



C. L. Brumback
Primary Care Clinics
Health Care District Palm Beach County

BOARD OF DIRECTORS
August 25, 2021
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 25, 2021
1515 N. Flagler Drive, Suite 101
West Palm Beach, FL 33401**

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

or

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

1. Call to Order – Mike Smith, 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

- A. COVID Testing and Vaccination Update

4. Disclosure of Voting Conflict

5. Public Comment*

6. Meeting Minutes

- A. **Staff recommends a MOTION TO APPROVE:**
Board Meeting Minutes of July 28, 2021 [Pages 1-14]

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.

**C. L. Brumback Primary Care Clinics
Board of Directors
Meeting Agenda
August 25, 2021**

7. Consent Agenda (cont.)

A. ADMINISTRATION

- 7A-1 **RECEIVE AND FILE:**
August 2021 Internet Posting of District Public Meeting
<https://www.hcdpbc.org/resources/public-meetings>
- 7A-2 **RECEIVE AND FILE:**
Attendance tracking [Page 15]

B. FINANCE

- 7B-1 **Staff recommends a MOTION TO APPROVE:**
C.L. Brumback Primary Care Clinics Financial Report May 2021
(Candice Abbott) [Pages 16-33]
- 7B-2 **Staff recommends a MOTION TO APPROVE:**
C.L. Brumback Primary Care Clinics Financial Report June 2021
(Candice Abbott) [Pages 34-51]

8. Regular Agenda

A. ADMINISTRATION

- 8A-1 **RECEIVE AND FILE:**
AVP & Executive Director of Clinic and Pharmacy Services Annual Evaluation
by Board
(Thomas Cleare) [Pages 52-54]
- 8A-2 **Staff recommends a MOTION TO APPROVE:**
Lease Agreement Approval- Delray
(Hyla Fritsch) [Pages 55-57]
- 8A-3 **Staff recommends a MOTION TO APPROVE:**
Lease Agreement Approval- Boca
(Hyla Fritsch) [Pages 58-60]
- 8A-4 **Staff recommends a MOTION TO APPROVE:**
Lease Agreement Approval- Mangonia
(Hyla Fritsch) [Pages 61-63]

**C. L. Brumback Primary Care Clinics
Board of Directors
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8. Regular Agenda (cont.)

B. EXECUTIVE

8B-1 **RECEIVE AND FILE:**
Executive Director Informational Update
(Dr. Hyla Fritsch) [Pages 64-65]

C. CREDENTIALING

8C-1 **Staff Recommends a MOTION TO APPROVE:**
Licensed Independent Practitioner Credentialing and Privileging –
Deborah Kauffman, DO; Sherloune Normil-Smith, MD; Adriana Lequerica-
Ziemba, PsyD; Marco Fernandez-Sanchez, APRN; Ketely Philistin, APRN;
Fernique Jean-Jacques, APRN
(Dr. Charmaine Chibar) [Pages 66-68]

D. OPERATIONS

8D-1 **Staff Recommends a MOTION TO APPROVE:**
Operations Report
(Marisol Miranda) [Pages 69-74]

E. QUALITY

8E-1 **Staff Recommends a MOTION TO APPROVE:**
Quality Report
(Dr. Charmaine Chibar) [Pages 75-117]

9. AVP and Executive Director of Clinic Services Comments

10. Board Member Comments

11. Establishment of Upcoming Meetings

September 29, 2021 (HCD Board Room)
12:45pm Board of Directors

October 27, 2021 (HCD Board Room)
12:45pm Board of Directors

November 30, 2021 (HCD Board Room)
12:45pm Board of Directors

December 14, 2021 (HCD Board Room)

C. L. Brumback Primary Care Clinics
Board of Directors
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August 25, 2021

12:45pm Board of Directors

12. Motion to Adjourn

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

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

**District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Meeting
Summary Minutes
07/28/2021**

Present: Melissa Mastrangelo, Vice-Chairperson; John Casey Mullen; Irene Figueroa; Tammy Jackson-Moore; James Elder; Robert Glass

Excused: Mike Smith, Chair; Julia Bullard, Secretary; Joe Gibbons, Treasurer; Marjorie Etienne

Staff: Darcy Davis, Chief Executive Officer; Dr. Hyla Fritsch, Executive Director of Clinic and Pharmacy Services; Bernabe Icaza, VP & General Counsel; Candice Abbott, VP & CFO; Shauniel Brown, Risk Manager; Thomas Cleare, AVP of Strategy; Martha Hyacinthe, Director of Corporate Risk; David Speciale, Director of Patient Experience; Dr. Charmaine Chibar, FQHC Medical Director; Donald Moniger, Desktop Engineer; Shannon Wynn, Administrative Assistant; Marisol Miranda, Director of Operations; Andrea Steele; John Wright; Dominique Domond; Jessica Cafarelli; Heather Bokor

Minutes Transcribed By: Shannon Wynn

Meeting Scheduled for 12:45 p.m.

Meeting Began at 12:49 p.m.

AGENDA ITEM	DISCUSSION	ACTION	
1. Call to Order 1A. Roll Call 1B. Affirmation of Mission	Ms. Mastrangelo called the meeting to order. Roll call was taken. Ms. Mastrangelo read the affirmation of mission.	The meeting was called to order at 12:49 p.m.	
2. Agenda Approval 2A. Additions/Deletions/ Substitutions	None. Ms. Mastrangelo called for approval of the meeting agenda.		VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the

2B. Motion to Approve Agenda Items		agenda. Mr. Mullen duly seconded the motion. A vote was called and the motion passed unanimously.
3. Awards, Introductions and Presentations 3A. COVID-19 Testing and Vaccination Update	Dr. Fritsch presented to the Board the most recent Covid-19 testing and vaccine update.	No action necessary.
4. Disclosure of Voting Conflict	None.	No action necessary.
5. Public Comment	None.	No action necessary.
6. Meeting Minutes 6A-1 Staff Recommends a MOTION TO APPROVE: Board meeting minutes of June 23, 2021	There were no changes or comments to the minutes dated June 23, 2021.	VOTE TAKEN: Mr. Elder made a motion to approve the Board meeting minutes of June 23, 2021, as presented. Mr. Glass duly seconded the motion. A vote was called, and the motion passed unanimously.
7. Consent Agenda – Motion to Approve Consent Agenda Items		VOTE TAKEN: Mr. Elder made a motion to approve the consent agenda as presented. Ms. Figueroa duly seconded the motion. A vote was called, and the motion passed unanimously.
7A. ADMINISTRATION		
7A-1. Receive & File: July 2021 Internet Posting of District Public Meeting	The meeting notice was posted.	Receive & File. No further action is necessary.

<p>7A-2. Receive & File: Attendance tracking</p>	<p>Attendance tracking was updated.</p>	<p>Receive & File. No further action is necessary.</p>
<p>7A-3. Staff Recommends a MOTION TO APPROVE: Primary Care Clinic Business Continuity Plan</p>	<p>This plan provides an appropriate business continuity plan for the C.L. Brumback Primary Care Clinics. It highlights steps that need to be followed, along with the department's Comprehensive Emergency Management Plans (CEMP), in the event of an emergency or disaster leading to disruption or closure of the clinical services in areas of the Health Care District of Palm Beach County (HCD). This will include evacuation, relocation, recovery, and resumption of the clinical services following an emergency or disaster. All Primary Care Clinics (PCC) areas will follow their assigned Business Continuity Plans, led by the department's leader (or designee or successor). Business Continuity Flow Chart and Checklists, along with other documents, help as needed to maintain capacity and capability as much as possible. The team will follow their clinical area Comprehensive Emergency Management Plan (CEMP) during and following an emergency disaster or catastrophic event. The team will follow the C.L Brumback Primary Care Clinic Downtime SOP during an electronic health record plan and unplanned downtime event.</p>	<p>VOTE TAKEN: Mr. Elder made a motion to approve the Primary Care Clinic Business Continuity Plan. Ms. Figueroa duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>7A-4. Staff Recommends a MOTION TO APPROVE: Primary Care Clinic Comprehensive Emergency Management Plans</p>	<p>This plan guides CLBPCC employees on their expected duties when the center must be evacuated, when the center elects to close due to a warning of a potential disaster and when the center must temporarily cease operations due to internal or external safety issues. The interruption of services can be caused by any unplanned occurrence, either natural or artificial. There are currently Ten (10) CEMPs. Each one is applicable for the following locations: Belle Glade, Boca, Delray, Jupiter, Lake Worth, Lantana, Lewis Center, West Palm Beach, Mangonia Park and the Mobile Clinics. All Primary Care Clinics (PCC) areas will follow their assigned Comprehensive Emergency Management Plan (CEMP) for their specific location. Through this document, employees will understand their role in internal and external disasters specific to their community and the operating environment of CLBPCC. The employee will know that CLBPCC</p>	<p>VOTE TAKEN: Mr. Elder made a motion to approve the Primary Care Clinic Comprehensive Emergency Management Plans. Ms. Figueroa duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

	<p>does not provide emergency services and cannot remain open if an internal or external disaster should require increased emergency medical care in the community. The employee will understand that safety of any patient, staff member, and other individuals on the premises at the time of a significant disruptive event are the primary concern. Protecting and directing them from potential harm is the duty of all employees.</p>	
<p>7A-5. Staff Recommends a MOTION TO APPROVE: Electronic Health Record Downtime Policy</p>	<p>This policy provides a standard operating procedure (SOP) for the electronic health record downtime process for the C. L. Brumback Primary Care Clinics. The policy provides the steps that need to be followed in any planned or unplanned system or network event, which impedes access to the Electronic Healthcare Record (EHR). The electronic health record downtime process will be initiated during any planned or unplanned downtime for the EHR system at PCC. It applies to any clinical and non-clinical staff at PCC. A designated Business Continuity Access (BCA) computer will be available at each clinic. An EHR downtime binder with necessary forms will also be accessible to the staff at each clinic to promote continuity of care.</p>	<p>VOTE TAKEN: Mr. Elder made a motion to approve the Electronic Health Record Downtime Policy. Ms. Figueroa duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>7B. FINANCE</p>		
<p>7B-1. Staff Recommends a MOTION TO APPROVE: District Clinic Holdings, Inc., Financial Report: May 2021</p>	<p>The May 2021 financial statements for the District Clinic Holdings, Inc. are presented for Board review. Management has provided the income statements, and key statistical information for District Clinic Holdings, Inc. Additional Management discussion and analysis are incorporated into the financial statement presentation. The May statements represent the financial performance through the eighth month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$4.3M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$1.1M. Total YTD revenue was unfavorable to budget by (\$3.1M) due primarily to the timing of COVID-19 stimulus funds. Operational expenses before depreciation were favorable to budget by \$366k due mainly to positive variances in medical</p>	<p>VOTE TAKEN: Mr. Elder made a motion to approve the PCC Financial Report May 2021. Ms. Figueroa duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

supplies of \$631k and medical services of \$147k. Total YTD net margin was (\$10.3M) compared to a budget of (\$7.8M), resulting in an unfavorable variance of (\$2.5M) or 31.9%. The Medical clinic's gross patient revenue exceeded the budget by \$3.5M. This resulted from the clinic efforts to respond to the pandemic offering telemedicine visits in addition to office visits. Net patient revenue YTD for the Medical clinics was favorable to budget by \$814k. The Medical clinic's total YTD revenue was unfavorable to budget by (\$3.2M). This unfavorable variance resulted from the recognition timing of COVID-19 related stimulus funding. Total operating expenses of \$15.7M were favorable to the budget of \$16.0M by \$328k. This positive variance is mostly related to expenses being under budget in the following amounts: medical supplies \$589k, medical services \$147k, lease and rental \$125k, and other expenses \$93k. These expenses are favorable to the budget due to usage timing and supplies purchases. Total YTD net margin was (\$9.2M) compared to budget of (\$6.6M) resulting in an unfavorable variance of (\$2.7M) or 40.9%. The Dental clinic's total YTD gross patient revenue was favorable to budget by \$781k. Net patient revenue YTD for the Dental clinics was favorable to budget by \$320k. Total revenue of \$2.5M was over budget by \$130k due to increased visits. Total operating expenses of \$2.6M were favorable to budget by \$38k. Total YTD net margin was (\$1.0M) compared to a budget loss of (\$1.2M) for a favorable variance of \$197k or (16.2%). On the Comparative Statement of Net Position, due from other governments increased from \$2.6M to \$4.1M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M and \$961k, respectively, for a combined subsidy of \$10.0M.

8. REGULAR AGENDA

8A. ADMINISTRATION

<p>8A-1. Staff Recommends a MOTION TO APPROVE: Change In Scope- Mangonia</p>	<p>We respectfully request the authorization to add a new site to Form 5B: C. L. Brumback Primary Care Clinics – Mangonia by moving the current clinic to 2051 N 45th Street, Suite 300, West Palm Beach, FL 33407. Staff respectfully request a permanent Change In Scope to move the Mangonia Park to a new site with almost 5,800 square feet in a building adjacent to our existing clinic. Once improvements are completed in approximately six months, we would move our current Mangonia Park Clinic services to this new location. Although this would be a cost increase proportional to increased space, we would be better positioned to ensure the clinic could accommodate social distancing. Additionally, the increased space would allow us to have an onsite District pharmacy to sublease their space.</p>	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Change In Scope Mangonia. Mr. Elder duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>8A-2. Staff Recommends a MOTION TO APPROVE: Change In Scope – Delray</p>	<p>We respectfully request the authorization to add a new site to Form 5B: C. L. Brumback Primary Care Clinics – Delray Beach by moving the current clinic to 200 Congress Park Dr, Suite 100, Delray Beach, FL 33445. Staff respectfully request a permanent Change In Scope to move Delray Beach to a new site with just under 12,000 square feet located across the street from our existing clinic. Once improvements are completed in approximately nine months, we would move our current Delray Beach Clinic services to this new location. Although this would be a cost increase proportional to increased space, we would be better positioned to ensure the clinic could accommodate social distancing. Additionally, the increased area would allow us to provide Substance Use Disorder services at this clinic, allowing better access to addiction services in the southern end of our county. Other qualitative benefits of the new location include convenient access to Delray Medical Center, close to where many of our existing patients live.</p>	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Change In Scope Delray. Mr. Mullen duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

<p>8A-3. Staff Recommends a MOTION TO APPROVE: Change In Scope – West Boca Raton</p>	<p>We respectfully request the authorization to add a new site to Form 5B: C. L. Brumback Primary Care Clinics – West Boca by moving the current clinic to 9960 S Central Park Blvd, Suite 450, Boca Raton, FL 33428. Staff respectfully requesting a permanent Change In Scope to move the West Boca Clinic to a new site with over 4,671 square feet located two miles from our existing clinic. Once improvements are completed in approximately six months, we would move our current West Boca Clinic services to this new location. Although this would be a cost increase proportional to increased space, we would be better positioned to ensure the clinic could accommodate social distancing. Other qualitative benefits of the new location include convenient access to West Boca Medical Clinic, where many of our existing patients live.</p>	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Change In Scope West Boca Raton. Mr. Mullen duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>8A-3. Staff Recommends a MOTION TO APPROVE: Change In Scope – South County Civic Center, South Florida Fairgrounds and North County PBG</p>	<p>We respectfully request the authorization to remove three permanent sites to Form 5B: C. L. Brumback Primary Care Clinics –South County Civic Center, South Florida Fairgrounds, and North County PBG. With demand for the COVID-19 vaccination subsiding, the C. L. Brumback Primary Care Clinics would like to submit several permanent changes in scope requests to remove South County Civic Center, South Florida Fairgrounds and North County PBG.</p>	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Change In Scope South County Civic Center, South Florida Fairgrounds and North County PBG. Mr. Elder duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>8B. EXECUTIVE</p>		
<p>8B-1. Receive and File: Executive Director Information Update</p>	<p>Epic Go-Live update Overdose Data to Action (OD2A) Additional Grant Award for FY21 FACHC Primary Care Capacity Grant Award</p> <p><u>Epic Go-Live update</u></p> <p>The Epic Go-Live was successful on July 1st. The team is adapting to the new software and continues to learn and strengthen its skills. Overall, the transition went smoothly, with a few hiccups that were solved along the way. Now, we are working on optimizing the workflows and tweaking the processes.</p> <p><u>Overdose Data to Action (OD2A) Additional Grant Award through August 2021</u></p>	<p>Receive & File. No further action necessary.</p>

OD2A is a federal project led by the Centers for Disease Control and Prevention (CDC). We currently receive grant funds from this program that pays for two Recovery Coaches that assist with a warm handoff to our Substance Use Disorder clinic at Mangonia Park. We have recently been awarded an additional \$251,450 to add six new positions, including two additional Recovery Coaches, one Lead Recovery Coach, one Care Coordination Specialist, and one Lead Care Coordination Specialist to the program. The grant is awarded through August 2021 with an expectation of renewal for an additional year, with all eight positions funded.

FACHC Primary Care Capacity Grant Award

FACHC (Florida Association of Community Health Centers) has developed a grant program that strengthens the safety net across the state – and C. L. Brumback Primary Care Clinics has been awarded \$212,862 as a part of this program. The Primary Care Capacity Grant (PCCG) is a Board-established program that receives donations from Centers across Florida to share among other Centers in Florida to ensure the viability and capacity for providing primary care services to low-income and uninsured individuals where there is great need. C. L. Brumback Primary Care Clinics was awarded these funds to respond to our population’s needs and improve the ability to provide care for those that may otherwise not be able to receive the life-saving services provided by our center. The grant requires submission of a Letter of Agreement which was signed executed on June 25th.

8C. CREDENTIALING

8C-1. Staff Recommends a MOTION TO APPROVE Licensed Independent Practitioner Credentialing and Privileging

The agenda item represents the licensed independent practitioners recommended for credentialing and privileging by the FQHC Medical Director. The LIPs listed below satisfactorily completed the credentialing and 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
- Relevant education, training and experience
- Current clinical competence
- Health fitness, or ability to perform the requested privileges
- Malpractice history (NPDB query)
- Immunization and PPD status; and
- Life support training (BLS)

Last Name	First Name	Degree	Specialty	Credentialing
Williams	Richard	DMD	Pediatric Dentistry	Initial Credentialing
Alfonso Puentes	Ramiro	MD	Family Medicine	Recredentialing
Andric	Belma	MD	Preventive Medicine	Recredentialing
Clarke-Aaron	Noella	MD	Pediatric Medicine	Recredentialing
Duthil	Marie	MD	Internal Medicine	Recredentialing
Florez	Gloria	MD	Family Medicine	Recredentialing
Cucuras	John	DDS	General Dentistry	Recredentialing
Bell	Emily	PA	Physician Assistant	Recredentialing
Lam	Minh Dai	APRN	Nurse Practitioner	Recredentialing
Shoaf	Noremi	APRN	Nurse Practitioner	Recredentialing

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

VOTE TAKEN: Ms. Tammy Jackson-Moore made a motion to approve the Initial Credentialing and privileges of Richard Williams, DMD, Pediatric Dentistry. The Recredentialing and renewal of privileges of Ramiro Alfonso Puentes, MD, Family Medicine; Belma Andric, MD, Preventive Medicine; Noella Clarke-Aaron, MD, Pediatric Medicine; Marie Duthil, MD, Internal Medicine; Gloria Florez, MD, Family Medicine; John Cucuras, DDS, General Dentistry; Emily Bell, PA, Physician Assistant; Minh Dai Lam, APRN, Family Nurse Practitioner; Noremi Shoaf, APRN, Family Nurse Practitioner as presented. The motion was duly seconded by Mr. Glass. A vote was called, and the motion passed unanimously.

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.

Richard Williams, DMD, is joining the West Palm Beach Clinic in 2021, specializing in Pediatric Dentistry. He attended the University of Florida, College of Dentistry. Dr. Williams has been in practice for twelve years.

Ramiro Alfonso Puentes, MD, joined the West Palm Beach Clinic in 2017, specializing in Family Medicine. He attended the Higher Institute of Medical Sciences Camaguey. Dr. Alfonso Puentes has been in practice for thirty-three years and is fluent in Spanish.

Belma Andric, MD, joined the West Palm Beach Clinic in 2015, specializing in Public Health and General Preventive Medicine. She attended the University of Novisad and also completed her residency at Palm Beach County Health Department. Dr. Andric is certified in Public Health and General Preventive Medicine by the American Board of Preventive Medicine. She has been in practice for eighteen years.

Noella Clarke-Aaron, MD, joined the West Palm Beach Clinic in 2013, specializing in Pediatric Medicine. She attended the University of The West Indies and completed her residency at New York University Medical Center. Dr. Clarke-Aaron is certified in Pediatrics by the American Board of Pediatrics. She has been in practice for twenty-three years and is fluent in Spanish.

Marie Duthil, MD, joined the West Palm Beach Clinic in 2013, specializing in Internal Medicine. She attended the State University of Haiti and also completed her residency at Mount Vernon Hospital. Dr. Duthil is certified in Internal Medicine by the American Board of Internal Medicine. She has been in practice for twenty-seven years and is fluent in Creole and French.

Gloria Florez, MD, joined the West Palm Beach Clinic in 2013, specializing in Family Medicine. She attended Caldas University and

	<p>also completed her residency at Wyckoff Heights Medical Center. Dr. Florez is certified in Family Medicine by the American Board of Family Medicine. She has been in practice for nineteen years and is fluent in Spanish.</p> <p>John Cucuras, DDS, joined the Delray Beach Clinic in 2015, specializing in General Dentistry. He attended the Ohio State University. Dr. Cucuras has been in practice for ten years and is fluent in Greek and Spanish.</p> <p>Emily Bell, PA, joined the Lantana Clinic in 2019 as a Physician Assistant. She attended St. Ambrose University and is certified as a Physician Assistant by the National Commission on Certification of Physician Assistants. Ms. Bell has been in practice for four years.</p> <p>Minh Dai Lam, APRN, joined the West Palm Beach Clinic in 2013 as a Nurse Practitioner specializing in Family Medicine. He attended the Florida International University and is certified as an Adult Nurse Practitioner by the American Academy of Nurse Practitioners. Mr. Lam has been in practice for twelve years and is fluent in French and Vietnamese.</p> <p>Noremi Shoaf, APRN, joined the West Palm Beach Clinic in 2015 as a Nurse Practitioner specializing in Family Medicine. She attended South University and is certified as a Family Nurse Practitioner by the American Academy of Nurse Practitioners. Ms. Shoaf has been in practice for seven years.</p>	
<p>8D. OPERATIONS</p>		
<p>8D-1. Staff Recommends a MOTION TO APPROVE Operations Reports</p>	<p>This agenda item provides the following operations reports for May 2021: Clinic Productivity, including in-person and telehealth metrics and No Show trended over time. In May, we had 9,793 visits which are slightly less than the month prior and significantly higher from May 2020. Regarding individual clinics visits, as expected with the impact from COVID, all clinics exceeded their 2020 totals. Dental clinics did not reopen fully until the end of April this year. Our payer mix for the year-to-date again reflects a slightly higher percentage of</p>	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Operations Reports as presented. Mr. Glass duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

	<p>uninsured patients at 60%. By visit category, all types missed their target productivity, but some did so by a minimal margin, including OB/GYN, Pediatrics, and Substance Use. Telehealth visits decreased to 6% of all visits, which is down from 7% last month. The continued decrease in telehealth is expected as clinics have primarily transitioned back to in-person visits. Productivity targets for in-person visits were 90% higher for Boca, Delray, Lantana, Lewis, and Jupiter clinics. Pediatrics, Substance Use, and Dental all exceeded their productivity goals for West Palm, Mangonia, and Belle Glade, respectively. Pediatrics, Substance Use, and Dental were above 90% in Lantana, Lewis, and Delray, respectively. The No Show rate in May is lower at 27.5%, down from 28.3% in April.</p>	
<p>8E. QUALITY</p>		
<p>8E-1. Staff Recommends a MOTION TO APPROVE Quality Reports</p>	<p><u>PATIENT SAFETY & ADVERSE EVENTS</u> Patient safety and risk, including adverse events, peer review and chart review, are brought to the board “under separate cover” quarterly.</p> <p><u>PATIENT SATISFACTION AND GRIEVANCES</u> Patient relations are to be presented as a separate agenda item.</p> <p><u>QUALITY ASSURANCE & IMPROVEMENT</u> In May, we saw our UDS Colorectal Cancer Screening measure improve from 44% to 63%. This was primarily due to re-evaluating and changing the way the report was pulled. Since the FIT test is ordered annually, we changed our report dates to a rolling calendar year instead of the current calendar year. This current report reflects data from June 2020 to May 2021.</p> <p><u>UTILIZATION OF HEALTH CENTER SERVICES</u> Individual monthly provider productivity is stratified by the clinic.</p>	<p>VOTE TAKEN: Mr. Mullen made a motion to approve the Quality Reports as presented. Mr. Glass duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>8F. PATIENT RELATIONS</p>		

8F-1. Staff Recommends a MOTION TO APPROVE Patient Relations Report	<p>For Quarter 2, 52 Patient Relations Occurrences occurred between 8 clinics, Clinic Administration and Pharmacy. Of the 52 occurrences, there were 12 Grievances and 40 Complaints. The top 4 categories were Care & Treatment, Communication, Finance, and Respect Related. The top subcategory with 13 Complaints and Grievances was Poor Communication issues, followed by Inappropriate Care and Refusal of Treatment with 7 Complaints and Grievances in each subcategory. There were also 32 compliments received across 5 Clinics, Clinic Administration, and two Vaccine sites.</p>	<p>VOTE TAKEN: Ms. Tammy Jackson-Moore made a motion to approve the Patient Relations Reports as presented. Mr. Mullen duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
9. V.P. and Executive Director of Clinic Services Comments	<p>None.</p>	<p>No action necessary.</p>
10. Board Member Comments	<p>Ms. Tammy Jackson-Moore is excited about EPIC.</p>	<p>No action necessary.</p>
12. Establishment of Upcoming Meetings	<p><u>August 25, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p> <p><u>September 29, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p> <p><u>October 27, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p> <p><u>November 30, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p> <p><u>December 14, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p>	<p>No action necessary.</p>
13. Motion to Adjourn	<p>There being no further business, the meeting was adjourned at 1:23 p.m.</p>	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to adjourn. Mr. Elder duly seconded the motion. A</p>

		vote was called, and the motion passed unanimously.
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Minutes Submitted by: _____
Signature Date

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

Attendance Tracking

	1/27/21	2/24/21	3/12/21	3/31/21	4/28/21	5/19/21	6/23/21	7/28/21	8/25/21	9/29/21	10/27/21	11/30/21	12/15/21
Mike Smith	X	X	X	X	X	A	X	E					
James Elder	X	X	X	E	X	X	X	X					
Irene Figueroa	X	E	A	X	X	X	X	X					
John Casey Mullen	X	X	X	X	X	X	X	X					
Julia Bullard	X	X	X	X	X	X	X	E					
Marjorie Etienne	E	E	X	X	E	E	A	E					
Melissa Mastrangelo	E	A	X	X	E	X	X	X					
Tammy Jackson-Moore	X	X	A	E	X	X	X	X					
Robert Glass		X	X	X	X	X	E	X					
Joseph Gibbons						X	X	E					

X= Present

C= Cancel

E= Excused

A= Absent

DISTRICT CLINIC HOLDINGS, INC
BOARD OF DIRECTORS
July 28, 2021

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

2. Summary:

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

3. Substantive Analysis:

Management has provided the income statements and key statistical information for District Clinic Holdings, Inc. Additional Management discussion and analysis are incorporated into the financial statement 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:

Candice Abbott
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

Date Approved

DISTRICT CLINIC HOLDINGS, INC
BOARD OF DIRECTORS
July 28, 2021

6. Recommendation:

Staff recommends the Board approve the May 2021 District Clinic Holdings, Inc. financial statements.

