty

ADOPT: Verification of Licensure, Certifications and Educational Requirements
ADOPT: Work Schedules, Meal Rest Periods and Travel
ADOPT: Workers' Compensation

All CLBPCC Human Resources Policies to be retired by the FQHC Board:

RETIRE: 300-13 Anti-Discrimination and Anti-Harassment Policy and Procedure

RETIRE: 301-13 Attendance Policy and Procedure

RETIRE: 302-13 Compassionate Leave Policy and Procedure

RETIRE: 303-13 Compensation Administration Policy and Procedure

RETIRE: 304-13 Definition of employment status Policy and Procedure

RETIRE: 305-13 Definition of Retiree Policy and Procedure

RETIRE: 306-13 Domestic Violence Policy and Procedure

RETIRE: 307-13 Dress Code Policy and Procedure

RETIRE: 308-13 Drug Free Workplace Policy and Procedure

RETIRE: 309-13 Education Assistance Policy and Procedure

RETIRE: 310-13 Emergency Pay Policy and Procedure

RETIRE: 311-13 Employee Benefits Policy and Procedure

RETIRE: 312-13 Employee Disability Policy and Procedure

RETIRE: 313-13 Employee Relatives Policy and Procedure

RETIRE: 314-13 Employee Relocation Policy and Procedure

RETIRE: 315-13 Exempt Employee Pay Policy and Procedure

RETIRE: 316-13 Exit Interview Policy and Procedure

RETIRE: 317-13 Fair Treatment Policy and Procedure

RETIRE: 318-13 Family Medical Leave Policy and Procedure

RETIRE: 319-13 First Aid Policy and Procedure

	<p>RETIRE: 320-13 Administrative Pay Policy and Procedure</p> <p>RETIRE: 321-13 Internal Communication Policy and Procedure</p> <p>RETIRE: 322-13 Joint Employment Policy and Procedure</p> <p>RETIRE: 323-13 Jury Legal Duty Policy and Procedure</p> <p>RETIRE: 324-13 Medical leave Policy and Procedure</p> <p>RETIRE: 325-13 Merit Pay Policy and Procedure</p> <p>RETIRE: 326-13 New Hire Orientation Policy and Procedure</p> <p>RETIRE: 327-13 Non Exempt Employee Policy and Procedure</p> <p>RETIRE: 328-13 Off Duty Access Policy and Procedure</p> <p>RETIRE: 329-13 Paid Time off Policy and Procedure</p> <p>RETIRE: 330-14 Worker's Compensation Policy and Procedure</p> <p>RETIRE: 331-14 Smoke Free Workplace Policy and Procedure</p>	
<p>7C-2. Staff Recommends a Motion to Approve: Hand Hygiene Policy</p>	<p>The Hand Hygiene Policy provides guidance in preventing Healthcare Acquired Infections (HAI) in the Clinic Health Care setting. This policy provides the basic standards to prevent the spread and transmission of disease to patients, staff and visitors by washing their hands or using hand sanitizer.</p>	<p>No discussion.</p>
<p>7D. RISK</p>		
<p>7D-1. Staff Recommends a Motion to Approve: Risk Management Plan</p>	<p>The Risk Management plan is designed to support the mission and vision of C. L. Brumback Primary Care Clinics as it pertains to clinical risk and patient, visitor, and employee safety. This Enterprise Risk Management plan also address potential business, operational and property risk.</p>	<p>No further action necessary.</p>
<p>7D-2. Staff Recommends a Motion to Approve: Emergency Preparedness and Management Plan</p>	<p>The Emergency Preparedness and Management Plan is a comprehensive system of principles, policies, procedures, methods, and activities to be applied in response to natural and manmade disasters to ensure patient and employee safety, to mobilize resources, to maintain health center business operations, and to assist in providing mutual aid in a community-wide response requiring medical services.</p>	<p>No further action necessary.</p>

8. Regular Agenda		
A. EXECUTIVE		
<p>8A-1. Receive & File: Executive Director Informational Update</p>	<p>Dr. Andric, CMO, VP & Executive Director of the Clinics, presented Updates on key changes within C. L. Brumback Primary Care Clinics:</p> <p>HRSA Service Area Competition (SAC) Grant Continuation Betterworld and staff are working diligently to complete this required grant to ensure continuation of HRSA funding for our FQHC clinics.</p> <p>Mobile Clinic for the Homeless Our Mobile Clinic was delivered by a Farber driver/trainer the week of June 18th, 2018. We are planning our soft go-live on 8/1/2018 and anticipate being fully operational by 9/1/2018. A grant was submitted to Farris Foundation on 7/20/2018 requesting \$200,000 over the next two years to support a Licensed Clinical Social Worker (LCSW) on the Mobile Clinic.</p> <p>Lakeside Medical Center Clinic (Belle Glade) As of today, this project is moving forward with the RFQ process to hire a construction manager.</p> <p>Lantana Pediatrics Pediatrics will move to the second floor of Lantana clinic, therefore increasing our overall capacity for both pediatric and adult medicine.</p> <p>MAT Clinic A grant to expand behavioral health services was submitted to HRSA on 7/16/2018. If we receive this award, we will utilize the monies for minor renovations/alterations to a new clinic space at JFK North Campus and hire two more full-time LCSW's and an ARNP. This clinic will be conveniently</p>	<p>Received and filed.</p>

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	<p>located near the Addiction Stabilization Center the Health Care District of Palm Beach County is working on developing with community partners.</p> <p>Addiction Stabilization Center Efforts continue to move forward to develop space at JFK North Campus in partnership with HCA, the County, and HCD. Target start date of 10/1/2018.</p> <p>NACHC Two Board members are invited to attend this year in Orlando, FL. Board members will confirm their availability by the end of this week.</p>	
<p>8A-2. Staff Recommends a Motion to Approve: Change in Scope – MAT Clinic</p>	<p>Dr. Andric presented the request for approval to proceed with a Change in Scope application with the Health Resources and Services Administration to add a new health center site. The proposed site will be located at 2151 N Congress, Ste. 102, West Palm Beach, Florida. This site is a stand-alone clinic that will house our existing, and expanded, Medication Assisted Treatment Program. In addition, we will have an ARNP located at this site to assist patients with their primary medical needs.</p>	<p>VOTE TAKEN: Mr. Kendle made a motion to approve this item. The motion was duly seconded by Mrs. Navarro. A vote was called, and the motion passed unanimously.</p>
<p>8A-3. Staff Recommends a Motion to Approve: 2018 Service Area Competition (SAC) Grant Abstract</p>	<p>Dr. Andric presented the draft narrative for our FY2019 Service Area Competition for Board review and approval before we submit Phase 1 to Grants.gov on 8/6/2018. Phase 2 will be submitted by 8/21/2018.</p> <p>We are requesting the total funding amount available from HRSA: \$6,972,813 (Community Health Center: \$2,907,526; Migrant Health Care: \$3,327,785; Health Care for the Homeless: \$737,772).</p>	<p>VOTE TAKEN: Mr. Elder made a motion to approve this agenda item. The motion was duly seconded by Mrs. Figueroa. A vote was called, and the motion passed unanimously.</p>
<p>8B. ADMINISTRATION</p>		
<p>8B-1. Receive & File: Board Officer Vacancies</p>	<p>Thomas Cleare, HCD VP of Strategy, presented information on how the Board can fill future vacant Board officer positions, as requested by Mr. Kendle.</p> <p>When there are vacancies for any Board Members or Board Officer positions, the Bylaws outline the process for filling the vacancy.</p>	<p>Received and filed.</p>

	<p>Section 10.3 of the Bylaws presented below identify how Board Officer vacancies can be filled:</p> <p>10.3 Vacancies. Any time there is a vacant officer position, the Board may elect a replacement officer at its next regular meeting to serve out the remainder of the term of office, and any person so elected shall not have the remaining term count for purposes of calculating the 'two consecutive one-year terms' referenced in Section 10.1.</p>	
<p>8C. OPERATIONS</p>		
<p>8C-1. Staff Recommends a Motion to Approve: Operations Reports – June 2018</p>	<p>Terry Megiveron, Director of Operations, presented the overall clinic productivity for June 2018. Highlights included:</p> <ul style="list-style-type: none"> • The clinics have bounced back to above 80% productivity after the change from Allscripts to Athena EHR. • Lake Worth Women's Health continues to be our highest clinic producer overall at 102%. • Lantana clinic leads pediatrics at 95%. • Delray leads dental at 86%. • The payer mix revealed that more than 60% of our medical and 70% of dental patients are either uninsured or have District Cares. 	<p>VOTE TAKEN: Mr. Kendle made a motion to approve this agenda item. The motion was duly seconded by Mr. Mullen. A vote was called, and the motion passed unanimously.</p>
<p>8D. CREDENTIALING & PRIVILEGING</p>		
<p>8D-1. Staff Recommends a Motion to Approve: Licensed Independent Practitioner (LIP) Initial Credentialing & Privileging - Medical: Daniel Perez, MD and Ana Ferwerda, MD</p>	<p>Two LIP's were presented. Both Dr. Daniel Perez and Dr. Ana Ferwerda met for recredentialing and renewal of privileges process and met the standards set forth within the approved Credentialing and Privileging Policy.</p>	<p>VOTE TAKEN: Mr. Kendle made a motion to approve this agenda item. The motion was duly seconded by Mr. Elder. A vote was called, and the motion passed unanimously.</p>

8E. QUALITY

8E-1. Staff Recommends a Motion to Approve: Quality Council Reports

The following is a summary of May and June 2018 highlights:

Patient Relations and Quality Events:

There were a total of 2 Complaints, 5 Grievances and 7 compliments and 12 Quality events.

Medical Report:

Overall clinics are adapting well to Athena migration. Staff is finding that the system is easier to navigate, however there are challenges in managing incoming documents. The addition of temporary staff has helped to overcome this challenge.

In adult medical, tobacco cessation protocol has commenced. Smokers are receiving follow up from our patient navigators who advise and refer patients to 1 of 3 options for cessation counseling- quitline, 2 hours live counseling or 6 week live counseling. Quitline (telephonic counseling) referrals rates in the month of June were at their highest for 2018 at 88. Next month we will present data on number of patients that have accepted live counseling.

In pediatrics we have exceeded our goal of 45% for 11 and 12 year olds who have completed HPV vaccine series and currently have a completion rate of 71%. We are quickly approaching the ACS goal to have 80% of preteens vaccinated by June 26, 2026.

Behavioral Health Report:

Pediatric integration in Lake Worth, where our behavioral health counselor goes into every well child visit to perform age appropriate behavioral health screenings, has been live for 5 weeks and is going well. Staff reports they have identified several at risk patients through this integration who otherwise may have been missed.

VOTE TAKEN: Mr. Kendle made a motion to approve this agenda item. The motion was duly seconded by Mr. Mullen. A vote was called, and the motion passed unanimously.

	<p>The substance abuse program has the DCF site visit today as a follow up for the provisional license.</p> <p>Dental Report: The dental program is participating in the National Network for Oral Health Access (NNOHA) Collaborative which focuses on improving key clinical quality measures. Since Nov 2017 Provider documentation of patient's caries risk assessment has improved through this collaborative</p> <p>Peer Review: 117 Medical charts were Peer Reviewed. 91 were evaluated as "within standard of care", 8 were evaluated as "Medical Provider Self-Identified Remediation", 18 "Medical Provider Education Required". In Dental, 51 Dental charts were peer reviewed. Thirty-nine were evaluated "within the standard of care" and 12 were evaluated as "Dental Provider Education Required".</p>	
9. CMO, VP and Executive Director of Clinical Services Comments	None.	No action necessary.
10. Board Member Comments	None.	No action necessary.
11. Establishment of Upcoming Meetings	<p>August 22, 2018 (HCD Board Room)</p> <ul style="list-style-type: none"> • 12:45 p.m. Board of Directors <p>September 26, 2018 (HCD Board Room)</p> <ul style="list-style-type: none"> • 12:45 p.m. Board of Directors <p>October 24, 2018 (HCD Board Room)</p> <ul style="list-style-type: none"> • 12:45 p.m. Board of Directors <p>November 28, 2018 (HCD Board Room)</p> <ul style="list-style-type: none"> • 12:45 p.m. Board of Directors <p>December 19, 2018 (HCD Board Room)</p> <ul style="list-style-type: none"> • 12:45 p.m. Board of Directors 	No action necessary.
12. Motion to Adjourn	There being no further business, the meeting was adjourned.	VOTE TAKEN: Mr. Mullen made a motion to adjourn. Mrs. Navarro duly seconded the motion. A vote was called, and the motion passed unanimously.

		The meeting was adjourned at 1:50 p.m.
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Minutes Submitted by: _____
Signature Date

**C. L. Brumback Primary Care Clinics
Board of Directors**

Attendance Tracking

	1/24/18	2/28/18	3/27/18	4/25/2018	5/23/18	6/27/18	7/25/18	8/22/18	9/26/18	10/24/18	11/28/18	12/1918
Bessie Brown	X	X	X	X	X	C	X					
James Elder	X	X	X	X	X	C	X					
Frances Navarro	X	X	X	X	X	C	X					
David Kendle	X	X	X	X	X	C	X					
Irene Figueroa	X	X	X	E	X	C	X					
John Casey Mullen	X	X	E	X	X	C	X					
Mara Martinez	E	E	E	E	Termination							
Shanti Howard	X	E	X	E	X	C	E					
Cory M. Neering	E	X	X	A	E	C	X					
Joan Roude							X					

X= Present

C= Cancel

E= Excused

A= Absent

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

1. **Description:** C. L. Brumback Primary Care Clinics Financial Report July 2018

2. **Summary:**

The YTD July 2018 financial statements for the C.L. Brumback Primary Care Clinics are presented for your information.

3. **Substantive Analysis:**

Management has provided the income statements for C.L. Brumback Primary Care Clinics. 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:


 Dawn Richards
 VP & Chief Financial Officer

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

N/A

 Committee Name

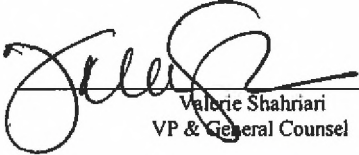
 Date Approved

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

6. Recommendation:

Staff recommends the Board receive and file the July 2018 financials.


Approved for Legal sufficiency:



Valerie Shahriani
VP & General Counsel



Dawn Richards
VP & Chief Financial Officer



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

MEMO

To: Finance Committee
From: Dawn L. Richards
Chief Financial Officer
Date: August 15, 2018

Subject: Management Discussion and Analysis of YTD July 2018 C.L. Brumback Primary Care Clinic Financial Statements

The July statements represent the financial performance for the ten months of the 2018 fiscal year for C.L. Brumback. Included below are year-to-date (YTD) explanations of volume, revenue and expense variances.

Summary

YTD Clinic volumes (medical, dental, and suboxone combined), are below budget by 9.2% or 11,241 visits. Suboxone clinic visits YTD of 3,063 were below budget of 12,826 by 9,763 or 76.1% due to unanticipated changes to the MAT strategy. All other medical clinics combined (net of suboxone) were above budgeted volume by 2,995 visits. Total revenues, year to date, are over budget by 8.2% or \$1.5M due to volume variance in medical clinics, including unbudgeted LIP payment. Total operating expenses are under budget by 7.4%, or \$1.5M due to unimplemented strategies. Net operating margin is a loss of \$2.1M compared to a budgeted loss of \$5.8M. YTD the Health Care District has subsidized the Primary Care Clinics with \$2.4M.

Volume Analysis

Total medical clinic visits YTD in all adult and pediatric clinics of 84,618 were under budget of 91,386 by 6,768 or 7.4% but are over prior year of 72,523 by 12,095 or 16.7%. Dental visits YTD of 25,701 were under budget of 30,174 by 4,473 or 14.8% and below prior year of 28,223 by 2,522 or 8.9%. Suboxone clinic visits YTD of 3,063 were below budget of 12,826 by 9,763 or 76.1% due to unanticipated changes to the MAT strategy. Medical visits (net of suboxone) YTD of 81,555 were under budget of 78,560 by 2,995 or 3.8% and above prior year of 71,761 by 9,794 or 13.6%

Net Revenue

Clinic net patient revenue YTD of \$13.6M exceeded budget of \$11.3M by \$2.4M or 20.9% and above of prior year of \$10.5M by \$3.1M or 29.8%. Clinics received a LIP payment in April 2018 of \$1.2M, this was unbudgeted. Grant revenue YTD of \$6.2M was below budget of \$7.1M by \$917k or 12.9% and exceeded prior year of \$5.6M by \$620k or 11.1%. Current year grant for the MAT program has not been realized.

Expenses

Clinic operating expenses YTD of \$19.2M were under budget of \$20.7M by \$1.5M or 7.4% and above prior year of \$16.1M by \$3.0M or 18.8%. Most of this positive variance related to salaries, benefits, and software costs. Salaries and benefits were under budget due to unimplemented strategies in West Boca dental, Lake Worth dental and Lantana (Suboxone).

DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION

	<u>Jul 31, 2018</u>	<u>Jun 30, 2018</u>	<u>Increase (Decrease)</u>
Assets			
Cash and Cash Equivalents	431,478	(1,324,404)	\$ 1,755,882
Accounts Receivable, net	1,447,818	1,210,309	237,509
Due From Other Funds	-	-	-
Due from Other Governments	1,483,932	3,791,208	(2,307,277)
Other Current Assets	277,903	273,033	4,870
Net Investment in Capital Assets	777,044	477,520	299,524
Total Assets	<u>\$ 4,418,174</u>	<u>\$ 4,427,666</u>	<u>\$ (9,492)</u>
Liabilities			
Accounts Payable	304,523	186,662	117,860
Due To Other Governments	-	-	-
Deferred Revenue	21,861	22,123	(262)
Other Current Liabilities	677,216	616,604	60,611
Non-Current Liabilities	729,254	729,254	-
Total Liabilities	<u>1,732,854</u>	<u>1,554,644</u>	<u>178,210</u>
Net Position			
Net Investment in Capital Assets	777,044	477,520	299,524
Unrestricted	1,908,276	2,395,501	(487,225)
Total Net Position	<u>2,685,321</u>	<u>2,873,022</u>	<u>(187,701)</u>
Total Liabilities and Net Position	<u>\$ 4,418,174</u>	<u>\$ 4,427,666</u>	<u>\$ (9,492)</u>

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE TENTH MONTHS ENDED JULY 31, 2018

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
2,072,740	2,030,038	42,701	2.1%	1,514,213	558,527	36.9%	18,693,458	18,764,731	(71,273)	(0.4%)	15,921,693	2,771,765	17.4%
2,256,497	582,545	(1,673,952)	(287.4%)	631,498	(1,624,999)	(257.3%)	8,371,517	5,402,856	(2,968,661)	(54.9%)	6,411,172	(1,960,346)	(30.6%)
446,784	191,295	(255,490)	(133.6%)	316,820	(129,965)	(41.0%)	3,624,253	1,737,405	(1,886,848)	(108.6%)	3,272,601	(351,652)	(10.7%)
106,526	38,295	(68,231)	(178.2%)	67,854	(38,672)	(57.0%)	1,524,366	373,909	(1,150,457)	(307.7%)	994,629	(529,737)	(53.3%)
2,809,807	812,135	(1,997,673)	(246.0%)	1,016,172	(1,793,635)	(176.5%)	13,520,137	7,514,170	(6,005,967)	(79.9%)	10,678,402	(2,841,735)	(26.6%)
\$ 2,008,457	\$ -	\$ 2,008,457	0.0%	\$ 489,640	\$ 1,518,817	\$ 3	\$ 8,429,172	\$ -	\$ 8,429,172	0.0%	\$ 5,234,082	\$ 3,195,090	\$ 1
1,271,389	1,217,904	53,486	4.4%	987,681	283,708	28.7%	13,602,493	11,250,561	2,351,932	20.9%	10,477,373	3,125,121	29.8%
61.34%	59.99%			65.23%			72.77%	59.96%		65.81%			
586,159	749,012	(162,853)	(21.7%)	855,077	(268,918)	(31.4%)	6,220,519	7,137,990	(917,471)	(12.9%)	5,600,788	619,731	11.1%
4,339	16,225	(11,886)	(73.3%)	2,527	1,812	71.7%	240,946	162,250	78,696	48.5%	54,399	186,547	342.9%
590,499	765,237	(174,739)	(22.8%)	857,605	(267,106)	(31.1%)	6,461,465	7,300,240	(838,775)	(11.5%)	5,655,187	806,278	14.3%
1,861,888	1,983,141	(121,253)	(6.1%)	1,845,286	16,602	0.9%	20,063,958	18,550,801	1,513,157	8.2%	16,132,560	3,931,399	24.4%
<i>Direct Operational Expenses:</i>													
1,165,687	1,366,307	200,620	14.7%	1,008,857	(156,831)	(15.5%)	12,195,990	12,974,649	778,658	6.0%	10,192,132	(2,003,858)	(19.7%)
328,226	366,691	38,465	10.5%	298,243	(29,983)	(10.1%)	3,310,656	3,486,267	175,612	5.0%	2,789,591	(521,065)	(18.7%)
203,204	59,582	(143,622)	(241.1%)	75,236	(127,968)	(170.1%)	773,567	575,370	(198,198)	(34.4%)	533,426	(240,141)	(45.0%)
33,213	54,359	21,146	38.9%	19,220	(13,993)	(72.8%)	398,344	464,052	65,709	14.2%	295,560	(102,783)	(34.8%)
7,092	16,276	9,184	56.4%	20,511	13,419	65.4%	132,136	133,624	1,488	1.1%	289,034	156,898	54.3%
-	-	-	0.0%	-	-	0.0%	15,355	-	(15,355)	0.0%	-	(15,355)	0.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
26,987	58,610	31,623	54.0%	45,272	18,285	40.4%	436,167	544,353	108,186	19.9%	410,877	(25,290)	(6.2%)
38,120	108,467	70,347	64.9%	87,213	49,093	56.3%	416,306	1,044,463	628,157	60.1%	401,681	(14,625)	(3.6%)
106,145	115,600	9,456	8.2%	109,547	3,402	3.1%	1,175,338	1,143,392	(31,946)	(2.8%)	1,021,878	(153,460)	(15.0%)
4,134	8,025	3,891	48.5%	2,991	(1,143)	(38.2%)	60,432	74,980	14,548	19.4%	32,120	(28,312)	(88.1%)
33,817	21,890	(11,927)	(54.5%)	15,515	(18,302)	(118.0%)	237,909	231,570	(6,338)	(2.7%)	147,646	(90,263)	(61.1%)
2,404	2,690	286	10.6%	1,681	(723)	(43.0%)	17,342	22,574	5,232	23.2%	18,117	775	4.3%
1,949,029	2,178,497	229,468	10.5%	1,684,284	(264,744)	(15.7%)	19,169,541	20,695,293	1,525,752	7.4%	16,132,062	(3,037,479)	(18.8%)
Net Performance before Depreciation & Overhead Allocations													
(87,141)	(195,356)	108,215	(55.4%)	161,001	(248,142)	(154.1%)	894,417	(2,144,492)	3,038,909	(141.7%)	498	893,920	179,642.6%

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE TENTH MONTHS ENDED JULY 31, 2018

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
15,335	26,945	11,610	43.1%	16,430	1,095	6.7%	168,521	269,445	100,924	37.5%	164,141	(4,380)	(2.7%)
<i>Overhead Allocations:</i>													
9,732	12,912	3,180	24.6%	9,231	(502)	(5.4%)	100,341	122,499	22,159	18.1%	57,267	(43,073)	(75.2%)
52,339	57,005	4,666	8.2%	31,775	(20,564)	(64.7%)	429,670	537,141	107,471	20.0%	176,063	(253,607)	(144.0%)
5,328	5,460	131	2.4%	3,508	(1,820)	(51.9%)	29,772	51,799	22,027	42.5%	49,077	19,305	39.3%
17,709	32,462	14,753	45.4%	-	(17,709)	0.0%	241,499	324,623	83,124	25.6%	-	(241,499)	0.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
23,099	26,593	3,494	13.1%	19,146	(3,953)	(20.6%)	246,596	252,292	5,695	2.3%	188,090	(58,506)	(31.1%)
29,178	35,298	6,120	17.3%	25,510	(3,668)	(14.4%)	290,540	321,932	31,391	9.8%	239,497	(51,044)	(21.3%)
13,811	13,480	(331)	(2.5%)	11,977	(1,834)	(15.3%)	108,148	127,887	19,739	15.4%	84,120	(24,028)	(28.6%)
6,255	6,255	0	0.0%	301	(5,954)	(1,980.5%)	66,557	59,344	(7,213)	(12.2%)	27,884	(38,673)	(138.7%)
6,255	8,691	2,436	28.0%	3,972	(2,283)	(57.5%)	59,408	82,449	23,040	27.9%	39,238	(20,170)	(51.4%)
1,225	1,530	304	19.9%	-	(1,225)	0.0%	16,899	14,513	(2,386)	(16.4%)	-	(16,899)	0.0%
25,476	29,176	3,699	12.7%	17,705	(7,771)	(43.9%)	273,361	276,794	3,433	1.2%	196,005	(77,356)	(39.5%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
8,785	19,548	10,764	55.1%	7,728	(1,057)	(13.7%)	73,287	185,458	112,171	60.5%	63,512	(9,775)	(15.4%)
74,684	94,872	20,188	21.3%	84,367	9,683	11.5%	795,412	900,064	104,651	11.6%	615,932	(179,480)	(29.1%)
-	3,652	3,652	100.0%	3,963	3,963	100.0%	13,118	34,650	21,532	62.1%	34,133	21,015	61.6%
3,762	3,077	(685)	(22.3%)	-	(3,762)	0.0%	34,892	29,196	(5,696)	(19.5%)	-	(34,892)	0.0%
7,586	11,123	3,537	31.8%	-	(7,586)	0.0%	56,129	104,812	48,683	46.4%	-	(56,129)	0.0%
285,225	361,134	75,909	21.0%	219,182	(66,044)	(30.1%)	2,835,630	3,425,452	589,822	17.2%	1,770,817	(1,064,812)	(60.1%)
2,249,589	2,566,575	316,986	12.4%	1,919,896	(329,693)	(17.2%)	22,173,692	24,390,190	2,216,498	9.1%	18,067,021	(4,106,671)	(22.7%)
\$ (387,701)	\$ (583,434)	\$ 195,733	(33.5%)	\$ (74,610)	\$ (313,091)	419.6%	\$ (2,109,733)	\$ (5,839,389)	\$ 3,729,656	(63.9%)	\$ (1,934,461)	\$ (175,272)	9.1%
-	125,350	125,350	100.0%	2,470	2,470	100.0%	-	2,848,046	2,848,046	100.0%	2,789	2,789	100.0%
\$ 200,000	\$ 800,000	\$ 600,000	75.0%	\$ -	\$ (200,000)	0.0%	\$ 2,370,000	\$ 8,000,000	\$ 5,630,000	70.4%	\$ -	\$ (2,370,000)	0.0%

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

	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Year to Date
Gross Patient Revenue	1,932,348	1,614,292	1,726,128	1,887,183	1,901,243	2,169,234	1,858,934	1,729,846	1,801,509	2,072,740	-	-	18,693,458
Contractual Allowances	787,418	59,317	337,720	278,529	555,200	399,431	2,339,528	828,230	529,647	2,256,497	-	-	8,371,517
Charity Care	313,552	(253,490)	167,151	218,711	2,483	65,773	2,052,688	259,306	353,313	446,784	-	-	3,624,253
Bad Debt	213,806	165,082	190,754	153,100	156,052	249,996	17,792	22,862	248,396	106,526	-	-	1,524,366
Other Patient Revenue	\$ 580,915	\$ (580,915)	\$ -	\$ 153,027	\$ 21,861	\$ 21,861	\$ 3,783,586	\$ 1,790,782	\$ 649,599	\$ 2,008,457	\$ -	\$ -	\$ 8,429,172
Net Patient Revenue	1,200,487	1,062,467	1,030,503	1,389,870	1,209,390	1,475,895	1,232,511	2,410,230	1,319,752	1,271,389	-	-	13,602,493
Collections %	62.13%	65.82%	59.70%	73.65%	63.61%	68.04%	66.30%	139.33%	73.26%	61.34%	#DIV/0!	#DIV/0!	72.77%
Grant Funds	581,399	570,025	610,755	694,423	646,404	601,484	633,222	706,398	590,251	586,159	-	-	6,220,519
Other Revenue	2,856	1,864	109,616	3,012	2,486	43,940	4,062	64,999	3,771	4,339	-	-	240,946
Total Other Revenues	584,255	571,889	720,371	697,436	648,890	645,424	637,284	771,396	594,022	590,499	-	-	6,461,465
Total Revenues	1,784,741	1,634,356	1,750,874	2,087,305	1,858,280	2,121,319	1,869,795	3,181,626	1,913,774	1,861,888	-	-	20,063,958
<i>Direct Operational Expenses:</i>													
Salaries and Wages	1,216,848	1,147,815	1,156,021	1,157,040	1,203,702	1,316,763	1,241,980	1,415,855	1,174,280	1,165,687	-	-	12,195,990
Benefits	302,737	307,341	306,130	339,069	334,301	350,911	339,579	357,361	345,001	328,226	-	-	3,310,656
Purchased Services	36,818	31,240	55,668	56,008	40,481	92,475	101,864	53,008	102,800	203,204	-	-	773,567
Medical Supplies	25,047	34,241	41,871	45,383	65,137	41,037	40,647	35,160	36,607	33,213	-	-	398,344
Other Supplies	5,129	8,001	5,444	8,044	14,369	10,848	12,495	44,476	16,237	7,092	-	-	132,136
Contracted Physician Expense	12,703	2,652	-	-	-	-	-	-	-	-	-	-	15,355
Medical Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Drugs	39,087	60,113	48,821	50,181	48,344	52,837	42,549	40,454	26,793	26,987	-	-	436,167
Repairs & Maintenance	28,999	48,299	58,740	12,935	48,891	43,387	21,609	92,624	23,703	38,120	-	-	416,306
Lease & Rental	111,395	109,108	90,150	129,097	117,865	127,337	165,851	122,460	95,932	106,145	-	-	1,175,338
Utilities	2,097	8,470	8,236	5,588	5,756	4,661	6,556	9,388	5,547	4,134	-	-	60,432
Other Expense	29,001	31,159	9,617	20,430	22,501	28,627	29,722	11,680	21,355	33,817	-	-	237,909
Insurance	1,778	1,778	1,416	1,417	1,417	1,417	1,417	1,883	2,417	2,404	-	-	17,342
Total Operational Expenses	1,811,638	1,791,217	1,782,114	1,825,192	1,902,763	2,068,299	2,004,269	2,184,349	1,850,671	1,949,029	-	-	19,169,541
Net Performance before Depreciation & Overhead Allocations	(26,897)	(156,860)	(31,240)	262,113	(44,484)	53,020	(134,474)	997,277	63,104	(87,141)	-	-	894,417
Depreciation	17,505	16,479	16,992	16,992	16,992	16,992	17,540	16,972	16,722	15,335	-	-	168,521
<i>Overhead Allocations:</i>													
Risk Mgt	7,453	8,896	13,641	8,777	9,774	10,231	8,967	9,898	13,092	9,792	-	-	100,341
Rev Cycle	48,556	47,099	34,355	59,652	49,552	37,122	48,655	16,506	35,835	52,339	-	-	429,670
Internal Audit	-	-	580	580	1,967	5,809	5,377	5,328	5,328	29,772	-	-	29,772
Palm Springs Facility	20,677	21,156	20,813	20,281	41,731	15,176	27,667	36,418	19,871	17,709	-	-	241,499
Legislative Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration	25,875	24,692	26,547	27,033	30,666	20,796	27,963	17,828	22,096	23,099	-	-	246,596
Human Resources	29,597	13,464	33,802	21,072	21,563	28,368	49,058	34,524	29,915	29,178	-	-	290,540
Legal	5,569	7,477	13,345	8,693	13,576	9,757	8,811	14,375	12,734	13,811	-	-	108,148
Records	4,860	4,152	3,963	4,751	10,058	6,632	9,240	10,701	5,944	6,255	-	-	66,557
Compliance	5,184	6,493	6,603	8,310	6,895	7,066	1,786	5,303	5,513	6,255	-	-	59,408
Planning/Research	1,666	1,204	1,163	1,248	1,111	1,207	5,733	1,250	1,093	1,225	-	-	16,899
Finance	26,706	21,729	22,431	24,720	24,201	43,417	29,974	30,126	24,580	25,476	-	-	273,361
Communications	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Relations	5,778	7,688	7,362	5,198	13,328	3,213	6,360	8,045	7,531	8,785	-	-	73,287
Information Technology	68,942	137,669	80,805	37,467	76,905	67,776	75,088	110,642	65,435	74,684	-	-	795,412
Budget & Decision Support	2,141	2,508	2,397	2,616	84	(231)	3,602	-	-	-	-	-	13,118
Corporate Quality	4,089	3,976	1,372	3,565	1,776	4,069	3,662	3,945	3,675	3,762	-	-	34,892
Managed Care Contract	4,449	4,604	4,301	5,502	15,408	(1,070)	5,381	7,962	2,006	7,586	-	-	56,129
Total Overhead Allocations	261,549	312,747	272,899	239,466	319,593	259,338	317,325	312,840	254,648	285,225	-	-	2,895,630
Total Expenses	2,090,692	2,120,442	2,072,005	2,081,650	2,239,348	2,344,629	2,339,134	2,514,161	2,122,041	2,249,589	-	-	22,173,692
Net Margin	\$ (305,951)	\$ (486,086)	\$ (321,131)	\$ 5,655	\$ (381,068)	\$ (223,310)	\$ (469,339)	\$ 667,465	\$ (208,267)	\$ (387,701)	\$ -	\$ -	\$ (2,109,733)
Capital	-	10,221	(10,221)	-	-	-	40,825	(40,825)	-	-	-	-	-
General Fund Support/ Transfer In	-	-	-	-	-	2,000,000	70,000	100,000	-	200,000	-	-	\$ 2,370,000

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

FOR THE TENTH MONTHS ENDED JULY 31, 2018

	Clinic Administration	West Palm Beach Clinic	Lantana Clinic	Delray Clinic	Belle Glade Clinic	Jerome Golden Center	Lewis Center	Rams Clinic	Lake Worth Clinic	Jupiter Clinic	West Boca Clinic	Subzone Clinic	Mobile Van	Total
Gross Patient Revenue	-	2,958,733	2,593,513	2,588,006	1,529,561	420,519	547,724	-	2,739,981	904,861	1,139,038	-	-	15,419,937
Contractual Allowances	-	1,360,391	1,217,393	1,338,533	779,440	217,750	418,731	489	1,228,570	343,405	353,005	-	-	7,257,709
Charity Care	-	476,833	487,293	268,124	180,732	44,155	68,973	-	506,303	98,231	236,189	-	-	2,366,833
Bad Debt	-	322,958	322,571	245,818	191,313	28,796	82,710	(881)	216,070	31,293	102,519	-	-	1,542,166
Total Contractual Allowances and Bad Del	-	2,160,182	2,027,257	1,852,475	1,151,485	290,701	570,415	(391)	1,950,943	472,929	691,713	-	-	11,167,708
Other Patient Revenue	262,331	1,039,771	1,019,447	821,270	548,504	115,200	218,723	-	934,156	223,284	331,374	-	-	5,514,060
Net Patient Revenue	262,331	1,838,322	1,583,702	1,556,802	926,581	245,017	196,033	391	1,723,194	655,216	778,700	-	-	9,766,289
Collection %	0.00%	62.13%	61.11%	60.15%	60.58%	58.27%	35.79%	0.00%	62.89%	72.41%	68.36%	0.00%	0.00%	63.34%
Grant Funds	725,146	717,796	669,016	664,501	435,547	73,979	144,125	-	712,748	229,424	483,681	175,700	-	5,031,663
Other Revenue	73,849	38,066	18,930	20,646	41,873	844	503	3	10,712	635	884	-	-	206,946
Total Other Revenues	798,995	755,862	687,947	685,147	477,420	74,823	144,628	3	723,460	230,058	484,565	175,700	-	5,238,609
Total Revenues	1,061,327	2,594,184	2,271,649	2,241,949	1,404,001	319,841	340,661	394	2,446,654	885,274	1,263,264	175,700	-	15,004,898
Direct Operational Expenses:														
Salaries and Wages	1,440,313	1,477,986	1,313,792	1,359,736	896,374	151,893	348,507	-	1,505,865	548,317	732,128	221,017	6,402	10,002,330
Benefits	328,419	348,842	385,132	418,653	227,042	44,315	95,428	-	434,228	139,303	198,669	41,210	1,944	2,662,984
Purchased Services	87,979	108,685	73,045	74,774	70,051	41,876	10,759	-	121,369	44,586	45,902	-	-	679,026
Medical Supplies	-	15,543	43,773	14,723	13,001	1,583	7,834	-	26,991	6,928	5,468	-	-	135,845
Other Supplies	20,931	12,796	7,588	8,269	7,121	2,335	3,120	-	16,199	4,941	12,508	2,015	5,770	103,592
Contracted Physician Expense	-	-	15,355	-	-	-	-	-	-	-	-	-	-	15,355
Drugs	-	87,915	88,105	88,724	34,328	7,066	3,310	-	84,055	21,907	9,809	-	-	425,220
Repairs & Maintenance	904	62,278	58,827	58,149	45,718	7,471	6,458	465	62,804	13,808	45,151	1,600	-	363,632
Lease & Rental	83,152	114,094	64,656	87,080	137,972	14,680	1,503	-	170,597	61,885	105,171	-	237	842,028
Utilities	3,393	926	2,849	958	17,466	1,741	1,741	-	9,659	6,501	7,011	-	-	52,244
Other Expense	150,984	5,495	6,970	3,965	9,250	314	4,294	-	8,258	7,542	9,884	312	62	207,830
Insurance	338	4,292	3,478	3,157	1,267	373	-	106	1,170	186	213	-	1,893	16,472
Total Operational Expenses	2,116,413	2,238,651	2,069,571	2,118,185	1,459,590	274,148	482,955	571	2,441,195	855,904	1,171,914	266,153	16,308	15,505,558
Net Performance before Depreciation & Overhead Allocations	(1,055,087)	355,533	208,078	123,764	(55,589)	45,692	(142,294)	(176)	5,459	29,370	91,350	(90,453)	(16,308)	(500,660)
Depreciation	8,366	4,434	4,419	2,248	2,090	795	3,077	139	11,019	4,271	3,322	-	-	44,179
Overhead Allocations:														
Risk Mgt	10,036	12,196	10,088	10,126	6,072	1,428	1,490	-	10,808	4,594	9,031	2,770	77	78,718
Rev Cycle	-	59,332	49,064	49,249	29,533	6,945	7,246	0	52,566	22,343	43,920	12,467	347	333,012
Internal Audit	2,978	3,587	2,966	2,977	1,785	420	438	-	3,178	1,351	2,655	980	42	23,356
Palm Springs Facility	206,729	-	-	-	-	-	-	-	-	-	-	-	-	206,729
Legislative Affairs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration	24,455	29,880	24,709	24,802	14,873	3,498	3,649	-	26,473	11,251	22,118	6,415	182	192,304
Human Resources	17,224	36,564	31,732	31,504	17,590	4,681	4,684	(0)	33,382	12,907	25,805	5,118	481	221,671
Legal	10,863	13,163	10,885	10,926	6,552	1,541	1,608	-	11,662	4,957	9,744	3,121	109	85,130
Records	6,653	8,078	6,680	6,705	4,021	945	986	-	7,157	3,042	5,979	1,896	49	52,191
Compliance	6,030	7,315	6,049	6,072	3,641	856	893	-	6,481	2,755	5,415	1,595	49	47,151
Planning/Research	1,233	1,639	1,356	1,361	815	192	200	-	1,452	617	1,213	347	10	10,433
Finance	27,712	33,601	27,786	27,891	16,725	3,933	4,103	-	29,769	12,653	24,873	7,508	195	216,750
Communications	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Relations	7,421	9,001	7,443	7,471	4,480	1,054	1,099	-	7,974	3,389	6,663	1,994	66	58,056
Information Technology	79,555	96,885	80,118	80,420	48,224	11,341	11,832	(0)	85,837	36,483	71,717	20,930	675	624,017
Budget & Decision Support	952	1,284	1,062	1,066	639	150	157	-	1,137	483	950	189	-	8,068
Corporate Quality	3,490	4,256	3,520	3,533	2,119	498	520	-	3,771	1,603	3,151	884	30	27,373
Managed Care Contract	-	7,723	6,386	6,411	3,844	904	943	-	6,842	2,908	5,717	1,756	68	43,503
Total Overhead Allocations	405,330	324,504	269,844	270,512	160,914	38,386	39,949	(0)	288,490	121,335	238,949	67,970	2,380	2,228,462
Total Expenses	2,530,109	2,567,588	2,337,834	2,390,946	1,622,594	313,329	525,881	709	2,740,704	981,510	1,414,185	334,123	18,688	17,778,199
Net Margin	\$ (1,468,783)	\$ 26,596	\$ (66,185)	\$ (148,987)	\$ (218,593)	\$ 6,512	\$ (185,220)	\$ (315)	\$ (294,050)	\$ (96,236)	\$ (150,921)	\$ (158,423)	\$ (18,688)	\$ (2,773,301)
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 2,370,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,370,000