Approved for Legal sufficiency:



Bernabe Icaza
VP & General Counsel



Candice Abbott
VP & Chief Financial Officer



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



MEMO

To: Finance Committee
From: Candice Abbott
Chief Financial Officer
Date: July 28, 2021

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

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

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

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

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

DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION

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

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE EIGHT MONTH ENDED MAY 31, 2021

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

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE EIGHT MONTH ENDED MAY 31, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
31,525	17,334	(14,191)	(81.9%)	19,268	(12,257)	(63.6%)	Depreciation	253,308	138,672	(114,636)	(82.7%)	146,382	(106,926)	(73.0%)
<i>Overhead Allocations:</i>														
3,330	2,875	(455)	(15.8%)	2,108	(1,222)	(58.0%)	Risk Mgt	23,221	22,999	(222)	(1.0%)	15,891	(7,330)	(46.1%)
227,981	206,967	(21,014)	(10.2%)	201,835	(26,146)	(13.0%)	Rev Cycle	1,585,122	1,655,737	70,615	4.3%	1,036,783	(548,339)	(52.9%)
2,099	3,852	1,753	45.5%	1,363	(736)	(54.0%)	Internal Audit	18,733	30,813	12,080	39.2%	39,369	20,636	52.4%
18,817	19,768	951	4.8%	18,504	(313)	(1.7%)	Home Office Facilities	139,673	158,148	18,475	11.7%	149,391	9,718	6.5%
41,444	33,232	(8,212)	(24.7%)	30,151	(11,293)	(37.5%)	Administration	303,607	265,856	(37,750)	(14.2%)	271,647	(31,960)	(11.8%)
64,825	47,193	(17,632)	(37.4%)	38,269	(26,556)	(69.4%)	Human Resources	411,875	377,546	(34,329)	(9.1%)	323,987	(87,888)	(27.1%)
11,084	17,241	6,157	35.7%	17,534	6,450	36.8%	Legal	147,919	137,931	(9,988)	(7.2%)	129,490	(18,429)	(14.2%)
8,395	8,048	(347)	(4.3%)	5,647	(2,748)	(48.7%)	Records	60,796	64,386	3,590	5.6%	53,784	(7,012)	(13.0%)
10,663	6,886	(3,777)	(54.9%)	5,293	(5,370)	(101.5%)	Compliance	43,236	55,088	11,851	21.5%	73,722	30,486	41.4%
7,980	7,007	(973)	(13.9%)	-	(7,980)	0.0%	Comm Engage Plan	54,522	56,055	1,533	2.7%	-	(54,522)	0.0%
71,882	82,884	11,001	13.3%	-	(71,882)	0.0%	IT Operations	588,494	663,068	74,574	11.2%	-	(588,494)	0.0%
7,647	8,445	798	9.5%	-	(7,647)	0.0%	IT Security	59,164	67,562	8,398	12.4%	-	(59,164)	0.0%
84,463	40,421	(44,042)	(109.0%)	-	(84,463)	0.0%	IT Applications	367,932	323,367	(44,565)	(13.8%)	-	(367,932)	0.0%
48,653	47,251	(1,402)	(3.0%)	-	(48,653)	0.0%	Security Services	361,352	378,011	16,659	4.4%	-	(361,352)	0.0%
141,685	121,543	(20,142)	(16.6%)	-	(141,685)	0.0%	IT EPIC	776,451	972,347	195,896	20.1%	-	(776,451)	0.0%
26,159	31,665	5,506	17.4%	33,940	7,782	22.9%	Finance	216,859	253,317	36,458	14.4%	265,107	48,249	18.2%
9,271	10,057	786	7.8%	9,596	325	3.4%	Public Relations	60,876	80,455	19,579	24.3%	80,472	19,596	24.4%
11,671	8,303	(3,368)	(40.6%)	121,853	110,182	90.4%	Information Technology	82,814	66,422	(16,392)	(24.7%)	740,131	657,316	88.8%
4,933	4,761	(172)	(3.6%)	2,185	(2,748)	(125.8%)	Corporate Quality	47,508	38,089	(9,419)	(24.7%)	14,310	(33,198)	(232.0%)
10,897	11,235	338	3.0%	10,238	(659)	(6.4%)	Project MGMT Office	74,545	89,882	15,336	17.1%	57,658	(16,887)	(29.3%)
-	1,328	1,328	100.0%	3,526	3,526	100.0%	Managed Care Contract	6,415	10,627	4,211	39.6%	21,886	15,471	70.7%
813,878	720,963	(92,915)	(12.9%)	502,041	(311,837)	(62.1%)	Total Overhead Allocations	5,431,114	5,767,706	336,592	5.8%	3,273,628	(2,157,485)	(65.9%)
3,241,748	3,032,794	(208,954)	(6.9%)	2,570,702	(671,046)	(26.1%)	Total Expenses	24,000,915	24,589,300	588,385	2.4%	20,870,509	(3,130,406)	(15.0%)
\$ (766,744)	\$ (912,602)	\$ 145,858	(16.0%)	\$ (56,684)	\$ (710,060)	1,252.7%	Net Margin	\$ (10,250,337)	\$ (7,769,812)	\$ (2,480,526)	31.9%	\$ (8,506,636)	\$ (1,743,701)	20.5%
-	59,125	59,125	100.0%	-	-	0.0%	Capital	-	712,210	712,210	100.0%	2,744	2,744	100.0%
\$ 4,017,004	\$ 964,000	\$ (3,053,004)	(316.7%)	\$ 2,229,064	\$ (1,787,940)	(80.2%)	General Fund Support/ Transfer In	\$ 9,987,030	\$ 8,508,000	\$ (1,479,030)	(17.4%)	\$ 10,554,646	\$ 567,617	5.4%

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

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

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

FOR THE EIGHT MONTH ENDED MAY 31, 2021

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

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

FOR THE EIGHT MONTH ENDED MAY 31, 2021

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

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

FOR THE EIGHT MONTH ENDED MAY 31, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
24,183	12,917	(11,266)	(87.2%)	14,083	(10,099)	(71.7%)	Depreciation	194,803	103,336	(91,467)	(88.5%)	108,087	(86,716)	(80.2%)
<i>Overhead Allocations:</i>														
2,857	2,464	(393)	(15.9%)	1,734	(1,123)	(64.8%)	Risk Mgt	19,919	19,709	(210)	(1.1%)	13,069	(6,851)	(52.4%)
192,479	174,743	(17,736)	(10.1%)	163,952	(28,527)	(17.4%)	Rev Cycle	1,338,282	1,397,947	59,665	4.3%	842,185	(496,097)	(58.9%)
1,800	3,301	1,500	45.5%	1,121	(680)	(60.6%)	Internal Audit	16,069	26,405	10,336	39.1%	32,376	16,307	50.4%
16,943	17,713	770	4.3%	16,537	(406)	(2.5%)	Home Office Facilities	125,766	141,705	15,939	11.2%	133,514	7,747	5.8%
35,552	28,478	(7,073)	(24.8%)	24,796	(10,756)	(43.4%)	Administration	260,438	227,824	(32,614)	(14.3%)	223,397	(37,041)	(16.6%)
56,066	40,768	(15,298)	(37.5%)	31,328	(24,738)	(79.0%)	Human Resources	356,225	326,147	(30,077)	(9.2%)	265,225	(91,000)	(34.3%)
9,508	14,775	5,267	35.6%	14,420	4,912	34.1%	Legal	126,887	118,199	(8,687)	(7.3%)	106,490	(20,397)	(19.2%)
7,201	6,897	(304)	(4.4%)	4,644	(2,557)	(55.1%)	Records	52,151	55,175	3,024	5.5%	44,231	(7,920)	(17.9%)
9,147	5,901	(3,246)	(55.0%)	4,353	(4,794)	(110.1%)	Compliance	37,089	47,207	10,118	21.4%	60,628	23,539	38.8%
6,845	6,005	(841)	(14.0%)	-	(6,845)	0.0%	Comm Engage Plan	46,769	48,036	1,267	2.6%	-	(46,769)	0.0%
61,661	71,027	9,365	13.2%	-	(61,661)	0.0%	IT Operations	504,818	568,213	63,395	11.2%	-	(504,818)	0.0%
6,560	7,237	677	9.4%	-	(6,560)	0.0%	IT Security	50,752	57,897	7,146	12.3%	-	(50,752)	0.0%
72,453	34,638	(37,815)	(109.2%)	-	(72,453)	0.0%	IT Applications	315,617	277,108	(38,509)	(13.9%)	-	(315,617)	0.0%
41,375	40,184	(1,191)	(3.0%)	-	(41,375)	0.0%	Security Services	307,292	321,472	14,180	4.4%	-	(307,292)	0.0%
121,539	104,156	(17,383)	(16.7%)	-	(121,539)	0.0%	IT EPIC	666,050	833,248	167,198	20.1%	-	(666,050)	0.0%
22,439	27,135	4,696	17.3%	27,912	5,473	19.6%	Finance	186,024	217,078	31,054	14.3%	218,019	31,995	14.7%
7,953	8,618	666	7.7%	7,891	(61)	(0.8%)	Public Relations	52,220	68,946	16,726	24.3%	66,179	13,959	21.1%
10,012	7,115	(2,896)	(40.7%)	100,209	90,198	90.0%	Information Technology	71,039	56,920	(14,119)	(24.8%)	608,669	537,630	88.3%
4,231	4,080	(151)	(3.7%)	1,797	(2,435)	(135.5%)	Corporate Quality	40,753	32,640	(8,113)	(24.9%)	11,768	(28,985)	(246.3%)
9,348	9,628	280	2.9%	8,419	(928)	(11.0%)	Project MGMT Office	63,946	77,024	13,078	17.0%	47,417	(16,529)	(34.9%)
-	1,122	1,122	100.0%	2,864	2,864	100.0%	Managed Care Contract	5,416	8,972	3,556	39.6%	17,778	12,362	69.5%
695,969	615,984	(79,985)	(13.0%)	411,977	(283,992)	(68.9%)	Total Overhead Allocations	4,643,523	4,927,873	284,350	5.8%	2,690,946	(1,952,577)	(72.6%)
2,783,917	2,598,497	(185,420)	(7.1%)	2,207,191	(576,726)	(26.1%)	Total Expenses	20,529,274	21,050,449	521,175	2.5%	17,454,379	(3,074,895)	(17.6%)
\$ (729,842)	\$ (844,779)	\$ 114,938	(13.6%)	\$ (124,787)	\$ (605,055)	484.9%	Net Margin	\$ (9,232,440)	\$ (6,554,756)	\$ (2,677,684)	40.9%	\$ (7,480,727)	\$ (1,751,714)	23.4%
-	59,125	59,125	100.0%	-	-	0.0%	Capital	-	712,210	712,210	100.0%	2,744	2,744	100.0%
\$ 4,168,663	\$ 900,000	\$ (3,268,663)	(363.2%)	\$ 1,907,728	\$ (2,260,935)	(118.5%)	General Fund Support/ Transfer In	\$ 9,025,566	\$ 7,320,000	\$ (1,705,566)	(23.3%)	\$ 9,172,408	\$ 146,842	1.6%

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

FOR THE EIGHT MONTH ENDED MAY 31, 2021

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

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

FOR THE EIGHT MONTH ENDED MAY 31, 2021

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

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

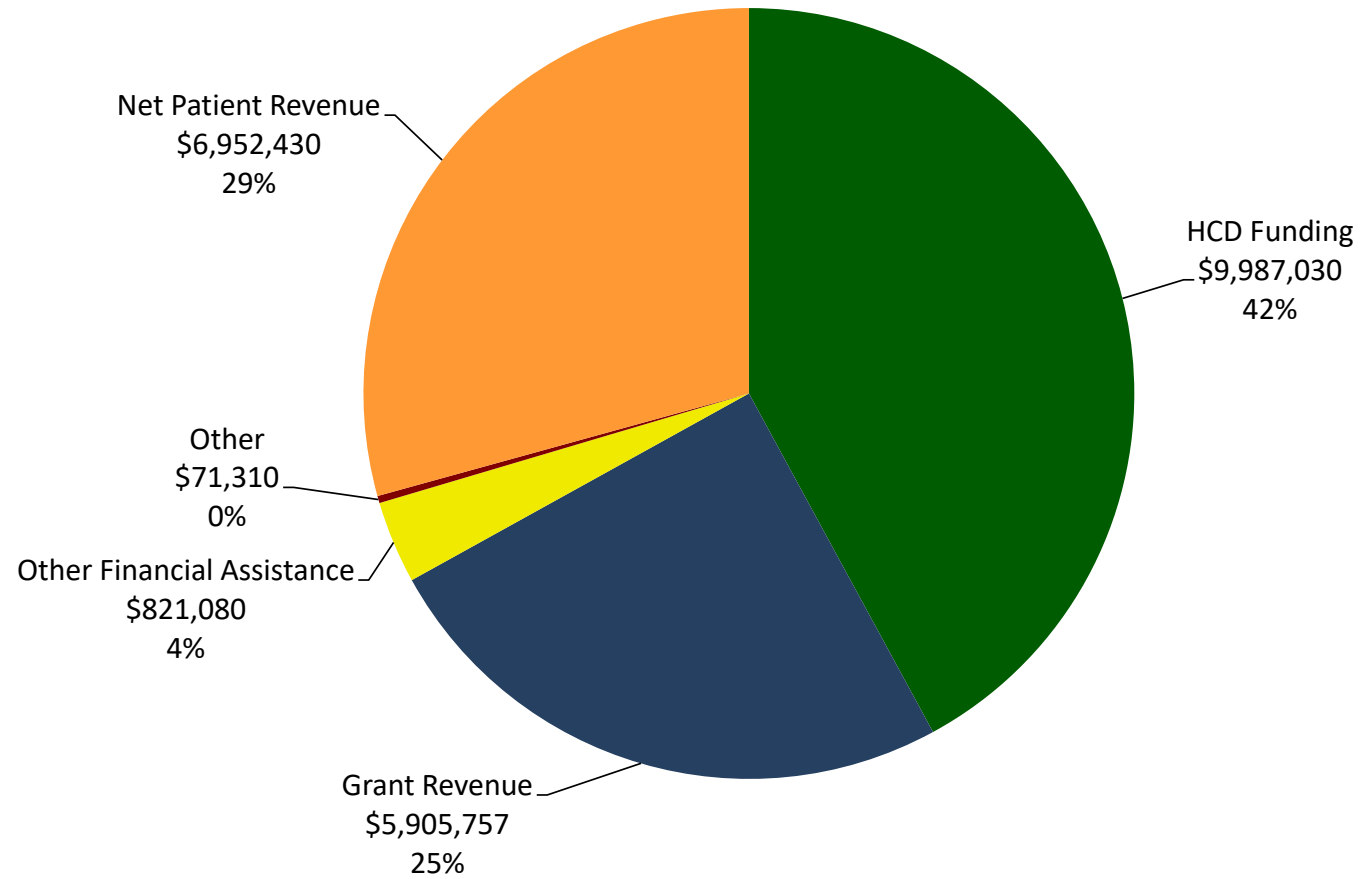
FOR THE EIGHT MONTH ENDED MAY 31, 2021

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

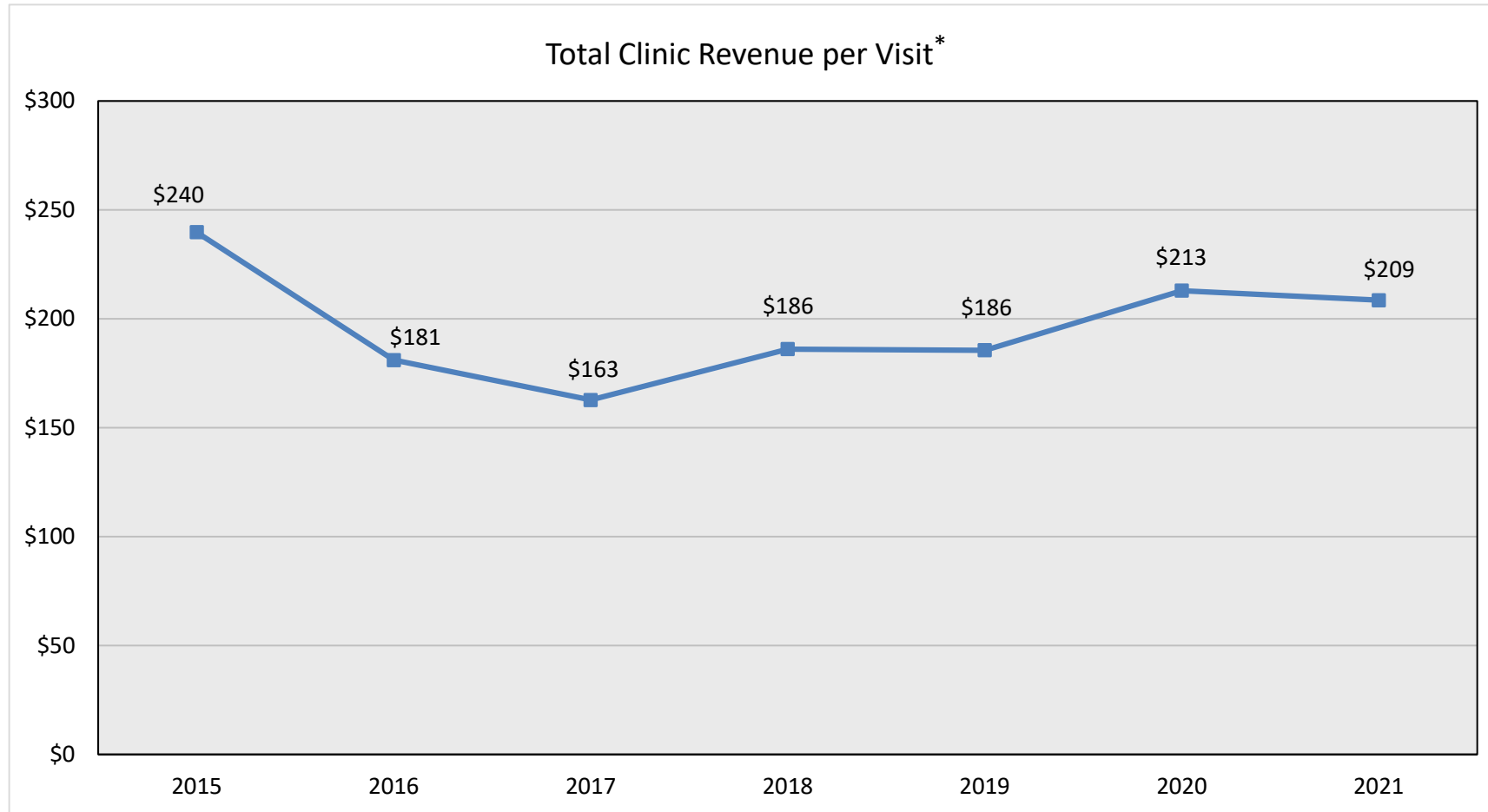


Clinic Visits - Adults and Pediatrics	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
	West Palm Beach	1,227	929	1,068	836	879	1,119	1,138	1,007					8,203	4,531	81.0%
Delray	1,061	883	989	776	582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

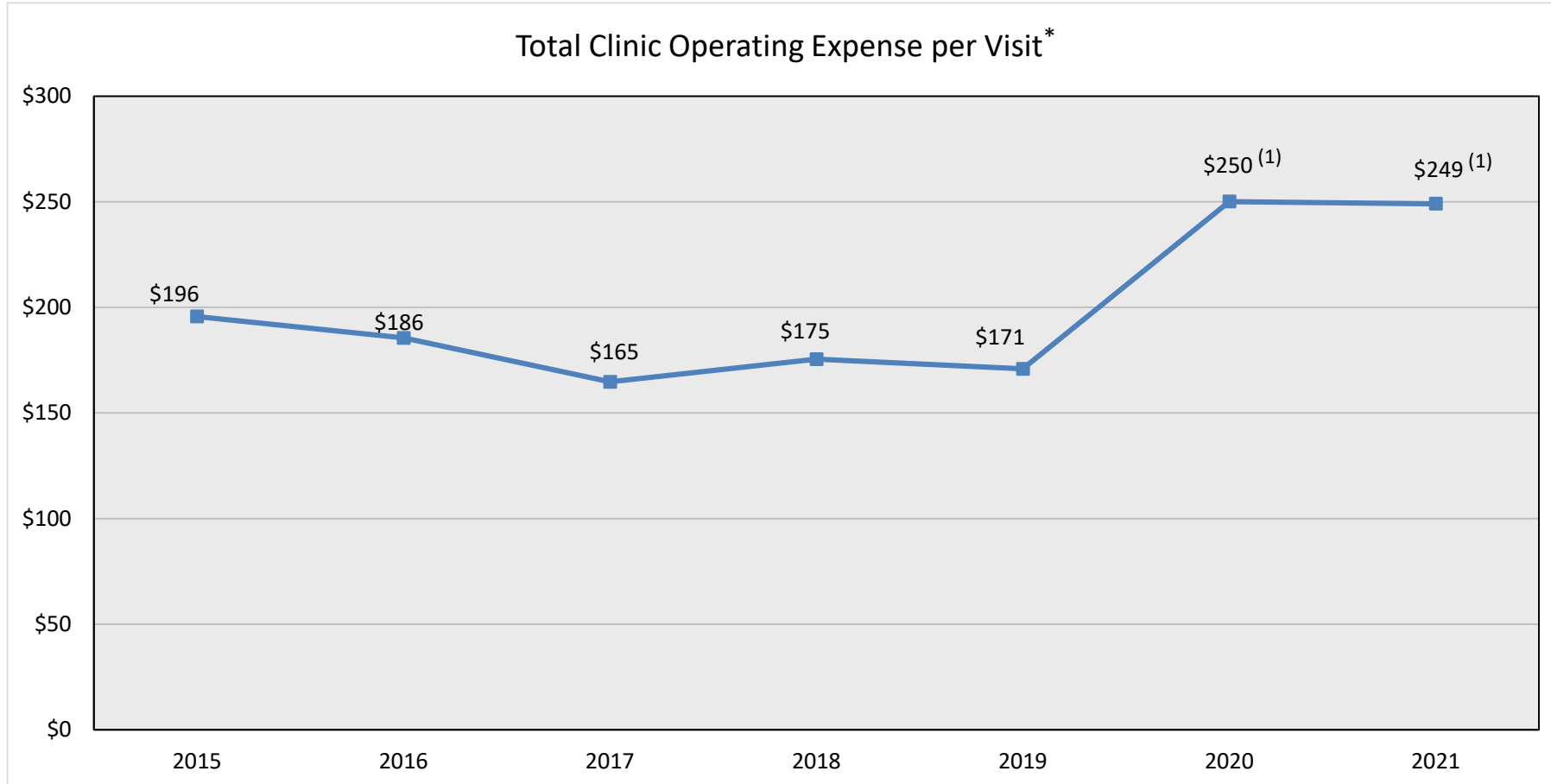
Primary Care Clinics Funding Sources



Fiscal YTD May 2021 Total Revenue \$23,737,607

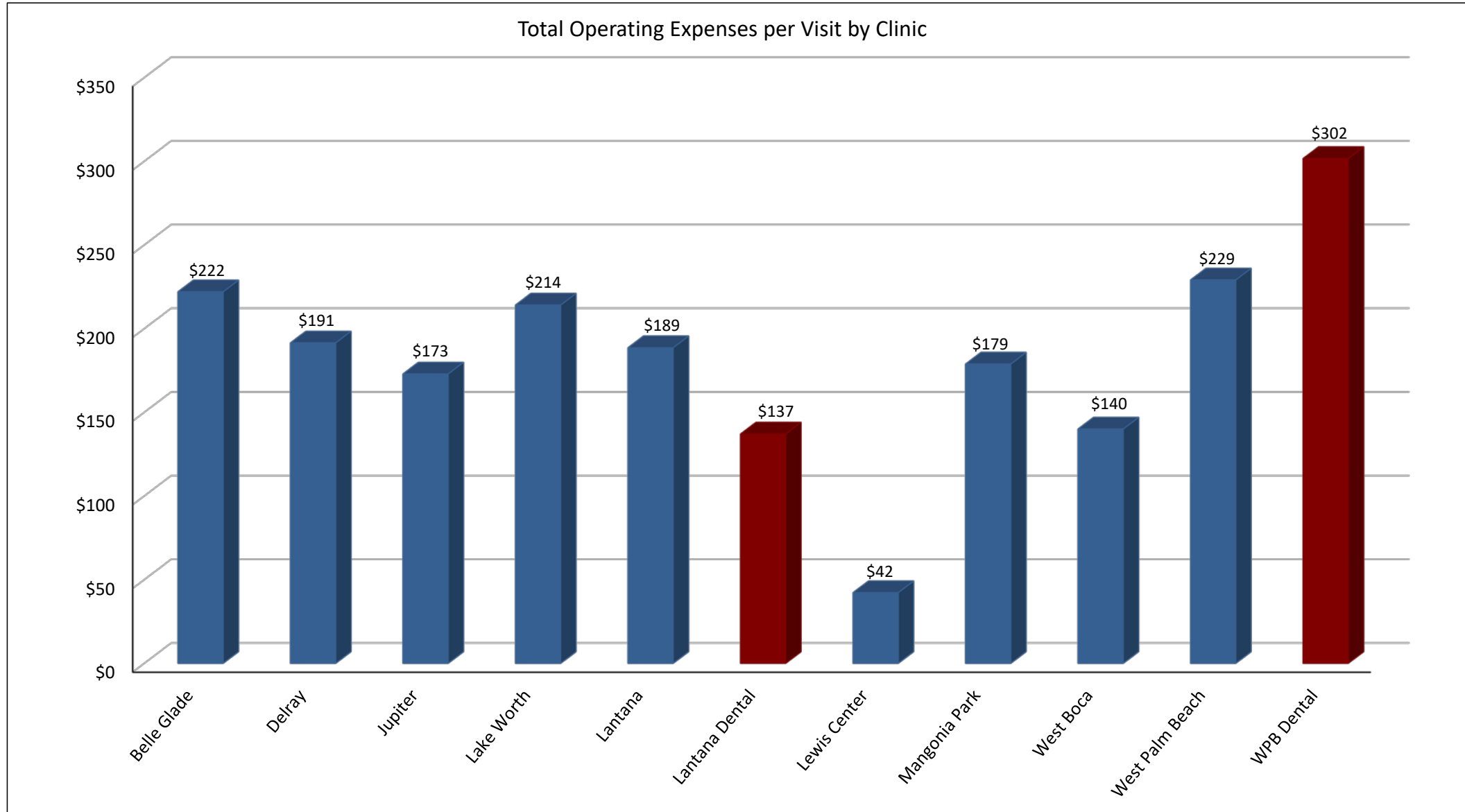


* Based on total medical and dental visits



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

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



* Based on Fiscal Year-to-Date May 2021 total operating expenses

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

DISTRICT CLINIC HOLDINGS, INC
BOARD OF DIRECTORS
August 25, 2021

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

2. Summary:

The June 2021 financial statements for the District Clinic Holdings, Inc. are presented for Board review.

3. Substantive Analysis:

Management has provided the income statements and key statistical information for District Clinic Holdings, Inc. Additional Management discussion and analysis are incorporated into the financial statement 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:

 Candice Abbott
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

 Committee Name

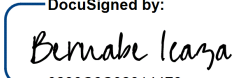
 Date Approved


DISTRICT CLINIC HOLDINGS, INC
BOARD OF DIRECTORS
August 25, 2021


6. Recommendation:

Staff recommends the Board approve the June 2021 District Clinic Holdings, Inc. financial statements.

Approved for Legal sufficiency:

DocuSigned by:

0200C0C02014479...
Bernabe A Icaza
VP & General Counsel


Candice Abbott
VP & Chief Financial Officer


Dr. Hyla Fritsch
Executive Director of Clinic and Pharmacy
Services



MEMO

To: Finance Committee
From: Candice Abbott
Chief Financial Officer
Date: August 25, 2021

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

The June statements represent the financial performance through the ninth month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$5.6M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$1.4M. Total YTD revenue was unfavorable to budget by (\$2.9M) due primarily to timing of COVID-19 stimulus funds. Operational expenses before depreciation were favorable to budget by \$406k due mostly to positive variances in medical supplies \$576k, medical services \$156k, and lease and rental of \$193k. Total YTD net margin was (\$11.2M) compared to budget of (\$8.8M) resulting in an unfavorable variance of (\$2.4M) or 26.7%.

The Medical clinics gross patient revenue exceeded budget by \$4.3M. This resulted from the clinics being able to resume patient-facing visits earlier than anticipated. Net patient revenue YTD for the Medical clinics was favorable to budget by \$925k. The Medical clinics total YTD revenue was unfavorable to budget by (\$3.1M). This unfavorable variance resulted from recognition timing of COVID-19 related stimulus funding. Total operating expenses of \$17.8M were favorable to budget of \$18.1M by \$376k. The primary temporary positive variance of \$573k is primarily due to the delayed timing of medical supplies, including COVID-19 test kits. Total YTD net margin was (\$10.1M) compared to budget of (\$7.5M) resulting in an unfavorable variance of (\$2.6M) or 34.6%.

The Dental clinics total YTD gross patient revenue was favorable to budget by \$1.3M. Net patient revenue YTD for the Dental clinics was favorable to budget by \$429k. Total revenue of \$2.9M was over budget by \$206k due to increased visits. Total operating expenses of \$3.0M were favorable to budget by \$30k. Total YTD net margin was (\$1.0M) compared to a budget loss of (\$1.3M) for a favorable variance of \$250k or (19.3%).

On the Comparative Statement of Net Position, due from other governments increased from \$4.1M to \$5.4M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M, and \$961k respectively for a combined subsidy of \$10.0M.

DISTRICT CLINIC HOLDINGS, INC.
COMPARATIVE STATEMENT OF NET POSITION

	<u>Jun 30, 2021</u>	<u>May 31, 2021</u>	<u>Increase (Decrease)</u>
Assets			
Cash and Cash Equivalents	(7,632,552)	(4,927,911)	\$ (2,704,641)
Restricted Cash	221,426	221,426	-
Accounts Receivable, net	2,782,139	2,520,675	261,464
Due From Other Funds	-	-	-
Due from Other Governments	5,386,052	4,061,816	1,324,236
Other Current Assets	118,470	125,052	(6,582)
Net Investment in Capital Assets	2,794,555	2,826,701	(32,146)
Total Assets	<u>\$ 3,670,090</u>	<u>\$ 4,827,758</u>	<u>\$ (1,157,668)</u>
Liabilities			
Accounts Payable	93,858	175,836	(81,978)
Due To Other Governments	-	-	-
Deferred Revenue	621,160	859,488	(238,328)
Other Current Liabilities	1,310,619	1,210,248	100,370
Non-Current Liabilities	1,416,655	1,414,074	2,581
Total Liabilities	<u>3,442,292</u>	<u>3,659,647</u>	<u>(217,355)</u>
Deferred Inflows of Resources			
Deferred Inflows- Other Post Employment Benefits	<u>\$ 474</u>	<u>\$ 474</u>	<u>\$ -</u>
Net Position			
Net Investment in Capital Assets	2,794,555	2,826,701	(32,146)
Unrestricted	(2,567,231)	(1,659,064)	(908,167)
Total Net Position	<u>227,324</u>	<u>1,167,637</u>	<u>(940,313)</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u>\$ 3,670,090</u>	<u>\$ 4,827,758</u>	<u>\$ (1,157,668)</u>

Note: Amounts may not foot due to rounding.

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE NINTH MONTH ENDED JUNE 30, 2021

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
2,570,345	1,291,367	1,278,978	99.0%	1,413,235	1,157,110	81.9%	16,718,772	11,123,150	5,595,622	50.3%	13,597,395	3,121,377	23.0%
Gross Patient Revenue							Gross Patient Revenue						
764,925	231,040	(533,885)	(231.1%)	256,581	(508,344)	(198.1%)	4,478,050	2,001,859	(2,476,191)	(123.7%)	2,466,154	(2,011,897)	(81.6%)
998,787	506,056	(492,731)	(97.4%)	462,775	(536,012)	(115.8%)	6,004,298	4,359,800	(1,644,498)	(37.7%)	5,122,067	(882,232)	(17.2%)
331,418	179,326	(152,092)	(84.8%)	515,415	183,996	35.7%	2,862,629	1,558,712	(1,303,917)	(83.7%)	2,324,082	(538,547)	(23.2%)
2,095,131	916,422	(1,178,709)	(128.6%)	1,234,771	(860,360)	(69.7%)	13,344,978	7,920,371	(5,424,607)	(68.5%)	9,912,302	(3,432,676)	(34.6%)
513,976	394,560	119,416	30.3%	394,539	119,438	30.3%	4,567,826	3,384,837	1,182,989	34.9%	3,688,162	879,664	24%
989,190	769,505	219,685	28.5%	573,003	416,187	72.6%	7,941,620	6,587,616	1,354,004	20.6%	7,373,255	568,365	7.7%
38.48%	59.59%			40.55%			47.50%	59.22%		54.23%			
Net Patient Revenue							Net Patient Revenue						
1,325,105	1,177,011	148,094	12.6%	102,955	1,222,150	1,187.1%	7,230,861	7,360,156	(129,295)	(1.8%)	4,796,633	2,434,229	50.7%
10,358	145,876	(135,518)	(92.9%)	554,571	(544,213)	(98.1%)	831,439	4,603,836	(3,772,397)	(81.9%)	1,363,820	(532,381)	(39.0%)
513	45,034	(44,521)	(98.9%)	5,849	(5,335)	(91.2%)	71,823	405,306	(333,483)	(82.3%)	66,542	5,281	7.9%
1,335,976	1,367,921	(31,945)	(2.3%)	663,374	672,602	101.4%	8,134,124	12,369,298	(4,235,174)	(34.2%)	6,226,995	1,907,129	30.6%
2,325,166	2,137,426	187,740	8.8%	1,236,377	1,088,789	88.1%	16,075,744	18,956,914	(2,881,170)	(15.2%)	13,600,250	2,475,494	18.2%
Total Revenues							Total Revenues						
<i>Direct Operational Expenses:</i>													
1,418,683	1,460,073	41,390	2.8%	1,587,443	168,761	10.6%	13,087,946	12,944,158	(143,788)	(1.1%)	12,474,207	(613,739)	(4.9%)
409,178	386,441	(22,737)	(5.9%)	466,608	57,430	12.3%	3,657,545	3,454,842	(202,703)	(5.9%)	3,370,526	(287,019)	(8.5%)
118,524	96,674	(21,850)	(22.6%)	63,545	(54,979)	(86.5%)	920,615	504,869	(415,746)	(82.3%)	694,073	(226,542)	(32.6%)
177,731	122,914	(54,817)	(44.6%)	23,562	(154,169)	(654.3%)	485,447	1,061,563	576,116	54.3%	294,941	(190,506)	(64.6%)
26,739	26,518	(221)	(0.8%)	24,577	(2,162)	(8.8%)	130,371	238,762	108,391	45.4%	116,632	(13,738)	(11.8%)
74,408	84,007	9,599	11.4%	131,722	57,313	43.5%	569,363	725,764	156,401	21.5%	692,533	123,170	17.8%
49,570	60,672	11,102	18.3%	68,456	18,885	27.6%	545,090	524,179	(20,911)	(4.0%)	746,990	201,899	27.0%
16,859	9,629	(7,230)	(75.1%)	15,665	(1,194)	(7.6%)	67,965	86,661	18,696	21.6%	269,544	201,579	74.8%
100,952	166,968	66,016	39.5%	112,369	11,417	10.2%	942,423	1,135,251	192,828	17.0%	1,016,853	74,431	7.3%
7,242	7,341	99	1.3%	3,895	(3,348)	(85.9%)	63,805	66,069	2,264	3.4%	44,277	(19,529)	(44.1%)
21,251	38,973	17,722	45.5%	16,952	(4,299)	(25.4%)	238,070	366,342	128,272	35.0%	225,420	(12,650)	(5.6%)
4,026	4,334	308	7.1%	2,228	(1,798)	(80.7%)	33,018	39,006	5,988	15.4%	21,526	(11,492)	(53.4%)
2,425,163	2,464,544	39,381	1.6%	2,517,022	91,859	3.6%	20,741,657	21,147,466	405,809	1.9%	19,967,521	(774,136)	(3.9%)
Total Operational Expenses							Total Operational Expenses						
Net Performance before Depreciation & Overhead Allocations													
(99,997)	(327,118)	227,121	(69.4%)	(1,280,645)	1,180,648	(92.2%)	(4,665,913)	(2,190,552)	(2,475,361)	113.0%	(6,367,271)	1,701,358	(26.7%)

District Clinics Holdings, Inc. Statement of Revenues and Expenses

FOR THE NINTH MONTH ENDED JUNE 30, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
31,296	17,334	(13,962)	(80.5%)	19,109	(12,186)	(63.8%)	Depreciation	284,603	156,006	(128,597)	(82.4%)	165,491	(119,112)	(72.0%)
<i>Overhead Allocations:</i>														
5,042	2,875	(2,167)	(75.4%)	2,526	(2,516)	(99.6%)	Risk Mgt	28,264	25,874	(2,389)	(9.2%)	18,418	(9,846)	(53.5%)
227,784	206,967	(20,817)	(10.1%)	126,169	(101,614)	(80.5%)	Rev Cycle	1,812,906	1,862,704	49,798	2.7%	1,162,953	(649,953)	(55.9%)
4,462	3,852	(611)	(15.9%)	1,144	(3,319)	(290.1%)	Internal Audit	23,195	34,664	11,469	33.1%	40,512	17,317	42.7%
22,018	19,768	(2,250)	(11.4%)	20,731	(1,287)	(6.2%)	Home Office Facilities	161,691	177,916	16,225	9.1%	170,122	8,431	5.0%
42,774	33,232	(9,542)	(28.7%)	37,362	(5,412)	(14.5%)	Administration	346,381	299,088	(47,292)	(15.8%)	309,009	(37,372)	(12.1%)
46,846	47,193	347	0.7%	36,991	(9,855)	(26.6%)	Human Resources	458,721	424,740	(33,981)	(8.0%)	360,978	(97,743)	(27.1%)
18,366	17,241	(1,124)	(6.5%)	14,207	(4,159)	(29.3%)	Legal	166,284	155,172	(11,112)	(7.2%)	143,697	(22,588)	(15.7%)
9,635	8,048	(1,587)	(19.7%)	6,976	(2,659)	(38.1%)	Records	70,431	72,434	2,003	2.8%	60,760	(9,670)	(15.9%)
12,669	6,886	(5,783)	(84.0%)	4,708	(7,961)	(169.1%)	Compliance	55,905	61,974	6,068	9.8%	78,431	22,525	28.7%
11,422	7,007	(4,415)	(63.0%)	-	(11,422)	0.0%	Comm Engage Plan	65,943	63,062	(2,881)	(4.6%)	-	(65,943)	0.0%
68,316	82,884	14,567	17.6%	-	(68,316)	0.0%	IT Operations	656,810	745,952	89,141	12.0%	-	(656,810)	0.0%
17,290	8,445	(8,845)	(104.7%)	-	(17,290)	0.0%	IT Security	76,454	76,008	(447)	(0.6%)	-	(76,454)	0.0%
50,443	40,421	(10,022)	(24.8%)	-	(50,443)	0.0%	IT Applications	418,375	363,788	(54,587)	(15.0%)	-	(418,375)	0.0%
46,862	47,251	390	0.8%	-	(46,862)	0.0%	Security Services	408,214	425,262	17,048	4.0%	-	(408,214)	0.0%
155,840	121,543	(34,297)	(28.2%)	-	(155,840)	0.0%	IT EPIC	932,291	1,093,890	161,599	14.8%	-	(932,291)	0.0%
32,441	31,665	(777)	(2.5%)	10,927	(21,514)	(196.9%)	Finance	249,300	284,981	35,681	12.5%	276,035	26,735	9.7%
5,769	10,057	4,288	42.6%	5,757	(12)	(0.2%)	Public Relations	66,645	90,512	23,868	26.4%	86,229	19,584	22.7%
15,104	8,303	(6,801)	(81.9%)	94,306	79,202	84.0%	Information Technology	97,918	74,725	(23,193)	(31.0%)	834,437	736,519	88.3%
5,912	4,761	(1,151)	(24.2%)	3,058	(2,854)	(93.3%)	Corporate Quality	53,420	42,850	(10,570)	(24.7%)	17,368	(36,052)	(207.6%)
10,025	11,235	1,211	10.8%	2,327	(7,698)	(330.9%)	Project MGMT Office	84,570	101,117	16,547	16.4%	59,985	(24,585)	(41.0%)
-	1,328	1,328	100.0%	1,520	1,520	100.0%	Managed Care Contract	6,415	11,955	5,540	46.3%	23,407	16,992	72.6%
809,020	720,963	(88,057)	(12.2%)	368,711	(440,309)	(119.4%)	Total Overhead Allocations	6,240,134	6,488,669	248,535	3.8%	3,642,339	(2,597,794)	(71.3%)
3,265,479	3,202,841	(62,638)	(2.0%)	2,904,842	(360,637)	(12.4%)	Total Expenses	27,266,394	27,792,141	525,747	1.9%	23,775,351	(3,491,042)	(14.7%)
\$ (940,313)	\$ (1,065,415)	\$ 125,103	(11.7%)	\$ (1,668,465)	\$ 728,152	(43.6%)	Net Margin	\$ (11,190,650)	\$ (8,835,227)	\$ (2,355,423)	26.7%	\$ (10,175,101)	\$ (1,015,548)	10.0%
-	45,000	45,000	100.0%	10,532	10,532	100.0%	Capital	-	757,210	757,210	100.0%	13,276	13,276	100.0%
\$ -	\$ 1,102,000	\$ 1,102,000	100.0%	\$ 33,221	\$ 33,221	100.0%	General Fund Support/ Transfer In	\$ 9,987,030	\$ 9,610,000	\$ (377,030)	(3.9%)	\$ 10,587,867	\$ 600,837	5.7%

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

FOR THE NINTH MONTH ENDED JUNE 30, 2021

Current Month							Fiscal Year To Date						
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%
1,800,707	1,002,371	798,336	79.6%	1,330,001	470,707	35.4%	12,968,080	8,634,437	4,333,643	50.2%	11,162,868	1,805,212	16.2%
522,367	183,563	(338,804)	(184.6%)	239,058	(283,309)	(118.5%)	3,299,148	1,594,356	(1,704,792)	(106.9%)	2,052,303	(1,246,845)	(60.8%)
611,646	340,360	(271,286)	(79.7%)	413,818	(197,828)	(47.8%)	4,297,026	2,930,063	(1,366,963)	(46.7%)	3,719,045	(577,982)	(15.5%)
268,527	160,771	(107,756)	(67.0%)	486,211	217,684	44.8%	2,412,972	1,399,836	(1,013,136)	(72.4%)	2,152,729	(260,243)	(12.1%)
1,402,540	684,694	(717,846)	(104.8%)	1,139,087	(263,453)	(23.1%)	10,009,146	5,924,255	(4,084,891)	(69.0%)	7,924,076	(2,085,070)	(26.3%)
320,013	289,663	30,350	10.5%	310,879	9,134	2.9%	3,155,767	2,479,264	676,503	27.3%	2,602,496	553,271	21.3%
718,181	607,340	110,841	18.3%	501,793	216,388	43.1%	6,114,702	5,189,446	925,255	17.8%	5,841,287	273,414	4.7%
39.88%	60.59%			37.73%			47.15%	60.10%		52.33%			
1,159,224	968,408	190,816	19.7%	149,090	1,010,133	677.5%	6,241,505	6,063,763	177,742	2.9%	4,021,686	2,219,820	55.2%
-	145,876	(145,876)	(100.0%)	502,632	(502,632)	(100.0%)	746,722	4,603,836	(3,857,114)	(83.8%)	1,203,501	(456,780)	(38.0%)
513	45,034	(44,521)	(98.9%)	5,849	(5,335)	(91.2%)	71,823	405,306	(333,483)	(82.3%)	66,542	5,281	7.9%
1,159,737	1,159,318	419	0.0%	657,571	502,166	76.4%	7,060,050	11,072,905	(4,012,855)	(36.2%)	5,291,729	1,768,322	33.4%
1,877,918	1,766,658	111,260	6.3%	1,159,364	718,554	62.0%	13,174,752	16,262,351	(3,087,599)	(19.0%)	11,133,016	2,041,736	18.3%
<i>Direct Operational Expenses:</i>													
1,214,710	1,235,227	20,517	1.7%	1,326,196	111,486	8.4%	11,070,142	10,950,994	(119,148)	(1.1%)	10,372,440	(697,702)	(6.7%)
347,329	329,808	(17,521)	(5.3%)	388,001	40,672	10.5%	3,093,931	2,948,935	(144,996)	(4.9%)	2,794,663	(299,268)	(10.7%)
116,661	93,402	(23,259)	(24.9%)	56,449	(60,212)	(106.7%)	900,712	476,074	(424,638)	(89.2%)	613,040	(287,672)	(46.9%)
125,840	109,209	(16,631)	(15.2%)	16,488	(109,352)	(663.2%)	370,777	943,534	572,757	60.7%	171,135	(199,642)	(116.7%)
26,554	19,093	(7,461)	(39.1%)	24,411	(2,143)	(8.8%)	128,489	171,837	43,348	25.2%	109,592	(18,897)	(17.2%)
74,408	84,007	9,599	11.4%	131,722	57,313	43.5%	569,363	725,764	156,401	21.5%	692,533	123,170	17.8%
49,570	60,604	11,034	18.2%	68,456	18,885	27.6%	545,081	523,579	(21,502)	(4.1%)	746,840	201,758	27.0%
14,054	7,308	(6,746)	(92.3%)	12,591	(1,463)	(11.6%)	59,368	65,772	6,404	9.7%	237,986	178,618	75.1%
78,562	140,299	61,737	44.0%	87,501	8,939	10.2%	740,747	927,380	186,633	20.1%	790,514	49,766	6.3%
5,853	6,008	155	2.6%	2,939	(2,914)	(99.2%)	48,755	54,072	5,317	9.8%	35,133	(13,622)	(38.8%)
17,262	33,480	16,218	48.4%	15,428	(1,834)	(11.9%)	205,767	315,400	109,633	34.8%	202,610	(3,156)	(1.6%)
3,938	4,293	355	8.3%	2,188	(1,751)	(80.0%)	32,558	38,637	6,079	15.7%	21,228	(11,331)	(53.4%)
2,074,742	2,122,738	47,996	2.3%	2,132,369	57,627	2.7%	17,765,690	18,141,978	376,288	2.1%	16,787,715	(977,975)	(5.8%)
Net Performance before Depreciation & Overhead Allocations													
(196,824)	(356,080)	159,256	(44.7%)	(973,005)	776,181	(79.8%)	(4,590,938)	(1,879,627)	(2,711,311)	144.2%	(5,654,699)	1,063,760	(18.8%)