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

FOR THE TENTH MONTHS ENDED JULY 31, 2018

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
1,758,782	1,589,416	169,366	10.7%	1,178,605	580,177	49.2%	15,419,937	14,922,568	497,369	3.3%	12,362,904	3,057,033	24.7%
Gross Patient Revenue							Gross Patient Revenue						
1,622,640	528,953	(1,093,688)	(206.8%)	510,128	(1,112,512)	(218.1%)	7,257,709	4,944,250	(2,313,459)	(46.8%)	5,219,971	(2,037,738)	(39.0%)
308,372	164,880	(143,492)	(87.0%)	190,886	(117,486)	(61.5%)	2,366,833	1,503,551	(863,282)	(57.4%)	2,041,903	(324,930)	(15.9%)
96,805	35,008	(61,796)	(176.5%)	82,101	(14,704)	(17.9%)	1,543,166	346,837	(1,196,329)	(344.9%)	900,617	(642,549)	(71.3%)
2,027,817	728,841	(1,298,976)	(178.2%)	783,116	(1,244,701)	(158.9%)	11,167,708	6,794,638	(4,373,070)	(64.4%)	8,162,491	(3,005,217)	(36.8%)
Total Contractuals and Bad Debts							Total Contractuals and Bad Debts						
1,198,978	-	1,198,978	0.0%	302,640	896,338	3	5,514,060	-	5,514,060	0.0%	3,309,182	2,204,878	67%
Other Patient Revenue							Other Patient Revenue						
929,944	860,576	69,368	8.1%	698,129	231,815	33.2%	9,766,289	8,127,930	1,638,359	20.2%	7,509,595	2,256,694	30.1%
52.87%	54.14%			59.23%			63.34%	54.47%		60.74%			
Net Patient Revenue							Net Patient Revenue						
474,232	493,281	(19,049)	(3.9%)	730,398	(256,167)	(35.1%)	5,031,663	5,073,308	(41,645)	(0.8%)	4,340,315	691,348	15.9%
4,339	7,725	(3,386)	(43.8%)	2,527	1,812	71.7%	206,946	77,250	129,696	167.9%	54,398	152,548	280.4%
Grant Funds							Grant Funds						
Other Revenue							Other Revenue						
478,571	501,006	(22,435)	(4.5%)	732,925	(254,355)	(34.7%)	5,238,609	5,150,558	88,051	1.7%	4,394,713	843,896	19.2%
Total Other Revenues							Total Other Revenues						
1,408,515	1,361,582	46,933	3.4%	1,431,055	(22,540)	(1.6%)	15,004,898	13,278,488	1,726,410	13.0%	11,904,308	3,100,590	26.0%
Total Revenues							Total Revenues						
Direct Operational Expenses:													
936,384	1,061,256	124,872	11.8%	805,240	(131,144)	(16.3%)	10,002,330	10,372,814	370,484	3.6%	8,049,946	(1,952,384)	(24.3%)
Salaries and Wages							Salaries and Wages						
260,385	277,113	16,727	6.0%	235,788	(24,597)	(10.4%)	2,662,984	2,721,625	58,640	2.2%	2,197,578	(465,406)	(21.2%)
Benefits							Benefits						
195,276	47,839	(147,437)	(308.2%)	67,009	(128,267)	(191.4%)	679,026	477,105	(201,921)	(42.3%)	441,548	(237,478)	(53.8%)
Purchased Services							Purchased Services						
13,911	20,280	6,369	31.4%	11,423	(2,488)	(21.8%)	135,845	192,962	57,117	29.6%	120,850	(14,995)	(12.4%)
Medical Supplies							Medical Supplies						
6,286	9,713	3,427	35.3%	14,468	8,182	56.6%	103,592	95,750	7,842	(8.2%)	263,236	159,644	60.6%
Other Supplies							Other Supplies						
-	-	-	0.0%	-	-	0.0%	15,355	-	(15,355)	0.0%	-	(15,355)	0.0%
Contracted Physician Expense							Contracted Physician Expense						
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
Medical Services							Medical Services						
26,971	55,755	28,784	51.6%	45,257	18,286	40.4%	425,220	526,652	101,433	19.3%	397,865	(27,354)	(6.9%)
Drugs							Drugs						
32,445	95,620	63,175	66.1%	78,746	46,301	58.8%	363,632	943,698	580,067	61.5%	351,652	(11,980)	(3.4%)
Repairs & Maintenance							Repairs & Maintenance						
72,987	83,814	10,828	12.9%	82,532	9,546	11.6%	841,028	838,144	(2,884)	(0.3%)	751,759	(89,269)	(11.9%)
Lease & Rental							Lease & Rental						
3,351	6,231	2,879	46.2%	2,991	(360)	(12.0%)	52,244	62,308	10,064	16.2%	32,120	(20,124)	(62.7%)
Utilities							Utilities						
31,482	20,583	(10,898)	(52.9%)	15,337	(16,145)	(105.3%)	207,830	203,933	(3,896)	(1.9%)	130,112	(77,718)	(59.7%)
Other Expense							Other Expense						
2,329	2,318	(12)	(0.5%)	1,580	(749)	(47.4%)	16,472	19,009	2,537	13.3%	17,016	543	3.2%
Insurance							Insurance						
1,581,807	1,680,521	98,714	5.9%	1,360,373	(221,434)	(16.3%)	15,505,558	16,454,001	948,443	5.8%	12,753,682	(2,751,876)	(21.6%)
Total Operational Expenses							Total Operational Expenses						
Depreciation & Overhead													
(173,292)	(318,939)	145,647	(45.7%)	70,682	(243,974)	(345.2%)	(500,660)	(3,175,513)	2,674,853	(84.2%)	(849,374)	348,714	(41.1%)
Allocations							Allocations						

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

FOR THE TENTH MONTHS ENDED JULY 31, 2018

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
4,125	8,105	3,980	49.1%	3,987	(138)	(3.5%)	44,179	81,047	36,868	45.5%	39,714	(4,465)	(11.2%)
<i>Overhead Allocations:</i>													
7,635	9,783	2,147	22.0%	7,451	(184)	(2.5%)	78,718	96,657	17,939	18.6%	45,865	(32,852)	(71.6%)
40,560	42,483	1,923	4.5%	25,332	(15,228)	(60.1%)	333,012	419,024	86,012	20.5%	138,898	(194,114)	(139.8%)
4,180	4,137	(44)	(1.1%)	2,832	(1,348)	(47.6%)	23,356	40,871	17,515	42.9%	39,273	15,917	40.5%
15,160	27,789	12,629	45.4%	-	(15,160)	0.0%	206,729	277,885	71,156	25.6%	-	(206,729)	0.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
18,121	20,148	2,026	10.1%	15,454	(2,667)	(17.3%)	192,304	199,068	6,764	3.4%	150,403	(41,902)	(27.9%)
22,021	25,138	3,118	12.4%	20,527	(1,494)	(7.3%)	221,671	245,282	23,612	9.6%	190,786	(30,885)	(16.2%)
10,835	10,213	(622)	(6.1%)	9,668	(1,167)	(12.1%)	85,130	100,908	15,778	15.6%	67,128	(18,002)	(26.8%)
4,907	4,739	(168)	(3.5%)	301	(4,606)	(1,532.1%)	52,191	46,825	(5,366)	(11.5%)	22,396	(29,795)	(133.0%)
4,907	6,584	1,677	25.5%	3,206	(1,701)	(53.0%)	47,151	65,055	17,904	27.5%	31,382	(15,769)	(50.2%)
961	1,159	198	17.1%	-	(961)	0.0%	10,433	11,451	1,018	8.9%	-	(10,433)	0.0%
19,986	22,104	2,118	9.6%	14,291	(5,695)	(39.8%)	216,750	218,401	1,651	0.8%	156,633	(60,117)	(38.4%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
6,891	14,810	7,919	53.5%	6,238	(654)	(10.5%)	58,056	146,334	88,278	60.3%	50,836	(7,219)	(14.2%)
58,594	71,878	13,283	18.5%	68,100	9,505	14.0%	624,017	710,186	86,169	12.1%	492,723	(131,293)	(26.6%)
-	2,767	2,767	100.0%	3,199	3,199	100.0%	8,068	27,340	19,273	70.5%	27,272	19,204	70.4%
2,952	2,332	(620)	(26.6%)	-	(2,952)	0.0%	27,373	23,037	(4,336)	(18.8%)	-	(27,373)	0.0%
5,880	8,290	2,410	29.1%	-	(5,880)	0.0%	43,503	81,763	38,260	46.8%	-	(43,503)	0.0%
223,590	274,353	50,762	18.5%	176,598	(46,992)	(26.6%)	2,228,462	2,710,088	481,626	17.8%	1,413,597	(814,865)	(57.6%)
1,809,522	1,962,978	153,456	7.8%	1,540,958	(268,564)	(17.4%)	17,778,199	19,245,136	1,466,937	7.6%	14,206,993	(3,571,207)	(25.1%)
\$ (401,007)	\$ (601,397)	\$ 200,389	(33.3%)	\$ (109,903)	\$ (291,104)	264.9%	\$ (2,773,301)	\$ (5,966,648)	\$ 3,193,347	(53.5%)	\$ (2,302,685)	\$ (470,617)	20.4%
-	52,700	52,700	100.0%	2,470	2,470	100.0%	-	765,000	765,000	100.0%	2,789	2,789	100.0%
\$ 200,000	\$ 800,000	\$ 600,000	75.0%	\$ -	\$ (200,000)	0.0%	\$ 2,370,000	\$ 8,000,000	\$ 5,630,000	70.4%	\$ -	\$ (2,370,000)	0.0%

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

FOR THE TENTH MONTHS ENDED JULY 31, 2018

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Deiray Dental Clinic	Belle Glade Dental Clinic	Lake Worth Dental Clinic	West Boca Dental Clinic	Total
Gross Patient Revenue	-	1,125,032	880,101	844,059	424,329	-	-	3,273,521
Contractual Allowances	-	392,438	309,177	269,770	142,423	-	-	1,113,808
Charity Care	-	386,874	330,286	389,670	150,591	-	-	1,257,421
Bad Debt	-	(12,857)	10,119	(1,660)	(14,402)	-	-	(18,800)
Total Contractual Allowances and Bad Debt	-	766,454	649,582	657,780	278,613	-	-	2,352,429
Other Patient Revenue	-	945,495	789,481	767,817	412,320	-	-	2,915,112
Net Patient Revenue	-	1,304,073	1,019,999	954,096	558,036	-	-	3,836,205
Collection %	-	115.91%	115.90%	113.04%	131.51%	0.00%	0.00%	117.19%
Grant Funds	105,349	350,576	275,387	268,623	188,923	-	-	1,188,856
Other Revenue	-	17,000	8,500	8,500	-	-	-	34,000
Total Other Revenues	105,349	367,576	283,887	277,121	188,923	-	-	1,222,856
Total Revenues	105,349	1,671,648	1,303,886	1,231,217	746,959	-	-	5,059,060
<i>Direct Operational Expenses:</i>								
Salaries and Wages	221,242	669,853	546,190	476,786	270,789	-	8,800	2,193,661
Benefits	49,655	221,141	141,075	156,102	79,000	-	698	647,671
Purchased Services	-	21,541	19,083	18,461	35,457	-	-	94,541
Medical Supplies	-	75,479	82,268	77,008	27,744	-	-	262,498
Other Supplies	480	5,615	11,062	8,067	3,320	-	-	28,544
Contracted Physician Expense	-	-	-	-	-	-	-	-
Medical Services	-	-	-	-	-	-	-	-
Drugs	-	3,932	2,983	2,193	1,839	-	-	10,947
Repairs & Maintenance	-	19,208	16,581	12,343	10,544	-	-	52,675
Lease & Rental	-	97,084	57,388	55,468	62,593	61,776	-	334,309
Utilities	-	1,394	2,907	1,626	2,261	-	-	8,188
Other Expense	7,784	6,420	3,163	4,165	8,547	-	-	30,079
Insurance	-	-	-	-	870	-	-	870
Total Operational Expenses	279,162	1,115,667	882,699	812,217	502,964	61,776	9,498	3,663,983
Net Performance before Depreciation & Overhead Allocations	(173,813)	555,981	421,187	419,000	243,996	(61,776)	(9,498)	1,395,077
Depreciation	-	70,331	16,373	20,976	16,662	-	-	124,342
<i>Overhead Allocations:</i>								
Risk Mgt	1,688	6,555	4,469	4,731	4,181	-	-	21,623
Rev Cycle	-	31,772	21,663	22,930	20,293	-	-	96,658
Internal Audit	501	1,945	1,326	1,404	1,240	-	-	6,416
Palm Springs Facility	34,770	-	-	-	-	-	-	34,770
Legislative Affairs	-	-	-	-	-	-	-	-
Administration	4,113	16,501	11,249	11,910	10,519	-	-	54,292
Human Resources	3,445	22,539	15,096	16,475	11,314	-	-	68,870
Legal	1,827	6,967	4,750	5,029	4,445	-	-	23,018
Records	1,119	4,356	2,970	3,144	2,778	-	-	14,366
Compliance	1,014	3,695	2,520	2,667	2,361	-	-	12,257
Planning/Research	207	2,063	1,405	1,490	1,300	-	-	6,466
Finance	4,661	17,076	11,643	12,324	10,907	-	-	56,611
Communications	-	-	-	-	-	-	-	-
Public Relations	1,248	4,596	3,134	3,317	2,936	-	-	15,231
Information Technology	13,381	51,962	35,423	37,505	33,126	-	-	171,396
Budget & Decision Support	160	1,612	1,098	1,164	1,016	-	-	5,050
Corporate Quality	587	2,279	1,554	1,645	1,454	-	-	7,519
Managed Care Contract	-	4,151	2,830	2,996	2,648	-	-	12,626
Total Overhead Allocations	68,721	178,070	121,129	128,731	110,517	-	-	607,168
Total Expenses	347,883	1,364,068	1,020,201	961,924	630,143	61,776	9,498	4,395,493
Net Margin	\$ (242,534)	\$ 307,580	\$ 283,685	\$ 269,293	\$ 116,817	\$ (61,776)	\$ (9,498)	\$ 663,568
Capital	-	-	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ -	-	-	-	-	-	\$ -	-

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

FOR THE TENTH MONTHS ENDED JULY 31, 2018

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
313,958	440,622	(126,665)	(28.7%)	335,608	(21,650)	(6.5%)	3,273,521	3,842,163	(568,641)	(14.8%)	3,558,789	(285,267)	(8.0%)
633,857	53,593	(580,264)	(1,082.7%)	121,369	(512,487)	(422.3%)	1,113,808	458,606	(655,202)	(142.9%)	1,191,200	77,393	6.5%
138,413	26,415	(111,997)	(424.0%)	125,934	(12,479)	(9.9%)	1,257,421	233,854	(1,023,567)	(437.7%)	1,230,698	(26,723)	(2.2%)
9,721	3,287	(6,434)	(195.8%)	(14,247)	(23,968)	168.2%	(18,800)	27,072	45,872	169.4%	94,012	112,812	120.0%
781,991	83,294	(698,696)	(838.8%)	233,056	(548,934)	(235.5%)	2,352,429	719,532	(1,632,897)	(226.9%)	2,515,911	163,482	6.5%
809,478	-	809,478	0.0%	187,000	622,478	332.9%	2,915,112	-	2,915,112	0.0%	1,924,900	990,212	51.4%
341,445	357,328	(15,882)	(4.4%)	289,552	51,894	17.9%	3,836,205	3,122,631	713,574	22.9%	2,967,778	868,427	29.3%
108.76%	81.10%			86.28%			117.19%	81.27%		83.36%			
111,928	255,732	(143,804)	(56.2%)	124,679	(12,751)	(10.2%)	1,188,856	2,064,683	(875,827)	(42.4%)	1,260,473	(71,617)	(5.7%)
-	8,500	(8,500)	(100.0%)	-	-	0.0%	34,000	85,000	(51,000)	(60.0%)	1	33,999	3,207,447.2%
111,928	264,232	(152,304)	(57.6%)	124,679	(12,751)	(10.2%)	1,222,856	2,149,682	(926,827)	(43.1%)	1,260,474	(37,618)	(3.0%)
453,373	621,559	(168,186)	(27.1%)	414,231	39,142	9.4%	5,059,060	5,272,313	(213,253)	(4.0%)	4,228,252	830,809	19.6%
<i>Direct Operational Expenses:</i>													
229,303	305,051	75,748	24.8%	203,616	(25,686)	(12.6%)	2,193,661	2,601,835	408,174	15.7%	2,142,187	(51,474)	(2.4%)
67,841	89,578	21,738	24.3%	62,455	(5,386)	(8.6%)	647,671	764,643	116,971	15.3%	592,012	(55,659)	(9.4%)
7,928	11,743	3,815	32.5%	8,227	298	3.6%	94,541	98,264	3,723	3.8%	91,878	(2,663)	(2.9%)
19,302	34,079	14,777	43.4%	7,797	(11,506)	(147.6%)	262,498	271,090	8,591	3.2%	174,711	(87,788)	(50.2%)
806	6,563	5,757	87.7%	6,042	5,236	86.7%	28,544	37,874	9,330	24.6%	25,798	(2,746)	(10.6%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
16	2,855	2,839	99.4%	15	(1)	(7.3%)	10,947	17,700	6,753	38.2%	13,012	2,064	15.9%
5,675	12,847	7,173	55.8%	8,467	2,792	33.0%	52,675	100,765	48,091	47.7%	50,029	(2,645)	(5.3%)
33,158	31,786	(1,372)	(4.3%)	27,014	(6,144)	(22.7%)	334,309	305,248	(29,062)	(9.5%)	270,118	(64,191)	(23.8%)
782	1,794	1,012	56.4%	-	(782)	0.0%	8,188	12,671	4,484	35.4%	-	(8,188)	0.0%
2,335	1,306	(1,029)	(78.7%)	178	(2,157)	(1,210.6%)	30,079	27,637	(2,442)	(8.8%)	17,534	(12,545)	(71.5%)
75	372	297	79.8%	101	26	25.5%	870	3,565	2,696	75.6%	1,101	232	21.0%
367,222	497,976	130,754	26.3%	323,912	143,310	(13.4%)	3,663,983	4,241,292	577,309	13.6%	3,378,380	(285,603)	(8.5%)
<i>Net Performance before</i>													
85,152	123,583	(37,432)	(30.3%)	90,329	(4,368)	(4.8%)	1,395,077	1,031,021	364,056	35.3%	849,871	545,206	64.2%

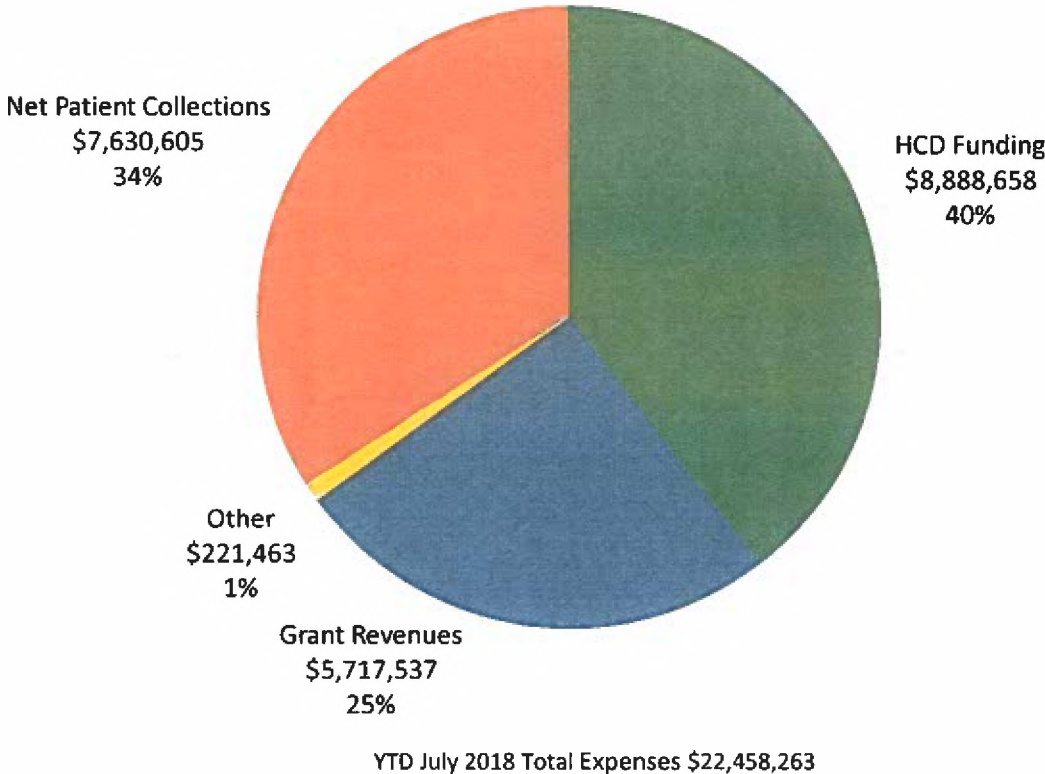
District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

FOR THE TENTH MONTHS ENDED JULY 31, 2018

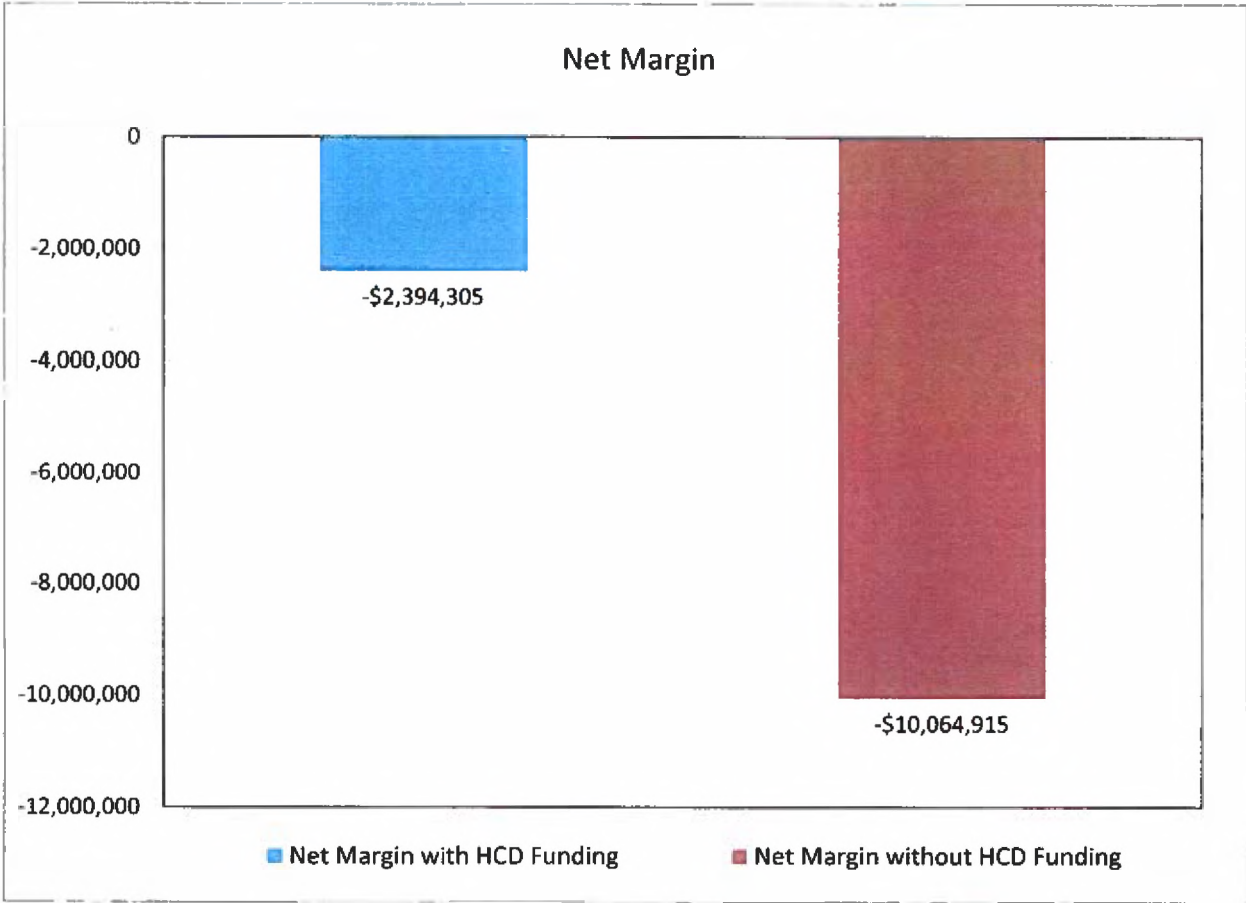
Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
11,210	18,840	7,629	40.5%	12,443	1,232	9.9%	124,342	188,398	64,056	34.0%	124,427	85	0.1%
<i>Overhead Allocations:</i>													
2,097	3,129	1,032	33.0%	1,780	(317)	(17.8%)	21,623	25,843	4,220	16.3%	11,402	(10,221)	(89.6%)
11,779	14,522	2,742	18.9%	6,443	(5,337)	(82.8%)	96,658	118,118	21,459	18.2%	37,165	(59,494)	(160.1%)
1,148	1,323	175	13.2%	676	(472)	(69.7%)	6,416	10,927	4,512	41.3%	9,803	3,388	34.6%
2,550	4,674	2,124	45.4%	-	(2,550)	0.0%	34,770	46,738	11,968	25.6%	-	(34,770)	0.0%
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
4,977	6,445	1,468	22.8%	3,692	(1,286)	(34.8%)	54,292	53,224	(1,068)	(2.0%)	37,688	(16,604)	(44.1%)
7,157	10,160	3,003	29.6%	4,983	(2,174)	(43.6%)	68,870	76,649	7,780	10.1%	48,711	(20,159)	(41.4%)
2,976	3,267	291	8.9%	2,309	(667)	(28.9%)	23,018	26,979	3,961	14.7%	16,992	(6,026)	(35.5%)
1,348	1,516	168	11.1%	-	(1,348)	0.0%	14,366	12,519	(1,847)	(14.8%)	5,488	(8,879)	(161.8%)
1,348	2,106	759	36.0%	766	(582)	(76.0%)	12,257	17,394	5,137	29.5%	7,856	(4,401)	(56.0%)
264	371	107	28.8%	-	(264)	0.0%	6,466	3,062	(3,404)	(111.2%)	-	(6,466)	0.0%
5,490	7,071	1,581	22.4%	3,414	(2,076)	(60.8%)	56,611	58,393	1,782	3.1%	39,372	(17,239)	(43.8%)
-	-	-	0.0%	-	-	0.0%	-	-	-	0.0%	-	-	0.0%
1,893	4,738	2,845	60.0%	1,490	(403)	(27.1%)	15,231	39,124	23,893	61.1%	12,676	(2,555)	(20.2%)
16,089	22,994	6,905	30.0%	16,267	177	1.1%	171,396	189,878	18,482	9.7%	123,209	(48,187)	(39.1%)
-	885	885	100.0%	764	764	100.0%	5,050	7,310	2,259	30.9%	6,861	1,811	26.4%
811	746	(65)	(8.7%)	-	(811)	0.0%	7,519	6,159	(1,359)	(22.1%)	-	(7,519)	0.0%
1,707	2,834	1,127	39.8%	-	(1,707)	0.0%	12,626	23,048	10,422	45.2%	-	(12,626)	0.0%
61,635	86,781	25,147	29.0%	42,583	(19,051)	(44.7%)	607,168	715,364	108,196	15.1%	357,221	(249,947)	(70.0%)
440,067	603,597	163,530	27.1%	378,938	(61,129)	(16.1%)	4,395,493	5,145,054	749,562	14.6%	3,860,028	(535,464)	(13.9%)
\$ 13,306	\$ 17,962	\$ (4,656)	(25.9%)	\$ 35,293	\$ (21,987)	(62.3%)	\$ 663,568	\$ 127,259	\$ 536,309	421.4%	\$ 368,224	\$ 295,344	80.2%
-	72,650	72,650	100.0%	-	-	0.0%	-	2,083,046	2,083,046	100.0%	-	-	0.0%
\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%

Clinic Visits - Adults and Pediatrics	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Current Year	Current YTD	Prior Year
													Total	Budget	Total
West Palm Beach	1,678	1,467	1,614	1,583	1,648	1,561	1,681	1,300	1,579	1,635			15,746	14,251	15,048
Delray	1,590	1,367	1,429	1,307	1,439	1,420	1,441	1,021	1,240	1,105			13,959	13,729	14,673
Lantana	1,448	1,214	1,212	1,304	1,312	1,399	1,373	1,036	1,303	1,149			12,750	12,747	12,610
Belle Glade	836	904	805	856	947	988	920	871	832	706			8,665	7,985	8,402
Jerome Golden Center	294	214	238	206	239	278	310	235	246	155			2,415	2,710	2,808
Lewis Center	197	169	205	166	203	212	218	191	257	275			2,093	1,969	2,011
Lake Worth & Women's Health Care	1,540	1,431	1,497	1,527	1,554	1,660	1,557	1,251	1,520	1,409			14,946	13,752	13,427
Jupiter Clinic	479	406	485	495	552	592	552	340	515	524			4,940	5,010	1,740
West Boca	407	353	438	510	702	812	859	809	774	977			6,641	5,237	1,042
Mobile Van	-	-	-	-	-	-	-	-	-	-			-	1,170	-
Suboxone	199	269	216	214	308	352	383	384	324	414			3,063	12,826	762
Total Clinic Visits	8,668	7,794	8,139	8,168	8,904	9,274	9,294	7,438	8,590	8,349			84,618	91,386	72,523
Total Budget Visits															
Dental Visits															
West Palm Beach	1,085	816	926	870	803	858	987	897	754	746			8,742	9,324	9,548
Lantana	833	711	699	697	671	754	749	709	623	649			7,095	7,453	7,299
Delray	824	651	649	627	609	602	592	516	504	583			6,157	7,653	7,517
Belle Glade	423	334	346	390	313	442	358	386	363	352			3,707	3,899	3,859
Lake Worth	-	-	-	-	-	-	-	-	-	-			-	1,994	-
West Boca	-	-	-	-	-	-	-	-	-	-			-	451	-
Total Dental Visits	3,165	2,512	2,620	2,584	2,396	2,656	2,686	2,508	2,244	2,330			25,701	30,174	28,223
Total Budget Visits															
Total Medical and Dental Visits	11,833	10,306	10,759	10,752	11,300	11,930	11,980	9,946	10,834	10,679			110,319	121,560	100,746
Mental Health Counselors (non-billable)															
West Palm Beach	80	61	63	94	105	110	111	97	150	123			994	-	790
Delray	84	94	95	86	78	71	90	79	138	126			941	-	911
Lantana	235	126	149	63	158	136	150	146	222	226			1,611	-	1,056
Belle Glade	17	7	21	7	17	15	16	15	18	16			149	-	189
Lewis Center	61	49	74	105	137	158	189	172	195	213			1,353	-	543
Lake Worth	112	105	65	114	145	183	177	195	166	151			1,413	-	849
Jupiter	23	24	21	34	36	38	42	23	27	39			307	-	54
West Boca	7	14	23	24	23	27	34	19	30	26			227	-	34
Total Mental Health Screenings	619	480	511	527	699	738	809	746	946	920			6,995	-	4,426

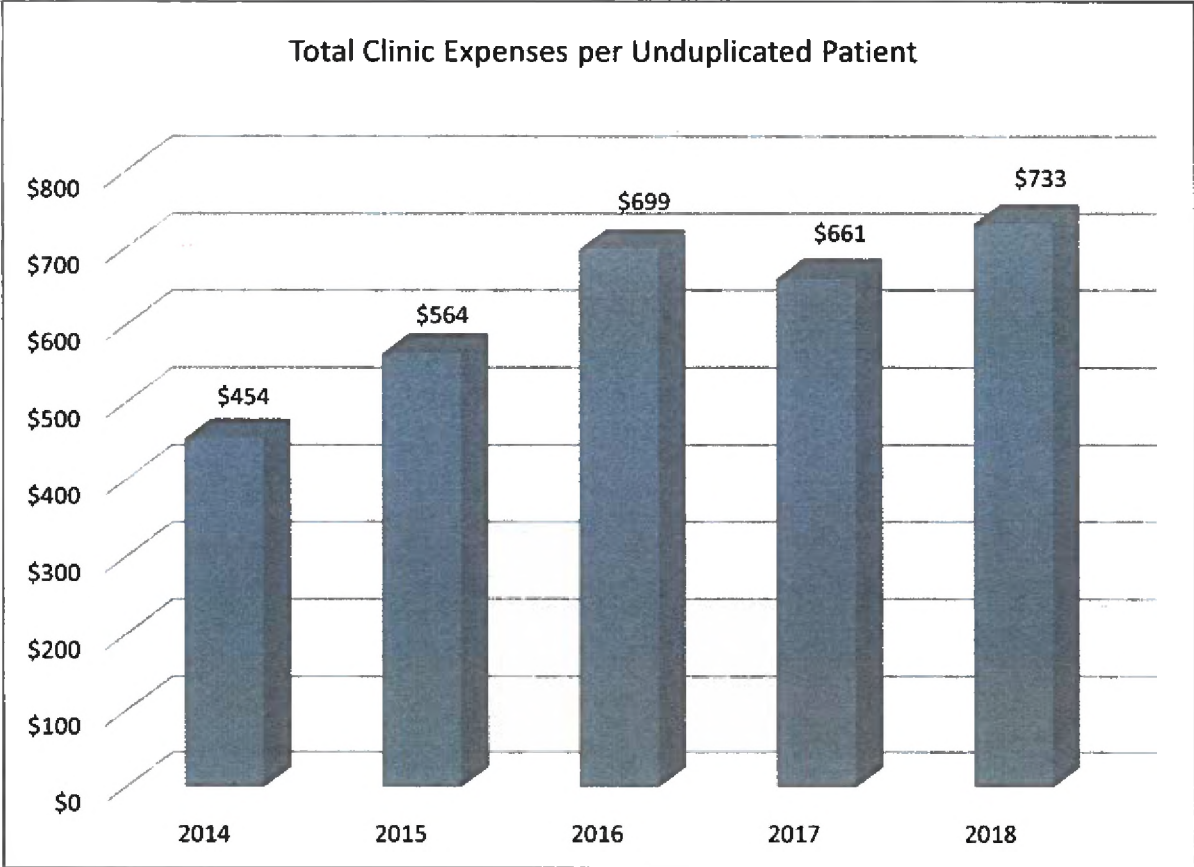
Primary Care Clinics Funding Sources



*Total expenses include overhead allocations and capital, and excludes depreciation.

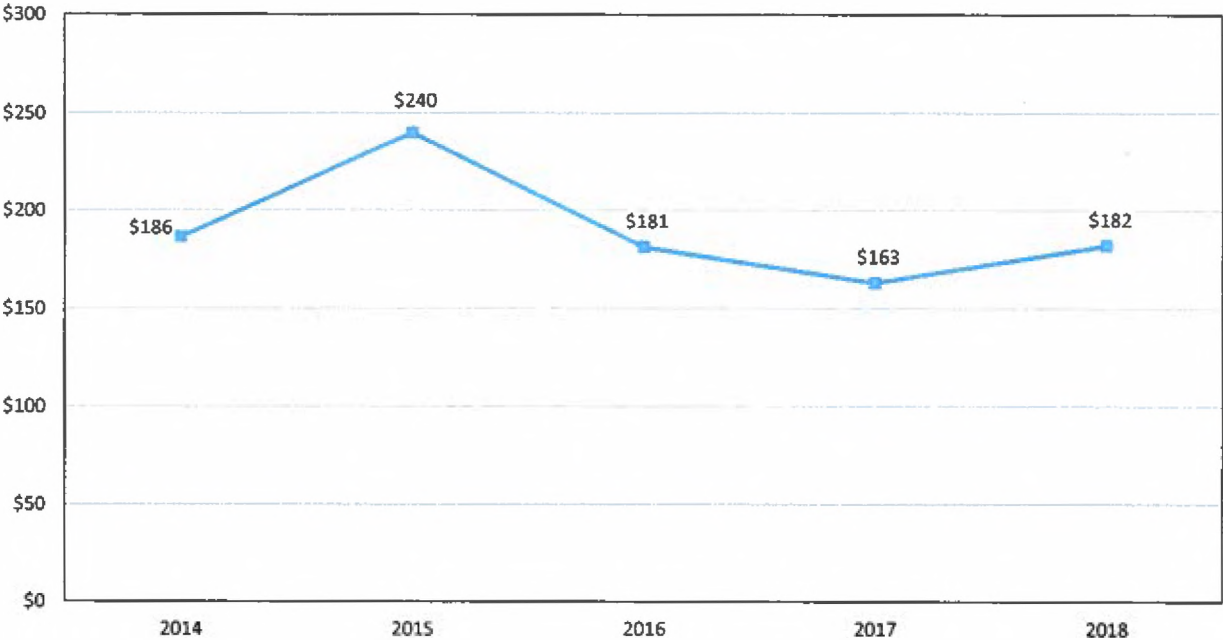


* Net Margin includes overhead allocations and capital, and excludes depreciation.