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

FOR THE NINTH MONTH ENDED JUNE 30, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
24,303	12,917	(11,386)	(88.1%)	13,924	(10,379)	(74.5%)	Depreciation	219,106	116,253	(102,853)	(88.5%)	122,011	(97,095)	(79.6%)
<i>Overhead Allocations:</i>														
4,325	2,464	(1,862)	(75.6%)	2,078	(2,248)	(108.2%)	Risk Mgt	24,245	22,173	(2,072)	(9.3%)	15,146	(9,099)	(60.1%)
192,313	174,743	(17,569)	(10.1%)	102,488	(89,824)	(87.6%)	Rev Cycle	1,530,594	1,572,690	42,095	2.7%	944,673	(585,921)	(62.0%)
3,828	3,301	(527)	(16.0%)	941	(2,887)	(307.0%)	Internal Audit	19,897	29,705	9,808	33.0%	33,317	13,420	40.3%
19,826	17,713	(2,113)	(11.9%)	18,528	(1,298)	(7.0%)	Home Office Facilities	145,592	159,418	13,826	8.7%	152,042	6,449	4.2%
36,692	28,478	(8,214)	(28.8%)	30,726	(5,966)	(19.4%)	Administration	297,130	256,302	(40,828)	(15.9%)	254,123	(43,007)	(16.9%)
40,516	40,768	252	0.6%	30,282	(10,235)	(33.8%)	Human Resources	396,741	366,916	(29,825)	(8.1%)	295,507	(101,234)	(34.3%)
15,754	14,775	(979)	(6.6%)	11,683	(4,071)	(34.8%)	Legal	142,641	132,974	(9,667)	(7.3%)	118,173	(24,468)	(20.7%)
8,265	6,897	(1,368)	(19.8%)	5,737	(2,528)	(44.1%)	Records	60,416	62,072	1,656	2.7%	49,968	(10,448)	(20.9%)
10,868	5,901	(4,967)	(84.2%)	3,872	(6,996)	(180.7%)	Compliance	47,956	53,108	5,152	9.7%	64,500	16,544	25.6%
9,798	6,005	(3,793)	(63.2%)	-	(9,798)	0.0%	Comm Engage Plan	56,567	54,041	(2,526)	(4.7%)	-	(56,567)	0.0%
58,603	71,027	12,424	17.5%	-	(58,603)	0.0%	IT Operations	563,421	639,240	75,819	11.9%	-	(563,421)	0.0%
14,832	7,237	(7,595)	(104.9%)	-	(14,832)	0.0%	IT Security	65,584	65,134	(449)	(0.7%)	-	(65,584)	0.0%
43,270	34,638	(8,632)	(24.9%)	-	(43,270)	0.0%	IT Applications	358,887	311,746	(47,141)	(15.1%)	-	(358,887)	0.0%
39,851	40,184	333	0.8%	-	(39,851)	0.0%	Security Services	347,143	361,656	14,513	4.0%	-	(347,143)	0.0%
133,682	104,156	(29,526)	(28.3%)	-	(133,682)	0.0%	IT EPIC	799,732	937,404	137,672	14.7%	-	(799,732)	0.0%
27,829	27,135	(694)	(2.6%)	8,986	(18,842)	(209.7%)	Finance	213,853	244,213	30,360	12.4%	227,006	13,153	5.8%
4,949	8,618	3,670	42.6%	4,734	(214)	(4.5%)	Public Relations	57,169	77,564	20,395	26.3%	70,913	13,745	19.4%
12,891	7,115	(5,776)	(81.2%)	77,556	64,665	83.4%	Information Technology	83,930	64,035	(19,894)	(31.1%)	686,225	602,296	87.8%
5,071	4,080	(991)	(24.3%)	2,515	(2,556)	(101.6%)	Corporate Quality	45,824	36,720	(9,104)	(24.8%)	14,283	(31,541)	(220.8%)
8,599	9,628	1,029	10.7%	1,913	(6,686)	(349.4%)	Project MGMT Office	72,545	86,652	14,106	16.3%	49,331	(23,215)	(47.1%)
-	1,122	1,122	100.0%	1,235	1,235	100.0%	Managed Care Contract	5,416	10,094	4,677	46.3%	19,014	13,597	71.5%
691,761	615,984	(75,777)	(12.3%)	303,275	(388,486)	(128.1%)	Total Overhead Allocations	5,335,284	5,543,858	208,574	3.8%	2,994,221	(2,341,063)	(78.2%)
2,790,805	2,751,639	(39,166)	(1.4%)	2,449,568	(341,238)	(13.9%)	Total Expenses	23,320,080	23,802,089	482,009	2.0%	19,903,947	(3,416,133)	(17.2%)
\$ (912,888)	\$ (984,981)	\$ 72,094	(7.3%)	\$ (1,290,204)	\$ 377,316	(29.2%)	Net Margin	\$ (10,145,328)	\$ (7,539,738)	\$ (2,605,590)	34.6%	\$ (8,770,930)	\$ (1,374,398)	15.7%
-	45,000	45,000	100.0%	10,532	10,532	100.0%	Capital	-	757,210	757,210	100.0%	13,276	13,276	100.0%
\$ -	\$ 1,025,000	\$ 1,025,000	100.0%	\$ -	\$ -	0.0%	General Fund Support/ Transfer In	\$ 9,025,566	\$ 8,345,000	\$ (680,566)	(8.2%)	\$ 9,172,408	\$ 146,842	1.6%

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

FOR THE NINTH MONTH ENDED JUNE 30, 2021

	Dental Clinic Administration	West Palm Beach Dental Clinic	Lantana Dental Clinic	Delray Dental Clinic	Belle Glade Dental Clinic	Total
Gross Patient Revenue	-	1,431,349	1,486,773	492,394	340,177	3,750,692
Contractual Allowances	-	375,711	592,579	80,354	130,259	1,178,902
Charity Care	-	795,904	468,723	315,005	127,640	1,707,272
Bad Debt	-	103,746	284,651	42,407	18,854	449,657
Total Contractual Allowances and Bad Debt	-	1,275,360	1,345,953	437,766	276,753	3,335,832
Other Patient Revenue	-	619,189	307,934	215,848	269,088	1,412,059
Net Patient Revenue	-	775,177	448,754	270,476	332,512	1,826,919
Collection %	-	54.16%	30.18%	54.93%	97.75%	48.71%
Grant Funds	99,665	378,339	209,985	222,135	79,232	989,356
Other Financial Assistance	(1,389)	64,763	(5,826)	14,151	13,018	84,717
Other Revenue	-	-	-	-	-	-
Total Other Revenues	98,276	443,102	204,159	236,287	92,250	1,074,073
Total Revenues	98,276	1,218,278	652,913	506,762	424,762	2,900,992
<i>Direct Operational Expenses:</i>						
Salaries and Wages	271,654	714,386	394,691	457,385	179,688	2,017,804
Benefits	70,608	206,469	106,223	124,324	55,991	563,614
Purchased Services	-	4,526	5,701	3,763	5,912	19,903
Medical Supplies	-	37,957	36,680	23,092	16,940	114,670
Other Supplies	294	644	622	253	69	1,881
Drugs	-	-	7	2	-	9
Repairs & Maintenance	-	2,669	1,687	2,211	2,030	8,596
Lease & Rental	-	82,725	48,950	45,915	24,085	201,675
Utilities	-	3,284	3,440	1,210	7,117	15,051
Other Expense	1,394	12,851	8,194	6,760	3,106	32,303
Insurance	-	-	-	-	460	460
Total Operational Expenses	343,949	1,065,511	606,195	664,915	295,397	2,975,967
Net Performance before Depreciation & Overhead Allocations	(245,673)	152,767	46,717	(158,152)	129,366	(74,975)
Depreciation	-	17,521	8,411	7,582	31,983	65,497
<i>Overhead Allocations:</i>						
Risk Mgt	417	1,412	896	872	422	4,019
Rev Cycle	-	110,699	70,207	68,335	33,071	282,311
Internal Audit	342	1,159	735	715	346	3,298
Home Office Facilities	16,099	-	-	-	-	16,099
Administration	5,114	17,307	10,976	10,684	5,170	49,251
Human Resources	5,179	23,135	12,948	15,538	5,179	61,980
Legal	2,455	8,308	5,269	5,129	2,482	23,643
Records	1,040	3,519	2,232	2,172	1,051	10,014
Compliance	825	2,793	1,772	1,724	834	7,949
Comm Engage Plan	974	3,295	2,090	2,034	984	9,376
IT Operations	9,696	32,817	20,813	20,259	9,804	93,390
IT Security	1,129	3,820	2,423	2,358	1,141	10,871
IT Applications	6,176	20,904	13,258	12,904	6,245	59,487
Security Services	-	23,947	15,187	14,783	7,154	61,071
IT EPIC	13,763	46,582	29,543	28,755	13,916	132,559
Finance	3,680	12,456	7,900	7,689	3,721	35,447
Public Relations	984	3,330	2,112	2,056	995	9,476
Information Technology	1,452	4,916	3,118	3,035	1,469	13,989
Corporate Quality	789	2,669	1,693	1,648	797	7,596
Project MGMT Office	1,248	4,226	2,680	2,608	1,262	12,025
Managed Care Contract	-	392	248	242	117	999
Total Overhead Allocations	71,363	327,685	206,098	203,540	96,163	904,850
Total Expenses	415,312	1,410,718	820,705	876,037	423,543	3,946,314
Net Margin	\$ (317,036)	\$ (192,439)	\$ (167,792)	\$ (369,274)	\$ 1,220	\$ (1,045,322)
Capital	-	-	-	-	-	-
General Fund Support/ Transfer In	\$ 961,464	-	-	-	-	961,464

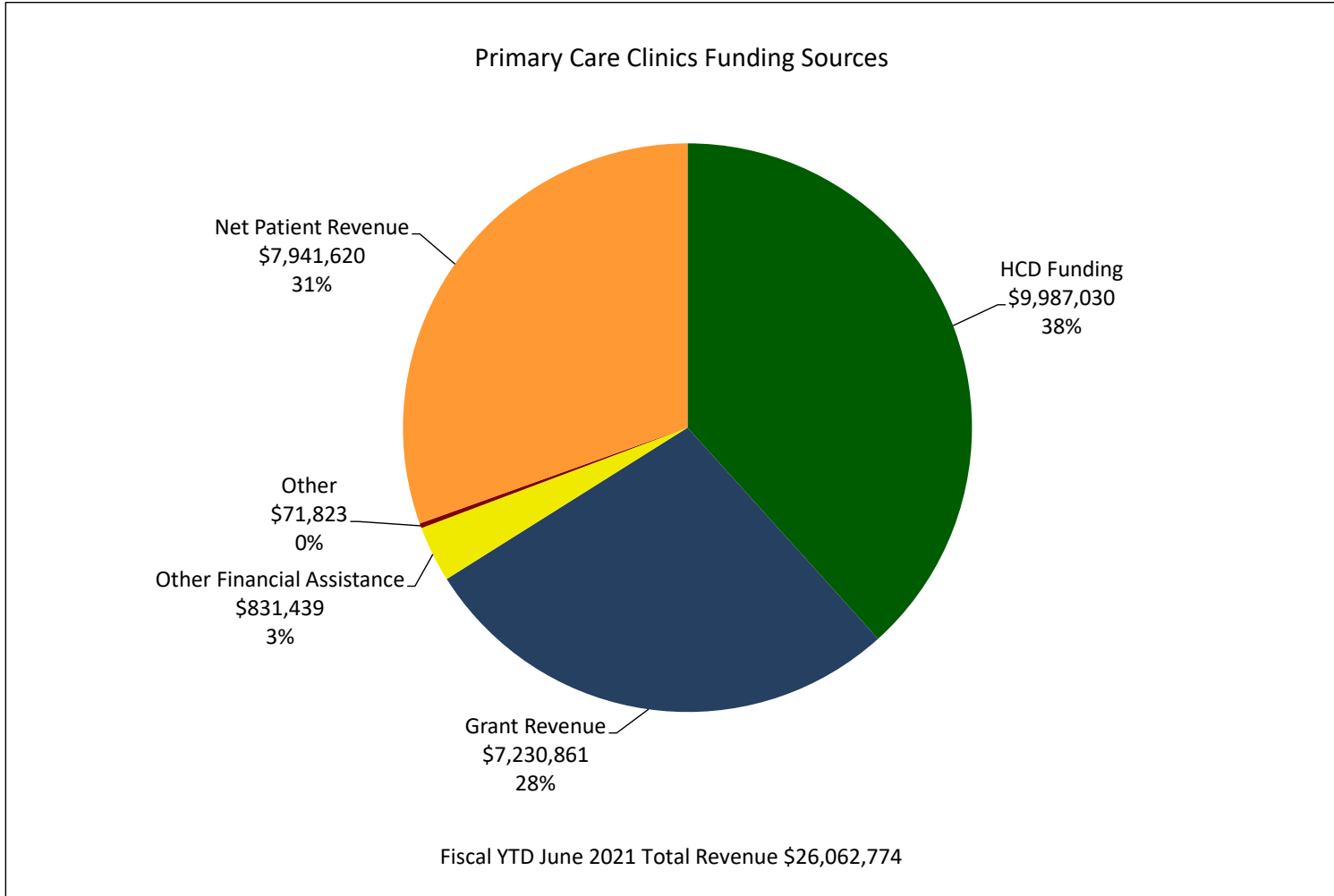
District Clinics Holdings, Inc.- Dental Statement of Revenues and Expenses

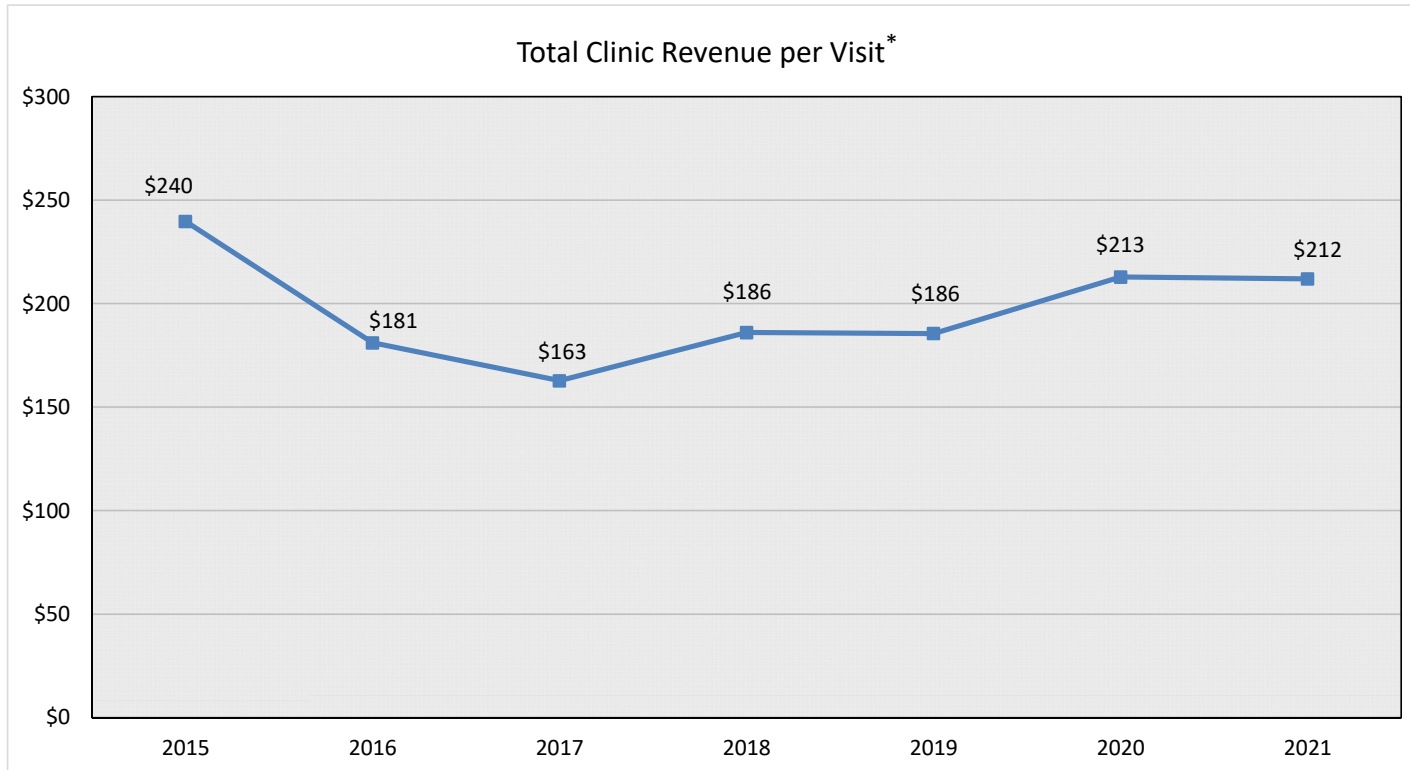
FOR THE NINTH MONTH ENDED JUNE 30, 2021

Current Month							Fiscal Year To Date							
Actual	Budget	Variance	%	Prior Year	Variance	%	Actual	Budget	Variance	%	Prior Year	Variance	%	
6,993	4,417	(2,576)	(58.3%)	5,185	(1,808)	(34.9%)	Depreciation	65,497	39,753	(25,744)	(64.8%)	43,480	(22,018)	(50.6%)
<i>Overhead Allocations:</i>														
717	411	(306)	(74.3%)	449	(268)	(59.8%)	Risk Mgt	4,019	3,701	(317)	(8.6%)	3,271	(747)	(22.8%)
35,471	32,224	(3,247)	(10.1%)	23,681	(11,790)	(49.8%)	Rev Cycle	282,311	290,014	7,703	2.7%	218,279	(64,032)	(29.3%)
635	551	(84)	(15.2%)	203	(431)	(212.3%)	Internal Audit	3,298	4,959	1,661	33.5%	7,196	3,898	54.2%
2,192	2,055	(137)	(6.7%)	2,203	11	0.5%	Home Office Facilities	16,099	18,498	2,399	13.0%	18,080	1,981	11.0%
6,082	4,754	(1,328)	(27.9%)	6,636	554	8.4%	Administration	49,251	42,786	(6,465)	(15.1%)	54,886	5,635	10.3%
6,330	6,425	95	1.5%	6,709	379	5.7%	Human Resources	61,980	57,824	(4,156)	(7.2%)	65,471	3,491	5.3%
2,611	2,466	(145)	(5.9%)	2,523	(88)	(3.5%)	Legal	23,643	22,198	(1,445)	(6.5%)	25,523	1,880	7.4%
1,370	1,151	(219)	(19.0%)	1,239	(131)	(10.6%)	Records	10,014	10,362	348	3.4%	10,792	778	7.2%
1,801	985	(816)	(82.9%)	836	(965)	(115.4%)	Compliance	7,949	8,866	917	10.3%	13,931	5,982	42.9%
1,624	1,002	(622)	(62.0%)	-	(1,624)	0.0%	Comm Engage Plan	9,376	9,021	(355)	(3.9%)	-	(9,376)	0.0%
9,714	11,857	2,143	18.1%	-	(9,714)	0.0%	IT Operations	93,390	106,712	13,322	12.5%	-	(93,390)	0.0%
2,458	1,208	(1,250)	(103.5%)	-	(2,458)	0.0%	IT Security	10,871	10,873	2	0.0%	-	(10,871)	0.0%
7,172	5,782	(1,390)	(24.0%)	-	(7,172)	0.0%	IT Applications	59,487	52,042	(7,446)	(14.3%)	-	(59,487)	0.0%
7,011	7,067	57	0.8%	-	(7,011)	0.0%	Security Services	61,071	63,606	2,535	4.0%	-	(61,071)	0.0%
22,158	17,387	(4,771)	(27.4%)	-	(22,158)	0.0%	IT EPIC	132,559	156,486	23,927	15.3%	-	(132,559)	0.0%
4,613	4,530	(83)	(1.8%)	1,941	(2,672)	(137.7%)	Finance	35,447	40,768	5,321	13.1%	49,029	13,582	27.7%
820	1,439	618	43.0%	1,023	202	19.8%	Public Relations	9,476	12,948	3,472	26.8%	15,316	5,840	38.1%
2,214	1,188	(1,026)	(86.4%)	16,751	14,537	86.8%	Information Technology	13,989	10,690	(3,299)	(30.9%)	148,212	134,223	90.6%
841	681	(159)	(23.4%)	543	(297)	(54.8%)	Corporate Quality	7,596	6,130	(1,466)	(23.9%)	3,085	(4,511)	(146.2%)
1,425	1,607	182	11.3%	413	(1,012)	(244.9%)	Project MGMT Office	12,025	14,465	2,441	16.9%	10,654	(1,370)	(12.9%)
-	207	207	100.0%	285	285	100.0%	Managed Care Contract	999	1,861	862	46.3%	4,393	3,394	77.3%
117,259	104,979	(12,280)	(11.7%)	65,436	(51,823)	(79.2%)	Total Overhead Allocations	904,850	944,811	39,961	4.2%	648,119	(256,731)	(39.6%)
474,673	451,202	(23,471)	(5.2%)	455,275	(19,399)	(4.3%)	Total Expenses	3,946,314	3,990,052	43,738	1.1%	3,871,405	(74,909)	(1.9%)
\$ (27,425)	\$ (80,434)	\$ 53,009	(65.9%)	\$ (378,261)	\$ 350,836	(92.7%)	Net Margin	\$ (1,045,322)	\$ (1,295,489)	\$ 250,167	(19.3%)	\$ (1,404,171)	\$ 358,849	(25.6%)
\$ -	\$ 77,000	\$ 77,000	100.0%	\$ -	\$ -	0.0%	General Fund Support/ Transfer In	\$ 961,464	\$ 1,265,000	\$ 303,536	24.0%	\$ 1,415,459	\$ 453,995	32.1%