- 2018 data reflects fiscal year-to-date July expenses annualized

Total Clinic Revenue per Visit



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

1. Description: Executive Director Informational Update

2. Summary:

Updates on key changes within C. L. Brumback Primary Care Clinics:

- SAC Grant Submitted
- Mobile Clinic
- Lakeside Medical Center Clinic (Belle Glade)
- New Providers
- Fiscal Year (FY) 2018 Health Center Quality Improvement (QI)

3. Substantive Analysis:

HRSA Service Area Competition (SAC) Grant Continuation Submitted

Phase 1 of our continuing application was submitted to Grants.gov prior to 8/6/2018. Phase 2 was submitted to HRSA via the EHB on 8/21/2018.

Mobile Clinic for the Homeless

Our Mobile Clinic served 104 medical and 6 behavioral health visits between 8/1/2018 and 8/15/2018 and is currently rotating to Jerome Golden Center, Holy Redeemer, Community United Methodist Church and St. George's.

Lakeside Medical Center Clinic (Belle Glade)

On 8/16/2018, the RFQ Committee selected Chandler Construction as the Construction Manager. We hope demolition will begin by 10/1/2018.

New Providers

Dr. Harberger will be providing medical services in Belle Glade and Dr. Olivera will be providing dental services in Delray.

Fiscal Year (FY) 2018 Health Center Quality Improvement (QI)

On 8/15/2018 we received a Notice of Award (NoA) notifying us of a one-time Quality Improvement grant of \$166,916. This type of award is distributed by HRSA to more than 1,300 community health centers to further their commitment to improve overall quality, efficiency and value of health care services for the millions of patient served by FQHCs. By doing this, HRSA recognizes the highest performing health centers Nationwide as well as those health centers that made significant quality improvement gains from the prior year. We were recognized for being a Health Center Quality Leader (achieved best overall clinic performance and placed in top 30%), Access Enhancer (increased total number of patients), obtaining PCMH recognition and becoming a Million Hearts achiever.



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

 Dawn Richards
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

 Committee Name

 Date Approved

6. Recommendation:

Staff recommends Board receive and file the Executive Informational Update.

Approved for Legal sufficiency:



 Valerie Shahrian
 VP & General Counsel



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



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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

1. Description: Operations Reports – July 2018

2. Summary:

This agenda item provides the following operations reports for July 2018:

- Productivity Summary Report

3. Substantive Analysis:

See attached reports.

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Dawn Richards
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

Date Approved

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

6. Recommendation:

Staff recommends the Board Approve the Operations Reports for July 2018.

Approved for Legal sufficiency:



Valerie Shahriari
VP & General Counsel



Terry Megiveron
Director of Practice Operations

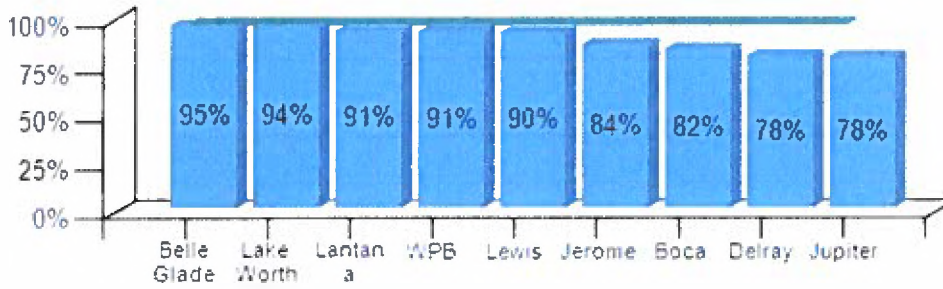


Dr. Belma Andric
Chief Medical Officer, VP & Executive Director
of Clinic Services

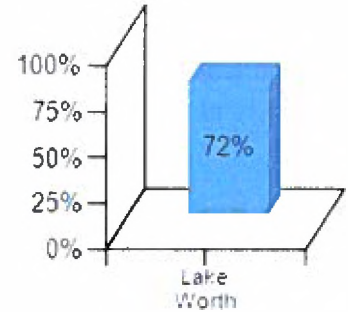
ALL CLINICS PRODUCTIVITY JULY 2018

	Target	Total seen	% Monthly Target
ADULT+ PEDIATRICS + WOMEN'S HEALTH	9471	7936	84%
DENTAL	2593	2330	90%
MENTAL HEALTH	1050	920	88%
SUBSTANCE ABUSE	426	414	97%

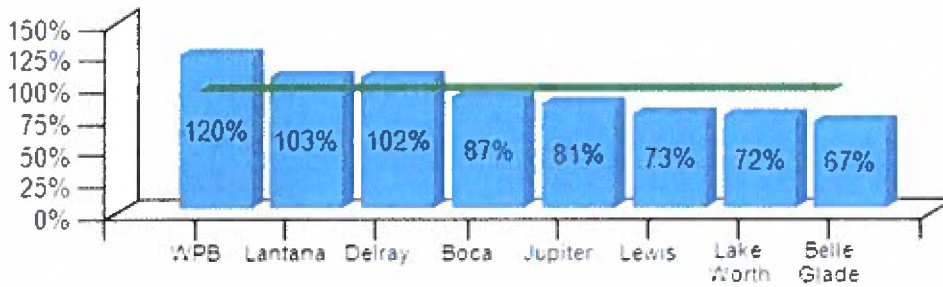
Adult care



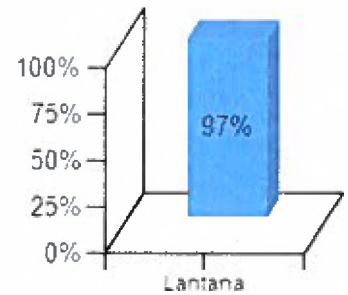
Women's Health



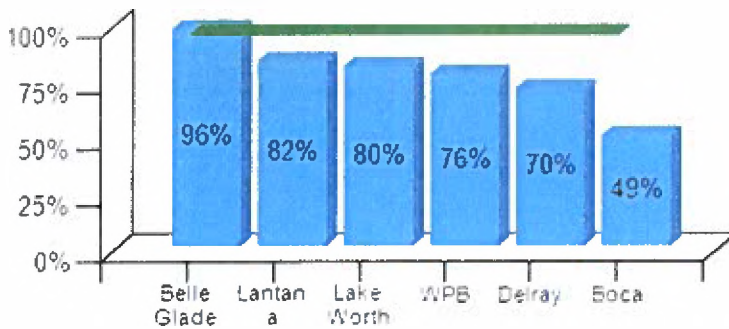
Mental Health



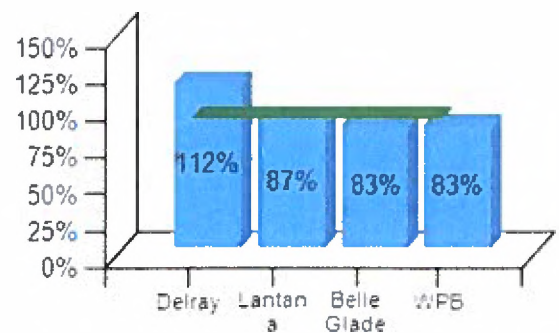
Substance Abuse



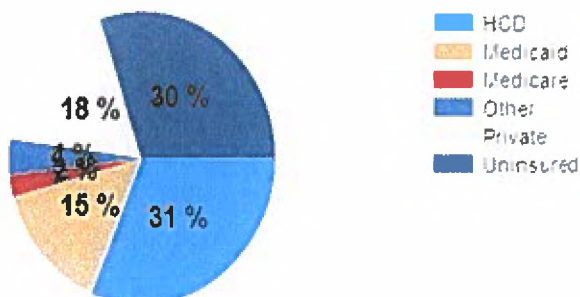
Pediatric Care



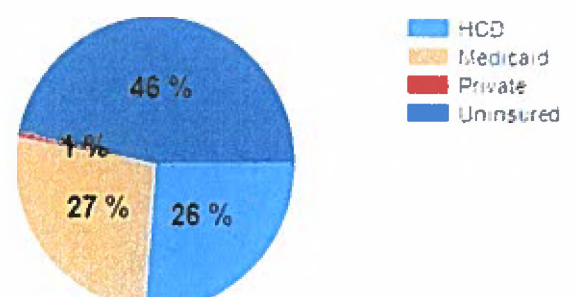
Dental



Medical Payer Mix YTD



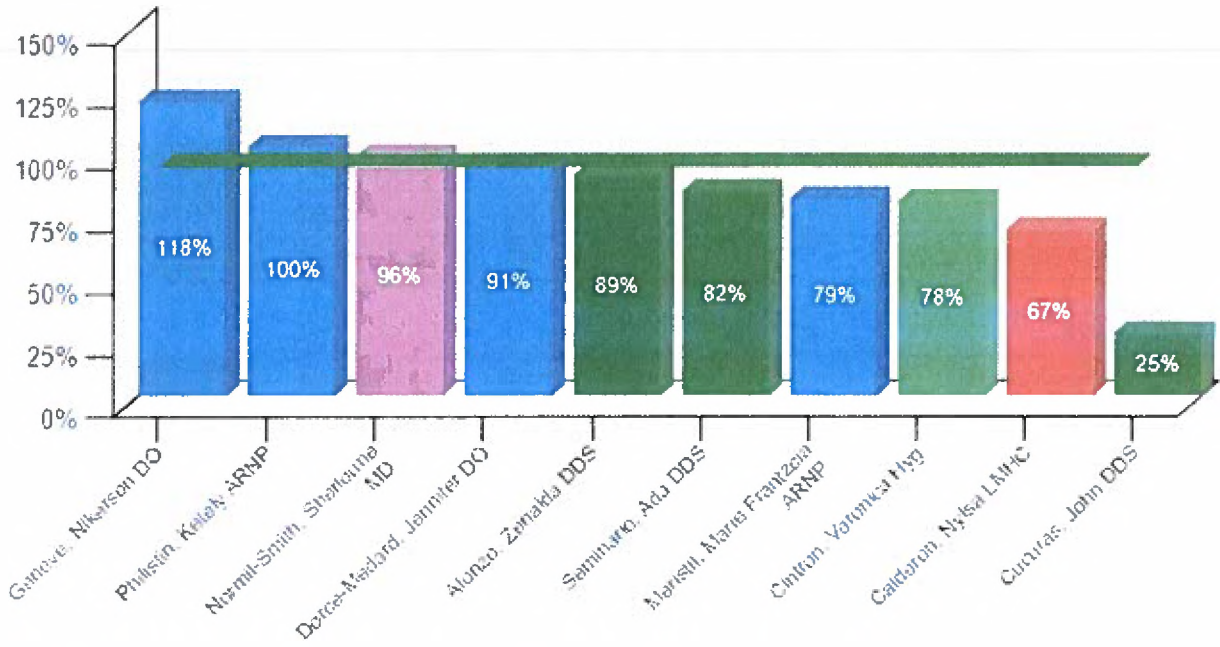
Dental Payer Mix YTD



BELLE GLADE CLINIC TOTALS FOR JULY 2018

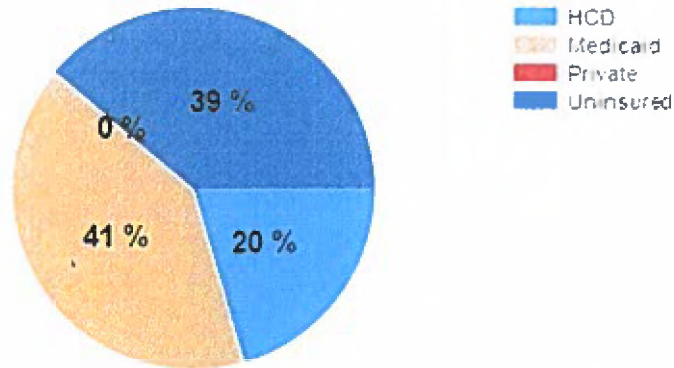
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Geneve, Nikerson DO	18	8.5	153	181	118%	21.3
Philistin, Ketely ARNP	16	11	176	176	100%	16.0
Dorce-Medard, Jennifer DO	18	5	90	82	91%	16.4
Meristil, Marie Frantzcia ARNP	16	17	272	215	79%	12.6
BELLE GLADE ADULT CARE TOTALS		41.5	691	654	95%	
PEDIATRIC CARE						
Normil-Smith, Sherloun MD	18	3	54	52	96%	17.3
BELLE GLADE PEDIATRIC CARE TOTALS		3	54	52	96%	
MENTAL HEALTH						
Calderon, Nylsa LMHC	6	4	24	16	67%	4.0
BELLE GLADE MENTAL HEALTH TOTALS		4	24	16	67%	
DENTAL						
Alonzo, Zenaida DDS	16	12	192	170	89%	14.2
Seminario, Ada DDS	16	8	128	105	82%	13.1
Cucuras, John DDS	16	0.5	8	2	25%	4.0
BELLE GLADE DENTAL TOTALS		20.5	328	277	84%	
DENTAL HYGIENE						
Cintron, Veronica Hyg	8	12	96	75	78%	6.3
BELLE GLADE DENTAL HYGIENE TOTALS		12	96	75	78%	
BELLE GLADE TOTALS		81	1193	1074	90%	

BELLE GLADE PROVIDER PRODUCTIVITY JULY 2018

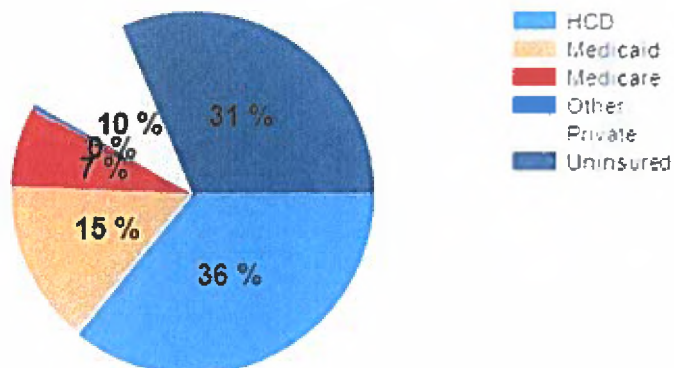


■ Adult Care
 ■ Pediatric care
 ■ Mental Health
 ■ Dental
 ■ Dental Hyg.

Dental Payer Mix YTD



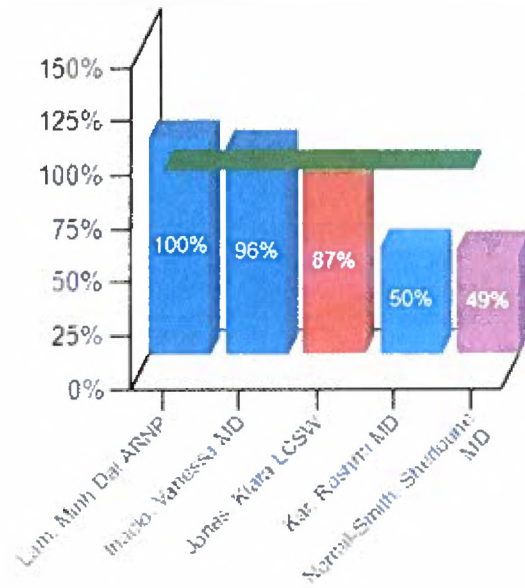
Medical Payer Mix YTD



BOCA CLINIC TOTALS FOR JULY 2018

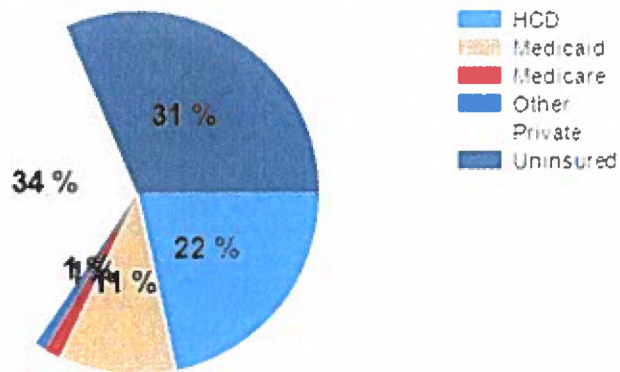
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Lam, Minh Dai ARNP	16	19	304	305	100%	16.1
Inacio, Vanessa MD	18	21	378	362	96%	17.2
BOCA ADULT CARE TOTALS		40	682	667	98%	
PEDIATRIC CARE						
Normil-Smith, Sherlounne MD	18	16	288	140	49%	8.8
BOCA PEDIATRIC CARE TOTALS		16	288	140	49%	
WOMEN'S HEALTH CARE						
Kar, Rashmi MD	18	19	342	170	50%	8.9
BOCA WOMEN'S HEALTH CARE TOTALS		19	342	170	50%	
MENTAL HEALTH						
Jones, Kiara LCSW	6	5	30	26	87%	5.2
BOCA MENTAL HEALTH TOTALS		5	30	26	87%	
BOCA TOTALS		80	1342	1003	75%	

BOCA PROVIDER PRODUCTIVITY JULY 2018



- Adult Care
- Pediatric care
- Mental Health
- Women's Health

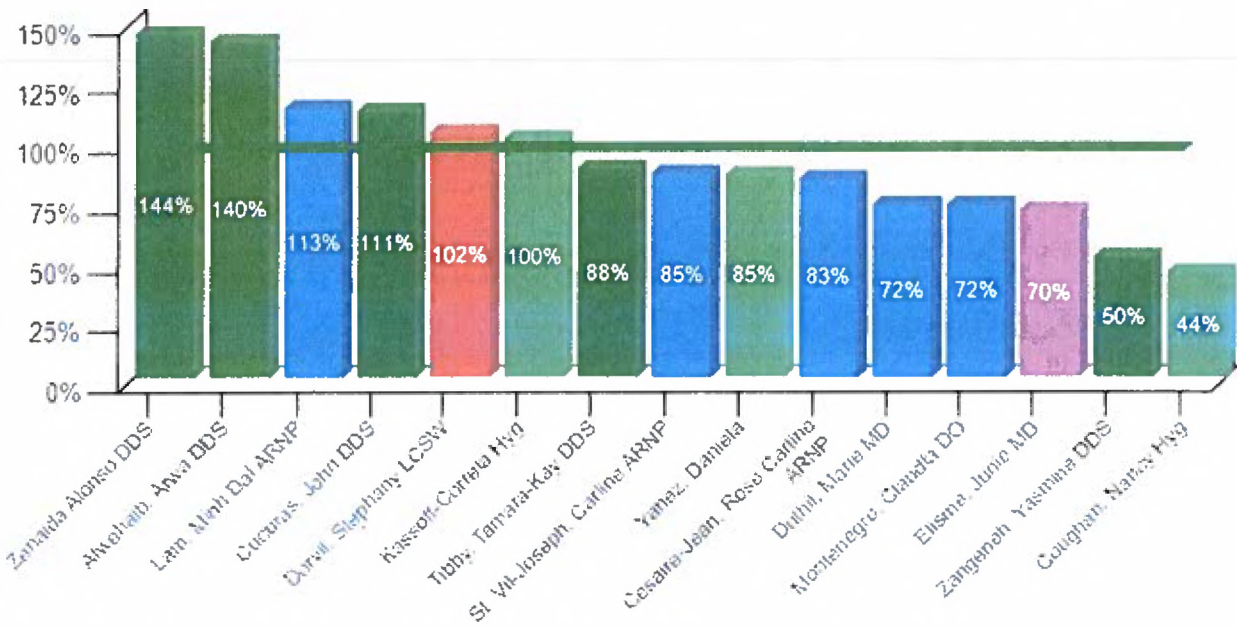
Medical Payer Mix YTD



DELRAY BEACH CLINIC TOTALS FOR JULY 2018

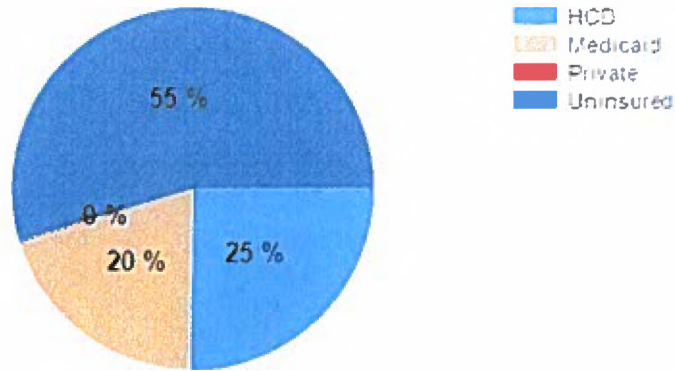
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Lam, Minh Dai ARNP	16	0.5	8	9	113%	18.0
St. Vil-Joseph, Carline ARNP	16	13.5	216	184	85%	13.6
Cesaire-Jean, Rose Carline ARNP	16	20.6	330	273	83%	13.3
Duthil, Marie MD	18	13.5	243	175	72%	13.0
Montenegro, Claudia DO	18	16	288	207	72%	12.9
DELRAY BEACH ADULT CARE TOTALS		64.1	1085	848	78%	
PEDIATRIC CARE						
Elisme, Junie MD	18	20.5	369	257	70%	12.5
DELRAY BEACH PEDIATRIC CARE TOTALS		20.5	369	257	70%	
MENTAL HEALTH						
Dorvil, Stephany LCSW	6	20.5	123	126	102%	6.1
DELRAY BEACH MENTAL HEALTH TOTALS		20.5	123	126	102%	
DENTAL						
Zenaida Alonso DDS	16	1	16	23	144%	23.0
Alwehaib, Arwa DDS	16	13	208	292	140%	22.5
Cucuras, John DDS	16	6	96	107	111%	17.8
Tibby, Tamara-Kay DDS	16	1	16	14	88%	14.0
Zangeneh, Yasmine DDS	16	0.5	8	4	50%	8.0
DELRAY BEACH DENTAL TOTALS		21.5	344	440	128%	
DENTAL HYGIENE						
Kassoff-Correia Hyg	8	0.5	4	4	100%	8.0
Yanez, Daniela	8	19.5	156	132	85%	6.8
Coughan, Nancy Hyg	8	2	16	7	44%	3.5
DELRAY BEACH DENTAL HYGIENE TOTALS		22	176	143	81%	
DELRAY BEACH TOTALS		148.6	2097	1814	87%	

DELRAY BEACH PROVIDER PRODUCTIVITY JULY 2018

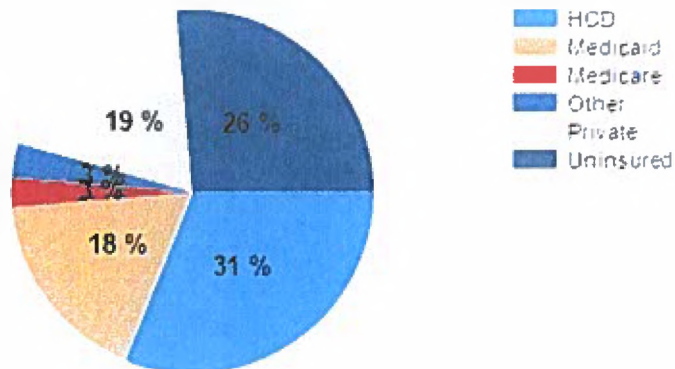


■ Adult Care
 ■ Pediatric care
 ■ Mental Health
 ■ Dental
 ■ Dental Hyg.

Dental Payer Mix YTD



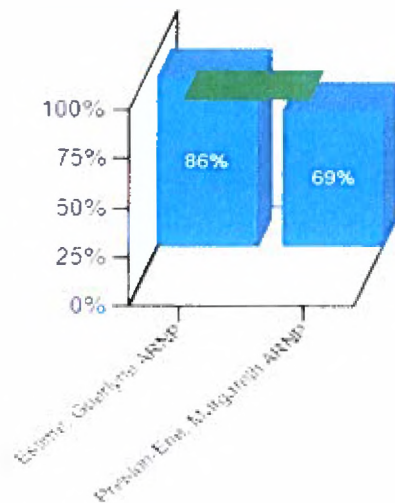
Medical Payer Mix YTD



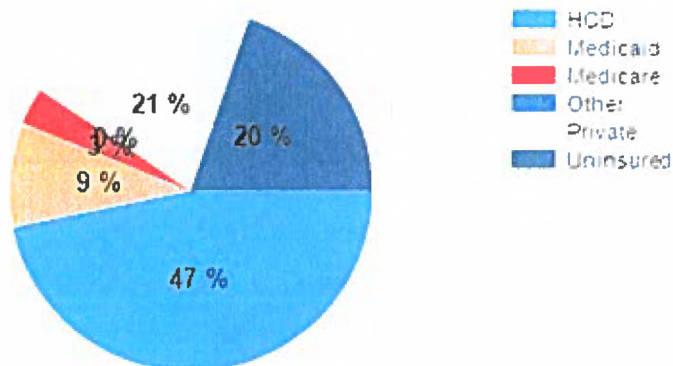
JEROME GOLDEN CENTER CLINIC TOTALS FOR JULY 2018

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Estime, Guerlyne ARNP	16	10.5	168	144	86%	13.7
Preston-Erie, Margareth ARNP	16	1	16	11	69%	11.0
JEROME GOLDEN CENTER ADULT CARE TOTALS		11.5	184	155	84%	
JEROME GOLDEN CENTER TOTALS			11.5	184	84%	

JEROME GOLDEN CENTER PROVIDER PRODUCTIVITY JULY 2018



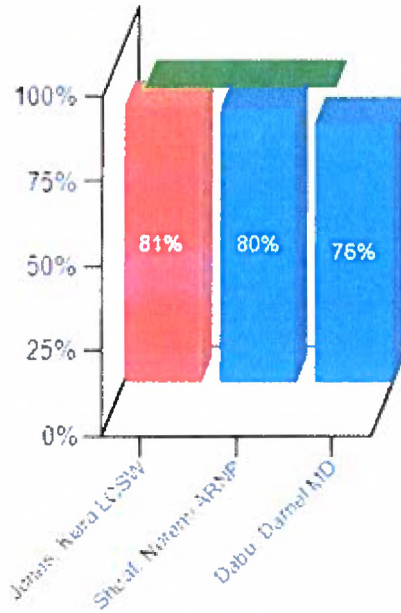
Medical Payer Mix YTD



JUPITER CLINIC TOTALS FOR JULY 2018

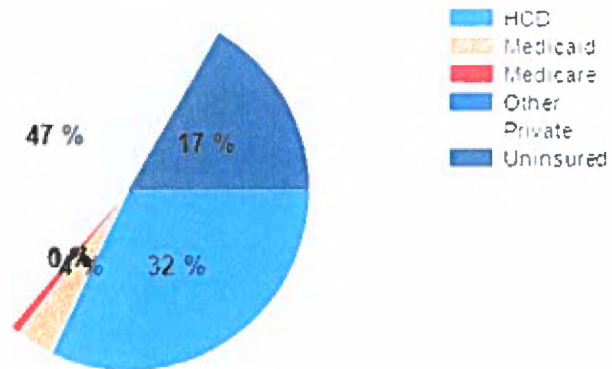
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Shoaf, Noremi ARNP	16	19	304	244	80%	12.8
Dabu, Darnel MD	18	20.5	369	280	76%	13.7
JUPITER ADULT CARE TOTALS		39.5	673	524	78%	
MENTAL HEALTH						
Jones, Kiara LCSW	6	8	48	39	81%	4.9
JUPITER MENTAL HEALTH TOTALS		8	48	39	81%	
JUPITER TOTALS		47.5	721	563	78%	

JUPITER PROVIDER PRODUCTIVITY JULY 2018



■ Adult Care
 ■ Mental Health

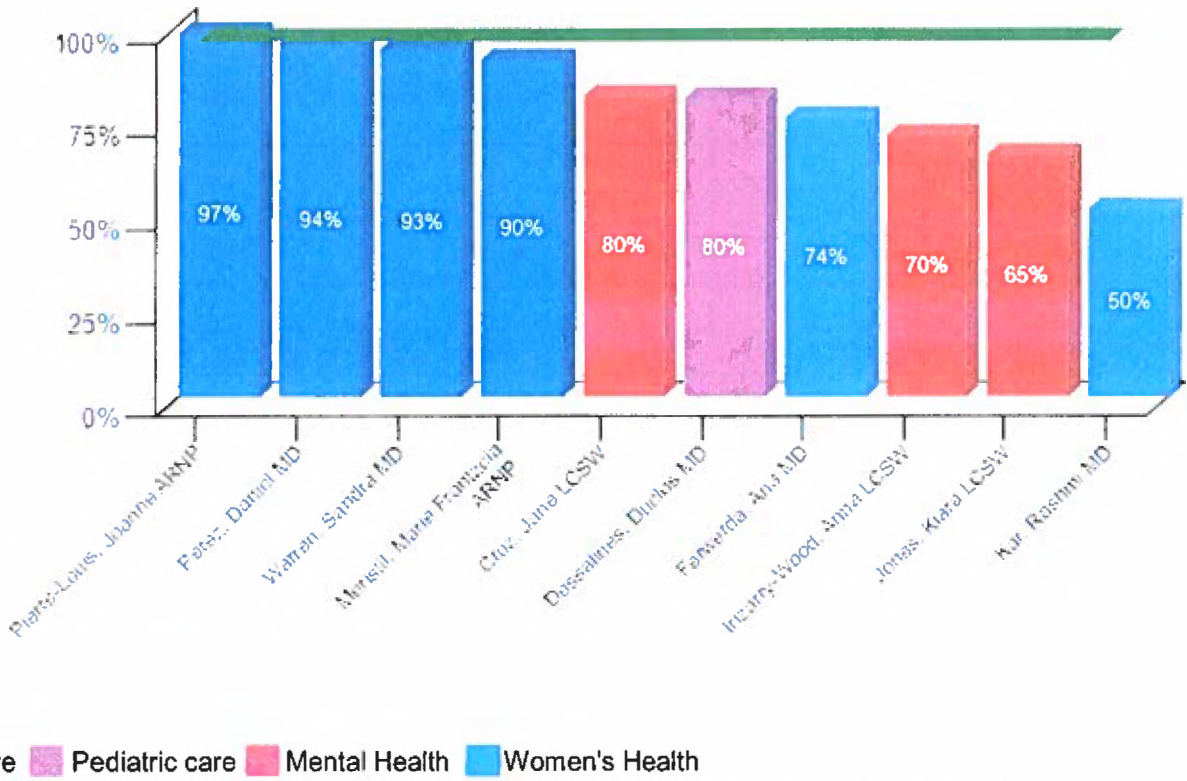
Medical Payer Mix YTD



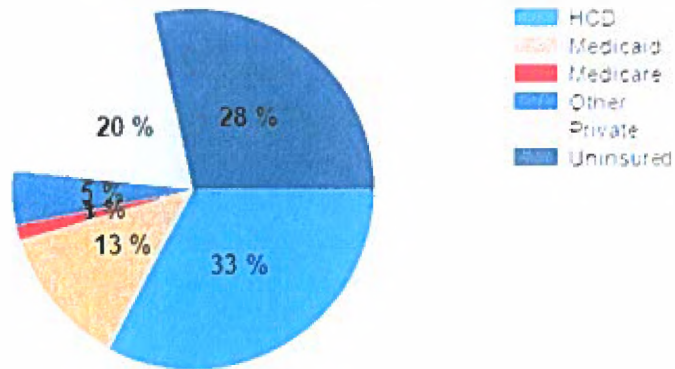
LAKE WORTH CLINIC TOTALS FOR JULY 2018

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Pierre-Louis, Joanne ARNP	16	19	304	295	97%	15.5
Perez, Daniel MD	18	20	360	339	94%	17.0
Warren, Sandra MD	18	19.8	356	331	93%	16.7
Meristil, Marie Frantzcia ARNP	16	2.5	40	36	90%	14.4
LAKE WORTH ADULT CARE TOTALS		61.3	1060	1001	94%	
PEDIATRIC CARE						
Dessalines, Duclos MD	18	18.5	333	265	80%	14.3
LAKE WORTH PEDIATRIC CARE TOTALS		18.5	333	265	80%	
WOMEN'S HEALTH CARE						
Ferwerda, Ana MD	18	10	180	134	74%	13.4
Kar, Rashmi MD	18	1	18	9	50%	9.0
LAKE WORTH WOMEN'S HEALTH CARE TOTALS		11	198	143	72%	
MENTAL HEALTH						
Cruz, Jane LCSW	6	11	66	53	80%	4.8
Irizarry-Wood, Anna LCSW	6	16	96	67	70%	4.2
Jones, Kiara LCSW	6	8	48	31	65%	3.9
LAKE WORTH MENTAL HEALTH TOTALS		35	210	151	72%	
LAKE WORTH TOTALS		125.8	1801	1560	87%	

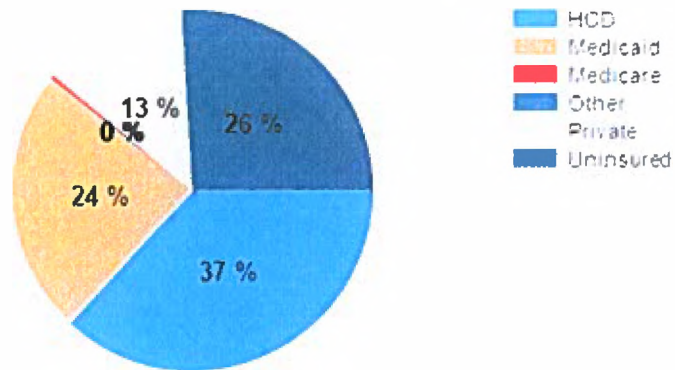
LAKE WORTH PROVIDER PRODUCTIVITY JULY 2018



Medical Payer Mix YTD



Womens Health Payer Mix YTD



LANTANA CLINIC TOTALS FOR JULY 2018

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Perez, Daniel MD	18	0.5	9	12	133%	24.0
Presendieu, Heden ARNP	16	8.8	141	144	102%	16.4
Meristil, Marie Frantzcia ARNP	16	1	16	16	100%	16.0
Navarro, Elsy ARNP	16	20	320	295	92%	14.8
Alfonso-Puentes, Ramiro MD	18	7.3	131	110	84%	15.1
Dorce-Medard, Jennifer DO	18	8.8	158	132	83%	15.0
LANTANA ADULT CARE TOTALS		46.4	776	709	91%	

PEDIATRIC CARE						
Lazaro, Nancy MD	18	20.5	369	308	83%	15.0
Buchholz, Ellen ARNP	16	10.5	168	133	79%	12.7
LANTANA PEDIATRIC CARE TOTALS		31	537	441	82%	

MENTAL HEALTH						
Rowling, Courtney MD	13	6.8	88	110	124%	16.2
Alvarez, Franco MD	13	3	39	38	97%	12.7
Calderon, Nylsa LMHC	6	15.5	93	78	84%	5.0
LANTANA MENTAL HEALTH TOTALS		25.3	220	226	103%	

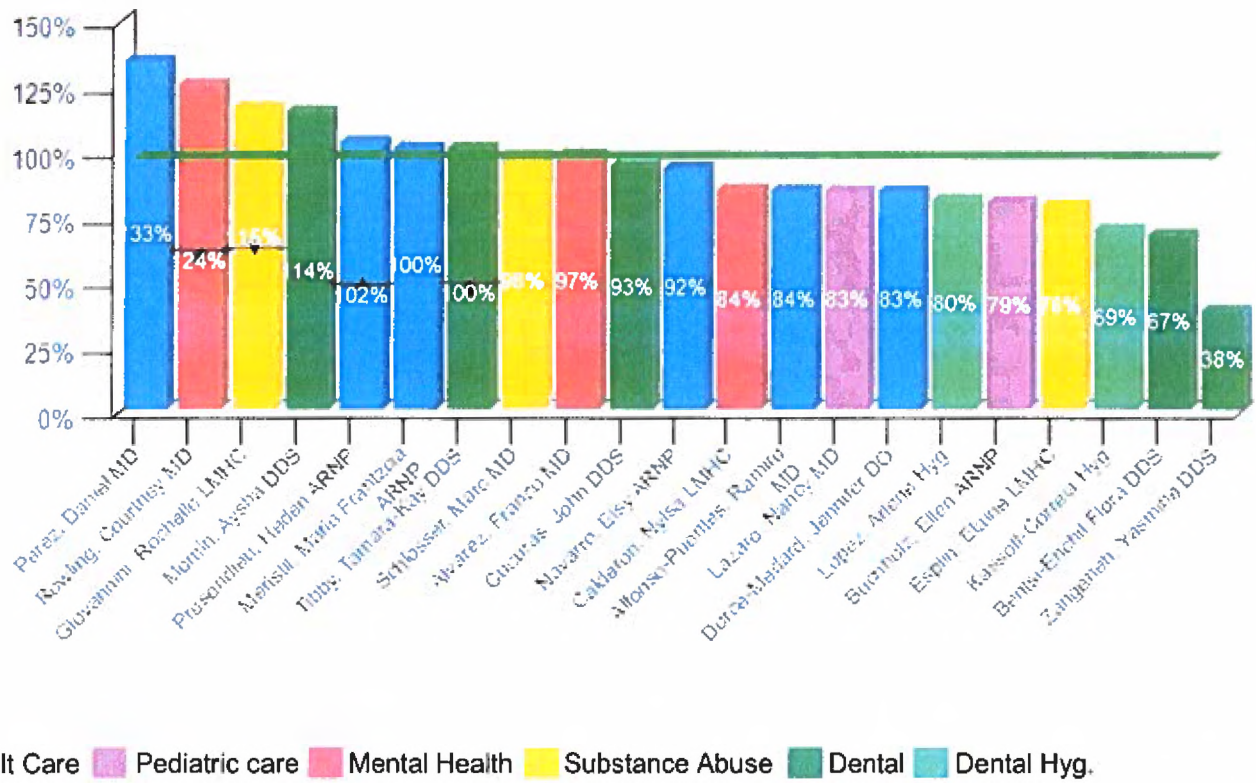
SUBSTANCE ABUSE						
Giovannini, Rochelle LMHC	6	20.5	123	142	115%	6.9
Schlosser, Marc MD	18	10	180	176	98%	17.6
Esplin, Elaine LMHC	6	20.5	123	96	78%	4.7
LANTANA SUBSTANCE ABUSE TOTALS		51	426	414	97%	

DENTAL						
Momin, Aysha DDS	16	20	320	365	114%	18.3
Tibby, Tamara-Kay DDS	16	0.5	8	8	100%	16.0
Cucuras, John DDS	16	4.5	72	67	93%	14.9
Bentsi-Enchil Flora DDS	16	3	48	32	67%	10.7
Zangeneh, Yasmine DDS	16	9	144	54	38%	6.0
LANTANA DENTAL TOTALS		37	592	526	89%	

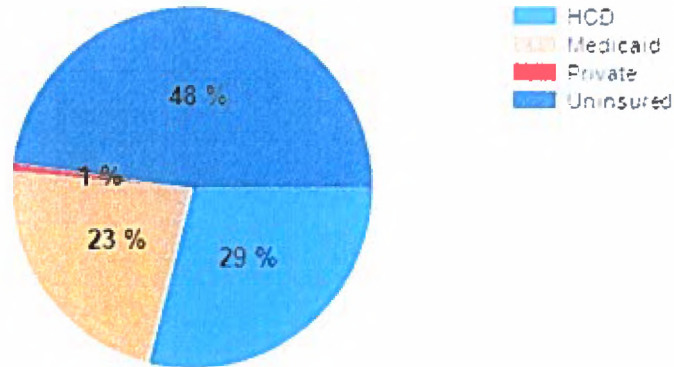
DENTAL HYGIENE						
Lopez, Arlene Hyg	8	17.5	140	112	80%	6.4
Kassoff-Correia Hyg	8	2	16	11	69%	5.5
LANTANA DENTAL HYGIENE TOTALS		19.5	156	123	79%	