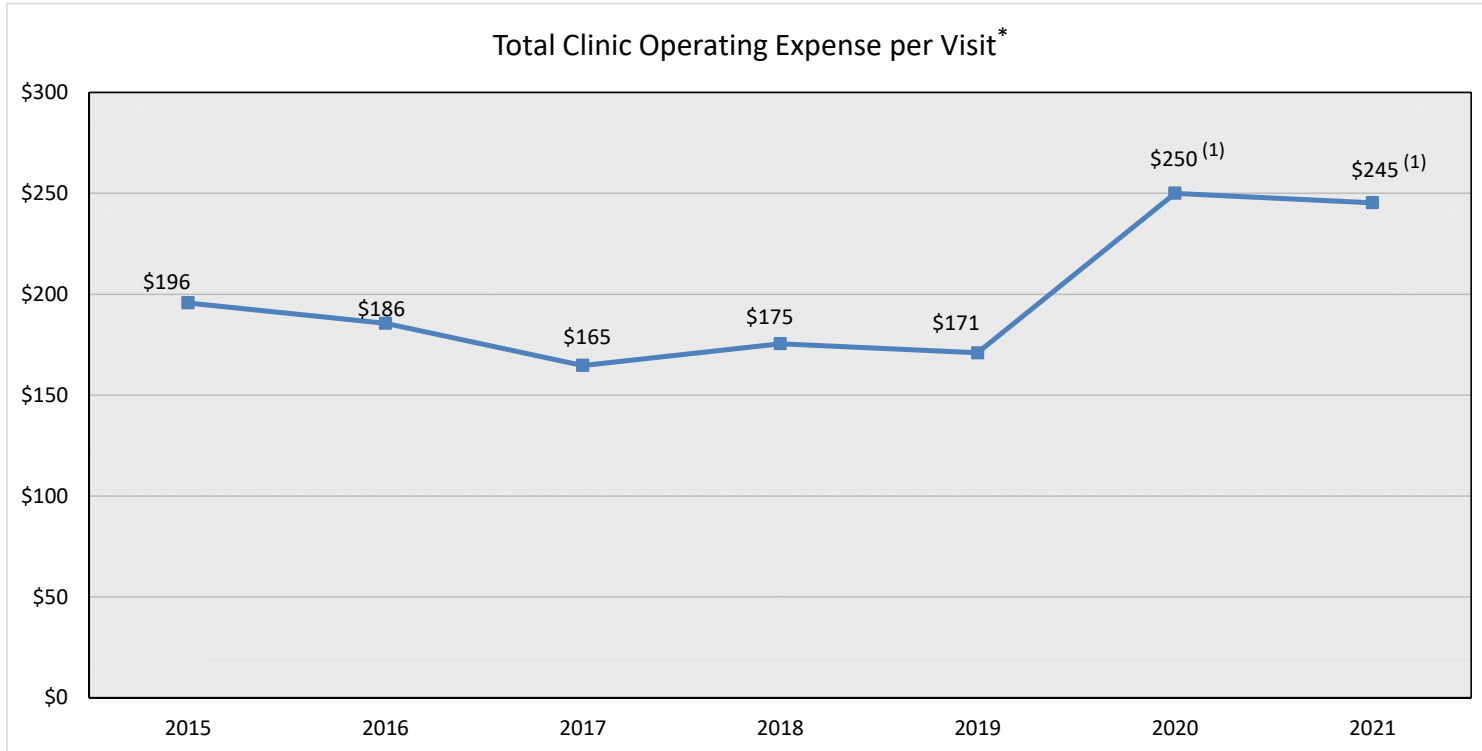


Clinic Visits - Adults and Pediatrics	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Current Year Total	Current YTD Budget	%Var to Budget	Prior Year Total
	West Palm Beach	1,227	929	1,068	836	879	1,119	1,138	1,007	1,173				9,376	5,138	82.5%
Delray	1,061	883	989	776	582	723	600	541	560				6,715	5,601	19.9%	7,086
Lantana	1,738	1,282	1,379	1,374	1,480	1,638	1,799	1,695	1,832				14,217	14,317	(0.7%)	12,405
Belle Glade	616	395	661	451	555	656	622	566	616				5,138	3,770	36.3%	5,244
Lewis Center	786	695	807	662	696	685	584	541	648				6,104	1,468	315.8%	1,676
Lake Worth & Women's Health Care	1,153	979	958	907	953	1,339	1,206	1,222	1,409				10,126	6,183	63.8%	9,271
Jupiter Clinic	602	407	468	450	527	656	501	415	533				4,559	3,343	36.4%	3,078
West Boca & Women's Health Care	786	679	730	641	666	798	741	637	562				6,240	3,648	71.1%	5,224
Mobile Van	16	-	-	1	-	-	-	-	-				17	111	(84.7%)	1,087
Mobile 2 Clinic	-	-	-	-	-	-	-	-	-				-	111	(100.0%)	-
Mobile 3 Hero	-	-	-	-	-	-	-	-	-				-	111	(100.0%)	-
Mangonia Park	259	203	198	224	261	447	508	523	554				3,177	1,038		1,182
Mangonia Park-Substance	-	-	-	-	-	-	-	-	-				-	1,373	(100.0%)	2,338
Total Clinic Visits	8244	6,452	7,258	6,322	6,599	8,061	7,699	7,147	7,887	-	-	-	65,669	46,212	42.1%	59,323
Dental Visits																
West Palm Beach	467	334	427	172	159	179	693	691	705				3,827	3,861	(0.9%)	5,042
Lantana	447	358	473	466	495	558	553	423	561				4,334	5,676	(23.6%)	3,009
Delray	-	-	-	-	-	-	306	480	403				1,189	2,722	(56.3%)	3,171
Belle Glade	-	-	-	2	-	-	201	270	346				819	1,475	(44.5%)	2,081
Total Dental Visits	914	692	900	640	654	737	1,753	1,864	2,015	-	-	-	10,169	13,734	(26.0%)	13,303
Total Medical and Dental Visits	9158	7,144	8,158	6,962	7,253	8,798	9,452	9,011	9,902	-	-	-	75,838	59,946	26.5%	72,626
Key Ratios																
Collection Ratio													16%			
Bad debt write off as a percentage of total billing													5%			
Collections per visit													29			
Charges Per Visit													172			
Percentage of A/R less than 120 days													72%			
Days in AR													42			
Mental Health Counselors (non-billable)																
West Palm Beach	-	2	-	1	-	-	-	-	-				3	658	(99.5%)	1,222
Delray	60	41	22	1	3	2	-	-	1				130	552	(76.4%)	740
Lantana	-	36	2	-	1	-	-	3	1				43	2,187	(98.0%)	3,705
Belle Glade	26	18	41	21	14	21	18	15	11				185	257	(28.0%)	696
Mangonia Park	458	205	225	214	205	311	441	387	409				2,855	960	197.4%	1,588
Lewis Center	308	381	544	678	709	838	729	625	677				5,489	930	490.2%	1,041
Lake Worth	12	-	1	-	-	-	-	-	-				13	693	(98.1%)	1,138
Jupiter	-	-	-	-	-	-	-	-	-				-	-	0.0%	1
West Boca	-	-	-	-	-	-	-	-	-				-	-	0.0%	11
Mobile Van	-	-	-	-	-	-	-	-	-				-	356	(100.0%)	362
Total Mental Health Screenings	864	683	835	915	932	1,172	1,188	1,030	1,099	-	-	-	8,718	6,593	32.2%	10,504



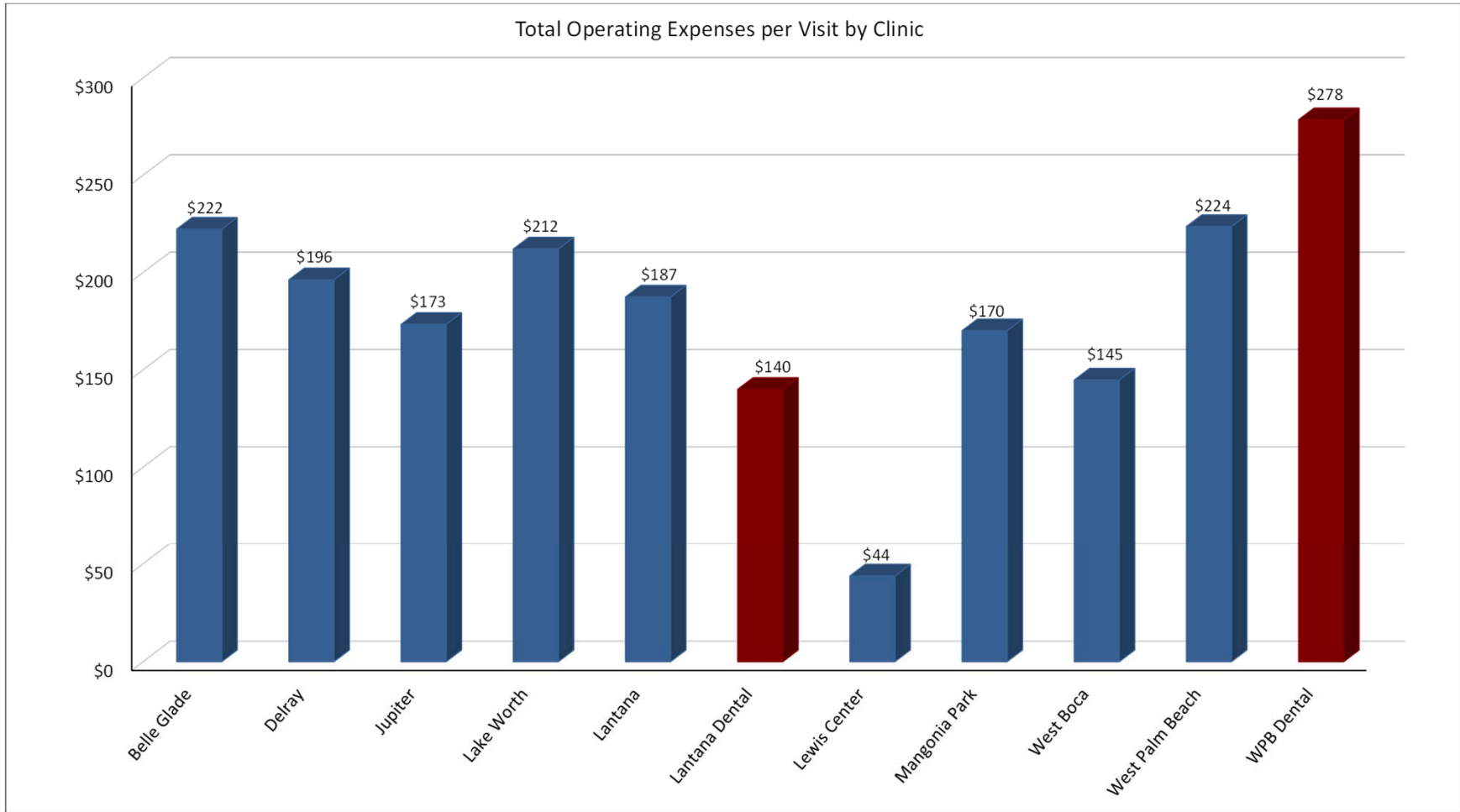


* Based on total medical and dental visits



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

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



* Based on Fiscal Year-to-Date June 2021 total operating expenses

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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021

**1. Description: AVP & Executive Director of Clinic & Pharmacy Services
Annual Evaluation by Board**

2. Summary:

This agenda item presents the Board's annual evaluation of Dr. Hyla Fritsch, AVP & Executive Director of Clinic & Pharmacy Services, the tally as of July 2021.

3. Substantive Analysis:

The Bylaws and HRSA Compliance Manual indicate that the annual evaluation of the Executive Director of the Clinics is reviewed and approved by the Board. A tally of results from last month's completed Annual Evaluation Form is attached for your consideration.

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Candice Abbott
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name


Date Approved

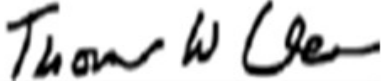
6. Recommendation:

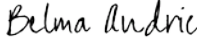
Staff recommends the Board receive and file Dr. Fritsch's Annual Evaluation by the Board.

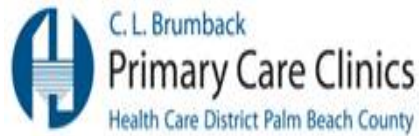
DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021

Approved for Legal sufficiency:

DocuSigned by:

0290C6C02014479...
Bernabe Icaza
VP & General Counsel


Thomas Cleare
VP of Strategy

DocuSigned by:

1C277D3AC8E07A5...
Dr. Belma Andric
VP, CMO & Executive Director of
ClinicalServices



Leadership Performance 2021 Executive Director

	BM1	BM2	BM3	BM4	BM5	BM6	BM7	BM8	BM9	BM10
Leadership	3	3	3	3	3	3	3	3	2	2.5
Cooperation	3	3	3	3	3	3	3	3	3	3
Communication	3	2	3	3	3	3	3	3	3	3
Decision Making	3	3	3	3	3	3	3	3	2	3
Job Knowledge	3	3	3	3	3	3	3	3	2	2.5
Compliance	3	3	3	2	3	3	3	3	3	2.5
FQHC Knowledge	3	3	3	3	3	3	Unknown	3		3
FQHC Funding	3	3	3	3	3	3	3	3	3	2.5
Staff Supervision	3	2	3	2	Unknown	N/A	Unknown	3	3	3
Board Support & Relations	3	3	3	3	3	3	3	3	2	3
Total	30	28	30	28	27	27	24	30	23	28

Total

27.50

COMMENTS

1. Met all goals as far as I know.
2. Goal is to keep the forward progress of the clinics in these trying times.
3. Every cloud has a silver lining and despite, or perhaps because of the pandemic, the clinic leadership and staff rose to the challenges (which were many) and showed the community at large and those served directly, what a critical asses it represents. Dr. Fritsch did the same, assuming her new role quickly and effectively.
4. Dr. Fritsch displays outstanding professionalism when communicating with the board. I have not observed or have any knowledge of

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
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1. Description: Lease Agreement Approval- Delray

2. Summary:

We respectfully request the approval of the lease agreement to move the existing Delray Beach clinic to 200 Congress Park Dr, Suite 100, Delray Beach, FL 33445.

3. Substantive Analysis:

Staff is respectfully requesting the approval of the lease agreement to move the existing Delray Beach clinic to 200 Congress Park Dr, Suite 100, Delray Beach, FL 33445, which is located across the street from our existing clinic. Once improvements are completed in approximately nine months, we will move our current Delray Beach Clinic services to this new location.

Although this will be a cost increase proportional with increased space, we will be better positioned to ensure the clinic can accommodate social distancing. Additionally, the increased area will allow us to provide Substance Use Disorder services at this clinic, allowing better access to addiction services in the southern end of our county.

Other qualitative benefits of the new location include convenient access to Delray Medical Center, which is located close to where many of our existing patients live.

Programming:

- 11,874 rentable square feet
- Services Include: Medical, Dental, Behavioral Health, SUD (New) and Pharmacy
- 1 Large Shared Waiting Room and 1 SUD Waiting Room
- 14 Exam or Counselling Rooms
- Triage Room
- 6 Dental Chairs
- 1 Large Group Therapy Room
- 3 Shared WorkSpaces and Additional Nursing Work Areas

**DISTRICT CLINIC HOLDINGS, INC.
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- Centralized Registration for Medical and Dental and Additional Registration for SUD
- Support Staff Space for Certified Application Counselors and Referral Coordinators
- Ample Storage and Staff Areas

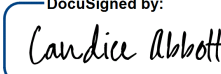
Lease Summary:

- \$30,674.50 total monthly rent (base rent + operating expense)
- \$0 - No prepaid rent due upon lease execution
- \$32,668.34 deposit due at execution of the lease
- 2.5% base rent annual increase
- Ten years and three months with the first three months rent abatement

4. Fiscal Analysis & Economic Impact Statement:

	Amount	Budget
Capital Requirements	\$286,000	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Annual Net Revenue	\$60,000	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Annual Expenditures	\$240,876	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Reviewed for financial accuracy and compliance with purchasing procedure:

DocuSigned by:

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 Candice Abbott
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

 Committee Name

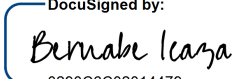
 Date Approved


DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021

6. Recommendation:

Staff recommends the Board approve the request for a permanent Change in Scope to move our current site to Form 5B: C. L. Brumback Primary Care Clinics – Delray Beach.

Approved for Legal sufficiency:

DocuSigned by:

0290C6C02014479...
Bernabe Icaza
VP & General Counsel


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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021

1. Description: Lease Agreement Approval- West Boca

2. Summary:

We respectfully request the approval of the lease agreement to move the existing West Boca site to 9960 S Central Park Blvd, Suite 450, Boca Raton, FL 33428.

3. Substantive Analysis:

Staff is respectfully requesting the approval of the lease agreement to move the existing West Boca site to 9960 S Central Park Blvd, Suite 450, Boca Raton, FL 33428, which is located two miles from our existing clinic. Once improvements are completed in approximately six months, we will move our current West Boca Clinic services to this new location.

Although this will be a cost increase proportional to increased space, we will be better positioned to ensure the clinic can accommodate social distancing.

Other qualitative benefits of the new location include convenient access to West Boca Medical Clinic, near where many of our existing patients live.

Programming:

- 4,671 rentable square feet
- Services Include: Medical and Behavioral Health
- 1 Large Shared Waiting Room
- 10 Exam or Counselling Rooms
- Triage Room
- Large Shared Work Space and Additional Nurse/MA Work Area
- Centralized Registration for Medical and Behavioral Health
- Support Staff Space for Certified Application Counselor and Referral Coordinator
- Ample Storage and Staff Areas

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
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Lease Summary:

- \$13,281.21 total monthly rent (base rent + operating expense)
- \$0 - No prepaid rent due upon lease execution
- \$13,561.47 deposit due at execution of the lease
- 2.5% base rent annual increase
- Ten years and four months with the first four months rent abatement

4. Fiscal Analysis & Economic Impact Statement:

	Amount	Budget
Capital Requirements	\$68,588	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Annual Net Revenue		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Annual Expenditures	\$174,814	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Reviewed for financial accuracy and compliance with purchasing procedure:

DocuSigned by:

 F637D209DB52427...
 Candice Abbott
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A


 Committee Name

 Date Approved

6. Recommendation:

Staff recommends the approval of the lease agreement to move the existing West Boca site to 9960 S Central Park Blvd, Suite 450, Boca Raton, FL 33428.

Approved for Legal sufficiency:

DocuSigned by:

 020066C02014479...
 Bernabe Icaza
 VP & General Counsel

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021



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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021

1. Description: Change In Lease Agreement Approval– Mangonia Park

2. Summary:

We respectfully request the approval of the lease agreement to move the existing Mangonia clinic to 2051 N 45th Street, Suite 300, West Palm Beach, FL 33407.

3. Substantive Analysis:

Staff is respectfully requesting the approval of the lease agreement to move the existing Mangonia clinic to 2051 N 45th Street, Suite 300, West Palm Beach, FL 33407, which is located on the same campus as our existing clinic. Once improvements are completed in approximately six months, we would move our current Mangonia services to this new location.

Although this would be a cost increase proportional to increased space, we would be better positioned to ensure the clinic could accommodate social distancing. Additionally, the increased space would allow us to have an onsite District pharmacy to sublease their space.

Programming:

- 5,776 rentable square feet
- Services: Medical, Behavioral Health, SUD, Pharmacy (New)
- 1 Shared Waiting Room and 1 SUD Waiting Room
- 8 Exam or Counselling Rooms
- 1 Centering or Exam Room
- 1 Large Group Therapy Room
- Patient Lounge Area and Self Care Area (New) Including Shower and Clothes Cabinets
- 2 Shared WorkSpaces and Additional Nursing / MA Work Areas
- Centralized Registration for All Services
- Support Staff Space for Certified Application Counselor and Referral Coordinator
- Ample Storage and Staff Areas

DISTRICT CLINIC HOLDINGS, INC.
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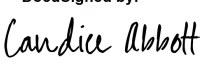
Lease Summary:

- \$12,943.06 total monthly rent (base rent + operating expense)
- \$28,947.39 prepaid rent, representing base rent for first and last months of lease term
- \$16,004.33 deposit due at execution of the lease
- 3.0% base rent annual increase
- Ten years and six months with the first six months rent abatement

4. Fiscal Analysis & Economic Impact Statement:

	Amount	Budget
Capital Requirements	\$174,000	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Annual Net Revenue	\$65,600	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Annual Expenditures	\$121,708	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Reviewed for financial accuracy and compliance with purchasing procedure:

DocuSigned by:

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 Candice Abbott
 VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

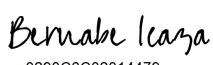
 Committee Name

 Date Approved

6. Recommendation:

Staff recommends the Board approve the request for a permanent Change in Scope to move our current site to Form 5B: C. L. Brumback Primary Care Clinics – Delray Beach.

Approved for Legal sufficiency:

DocuSigned by:

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 Bernabe Icaza
 VP & General Counsel

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021



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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021

1. Description: Executive Director Informational Update

2. Summary:

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

- CDR Maguire

3. Substantive Analysis:

CDR Maguire

On the front lines of the COVID-19 pandemic, CDR's team of disaster health and medical experts are assisting state and local governments respond to and manage health crises. Contract was executed for CDR to perform COVID-19 testing in Belle Glade starting this month.

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

Candice Abbott
Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A

Committee Name

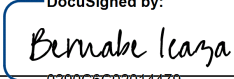
Date Approved

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021


6. Recommendation:

Staff recommends Board receive and file the Executive Director Informational Update.

Approved for Legal sufficiency:

DocuSigned by:

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Bernabe Icaza

VP & General Counsel


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

DISTRICT CLINIC HOLDINGS, INC.
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August 25, 2021

Description: Licensed Independent Practitioner Credentialing and Privileging

1. Summary:

The agenda item represents the licensed independent practitioners recommended for credentialing and privileging by the FQHC Medical Director.

2. Substantive Analysis:

The LIPs listed below satisfactorily completed the credentialing and 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
- Relevant education, training and experience
- Current clinical competence
- Health fitness, or ability to perform the requested privileges
- Malpractice history (NPDB query)
- Immunization and PPD status; and
- Life support training (BLS)

Last Name	First Name	Degree	Specialty	Credentialing
Normil-Smith	Sherloun	MD	Pediatric Medicine	Recredentialing
Lequerica Ziemba	Adriana	PsyD	Clinical Psychology	Recredentialing
Fernandez Sanchez	Marco	APRN	Nurse Practitioner	Recredentialing
Philistin	Ketely	APRN	Nurse Practitioner	Recredentialing
Jean-Jacques	Fernique	APRN	Nurse Practitioner	Recredentialing

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.

Sherloun Normil-Smith, MD, joined the Lake Worth Clinic in 2015, specializing in Pediatric Medicine. She attended the University of Medicine and Dentistry of New Jersey and completed her residency at St. Luke's Roosevelt Hospital. Dr. Normil-Smith has been in practice for eighteen years and is fluent in Creole, French and Spanish.

DISTRICT CLINIC HOLDINGS, INC.
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Adriana Lequerica Ziemba, PsyD, joined the Belle Glade Clinic in 2019, specializing in Psychology. She attended Carlos Albizu University and also completed a fellowship at U.S Veterans Medical Center. Dr. Lequerica Ziemba has been in practice for five years and is fluent in Spanish.

Marco Fernandez Sanchez, APRN, joined the West Palm Beach Clinic in 2015 as a Nurse Practitioner. He attended the Universidad Ana C. Mendez South Florida Campus and is certified as an Adult Nurse Practitioner by the American Academy of Nurse Practitioners. He has been in practice for six years and is fluent in Spanish.

Ketely Philistin, APRN, joined the Belle Glade Clinic in 2017 as a Nurse Practitioner. She attended South University and is certified as a Family Nurse Practitioner by the American Nurses Credentialing Center. She has been in practice for eight years and is fluent in Creole, French and Spanish.

Fernique Jean-Jacques, APRN, joined the West Palm Beach Clinic in 2019 as a Nurse Practitioner. He attended Florida Atlantic University and is certified as a Family Nurse Practitioner by the American Nurses Credentialing Center. He has been in practice for four years and is fluent in Creole and French.

3. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

 Candice Abbott
 VP & Chief Financial Officer

4. Reviewed/Approved by Committee:

N/A

 Committee Name

 Date Approved

5. Recommendation:

Staff recommends the Board approve the Recredentialing and renewal of privileges of Sherloun Normil-Smith, MD, Pediatric Medicine.

DISTRICT CLINIC HOLDINGS, INC.
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Staff recommends the Board approve the Recredentialing and renewal of privileges of Adriana Lequrica Ziemba, PsyD, Clinical Psychology.


Staff recommends the Board approve the Recredentialing and renewal of privileges of Marco Fernandez Sanchez, APRN, Family Nurse Practitioner.


Staff recommends the Board approve the Recredentialing and renewal of privileges of Ketely Philistin, APRN, Family Nurse Practitioner.

Staff recommends the Board approve the Recredentialing and renewal of privileges of Fernique Jean-Jacques, APRN, Family Nurse Practitioner.

Approved for Legal sufficiency:

DocuSigned by:

0290C0C02014479...
Bernabe Icaza
VP & General Counsel


Dr. Charmaine Chibar
FQHC Medical Director


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

DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
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1. Description: Operations Reports – June 2021

2. Summary:

This agenda item provides the following operations reports for June 2021:

Clinic Productivity, including in-person and telehealth metrics and No Show trended over time.

3. Substantive Analysis:

In June, we had 10,577 visits which are 784 more than the month prior and significantly higher from May 2020. Regarding individual clinics visits, as expected with the impact from COVID, all clinics other than WPB, Boca and Delray Medical exceeded their 2020 totals. Our payer mix for the year-to-date reflects a slightly higher percentage of uninsured patients at 60%.

By visit category, Pediatrics met their productivity targets, and OB/GYN missed their target productivity by a minimal margin. Telehealth visits decreased to 5% of all visits, which is down from 6% last month. The continued decrease in telehealth is expected as clinics have primarily transitioned back to in-person visits.

Productivity targets for in-person visits were met in the Boca, Delray and Lewis Center adult primary, WPB and Lantana Pediatrics Behavioral Health at Lewis and Mangonia Clinics along with Dental in WPB Belle Glade and Delray. In the 90% and higher range were Lantana, Jupiter, Mangonia and WPB Adult Medical and Lake Worth Women's Health.

The No Show rate in June was higher at 29%, up from 27.5 % in May.

4. Fiscal Analysis & Economic Impact Statement:

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

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Candice Abbott
VP & Chief Financial Officer

2021 Visits

55,326

Service Date

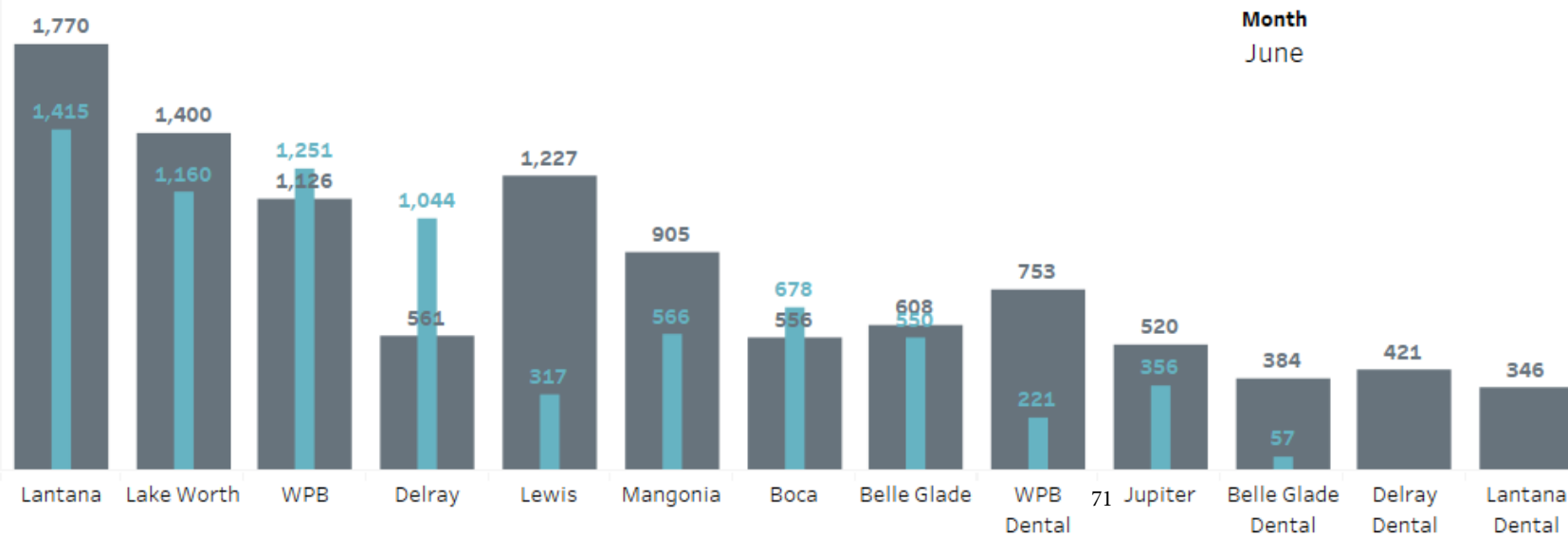
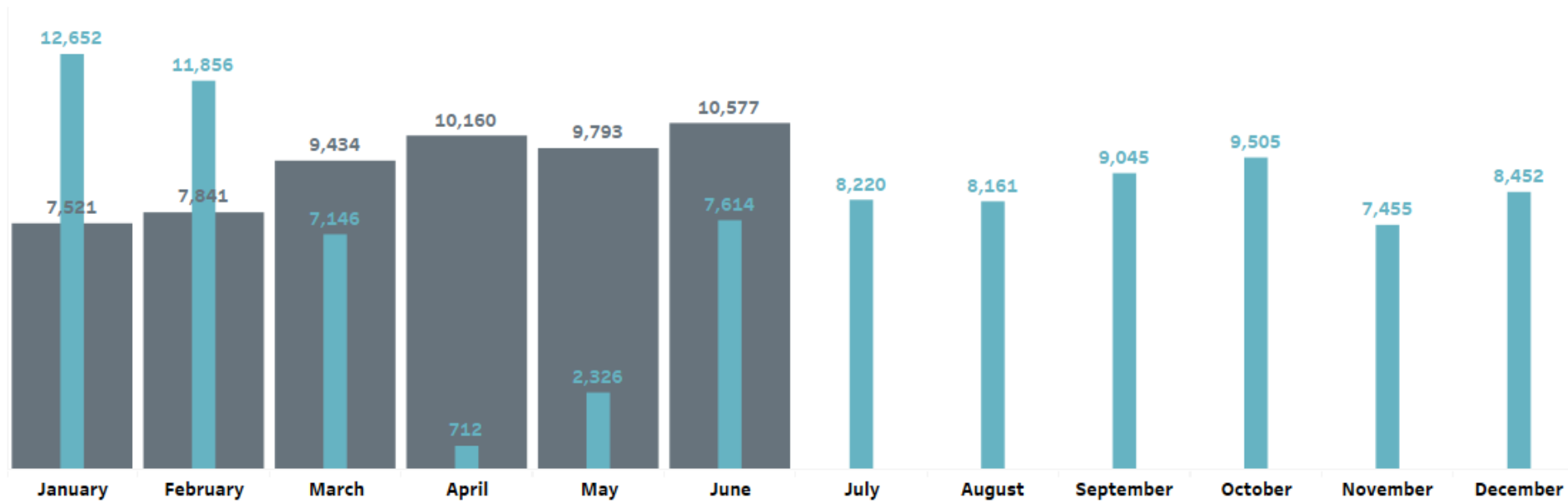
1/1/2020 to 6/30/2021

2020 2021

- In Person
- Tele Health

- Adult
- Adult/Peds
- Behavioral Health
- Dental
- OB/GYN
- Pediatric
- Substance Abuse

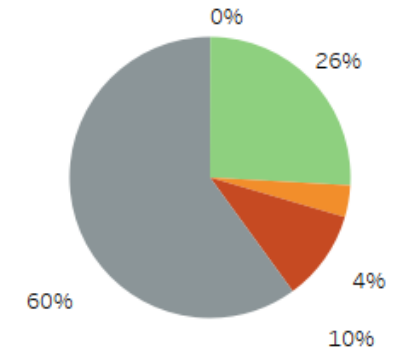
Adult/Peds = Residents



Payer Mix

- HCD
- Medicaid
- Medicare
- Private
- Uninsured

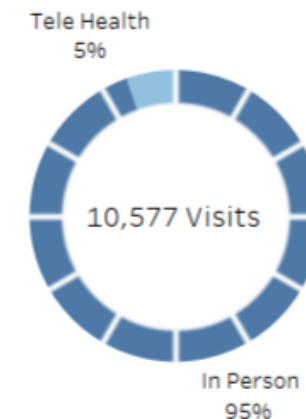
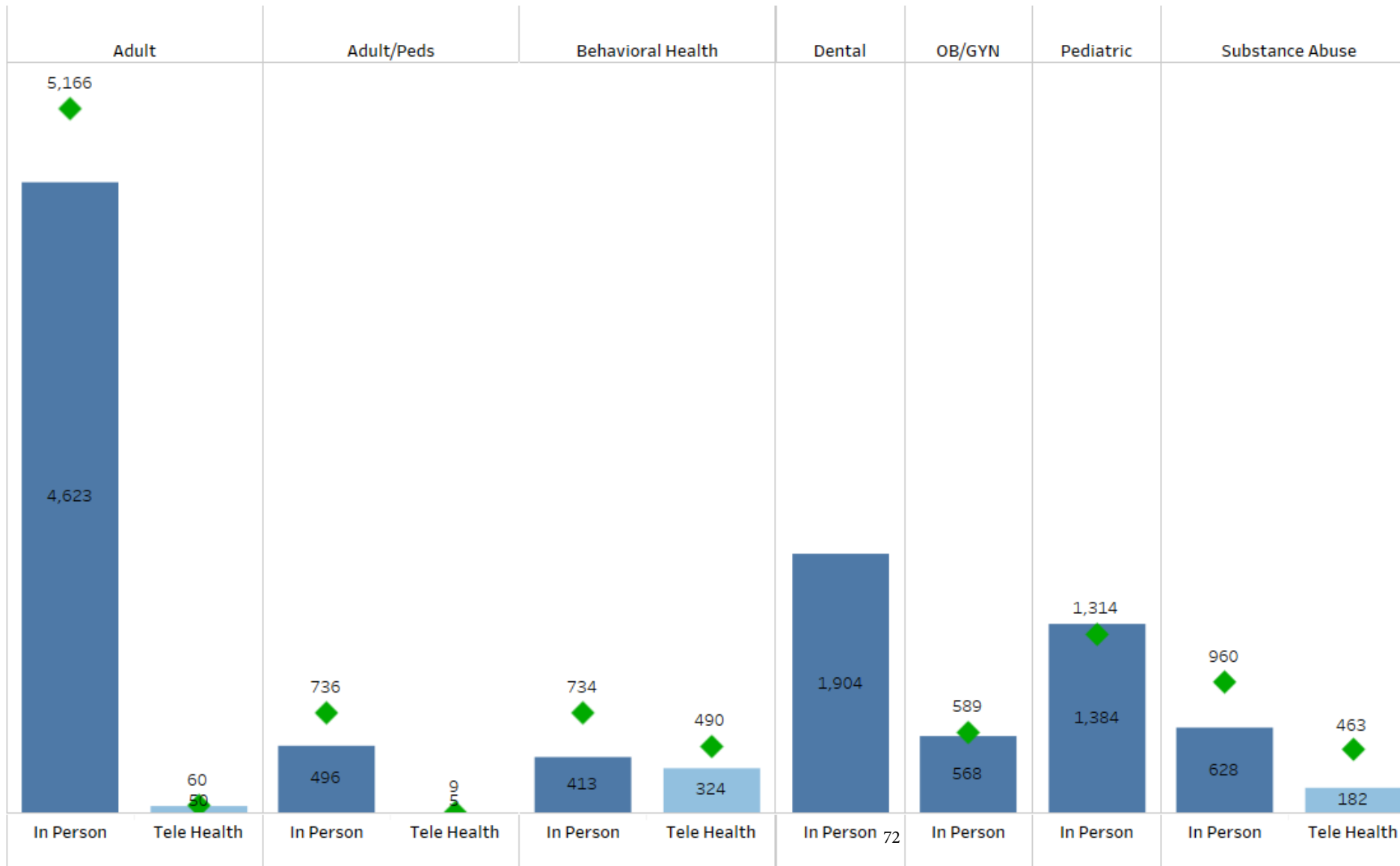
Year 2021





Productivity by Category

■ In Person ■ Tele Health ◆ Target



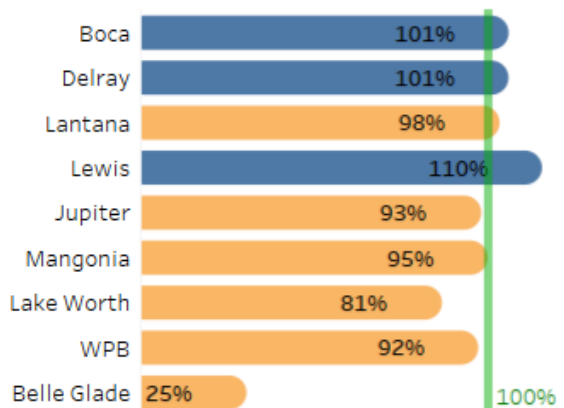
	In Person	Tele Health	Grand Total
Adult	4,623	50	4,673
Adult/Peds	496	5	501
Behavioral Health	413	324	737
Dental	1,904	72	1,904
OB/GYN	568	-	568
Pediatric	1,384	-	1,384
Substance Abuse	628	182	810
Total Visits	10,016	561	10,577



■ Target met ■ Target not met

In Person Encounters

Adult



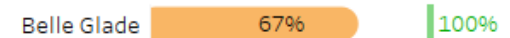
Women's Health



Behavioral Health



Adult/Peds (Residents)



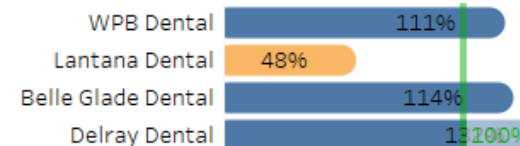
Pediatric



Substance Abuse

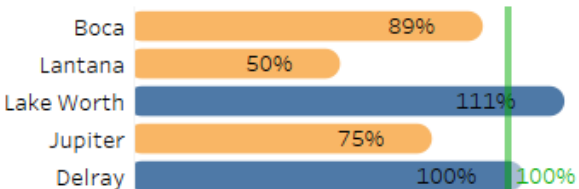


Dental



Tele Health Encounters

Adult



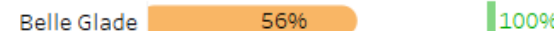
Women's Health

Pediatric

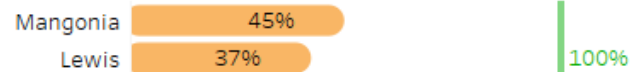
Behavioral Health



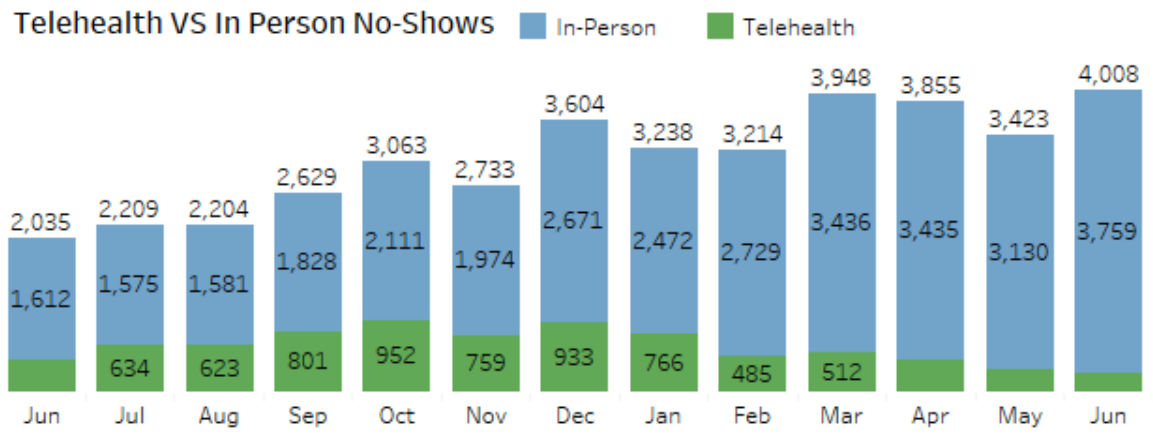
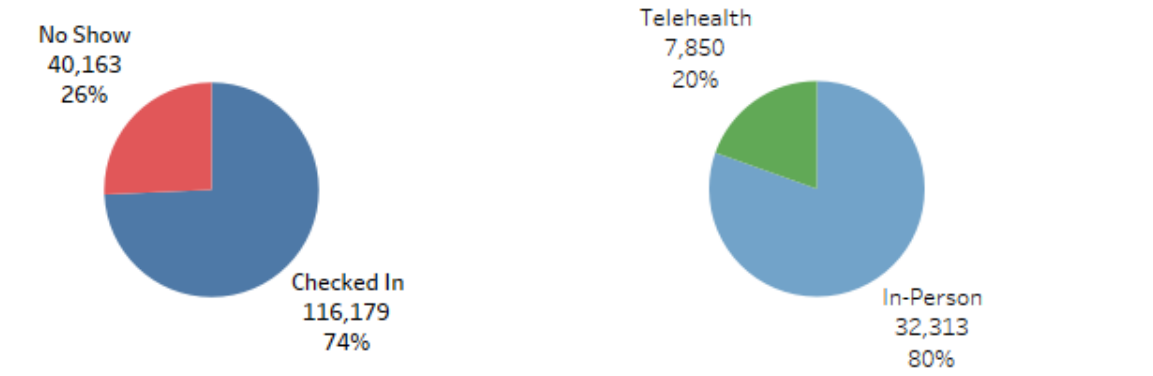
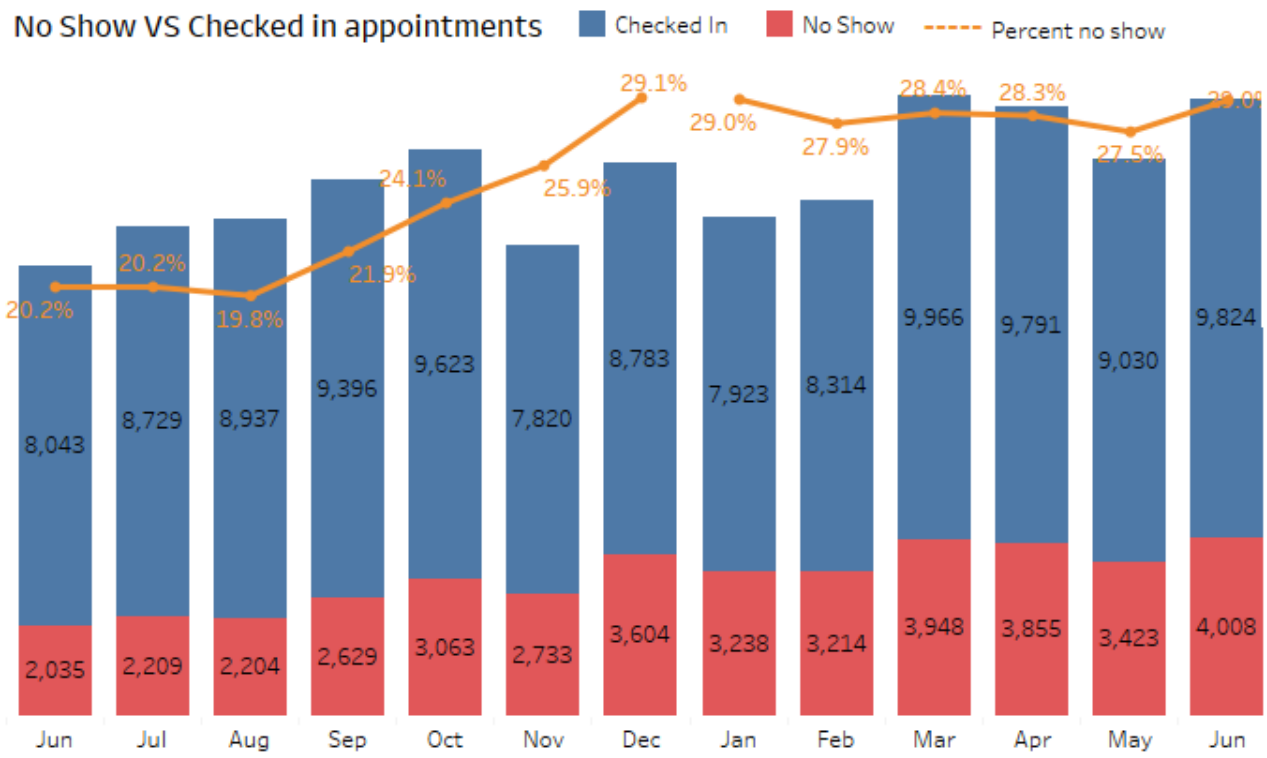
Adult/Peds (Residents)



Substance Abuse



No Show appointments analysis



DISTRICT CLINIC HOLDINGS, INC.
BOARD OF DIRECTORS
August 25, 2021

1. Description: Quality Report

2. Summary:

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

- Quality Council Meeting Minutes August 2021
- UDS Report – YTD June 2021
- Provider Productivity – June 2021

3. Substantive Analysis:

PATIENT SAFETY & ADVERSE EVENTS

Patient safety and risk, including adverse events, peer review and chart review, are brought to the board “under separate cover” on a quarterly basis.

PATIENT SATISFACTION AND GRIEVANCES

For January - June 2021, there were 52 Patient Relations Occurrences that occurred between 8 clinics, Clinic Administration and Pharmacy. Of the 52 occurrences, there were 12 Grievances and 40 Complaints. The top 4 categories were Care & Treatment, Communication, Finance, and Respect Related. The top subcategory with 13 Complaints and Grievances was Poor Communication issues, followed by Inappropriate Care and Refusal of Treatment with 7 Complaints and Grievances in each subcategory.

There were also 32 compliments received across 5 Clinics, Clinic Administration, and two Vaccine sites.

QUALITY ASSURANCE & IMPROVEMENT

This current report reflects data from January - June 2021. Our greatest challenge during the pandemic has been addressing depression remission. Although we have seen a significant increase in behavioral health visits, our patients are experiencing greater stress. The average across the United States for 2020 was 14%. We are currently at 9%, but working to increase this number.

UTILIZATION OF HEALTH CENTER SERVICES

Individual monthly provider productivity is stratified by the clinic.

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 25, 2021**

Reviewed for financial accuracy and compliance with purchasing procedure:

N/A

Candice Abbott
VP & Chief Financial Officer

5. Reviewed/Approved by Committee:

N/A


Committee Name

Date Approved


6. Recommendation:

Staff recommends the Board approve the updated Quality Report.


Approved for Legal sufficiency:

DocuSigned by:


02906602014479...
Bernabe Icaza
VP & General Counsel



Dr. Charmaine Chibar
FQHC Medical Director



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



Quality Council Meeting Minutes

Date: August 3, 2021

Time: 9:30AM – 4:00PM

Attendees: Dr. Charmaine Chibar –Medical Director; Jonathan Dominique – Clinic Quality Analyst; Andrea Steele – Quality Director; Lisa Hogans –Director of Nursing; Shauniel Brown – Risk Manager; Ivonne Cohen – Corporate Quality Reporting Analyst; Dr. Hyla Fritsch – Executive Director of Clinic Operations & Pharmacy Services; Dr. John Cucuras - Dental Director; David Speciale – Director of Patient Experience; Dominique Domond – Operations Process Manager; Marisol Miranda – Director of Clinic Operations; Alexa Goodwin – Patient Relations Manager; Dr. Belma Andric – Chief Medical Officer; Kara Baker – Diabetes Nurse Educator; Tracey Archambo – Nurse Chart Auditor; Dr. Courtney Phillips - Director of Behavioral Health; Nicole Glasford, Executive Assistant

Excused:

Minutes by: Jonathan Dominique

<u>AGENDA ITEM</u>	<u>DISCUSSION / RECOMMENDATIONS</u>	<u>ACTION ITEMS (AI)</u>	<u>RESPONSIBLE PARTY</u>	<u>DATE</u>			
QUALITY							
QUALITY AUDITS							
DENTAL	<p><u>Dental Encounter Closed Rate</u> Unlocked dental chart notes for 2021 are as follows: January-2 February – 2 March – 0 April – 11 May – 3 June – 7</p>	In Dentrix, before the new EHR.	Dr. Cucuras	9/7/2021			
	<p><u>Dental Encounters</u> <u>June 2021</u> 1. 1694 Patients 2. 2199 Total Encounters</p>						
	<p><u>Dental Triage</u> ‘Walk-Ins’ - 390 Patients</p> <table border="1" style="width: 100%;"> <tr> <td><u>Same Day Extractions</u></td> <td><u>NO Same Day Extractions</u></td> </tr> <tr> <td>164 (42%)</td> <td>226 (58%)</td> </tr> </table>	<u>Same Day Extractions</u>	<u>NO Same Day Extractions</u>	164 (42%)	226 (58%)		
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164 (42%)	226 (58%)						



<p>The reason that the 226 probably did not get same-day extractions is more than likely to an existing infection and need for an antibiotic regimen. Expected to see remaining patients during 21 Day return.</p> <p><u>21 Day return</u></p> <p>97 Patients Returned within 21 days, of which:</p> <ul style="list-style-type: none"> - 25 were from same day extraction - 72 were from no same day extraction <p>0 Patients returned after 21 days, of which:</p> <ul style="list-style-type: none"> - 0 were from same day extraction - 0 was from no same day extraction <p>139 of same-day extraction didn't return</p> <p>154 of no same day extraction didn't return</p> <p>Team looking to use ePrescribe module to see how many of the patients without same-day extractions returned after 21 days.</p>	<p>Dr. Cucuras and Andrea will meet with Randall to look into options.</p>	<p>Dr. Cucuras / Andrea / Randall</p>	<p>9/7/2021</p>
<p><u>Dental Sealants</u></p> <p>91% (n=249) for June.</p> <p>Doctors are missing opportunities to Seal Patients or are not removing un-sealable patients from the denominator.</p>	<p>Dentists will be reminded to perform the same day sealant for all eligible 6-9 year-olds</p>	<p>Dr. Cucuras</p>	<p>9/7/2021</p>
<p><u>MDI / MDI WHO</u></p> <p><u>June 2021</u></p> <ul style="list-style-type: none"> - 786 Unique patients seen in pediatrics - 159 Sick Patients - 627 Unique Patients for MDI - 382/786 MDI/Unique for MDI (61%) - 24 MDI had a dental office 	<p>78</p>		