LANTANA TOTALS		210.2	2707	2439	90%	
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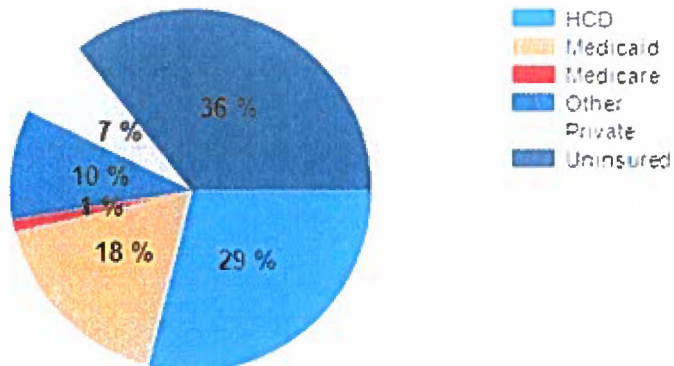
LANTANA PROVIDER PRODUCTIVITY JULY 2018



Dental Payer Mix YTD



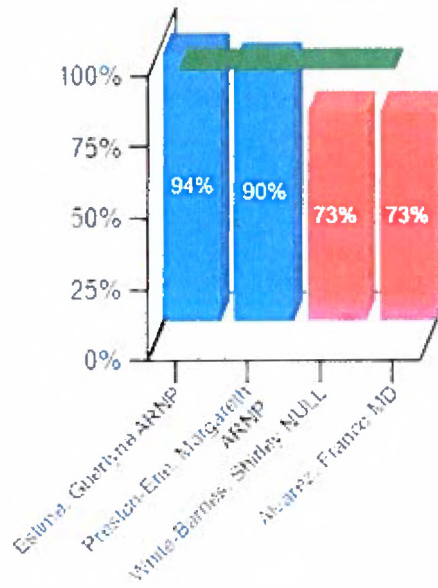
Medical Payer Mix YTD



LEWIS CENTER CLINIC TOTALS FOR JULY 2018

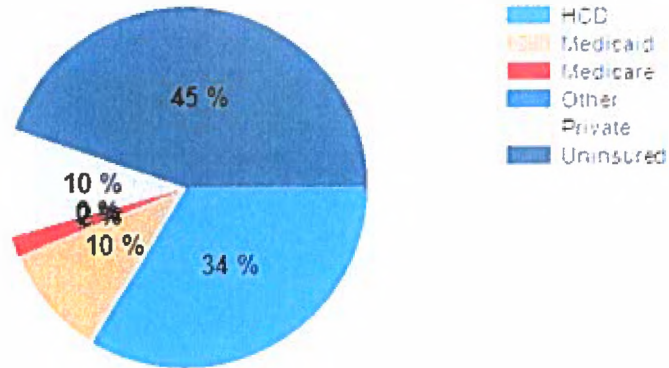
	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Estime, Guerlyne ARNP	16	1	16	15	94%	15.0
Preston-Erie, Margareth ARNP	16	18	288	260	90%	14.4
LEWIS CENTER ADULT CARE TOTALS		19	304	275	90%	
MENTAL HEALTH						
White-Barnes, Shirley NULL	6	19.1	115	84	73%	4.4
Alvarez, Franco MD	13	13.6	177	129	73%	9.5
LEWIS CENTER MENTAL HEALTH TOTALS		32.7	291	213	73%	
LEWIS CENTER TOTALS		51.7	595	488	82%	

LEWIS CENTER PROVIDER PRODUCTIVITY JULY 2018



■ Adult Care
 ■ Mental Health

Medical Payer Mix YTD



WEST PALM BEACH CLINIC TOTALS FOR JULY 2018

	Daily Target	Days Worked	Target for the month	Total for month seen	% Monthly Target Achieved	Daily Average
ADULT CARE						
Alfonso-Puentes, Ramiro MD	18	12.3	221	216	98%	17.6
Estime, Guerlyne ARNP	16	2	32	30	94%	15.0
Petit, Jesula ARNP	16	19.3	309	287	93%	14.9
Florez, Gloria MD	18	21	378	336	89%	16.0
Celin-Metellus, Jourdine ARNP	16	20.8	333	295	89%	14.2
Preston-Erie, Margareth ARNP	16	0.5	8	7	88%	14.0
Stewart, Noelle DO	18	0.5	9	4	44%	8.0
WEST PALM BEACH ADULT CARE TOTALS		76.4	1290	1175	91%	

PEDIATRIC CARE						
Buchholz, Ellen ARNP	16	2	32	28	88%	14.0
Clarke-Aaron, Noella MD	18	14.5	261	221	85%	15.2
Millien, Eleonore ARNP	16	19.5	312	211	68%	10.8
WEST PALM BEACH PEDIATRIC CARE TOTALS		36	605	460	76%	

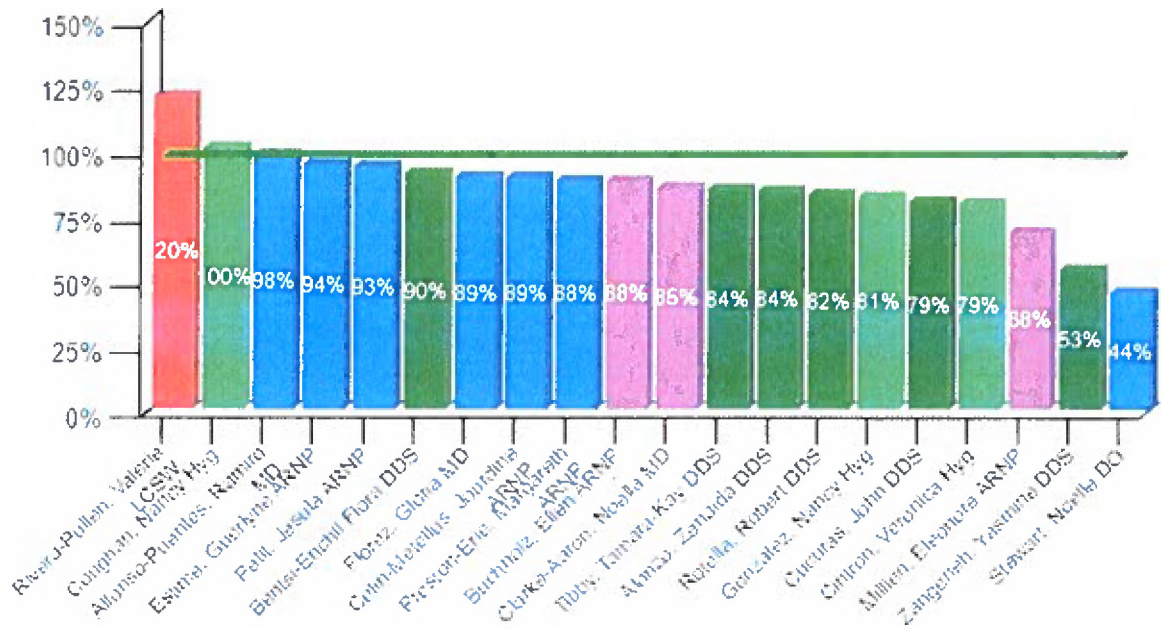
MENTAL HEALTH						
Rivera-Pullen, Valerie LCSW	6	17.1	103	123	120%	7.2
WEST PALM BEACH MENTAL HEALTH TOTALS		17.1	103	123	120%	

DENTAL						
Bentsi-Enchil Flora DDS	16	14	224	202	90%	14.4
Tibby, Tamara-Kay DDS	16	2.3	37	31	84%	13.5
Alonzo, Zenaida DDS	16	8	128	107	84%	13.4
Rotella, Robert DDS	16	9.5	152	125	82%	13.2
Cucuras, John DDS	16	7	112	89	79%	12.7
Zangeneh, Yasmine DDS	16	2	32	17	53%	8.5
WEST PALM BEACH DENTAL TOTALS		42.8	685	571	83%	

DENTAL HYGIENE						
Coughan, Nancy Hyg	8	0.5	4	4	100%	8.0
Gonzalez, Nancy Hyg	8	20	160	130	81%	6.5
Cintron, Veronica Hyg	8	6.5	52	41	79%	6.3
WEST PALM BEACH DENTAL HYGIENE TOTALS		27	216	175	81%	

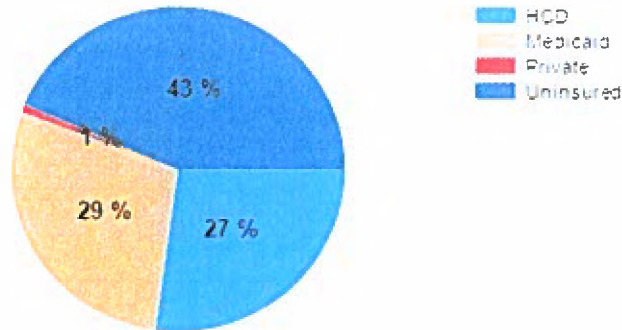
WEST PALM BEACH TOTALS		199.3	2898	2504	86%	
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WEST PALM BEACH PROVIDER PRODUCTIVITY JULY 2018

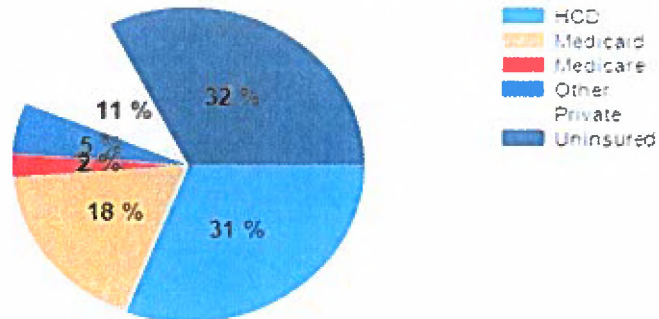


■ Adult Care
 ■ Pediatric care
 ■ Mental Health
 ■ Dental
 ■ Dental Hyg.

Dental Payer Mix YTD



Medical Payer Mix YTD



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

1. Description: Licensed Independent Practitioner (LIP) Recredentialing and Renewal of Privileges

2. Summary:

The below licensed independent practitioner is recommended for approval by the Dental Director.

Last Name	First Name	Credentials	Specialty
Alonso	Zenaida	DDS	General Dentistry

3. Substantive Analysis:

The LIP satisfactorily completed the recredentialing and renewal of privileges process and met the standards set forth within the approved Credentialing and Privileging Policy. The credentialing and privileging process ensures that all health center practitioners meet specific criteria and standards of professional qualifications. This criterion includes, but is not limited to:

- Current licensure, registration or certification
- Current clinical competence
- Health fitness, or ability to perform the requested privileges
- Malpractice history (NPDB query)
- PPD status; and
- Life support training (BLS)

Primary source and secondary source verifications were performed for credentialing and privileging elements in accordance with state, federal and HRSA requirements. A nationally accredited Credentials Verification Organization (CVO) was utilized to verify the elements requiring primary source verification.

The C.L. Brumback Primary Care Clinics utilized internal Credentialing staff and the Dental Director to support the credentialing and privileging process.

4. Fiscal Analysis & Economic Impact Statement:

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

**DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS**

August 22, 2018

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Dawn Richards
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

Date Approved

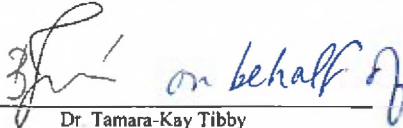
6. Recommendation:

Staff recommends the Board approve the recredentialing and renewal of privileges for Dr. Zenaida Alonso, General Dentistry.

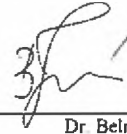
Approved for Legal sufficiency:



Valerie Shahriari
VP & General Counsel

 on behalf of

Dr. Tamara-Kay Tibby
Dental Director



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



DELINEATION OF PRIVILEGES

Initial Appointment Reappointment

Practitioner Name:	
Specialty:	

Clinic Privileges Eligibility Criteria:

1. Current active licensure to practice as a dentist in the State of Florida
2. Completed additional education/training as follows: Successful completion of ADA accredited school of Dentistry and Board Certified or Board Eligible by the American Dental Board

General Privileges - Core I Privileges

General dental privileges are those competencies appropriate for and expected from the graduate of an ADA accredited dental school. Such as: oral diagnosis, and diagnostic procedures, treatment planning, operative dentistry, fixed and removable prosthodontics, endodontics, periodontal treatment, occlusal adjustment and treatment, pediatric patient treatment and behavior management, non-surgical management of temporomandibular disorders, anxiolysis, oral surgery to include: extractions, soft tissue impactions, alveoloplasty, biopsy minor tumor removal, and treatment of minor dentoalveolar trauma.

Requested	Approved	
_____	_____	Performance of health history
_____	_____	Comprehensive dental examination, consultation, and treatment planning including the use of radiographs, photographs, diagnostic tests, impressions, jaw relation, records, and diagnostic casts
_____	_____	Preventive Dentistry
_____	_____	Preliminary diagnosis, initial treatment, or stabilization of the oral manifestations of system disease
_____	_____	Management of odontogenic infections & disease through pharmacologic means & incision & drainage.
_____	_____	Restorative dentistry (amalgams, composites, bonding, pin or post Retention)
_____	_____	Pulp capping
_____	_____	Pulpotomy (primary teeth)
_____	_____	Pulpectomy (primary teeth)
_____	_____	Space maintenance
_____	_____	Provisional splinting

_____	_____	Occlusal adjustment
_____	_____	Scaling and root planing
_____	_____	Periodontal charting
_____	_____	Suture removal
_____	_____	Temporary fillings
_____	_____	Provide local anesthetic as certified by law
_____	_____	Post trauma replantation
_____	_____	Simple extraction of primary and permanent teeth
_____	_____	Alveoloplasty concurrent with extractions
_____	_____	Repair traumatic wounds (less than 2 cm and not passing vermilion board)
_____	_____	Foreign body removal in the treatment of acute trauma
_____	_____	Osteitis and pericoronitis treatment

Special Non-Core Privileges

If desired, noncore privileges are requested individually in addition to requesting core. Each individual requesting noncore privileges must meet the specific threshold criteria governing the exercise of the privilege requested including training, required previous experience, and for maintenance of clinical competence.

Management of Fearful Patients:

Requested Approved

_____	_____	Analgesia (nitrous oxide) patients over three years of age
_____	_____	Protective Stabilization

Surgical Extractions:

Requested Approved

_____	_____	Routine
_____	_____	Soft Tissue
_____	_____	Partial Bony
_____	_____	Full Bony
_____	_____	Sectioning bridge(s) to facilitate removal of teeth



Applicant Attestation:

I attest by signature that I have requested privileges for which by education, training, current experience and demonstrated performance I am qualified to perform and for which I wish to exercise at the C.L. Brumback Primary Care Clinics to the extent services are available to be performed. I further agree to provide documentary evidence of clinical experience and performance of the past two (2) years if requested.

Applicant Printed Name

Specialty

Applicant Signature

Date

Dental Director:

The C.L. Brumback Primary Care Clinics' Dental Director accepts the above applicant's attestation and asserts that he/she meets the minimum criteria for the privileges requested.

Dental Director

Dental Director Signature

Date

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

1. Description: Revised General Dentistry Delineation of Privileges

2. Summary:

General Dentistry Delineation of Privileges revised to include Sectioning of bridge(s) to facilitate removal of teeth.

3. Substantive Analysis:

Please see attached.

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Dawn Richards
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

Date Approved

6. Recommendation:

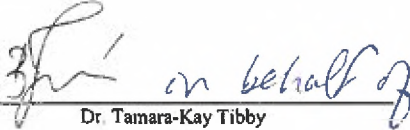
Staff recommends the Board approve the revised General Dentistry Delineation of Privileges.

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

Approved for Legal sufficiency:

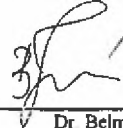


Valerie Shahriari
VP & General Counsel



on behalf of

Dr. Tamara-Kay Tibby
Dental Director



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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

1. Description: Licensed Independent Practitioner (LIP) Recredentialing and Renewal of Privileges

2. Summary:

The below licensed independent practitioners are recommended for approval by the FQHC Medical Director.

Last Name	First Name	Credentials	Specialty
Estime	Guerlyne	ARNP	Family Medicine
Tibby	Tamara-Kay	DMD	General Dentistry

3. Substantive Analysis:

The LIP's satisfactorily completed the recredentialing and renewal of privileges process and met the standards set forth within the approved Credentialing and Privileging Policy. The credentialing and privileging process ensures that all health center practitioners meet specific criteria and standards of professional qualifications. This criterion includes, but is not limited to:

- Current licensure, registration or certification
- Current clinical competence
- Health fitness, or ability to perform the requested privileges
- Malpractice history (NPDB query)
- PPD status; and
- Life support training (BLS)

Primary source and secondary source verifications were performed for credentialing and privileging elements in accordance with state, federal and HRSA requirements. A nationally accredited Credentials Verification Organization (CVO) was utilized to verify the elements requiring primary source verification.

The C.L. Brumback Primary Care Clinics utilized internal Credentialing staff and the FQHC Medical Director to support the credentialing and privileging process.

4. Fiscal Analysis & Economic Impact Statement:

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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Dawn Richards
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

Date Approved

6. Recommendation:

Staff recommends the Board approve the recredentialing and renewal of privileges for Ms. Guerlyne Estime, ARNP, Family Medicine.

Staff recommends the Board approve the recredentialing and renewal of privileges for Dr. Tamara-Kay Tibby, General Dentistry.

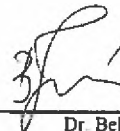
Approved for Legal sufficiency:



Valerie Shahrari
VP & General Counsel



Dr. Noelle Stewart
FQHC Medical Director



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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

1. Description: Quality Council Reports – July 2018

2. Summary:

This agenda item provides the following:

- Quality Council Minutes August 10, 2018
- UDS Report – July 2018

3. Substantive Analysis:

See attached minutes and UDS report.

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Dawn Richards
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

Date Approved

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 22, 2018

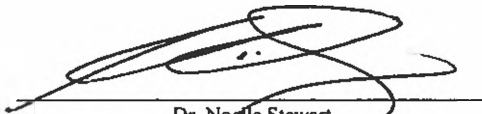
6. Recommendation:

Staff recommends the Board Approve the Quality Council Minutes and UDS Report.

Approved for Legal sufficiency:



Valerie Shahrian
VP & General Counsel



Dr. Noelle Stewart
FQHC Medical Director



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

Quality Council Meeting Minutes

Date: August 10, 2018

Time: 1:00pm – 3:30pm

Attendees: Dr. Noelle Stewart – FQHC Medical Director, Terry Megiveron - Director of Practice Operations, Maria Chamberlin – Nurse Manager, David Speciale – Quality Manager, Nancy Fox-Goughan, Dental Quality Coordinator, Dr. Belma Andric - Chief Medical Officer, Andrea Steele – Corporate Quality Manager, Lisa Hogans - Corporate Quality Coordinator, Dr. Tamara-Kay Tibby - Dental Director, Francis Navarro – FQHC Board Member

Excused: Dr. Ana Ferwerda – FQHC Director of Women’s Health, Dr. Courtney Rowling - Director of Behavioral Health, Jane Cruz - Asst. Director of Behavioral Health Marcia Young – FQHC Director of Operations.