	<ul style="list-style-type: none"> - 5 No availability - 72/353 WHO/ MDI (20%) ideal 77/358 (22%) - 72/627 WHO/total pediatrics (11.5%) <p>The shortage in staffing does appear to affect cycle times in the MDI program, and it is believed that the additional FTE will be a great help.</p>	<p>The team will look into the possibility of additional FTE</p>	<p>Dr. Cucuras / Andrea / Nancy / Irene</p>	<p>9/7/2021</p>														
	<p><u>Dental Peer Review</u></p> <p>16 total dental charts reviewed,</p> <p>Fifteen were evaluated as “within the standard of care.”</p> <p>One was evaluated as “Provider Self-Remediation.”</p>																	
	<p><u>Dexis Imaging:</u> 57 lost (regained) radiographs for June.</p> <p>Dental Production as of February 2021 - 82% Dental Production as of March 2021 - 79% Dental Production as of April 2021 - 82 % Dental Production as of May 2021 - 82 % Dental Production as of June 2021 - 92%</p>																	
<p>WOMEN’S HEALTH</p>	<p><u>Prenatal Age</u></p> <table border="1" data-bbox="558 1094 1073 1382"> <thead> <tr> <th>Age</th> <th>Number of Patients</th> </tr> </thead> <tbody> <tr> <td>Less than 15 Years</td> <td>0</td> </tr> <tr> <td>Ages 15-19</td> <td>2</td> </tr> <tr> <td>Ages 20-24</td> <td>12</td> </tr> <tr> <td>Ages 25-44</td> <td>34</td> </tr> <tr> <td>Ages 45 and Over</td> <td>0</td> </tr> <tr> <td>Total</td> <td>48</td> </tr> </tbody> </table> <p>(Report with graph presented.)</p>	Age	Number of Patients	Less than 15 Years	0	Ages 15-19	2	Ages 20-24	12	Ages 25-44	34	Ages 45 and Over	0	Total	48			
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	<p><u>Entry into Care</u> Forty-eight women entered into care in June.</p>																	



	<p>26 - Entered into care in the first trimester 17 - Entered into care in the second trimester 5 - Entered into care in the third trimester</p> <p>46 - Entered into care with the C.L. Brumback Primary Care Clinics 1 - Had her first visit with another provider 1 - Had initial provider not recorded</p> <p>(Report with graph presented.)</p>			
	<p><u>Deliveries & Birthweights</u> 6 Deliveries in June.</p> <ul style="list-style-type: none"> - (<1500 grams) – 0 - (1500-2499 grams) – 0 - (>2500 grams) – 6 <p>(Report with graph presented.)</p>			
<p>MEDICAL</p>	<p><u>Medical Encounter Close Rate</u> No Report.</p>			
	<p><u>Hemoglobin A1C/Point of Care Testing</u> The uncontrolled diabetes measure data shows that our patients are currently controlled at 69%, while 25% are uncontrolled (3035 diabetic patients total) and 6% need data. There were 2,434 POC A1Cs (76% of Diabetic Patients). The majority of controlled 80% and uncontrolled 20% of diabetic patients had the A1c done at POC vs. lab. Increased number of POC A1Cs by 55 (compared to the previous month)</p> <p>Lewis Center (22%), Boca Clinic (11%) and Jupiter (7%) - have the highest percentage of untested patients in June. Boca clinic continues to have the lowest number of HbA1c point of care testing during 2021 with 48% compared to more than 65% among all the other clinics. But it has increased from the previous month (43%). This correlates with the higher number of telemedicine visit done at that clinic still in June.</p>	<p>The team will meet to discuss why the numbers in Lewis center are so low and develop a plan of action. Dr. Warren will speak to the providers to</p>	<p>Lisa / Dr. Warren</p>	<p>9/7/2021</p>



	<p>(Report with graph presented.)</p>	<p>make POC A1Cs a priority in the Lewis Center.</p>																																																														
	<p>Blood Pressure Initiative Many patients have refused the BP monitor, and 50 monitors are still here in the home office that needs to be distributed. 50 BP Monitors are remaining in the clinics for the patients, which the nurses have not been able to contact, have been a no-show for scheduled appointments or have a pending appointment.</p> <p>The team is working on a new list of 55 patients to contact to provide BP Cuffs.</p> <p>There is a question about project criteria and which groups we are focusing on: patients that fall into the range of 140/90 or those that are greater than 150/90</p> <table border="1" data-bbox="447 857 1184 1343"> <thead> <tr> <th></th> <th># BP monitors in clinic</th> <th># New patients identified for BP monitor</th> <th># BP monitors needed for the new list</th> <th># BP monitors to be sent to another clinic</th> <th># BP monitors from Home office to clinic (5)</th> </tr> </thead> <tbody> <tr> <td>Belle Glade</td> <td>6</td> <td>9</td> <td>3</td> <td></td> <td>3</td> </tr> <tr> <td>Delray</td> <td>10</td> <td>17</td> <td>7</td> <td></td> <td></td> </tr> <tr> <td>Jupiter</td> <td>3</td> <td>2</td> <td></td> <td>1</td> <td></td> </tr> <tr> <td>Lake Worth</td> <td>6</td> <td>5</td> <td></td> <td>1</td> <td></td> </tr> <tr> <td>Lantana</td> <td>15</td> <td>10</td> <td></td> <td>5</td> <td></td> </tr> <tr> <td>Lewis Center</td> <td>0</td> <td>0</td> <td></td> <td></td> <td></td> </tr> <tr> <td>West Boca</td> <td>10</td> <td>11</td> <td>1</td> <td></td> <td>1</td> </tr> <tr> <td>West Palm</td> <td>0</td> <td>1</td> <td>1</td> <td></td> <td>1</td> </tr> <tr> <td>Total</td> <td>50</td> <td>55</td> <td>12</td> <td>7</td> <td>5</td> </tr> </tbody> </table>		# BP monitors in clinic	# New patients identified for BP monitor	# BP monitors needed for the new list	# BP monitors to be sent to another clinic	# BP monitors from Home office to clinic (5)	Belle Glade	6	9	3		3	Delray	10	17	7			Jupiter	3	2		1		Lake Worth	6	5		1		Lantana	15	10		5		Lewis Center	0	0				West Boca	10	11	1		1	West Palm	0	1	1		1	Total	50	55	12	7	5	<p>Kara will continue to create lists as needed to reach as many patients as possible.</p> <p>The team will continue to focus on patients who fall into the 150/90 category to build the lists. However, if there are not enough patients, the criteria will expand to include patients that fall into the 140/90 range.</p>	<p>Ivonne / Kara</p> <p>Kara</p>	<p>9/7/2021</p> <p>9/7/2021</p>
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HPV Collaborative

**HPV June 2021
Patient Ages from 11 - 18**

HPV administered in June 2021		
# Patients with Dose 1	46	
# Patients with Dose 2	9	
# Patients with Dose 3	0	
Total 10-19 vaccinated HPV in April 2021	55	<i>24% of Total patients seen in June 2021</i>

Gardasil 9 (PF) 0.5 ML Intra Muscular		
Department	# Vaccines Administered	# Unique Patients
Belle Glade	1	10
Boca	0	5
Jupiter	0	11
Lantana	43	159
West Palm Beach	11	41
Grand Total	55	231

Lantana remains the primary user of this program.



	<p>Unique Patients (n = 231)</p> <table border="1" data-bbox="436 266 1199 610"> <tr> <td colspan="3">11 -18 Checked-In In June 2021</td> </tr> <tr> <td># Patients vaccinated with Dose 1</td> <td>74</td> <td></td> </tr> <tr> <td># Patients vaccinated with Dose 2</td> <td>81</td> <td></td> </tr> <tr> <td># Patients vaccinated with Dose 3</td> <td>15</td> <td></td> </tr> <tr> <td>Total 11-18 checked-In in April 2021 that have been vaccinated HPV</td> <td>170</td> <td>74%</td> </tr> <tr> <td>11 - 18 checked-In in April 2021 with NO HPV Data</td> <td>61</td> <td>26%</td> </tr> <tr> <td>Total 11-18 Checked-In in April 2021</td> <td>231</td> <td></td> </tr> </table> <p>Dr. Chibar plans to look into if Jupiter has access to the HPV Vaccine, as they do not serve PEDs patients there.</p>	11 -18 Checked-In In June 2021			# Patients vaccinated with Dose 1	74		# Patients vaccinated with Dose 2	81		# Patients vaccinated with Dose 3	15		Total 11-18 checked-In in April 2021 that have been vaccinated HPV	170	74%	11 - 18 checked-In in April 2021 with NO HPV Data	61	26%	Total 11-18 Checked-In in April 2021	231				
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	<p>Referrals Per Patient Per Visit All providers averaged < 3 referrals per patient and per visit</p>																								
	<p>Diabetes Distress Scale No Report</p>																								
	<p>FIT Test We are at 4498 (62%) satisfied, which is down from (63%) in June.</p> <p>There appears to be a gap in the ordering of the Fit tests. The clinics with the highest percentage of Missed Screenings for the eligible population are as followed: Jupiter (13%), Delray (10%) and Belle Glade (13%).</p> <p>Top three providers with “missing tests,” Dr. Montenegro, Dr. Dabu, Dr. Inacio</p> <p>(Report with graph presented)</p>																								
<p>PEER REVIEW</p>	<p>Medical</p> <ul style="list-style-type: none"> 48 Charts reviewed 11 reviewers 8 were for the standard of care 	<p>Dr. Warren is concerned that numbers may be</p>	<p>Andrea</p>	<p>9/7/2021</p>																					



	<p><u>Pediatrics</u></p> <ul style="list-style-type: none"> • 10 Charts Reviewed • 2 Reviewers <p><u>Women's Health</u></p> <ul style="list-style-type: none"> • Missing 8 Charts 	<p>duplicated (as they appear to be in women's health).</p> <p>Dr. Chibar would like to update where her revisions of Chart reviews can be documented, as she has found instances where the peer reviewers are making mistakes. It appears that the provider is also not receiving feedback to review their peer's review of their chart.</p>	<p>Andrea</p>	<p>9/7/2021</p>
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<p>BEHAVIORAL HEALTH</p>	<p><u>MAT Census</u></p> <p>In MAT, we have 503 total patients enrolled. In June 2021, we enrolled 72 patients. Since reopening in March 2020, we have had an average of ~47 intakes per month, which is higher than pre-COVID intake numbers (14.25 intakes per month was the average pre-COVID)</p> <p>Overall Discharges have gone up compared to the percentages for the past 3 months, increasing to 15.31%. Currently staying around an average of ~11.70% for the last twelve months. Types of discharges are tracked, and finding that percent lost to follow up has increased to 11.33% (June failed to follow up is up 4.44%), from last month (May 2021), which was at 6.89%.</p> <p>The re-admission rate for June 2021 was 3.98%, which is slightly up from May, which was at 2.51%</p> <table border="1" data-bbox="564 837 1066 1140"> <thead> <tr> <th></th> <th>June 2021 (n= 503)</th> </tr> </thead> <tbody> <tr> <td>Phase 1</td> <td>307</td> </tr> <tr> <td>Phase 2</td> <td>32</td> </tr> <tr> <td>Phase 3</td> <td>42</td> </tr> <tr> <td>Phase 4</td> <td>54</td> </tr> <tr> <td>Vivitrol</td> <td>9</td> </tr> <tr> <td>Naltrexone</td> <td>59</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Deaths in June = 0 • Transitions: n= 20 (3 to higher level, 3 to equivalent) Relocated= 5; Incarcerated = 0 		June 2021 (n= 503)	Phase 1	307	Phase 2	32	Phase 3	42	Phase 4	54	Vivitrol	9	Naltrexone	59			
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	<p><u>ASU transitional Dashboard:</u></p> <p>122 Total Patients from 6/1/2021 – 6/30/2021</p> <ul style="list-style-type: none"> – 105 Walk-ins – 7 West Palm Beach Fire Rescue 85 – 3 Police 																	



	<ul style="list-style-type: none"> - 5 AMR/Medics - 1 Palm Beach County Fire Rescue - 1 No info <p>Hospital Disposition</p> <ul style="list-style-type: none"> • 68 HCD • 12 Went to another treatment facility • 10 Discharge to home • 30 No discharge listed • 2 AMA <p>Did the patient Make it to HCD?</p> <ul style="list-style-type: none"> - 63 (52%) Yes (n=0*discrepancy) - 55 (45%) No - 4 (3%) No Answer <p>Warm Handoff date</p> <ul style="list-style-type: none"> - 68 (56%) Yes - 54 (44%) No • Discrepancy in the dashboard numbers 															
	<p><u>Cage-Aid:</u> Over 3,000 performed in June. Positives (n=196), majority were in Mangonia Clinic (n=79) & Jupiter Clinic (n=20); Lake Worth Clinic (n=12), and West Palm Beach Clinic (n=12).</p> <table border="1" data-bbox="422 1276 1186 1536"> <thead> <tr> <th>June2021 Total Score</th> <th># Patients</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Unscored</td> <td>35</td> <td>0.99%</td> </tr> <tr> <td>Score = 0</td> <td>3,347</td> <td>94.47%</td> </tr> <tr> <td>Score = 1</td> <td>14</td> <td>0.40%</td> </tr> </tbody> </table>	June2021 Total Score	# Patients	%	Unscored	35	0.99%	Score = 0	3,347	94.47%	Score = 1	14	0.40%			
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<table border="1"> <tr> <td>Score = 2</td> <td>32</td> <td>0.90%</td> </tr> <tr> <td>Score = 3</td> <td>16</td> <td>0.45%</td> </tr> <tr> <td>Score = 4</td> <td>99</td> <td>2.79%</td> </tr> </table>	Score = 2	32	0.90%	Score = 3	16	0.45%	Score = 4	99	2.79%					
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<p>Less than 1% unscored (n=35, 0.9%) which is an increase from unscored in May 2021 (n= 23, 0.7%). Two highest clinics with unscored.</p> <ul style="list-style-type: none"> • West Palm Beach Clinic had 15 unscored • Lantana Clinic had nine unscored <p>Comparing May 2021 and June 2021, there was an <u>increase</u> in the number of patients with Positive CAGE and no SBIRT: by 16 n=80, or a 50% rate of +CAGE-AID w/ No SBIRT. Overall a regression, from May, in which n= 64 +CAGE-AID w/ No SBIRT for a rate of 44%</p> <p>(Report with graph presented.)</p> <p>Monthly trend of + CAGE & NO SBIRT</p> <ul style="list-style-type: none"> • February Positive with NO SBIRT = 43 • March Positive with NO SBIRT = 154 • April Positive with NO SBIRT = 60 • May Positive with NO SBIRT = 64 • June Positive with NO SBIRT = 80 														
<p>SBIRT:</p> <ul style="list-style-type: none"> • Number of SBIRT vs. CAGE-AID positive continue to be discordant, rather than a 1:1 <table border="1" data-bbox="426 1463 1203 1572"> <thead> <tr> <th>2021</th> <th>Unique Patients</th> <th>%</th> <th>Total # Encounters</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Jan-21</td> <td>91</td> <td>100%</td> <td>102⁸⁷</td> <td>100%</td> </tr> </tbody> </table>					2021	Unique Patients	%	Total # Encounters	%	Jan-21	91	100%	102 ⁸⁷	100%
2021	Unique Patients	%	Total # Encounters	%										
Jan-21	91	100%	102 ⁸⁷	100%										



Feb-21	74	45%	78	43%
Mar-21	168	50%	204	53%
Apr-21	114	26%	146	28%
May-21	112	20%	121	100%
June-21	108	16%	124	16%
Total	667	100%	775	100%

SBIRTS are trending up from May to June 2021
 With 124 completed orders.
 Mangonia (95) and Lake Worth (8) have the highest number of SBIRTS this month; Jupiter had the next highest at six completed SBIRT orders (in Athena called Positive CAGE/CRAFFT).

PRAPARE:
 June had 2,459 patients complete the PRAPARE. 8% had Positive Social needs, n=192)
 15% of those Pts had BH referral on file, n=29
 85% did NOT have a Positive PRAPARE referral placed.

 Comparing June to May, there is a DECREASE in POSITIVE PRAPARE referrals made, from 22% to 15%

 The positivity rate for Social needs hovers at around 8 to 10% of patients screened since January 2021

PHQ 2/9

- Total encounters with PHQ2/9: 6,016

Of which, very few were unscored (0.4%) n= 22.

- which is about the same as May 0.4%

8% positive rate based on >10, or 1 or above, (N=469)

Were seen by the BHC 91% (n= 426)
 Only n= 43 had positive PHQ9 and NO BH, which is at 9%,



NURSING	<p>Higher Level of Care 71 ER referrals/64patients were sent to the ER in June. There were six patients with multiple orders in June (5 of the 6 were duplicate orders). Upon completion of chart review, all patients with numerous orders were all appropriate.</p> <p>For June, Dr. Noelle Clarke Aaron in West Palm Beach was the highest producer of HLC referrals with 15 (21%). 2 Hospital Referral Types were ordered for June, both from the Lake Worth clinic</p> <p>Patients w/Duplicate referrals – 6 patients with more than one referral</p>			
	<p>Controlled Substance Report Summary The team will develop and establish the intended purpose and outcomes for Controlled Substance Report for future reporting.</p>			
	<p>After Hours On-Call 169 total calls for the after-hours service 121 (72%) of the Calls were non-clinical.</p> <p>10 (6%) of the calls were dental (3 pain/issues/general questions, 7 for appointment/non-clinical). DDs were paged one time and answered.</p> <p>18 (47%) of the clinical calls were paged out, 2 (11%) of which had no response or note in Athena.</p> <p>38 (22%) of the Calls were clinical. 20 (53%) of the Clinical Calls were not paged, of which 2 (10%) should have been paged.</p> <p>5 (13%) of the clinical calls were Prescription issues (2 Adult Medical, 2 Behavioral Health, 1 Women’s Health).</p> <p>Follow-up rates (24Hrs)</p> <ul style="list-style-type: none"> • Yes = 31 (89%) • No = 3 (8%) 	<p>Meet with the answering service to better understand what their triage protocol is for paging providers and what they tell patients when they do not find a page to be necessary.</p> <p>Meet to discuss after-hours on-call scheduling for MAT.</p>	<p>Tracey / Lisa</p> <p>Dr. Warren, Dr. Phillips, Dominique</p>	<p>9/7/2021</p> <p>9/7/2021</p>



<ul style="list-style-type: none"> N/A = 1 (3%) 			
<p>Chart Audit Tracey presented a summary of her chart audit findings and suggested follow-up by the Medical Director.</p>			
<p>Poop on Demand: Working with Matt and Randall on ways to pull a report that would indicate which MA provided the P.O.D.</p>	<p>Randall is awaiting feedback from Angela and Lisa. Lisa and Angela will notify Matt and Randall on August 5th that P.O.D will be back in full swing. It is expected that we will have an entire month's worth of POD Data to present.</p>	<p>Lisa/Angela</p>	<p>9/7/2021</p>

QUALITY METRICS

UDS YTD June2021

Of the 16 UDS Measures: **11** Exceeded the HRSA Goal and **5** were short of the HRSA Goal (*Clinic Score/ HRSA Goal / Healthy People Goal*).

**Athena reporting has known issues due to the updates being made to UDS 2020 reporting capabilities. Data not validated.*

<p>Medical UDS Report</p>	<p>Breast Cancer Screening: (60% HRSA /65%HCD) Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
	<p>Childhood immunization: (60%HRSA /55% HCD) Findings: Numbers of unique patients served in pediatric clinics is increasing; however, it remains a small universe.</p>	<p>Interventions: Continue to enter historical vaccine data</p>	<p>Dr. Chibar</p>	<p>9/7/2021</p>



<p>Cervical Cancer Screening: (65%HRSA/62%HCD)</p> <p>Findings: Increased productivity by two percent. The QMR report is not capturing PAP smears done with HPV co-testing.</p>	<p>Interventions: For patients with an appointment starting July 1st, the PAP smear results are being uploaded to EPIC during the abstraction encounter before the appointment. When the Athena archive is transferred to EPIC, the screening can be satisfied manually.</p>	<p>Dr. Warren</p>	<p>9/7/2021</p>
<p>Weight assessment, Children & Adolescent: (90% HRSA /97%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
<p>Adult Weight screening and follow up: (90%HRSA / 96%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
<p>Tobacco use screening & cessation: (93%HRSA /98%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
<p>Coronary Artery Disease CAD: (81%HRSA /86%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
<p>Ischemic Vascular Disease (IVD): (86%HRSA /88%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
<p>Colorectal Cancer Screening: (82%HRSA /62%HCD) ⁹¹</p>			



<p>Findings: As the FIT test is ordered annually, we went back to July last year and up to June this year. The numbers in the report from June show a 1% decrease compared to May 2021. The percentage of patients with numbers that have satisfied the metric increased from 43% to 62% compared to April 2021.</p>	<p>Interventions:</p> <ol style="list-style-type: none"> 1. The nursing leadership will re-implement POD. 2. During chart abstraction, patients with colonoscopy, sigmoidoscopy and colonography will be uploaded to EPIC for appointments of unique patients until the end of September. 	<p>Dr. Chibar Dr. Warren Lisa Hogans Maria Chamberlin</p>	<p>9/7/2021</p>
<p>HIV linkage: (85%HRSA / 100% HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
<p>Depression screening: (83% HRSA/96%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
<p>Depression screening (Homeless): (83%HRSA /95%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
<p>Hypertension: (80%HRSA / 71%HCD)</p> <p>Findings: The metric improved by 3% during May has remained stable with no change since.</p>	<p>Interventions:</p> <ol style="list-style-type: none"> 1. The BP cuff grant from the AHA has been implemented. 2. The hypertension guidelines for C L Brumback are still under revision and updating. 	<p>Dr. Warren</p>	<p>9/7/2021</p>



		<p>Future training for medical providers will be planned.</p> <p>3. The initiative to give the call center the monthly list of uncontrolled patients, needs data, and does not have an appointment to schedule appointments was started this month.</p>		
	<p>Diabetes: (67%HRSA /69%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
	<p>Diabetes (Migrant): (67%HRSA /68%HCD)</p> <p>Findings: We are currently at goal for this metric.</p>	<p>Interventions: None</p>		
EPIC	<p>Open Tickets</p> <p>The team reviewed open tickets for Epic support and provided feedback to IT on the current priority of open EHR IT tickets.</p>			
PATIENT RELATIONS				
CLINIC SERVICE CENTER	<p>Outbound Campaigns - In July, the Clinic Service Center was tasked with multiple outbound campaigns due to EPIC migration and provider coverage/rotation.</p> <ol style="list-style-type: none"> 1. EPIC Rescheduling Appointments for 7/7-7/14 <ul style="list-style-type: none"> • The CSC was tasked with rescheduling clinic appointments in order to reduce the current schedules by 50% for all providers across seven clinics. 2. Provider Lam Reschedule <ul style="list-style-type: none"> • The CSC was tasked with rescheduling appointments for Lam’s patients as he moved to the Delray Clinic. The patients were informed that they could be rescheduled 			



	<p>with Rose or Dr. Inacio at the Boca Clinic or if they'd like to follow Lam to Delray, we could reschedule their appointment with him.</p> <p>3. Provider Cesare-Jean Reschedule</p> <ul style="list-style-type: none"> The CSC was tasked with rescheduling appointments for Rose's patients as she was Out of Office. The patients were informed that they could reschedule their appointment with Dr. Inacio at the Boca Clinic, Lam at the Delray Clinic, or Rose starting 8/21. <p>4. Rescheduling Appts after 3 pm on 7/9</p> <ul style="list-style-type: none"> The CSC was tasked with rescheduling all appointments after 3 pm on 7/9 for all providers due to an emergent provider meeting that needed to be held. <p>5. Chart Prep</p> <ul style="list-style-type: none"> The CSC was tasked with helping correct charts in Phreesia in order to communicate via text message to patients. CSC agents were updating the patient's information in Phreesia and EPIC from information listed in Athena for the patient. Once corrected across all platforms, the CSC agent then pushed the pre-registration information to those patients that were missing phone numbers previously. 			
<p>SURVEY RESULTS</p>	<p><u>Patient Satisfaction Survey</u></p> <p>January thru June 2021 – There were 250 surveys received in June 2021, with Belle Glade and Lake Worth having collected the most surveys at 56 (22%) and 47 (19%), respectively. This is a 41% decrease from the previous month. The total Patient Satisfaction Surveys received year to date is 1,922. English-speaking patients complete the most surveys and the Creole rate of return has increased this month by 68%. Patients aged 41-60 complete the most surveys, while over 80 complete the least amount of surveys. All Departments except Behavioral Health and Pediatric Dental has received surveys. Most patients prefer to be seen in person on Wednesday mornings. Patients are delighted with their provider,</p>			