Minutes by: David Speciale – Quality Manager

TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
REVIEW				
Action Items from Previous Council Meeting	Total Action Items from last meeting: 50 of which 25 items were completed and 25 remain in process as follows (<i>status</i>): <ol style="list-style-type: none"> 1. Adopt HCD Policies & Procedures (<i>ongoing</i>) 2. System Down P&P (<i>In Process</i>) 3. Dental “Notebooks” for Infection Control (<i>In process</i>) 4. Report data and trend BAM data: use, protective factor score, and risk scores (<i>In process</i>) 5. Create a “Baker Acts & Patient Follow Up Report” to track patients (<i>In process</i>) 6. Revise P&P to address follow up with patients that are Baker Acted (<i>In process</i>) 7. Develop Behavioral Health reporting to demonstrate the Quality of the Program (<i>In Process</i>) 8. Develop and audit tool and conduct group audits once per week (<i>In Process</i>) 	Address all action items in Quality Workgroups and report all action items status to the Council.	Program Directors, and Quality Team	9/14/2018

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<u>TOPIC</u>	<u>DISCUSSION / RECOMMENDATIONS</u>	<u>ACTION ITEMS (AI)</u>	<u>RESPONSIBLE PARTY</u>	<u>DATE</u>
	<ol style="list-style-type: none"> 9. Begin training of primary care providers to obtain Suboxone waivers and transition Phase 3 & 4 patients to primary care <i>(in process)</i>. 10. Develop additional Substance Abuse Program reports from the new Electronic Medical Record <i>(In process)</i> 11. Present Depression Screening, Group Therapy, Peer Review Summary Reports for June 2018 <i>(next meeting)</i> 12. Report on CAC's Productivity and Patient Navigator Collections. <i>(In process)</i> 13. Review Dental Front Line Peer Review form to ensure it addresses all areas including signing of patient consent forms. <i>(In process)</i> 14. Notify front office staff of claim holds that can be corrected at patient check-in/registration. <i>(In process)</i> 15. Develop a process for patients who prematurely leave the clinic during their appointment. <i>(In process)</i> 16. Retrain providers and staff on how to work "Clinic Inbox" buckets in the new EMR. <i>(In process)</i> 17. Investigate if deleted encounters are included in productivity reports. <i>(In process)</i> 18. Develop and Launch Behavioral Health Integration Program. <i>(In process)</i> 19. Revise 2018 UDS Table. <i>(In process)</i> 20. Report on ER referrals by provider and location. <i>(In process)</i> 21. Update the Medical Records Request procedure to include a process by which lead Nurses set reminders to 			

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TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
	<p>request Hospital records in a timely manner. <i>(In process)</i></p> <p>22. Create and present Behavioral Health Integration reports to identify clinical outcomes. <i>(In process)</i></p> <p>23. Meet with Lead Nurse, Lead MA's, and Practice Managers to review clinic inbox workflow. <i>(In process)</i></p> <p>24. Secure memorandums of understanding with local hospitals so that patients may get prescriptions directly from our clinic pharmacies to reduce the need to see provider same day. <i>(In process)</i></p> <p>25. Report total # of patients that have returned for follow up after an ER referral. <i>(In process)</i></p>			
PROBLEM IDENTIFICATION				
Patient Relations	<p><u>Patient Relations – July 2018</u></p> <ul style="list-style-type: none"> • Complaints – Total of 2, of which: <ul style="list-style-type: none"> ▪ 1 – Other / Registration – Medical (Lantana) ▪ 1 – Pharmacy / Communication – Medical (Boca) • Grievances – Total of 3, of which <ul style="list-style-type: none"> ▪ 1 – Care & Treatment - Dental (WPB) ▪ 1 – Pharmacy - Medical (WPB) ▪ 1 – Other – Primary Care (WPB) • Compliments – Total of 15 across 4 locations, of which <ul style="list-style-type: none"> ▪ 12 – Primary Care ▪ 2 – Women's Health ▪ 1 – Dental 	Future reporting to include identification of outcomes and action items related to Patient Relations data.	Quality Manager	9/14/2018

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TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
Quality / Risk	<p>Quality Events – July 2018</p> <ul style="list-style-type: none"> • Total of 6 occurrences reported electronically of which, <ul style="list-style-type: none"> ▪ 5 - Transfers to Higher Level of Care and were determined appropriate for transfer. <ul style="list-style-type: none"> ➢ 3 – WPB Medical ➢ 1 – Belle Glade Medical ➢ 1 – Lake Worth Clinic ▪ 1 - Documentation error found by Medical Director on Lake Worth patient • An additional 11 transfers to a higher level of care were reported on individual clinic logs for • Of the 16 total patient transfers to a higher level of care: <ul style="list-style-type: none"> ▪ 13% (2) – were documented in the RiskQual System ▪ 19% (3) – were documented correctly in both the RiskQual system and on clinic logs. ▪ 69% (11) – were documented on the clinic log only ▪ 94% (15) – patients had same day documentation in the chart supporting transfer to ER ▪ 88% (14) - patients had a follow up appointment ▪ 45% (9) – of patients records from the hospital were received ▪ 100% (16) – were medically appropriate to be transferred to a higher level of care 	<p>Retrain staff to enter Transfers to Higher level of care in the RiskQual system in addition to the clinic logs.</p>	<p>Quality Team</p>	<p>9/14/2018</p>
		<p>In RiskQual, change “Medical Admin” modifier to “Clinic Admin” modifier</p>	<p>Director of Quality</p>	<p>ASAP</p>
		<p>Incorporate transfers to higher level of care due to Baker Acts into Quality Event reporting</p>	<p>Quality Manager</p>	<p>9/14/2018</p>
		<p>Create a standardized Baker Act referral in the EMR</p>	<p>Director of Behavioral Health, Clinic Infomaticist</p>	<p>9/14/2018</p>

TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
Nursing Report	<p>48 Hour Metrics for Clinical Staff – Nurse Manager Presented metrics for Nurses and Medical Assistants. Staff who performed below the benchmark were addressed.</p> <ul style="list-style-type: none"> • Total Clinic Staff Buckets Open > 48 Hours = 1,327 • Total Individual Staff Buckets Open > 48 Hours = 1,028 • Total RN Buckets Open > 48 Hours = 786 • Total “Medrecs” Buckets Open > 48 Hours = 715 	<p>Investigate the current workflow for processing bucket items and develop an improved workflow to improve efficiencies and assign responsibilities to Practice Managers, Lead MA’s and Lead RN’s to monitor daily.</p>	<p>Program Directors, Quality Team, IT Staff, Practice Managers</p>	<p>ASAP</p>
	<p>Nurse Appointment Analysis</p> <ul style="list-style-type: none"> • Total # of Nurse Triage Encounters <ul style="list-style-type: none"> ▪ By Month <ul style="list-style-type: none"> ➤ July 2018 = 606 ➤ June = 574 ➤ April = 620 ▪ By Day of Week – July 2018 <ul style="list-style-type: none"> ➤ Monday = 191 ➤ Tuesday = 139 ➤ Wednesday = 67 ➤ Thursday = 87 ➤ Friday = 122 ▪ By Clinic – July 2018 <ul style="list-style-type: none"> ➤ Boca = 17 ➤ Belle Glade = 226 ➤ Delray Beach = 65 ➤ Jupiter = 28 ➤ Lantana = 28 	<p>Future appointment reports to include stratified data & analysis on # of triage appointments, # of same day appointments, # of 1st available appointments, and # of patients scheduled a future appointment.</p>	<p>Director of Operations, Nurse Manager, Quality Manager</p>	<p>9/14/2018</p>
		<p>Evaluate need to return to walk-in providers.</p>	<p>Director of Operations, Medical Director</p>	<p>ASAP</p>
		<p>Speak with Call Center and Practice Managers about protecting walk in appointment slots.</p>	<p>Director of Operations, Medical Director</p>	<p>9/14/2018</p>

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TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
	<ul style="list-style-type: none"> ➤ Lake Worth = 98 ➤ Lewis Center = 15 ➤ WPB = 302 • Total # of Scheduled Nurse Visits <ul style="list-style-type: none"> ➤ By Month <ul style="list-style-type: none"> ➤ July 2018 = 227 ➤ June = 181 ➤ April = 453 ➤ By Clinic <ul style="list-style-type: none"> ➤ Belle Glade – 5 (2%) ➤ Boca Raton – 4 (2%) ➤ Delray Beach – 45 (20%) ➤ Jupiter – 11 (5%) ➤ Lake Worth – 4 (2%) ➤ Lantana – 52 (23%) ➤ Lewis Center – 3 (1%) ➤ West Palm Beach – 103 (45%) <u>Patient Navigator Report</u> – July 2018 <ul style="list-style-type: none"> • Patient Navigator Encounters <ul style="list-style-type: none"> ▪ Total of 642 patient navigator encounters of which: <ul style="list-style-type: none"> ➤ 261 (41%) – new patients ➤ 381 (59%) – established patients ➤ 541 (84%) – total unique patients seen ➤ 101 (16%) – repeat/returning patients ▪ Detailed reports by clinic and patient navigator presented. • Service Type – July 2018 	<p>Evaluate the need to divide check-in / registration lines by walk-in, appointments, and pediatrics for all clinics.</p> <p>Reevaluate the registration windows and Project Dulce workflows in the WPC clinic.</p> <p>Analyze Patient Navigator scheduling workflows and determine if appointments are being scheduled appropriately.</p> <p>Run Patient Navigator reports in Athena, rather than compiling manual reports.</p>	<p>Director of Operations</p> <p>Director of Operations</p> <p>Director of Operations, Nurse Manager, Quality Manager.</p> <p>Clinical Infomaticist, Quality Manager</p>	<p>9/14/2018</p> <p>9/14/2018</p> <p>9/14/2018</p> <p>9/16/2018</p>

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TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
	<ul style="list-style-type: none"> ▪ Target BP – total services provided = 118 of which: <ul style="list-style-type: none"> ➤ Belle Glade – 4 ➤ Delray Beach – 7 ➤ Jupiter – 1 ➤ Lake Worth – 13 ➤ Lantana – 34 ➤ West Palm Beach - 59 ▪ Diabetes – total services provided = 100 of which: <ul style="list-style-type: none"> ➤ Belle Glade – 3 ➤ Delray Beach – 9 ➤ Jupiter – 5 ➤ Lake Worth – 9 ➤ Lantana – 57 ➤ West Palm Beach - 17 ▪ Colorectal Cancer Screening <ul style="list-style-type: none"> ➤ Department of Health <ul style="list-style-type: none"> • 435 tests given / 211 received (49% return rate) • Clinic breakdown presented ➤ Quests Tests <ul style="list-style-type: none"> • 58 tests given / 17 received (29% return rate) • Clinic breakdown presented ➤ Poop On Demand Rates <ul style="list-style-type: none"> • Belle Glade – 17 • Boca Raton - 0 • Delray Beach – 0 • Jupiter – 0 • Lake Worth – 1 			

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TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
	<ul style="list-style-type: none"> • Lantana – 4 • Lewis Center - 0 • West Palm Beach - 0 ▪ Smoking Cessation – Quitline referrals (Total = 70) <ul style="list-style-type: none"> ➤ Belle Glade – 4 ➤ Boca Raton - 0 ➤ Delray Beach – 5 ➤ Jupiter – 14 ➤ Lake Worth – 12 ➤ Lantana – 18 ➤ West Palm Beach – 17 			
Dental Report	<p>Chart Audit – July 2018 data & trends presented for Dentists and Hygienists. Staff who performed below the benchmark (4.5) were addressed.</p> <ul style="list-style-type: none"> • 10% - 1 Provider scored below required threshold. • 33% - 2 Hygienists scored below required threshold. <p>Providers under threshold received education. Of the 15 charts reviewed in July, the following were identified as opportunities for improvement:</p> <ul style="list-style-type: none"> • Radiographic Quality = 66% (10) of all charts reviewed • Documentation & Data = 60% (9) of all charts reviewed <p>Clinic Quality Site Visit Reports – Results, Summaries, and</p> <ul style="list-style-type: none"> • Trends of Dental Clinic Site Visits reported for July 2018. <ul style="list-style-type: none"> ▪ Belle Glade – 80% compliance ▪ Delray Beach – 50% compliance ▪ Lantana – 70% compliance 	<p>Remove Operational Items from Dental Chart reviews</p> <p>Future reporting to include corrective actions for under-performing areas. Determine, Measure, and report Dental quality of services & outcomes</p> <p>Future reporting to include a breakdown of Infection Control measure</p>	<p>Dental Director, Dental Quality Coordinator</p> <p>Dental Director, Dental Quality Coordinator</p> <p>Dental Director, Medical Director, Executive Director</p> <p>Dental Director, Dental Quality Coordinator</p>	<p>9/16/2018</p> <p>9/16/2018</p> <p>9/16/2018</p> <p>9/16/2018</p>

TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
	<ul style="list-style-type: none"> ▪ West Palm Beach – 70% compliance • Opportunities for improvement include: <ul style="list-style-type: none"> ▪ Infection Control Practices ▪ Operatory & Sterilization Room Management ▪ Log Management ▪ Sharp Container Maintenance ▪ Ultrasonic Maintenance ▪ Instadose reporting • Trends over time presented. • Corrective Action include: <ul style="list-style-type: none"> ▪ Infection Control - Instrument cassettes ordered ▪ Employee warnings for repeat offenders ▪ Retraining of staff <p>Dental Consents – July 2018</p> <ul style="list-style-type: none"> • There were 60 Dental Charts reviewed for dental consent compliance of which, <ul style="list-style-type: none"> ▪ Belle Glade – 93% ▪ Delray Beach – 100% ▪ Lantana – 93% ▪ WPB – 100% 			
Behavioral Health (BH) Report	<p>Warm Hand Off (WHO) Report – provider trends over time reported. Total WHO trends over time presented for all clinics:</p> <ul style="list-style-type: none"> • July 2018 - 292 • June 2018 - 313 • April 2018 – 143 Total • March 2018 – 159 total 	Future reporting to include denominator of total services. Discuss denominator value at next Quality Workgroup	Director of Behavioral Health, Executive Director, Quality Team	9/16/2018

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TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
	<ul style="list-style-type: none"> • February 2018 – 132 total • January 2018 – 116 total 			
Substance Abuse (SA) Report	<p><u>MAT Program – Census Data</u></p> <ul style="list-style-type: none"> • Patient Census Report <ul style="list-style-type: none"> ▪ July 2018 – 96 active patients ▪ June 2018 – 90 active patients ▪ April 2018 – 77 active patients ▪ March 2018 – 63 active patients ▪ February 2018 - 60 active patients ▪ January 2018 – 67 active patients • # of Intakes Completed <ul style="list-style-type: none"> ▪ July 2018 - 12 ▪ June 2018 - 10 ▪ April 2018 - 13 ▪ March 2018 - 5 ▪ February 2018 – 9 ▪ January 2018 – 8 • # of Patient by Treatment Phase – July 2018 <ul style="list-style-type: none"> ▪ Phase 1 – 65 patients ▪ Phase 2 – 17 patients ▪ Phase 3 – 8 patients ▪ Phase 4 – 5 patients ▪ Naltrexone – 1 			
Clinic Operations Report	<p><u>No Shows – July 2018</u></p> <ul style="list-style-type: none"> • Medical No Show Rates <ul style="list-style-type: none"> ▪ Lantana – 31% ▪ Delray Beach – 26% 			

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TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
	<ul style="list-style-type: none"> ▪ Belle Glade – 27% ▪ WPB – 32% ▪ Lewis Center – 24% ▪ Lake Worth – 27% ▪ Jupiter – 13% ▪ Boca Raton – 20% • Dental <ul style="list-style-type: none"> ▪ Lantana – 21% ▪ Delray Beach – 25% ▪ Belle Glade – 20% ▪ WPB – 25% <p><u>Cycle Time Reports</u> – July 2018</p> <p>Time between Check-In & Check-Out, Total Cycle time, and June/July comparisons presented by provider and by clinic.</p>			
<p>Human Resources Report</p>	<p><u>Employee Productivity Report</u> – July 2018</p> <p>The following reports submitted by Human Resources:</p> <p><u>Employee New Hires</u></p> <ul style="list-style-type: none"> • July 2018 - 3 • June 2018 - 1 • May 2018 – 3 <p><u>Employee Term</u></p> <ul style="list-style-type: none"> • July 2018 - 2 • June 2018 - 0 • May 2018 - 2 <p><u>Workman's Comp</u></p> <ul style="list-style-type: none"> • July 2018 – 2 (\$0 loss incurred) 			

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TOPIC	DISCUSSION / RECOMMENDATIONS	ACTION ITEMS (AI)	RESPONSIBLE PARTY	DATE
	- Sharps Committee meeting held as required by OSHA manual. The Sharp itself did not cause the needle stick <ul style="list-style-type: none"> • June 2018 - 1 • May 2018 - 1 			
New Business	Quality Workgroups to be scheduled on Friday's and Program Directors expected to attend. These meetings will address action items, standard agenda items, data reports, and any new initiatives.	Send invite for Quality Friday Workgroup's	Quality Manager	ASAP
Meeting Adjourned – 3:30pm				

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Measure Set:	ACTIONS TAKEN WHEN INDICATOR NOT MEETING GOAL										Previous Quarters					
	July 2018										2018 Q1			2017 Q4		
	% USA 2016	% FL 2016	% HCA	CL Clinics 2017	Num	Den	CL Clinics 2018	State	Num	Den	% CLC	Num	Den	% CLC		
Childhood immunization	42.80%	39.53%	70%	40%	72	167	39%	Athena Findings: Florida shot records are not consistently crossing over. Interventions: Working with Florida shots to resolve issue.	153	268	57%	168	339	50%		
Cervical cancer screening	54.36%	58.04%	60%	65%	3401	6290	54%	Athena Findings: Historical pap smears are not being entered into the chart. Interventions: Provide reports of non-compliant patients to be sent out to staff to review and update.	3615.0	6070	60%	7757	12000	65%		
Weight assessment and counseling for children and adolescents	62.92%	72.77%	60%	89%	872	1236	71%	Athena	Not available			62.0	76	80%		
Adult Weight screening and follow-up	82.46%	78.85%	60%	87%	7587	11362	67%	Athena	25506	27696	92%	22732	26211	87%		
Tobacco use screening and cessation intervention	85.19%	90.33%	90%	93%	3384	3443	98%	Athena	5119	5865	87%	18136	20486	93%		
Asthma pharmacologic therapy	87.38%	86.84%	97%	99%	66	69	96%	Athena Findings: Providers are not excluding patients that do not meet measure definition. Intervention: Train providers on how to exclude patients in the EMR.	92	95	97%	138	140	98%		
Coronary artery disease (CAD): Lipid therapy	79.46%	80.79%	75%	77%	127	135	94%	Athena	256	333	78%	238	311	77%		
Ischemic Vascular Disease (IVD)	78.40%	74.83%	75%	86%	324	391	83%	Athena	582	695	84%	918	1062	86%		
Colorectal cancer screening	39.89%	48.47%	60%	81%	3157	6350	50%	Athena Findings: 1. POD rate has decreased. 2. Rates of return for Quest FIT lower than those from DOH tabs Intervention: 1. Retrain staff on POD encouragement, create workflow to address unreturned FIT test. 2. Consider reminder campaigns for patients using quest	3333	7882	43%	8117	18418	65%		
HIV linkage to care	83.17%	67.25%	100%	60%	2	2	100%	Manual	1	1	100%	3	6	50%		
Patients screened for depression and follow-up	60.34%	68.22%	80%	81%	9817	10528	93%	Athena	18852	24933	72%	19187	23778	81%		
Dental sealants	48.71%	52.76%	70%	74%	307	392	78%	Rolling 12 months Manual	264	312	82%	229	308	74%		
Hypertension	62.39%	58.35%	65%	74%	2578	3819	71%	Athena	4441	7025	63%	5988	9412	64%		
Diabetes	67.90%	62.54%	65%	73%	1361	2712	50%	Athena Findings: A1c lab results from ALLSCRIPTS are not being documented in Athena therefore these patients who may be compliant with A1c goal are not included in the numerator. Intervention: Reports created to identify those charts with missing results and will update.	1918	5332	64%	1794	5177	65%		