	<p>with the majority of rankings being favorable and less than 1% are ranked as unfavorable. Patients are likely to recommend their Provider and Practice. The patient perception of wait time between their scheduled appointment time and actual time seen by a Provider has decreased in June, with most of the perceived wait time less than 15 minutes. Patient Experience measures have improved in June for all related questions in the survey. Less than one percent of patient responses expressed dissatisfaction with ease of scheduling appointments, communicating with the Practice on the phone, and being informed about delays during the visit. Patient comments presented.</p> <p>(Patient Satisfaction Survey PowerPoint presented)</p>	<p>‘Nursing Staff was respectful and courteous’ seems to have a number of low votes. Lisa to look into those responses</p>	<p>Lisa Hogans</p>	<p>9/7/2021</p>
<p>Clinic QSV</p>	<p><u>Delray Beach</u></p> <p>The Delray Beach Clinic received a “Non-clinical Quality Site Visit” (QSV) for Primary Care Services in June. This Quality Review consists of an audit on the following measures: Compliance & Regulatory; PHI; Office & Business Equipment; Clinic Equipment & Supplies; Facilities; Safety & Security; Exam Rooms; Clinic Flow; Staff Knowledge; and Patient Relations. Any items that were not assessed or did not apply to the clinic were scored as NA, and the dominator was revised in overall scoring. Most common deficiencies included: missing required signage and outstanding Patient Relations issues.</p> <ul style="list-style-type: none"> Delray Beach – (7/21/2021) – 87% Compliant – Missing items remain in the process. <p>(QSV PowerPoint presented)</p>	<p>Print, Frame, and send needed Compliance and Regulatory Signage to Delray Clinic</p> <p>Investigate and close Patient complaints and Grievances in Delray</p>	<p>David</p> <p>Alexa</p>	<p>9/7/2021</p> <p>9/7/2021</p>
<p>GRIEVANCES, COMPLAINTS & COMPLIMENTS</p>	<p><u>Patient Relations Report</u></p> <p>For June 2021, 17 Patient Relations Occurrences occurred between 5 clinics and Clinic Administration. Of the 17 occurrences, there were 5 Grievances and 12 Complaints. The top categories were Care & Treatment, Communication and Finance. The top subcategory with four complaints and grievances was Poor</p>			



	<p>Communication, followed by Inappropriate Care, Refusal of Treatment, and Billing Issues, all with three complaints and grievances. There was also a total of 13 compliments received across Belle Glade and Clinic Administration.</p> <p><i>(PowerPoint presented with a roll-up for each clinic as well as complaints/grievances against providers for June)</i></p> <p>Some Providers were not able to be tagged when pulling reports of complaints and grievances from Tableau.</p> <p>Complaints and Grievances by Location</p> <ul style="list-style-type: none"> • Clinic admin – 2 • Belle Glade – 0 • Boca – 0 • Delray – 4 • Jupiter – 3 • Lake Worth – 2 • Lantana – 1 • West Palm Beach – 4 <p>Compliments –</p> <ul style="list-style-type: none"> • Clinic Admin – 3 • Belle Glade - 10 			
UTILIZATION				
OPERATIONS	<p><u>Productivity (based on checked-in appts)</u> 11,634 visits to all clinics.</p> <p>Medical Payer Mix is as follows: Uninsured – 57% Medicaid – 27% HMO – 2% Medicare Part B – 2% Group policy – 6%, Commercial- 4%, Other- 2%</p> <p>Dental Payer Mix is as follows:</p>			



Uninsured – 69%
 Medicaid – 24%
 HMO – 1%
 Medicare Part B –1%
 Group policy – 1%, Commercial- 3%, Other- 1%

Service Line		Target	Actual
Adult	In Person	5,166	5,106
	Telehealth	60	58
Pediatric	In Person	1,314	1,464
	Telehealth	0	0
Behavioral Health	In Person	734	673
	Telehealth	490	405
Dental	In Person	2,064	1,939
Women’s Health	In Person	589	577
	Telehealth	2	2
Substance Abuse	In Person	960	991
	Telehealth	463	419

Visit Breakdown: n= 11,634

- 8% Telehealth
- 92% In-Person

There are concerns with Belle Glade Productivity, which could be attributed to incoming Residents for the new Cycle. There seems to be a discrepancy in the data as one for Belle Glade shows 145% vs 25% productivity on another slide.

(Clinic productivity report with graphs were presented.)

Marisol, Ivonne, Dominique, and Andrea will look into this location.

Corrections will be made to some adjusted Targets.

Marisol / Ivonne / Andrea / Dominique

9/7/2021

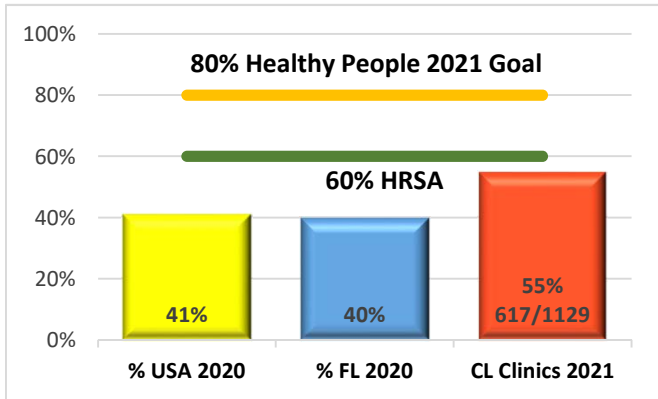


	<p><u>No Show Rates</u></p> <p>No Show Rate slightly increased in June to 29%, about 1.5% more than May (27.5%).</p> <p>(Report with graph presented.)</p>			
<p>OUTREACH SUMMARY</p>	<p><u>COVID-19 Vaccines: June 2021</u></p> <ul style="list-style-type: none"> - 2,817 Total Vaccinations Given - 346 Moderna - 1963 Pfizer - 497 Janssen - 50% Female - 50% Male 			
<p>Meeting Adjourned – 3:00 pm</p>				



C. L. BRUMBACK PRIMARY CARE CLINICS YTD June 2021

CHILDHOOD IMMUNIZATION

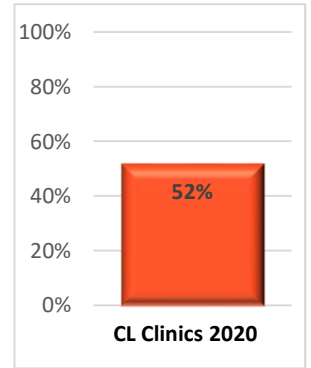


Findings:

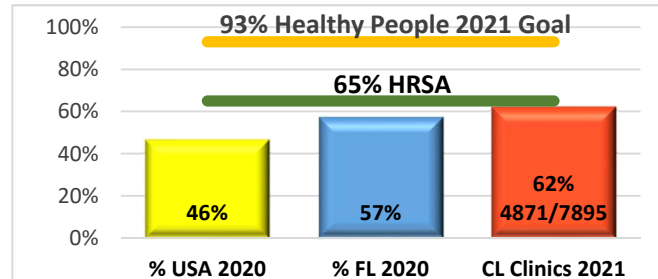
1. Numbers of unique patients served in pediatric clinics is increasing.

Interventions:

1. Bi-directional interface with Epic.



CERVICAL CANCER SCREENING



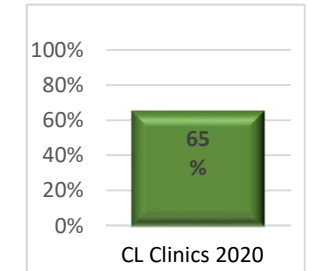
Findings:

1. Compared to April the score increased by 2%.

2. The QMR report is not capturing PAP smears done with HPV co-testing.

Interventions:

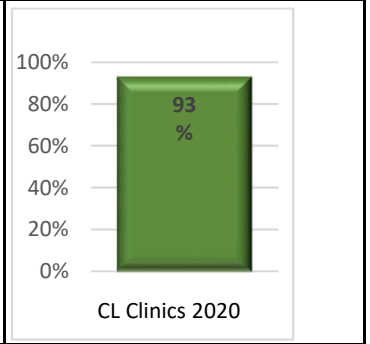
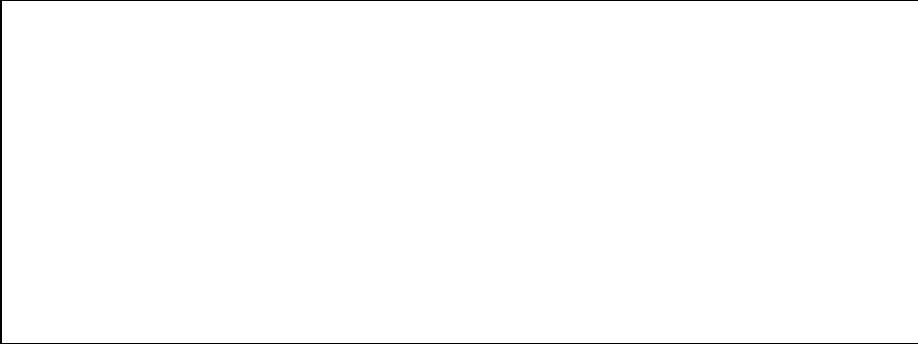
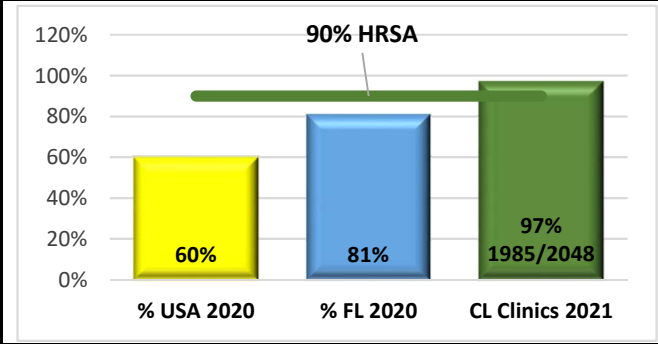
1. For patients with an appointment starting July 1st the PAP smear results are being uploaded to EPIC during the abstraction encounter before the appointment. When Athena archive is transferred to EPIC the screening can be satisfied manually.



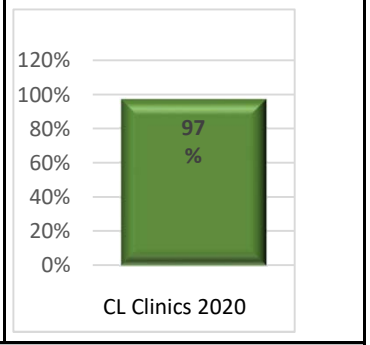
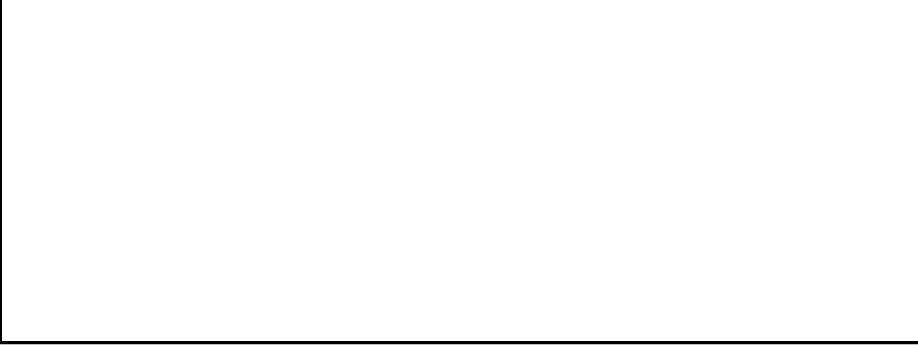
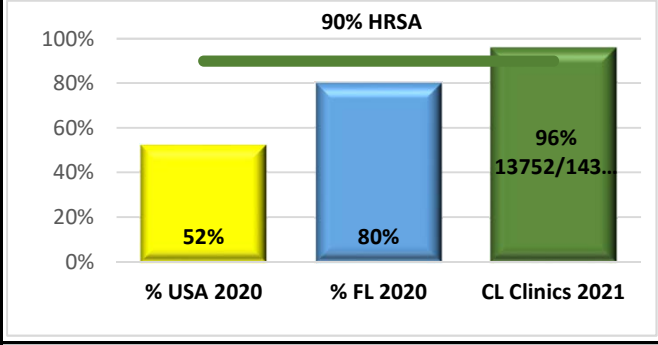


C. L. BRUMBACK PRIMARY CARE CLINICS YTD June 2021

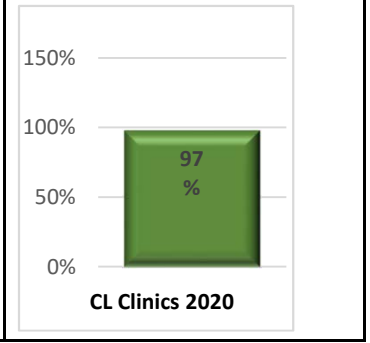
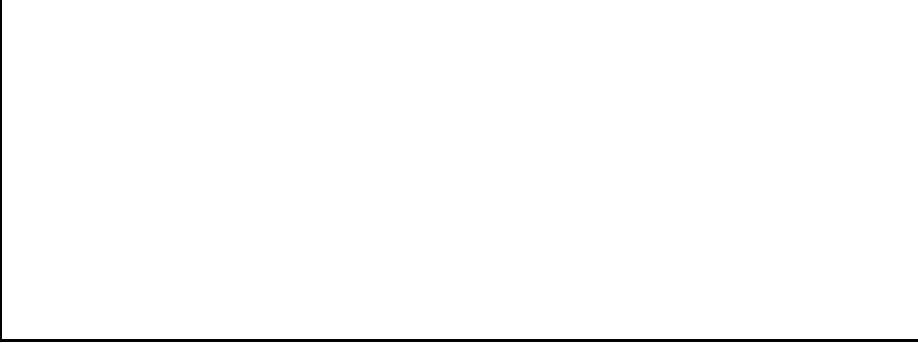
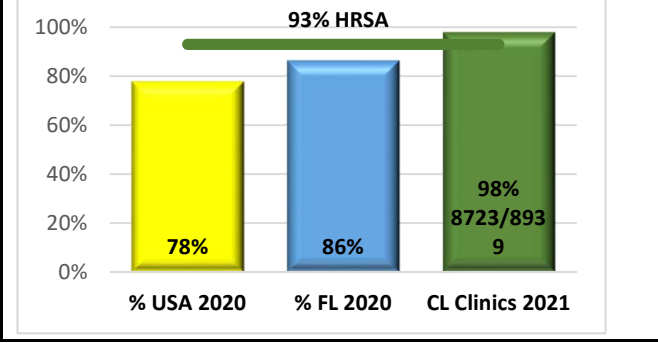
WEIGHT SCREENING AND COUNSELING FOR CHILDREN AND ADOLESCENTS



ADULT WEIGHT SCREENING AND FOLLOW UP



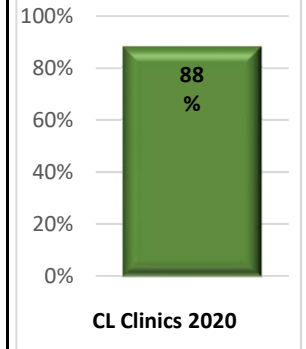
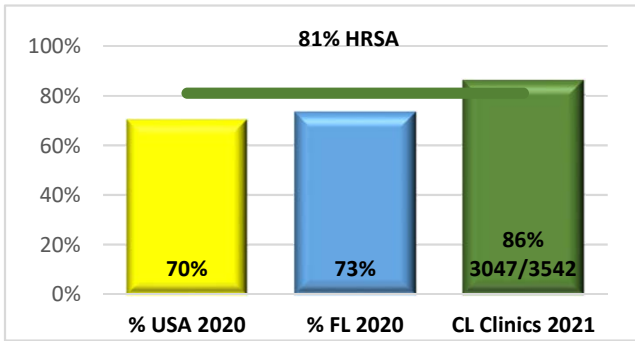
TOBACCO USE SCREENING AND CESSATION INTERVENTION



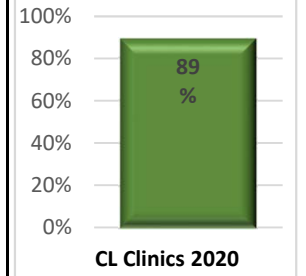
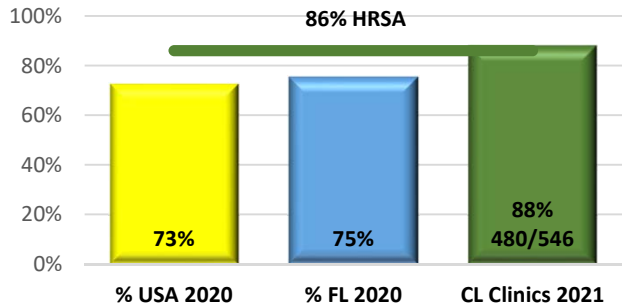


C. L. BRUMBACK PRIMARY CARE CLINICS
YTD June 2021

CORONARY ARTERY DISEASE (CAD): LIPID THERAPY



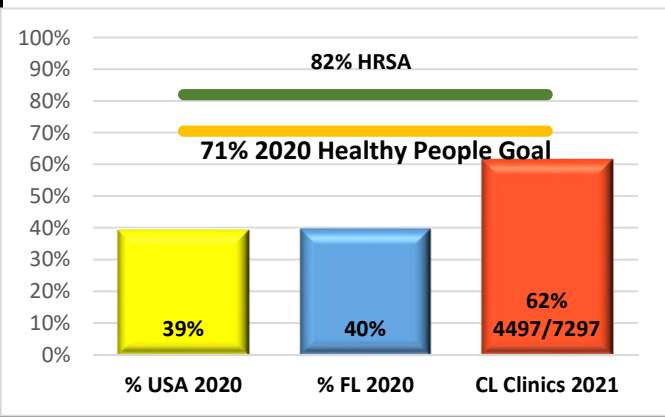
ISCHEMIC VASCULAR DISEASE (IVD): Antiplatelet Therapy





C. L. BRUMBACK PRIMARY CARE CLINICS YTD June 2021

COLORECTAL CANCER SCREENING

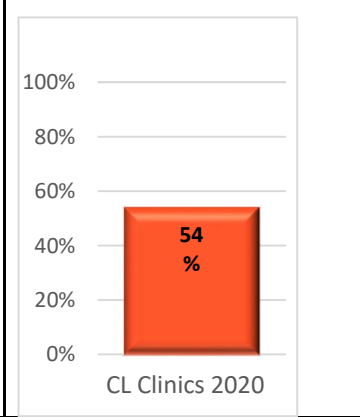


Findings:

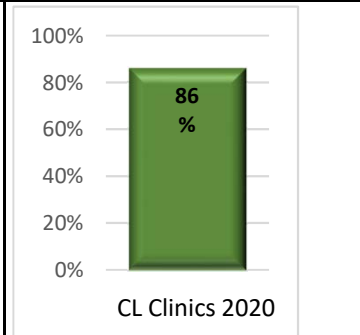
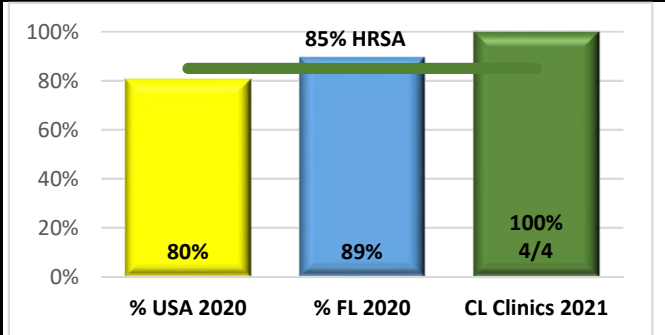
As the fit test is ordered annually, we went back to July last year and up to June this year. The numbers in the report from June show a 1% decrease compared to May, 2021. The percentage of patients with satisfaction of the metric increased from 43% to 62% compared to the month of April, 2021.

Interventions:

1. The nursing leadership will re-implement POD.
2. During chart abstraction patients with colonoscopy, sigmoidoscopy and colonography were uploaded to EPIC for appointments of unique patients until the end of the month of september.



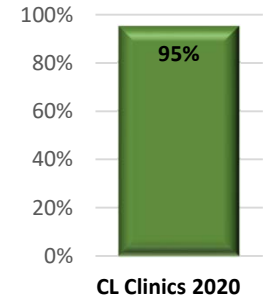
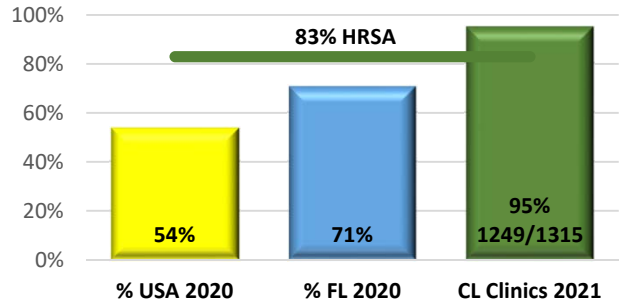
HIV LINKAGE TO CARE



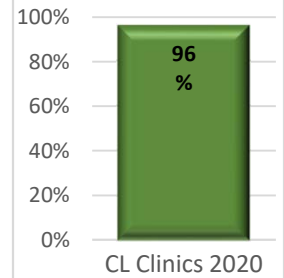
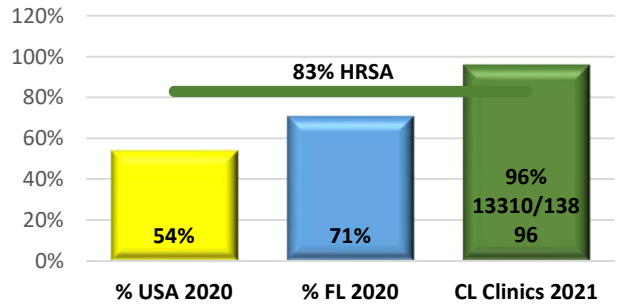


C. L. BRUMBACK PRIMARY CARE CLINICS YTD June 2021

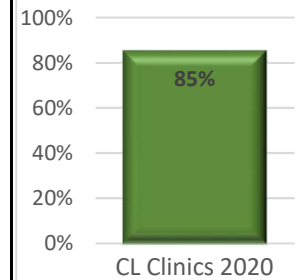
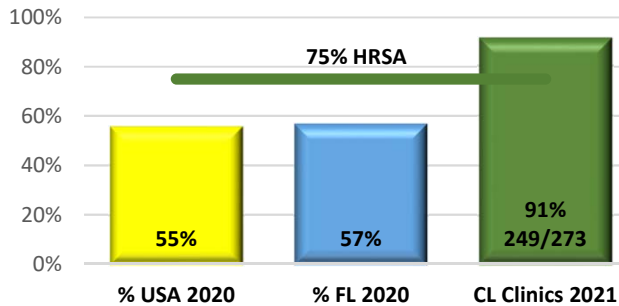
PATIENTS SCREENED FOR DEPRESSION AND FOLLOW-UP SPECIAL POPULATION: HOMELESS



PATIENTS SCREENED FOR DEPRESSION AND FOLLOW-UP



DENTAL SEALANTS

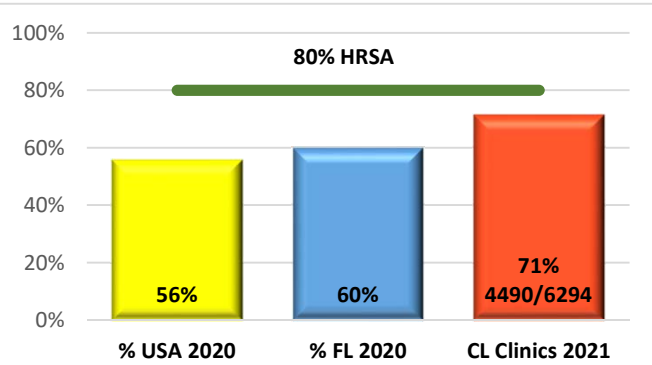




C. L. BRUMBACK PRIMARY CARE CLINICS

YTD June 2021

HYPERTENSION

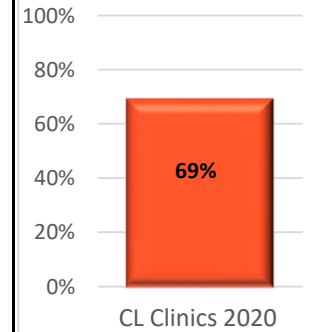


Findings:

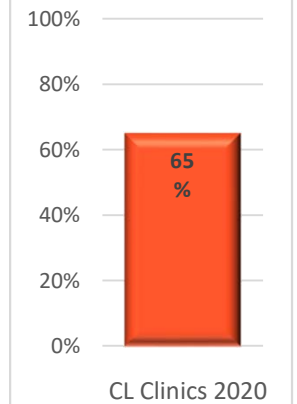
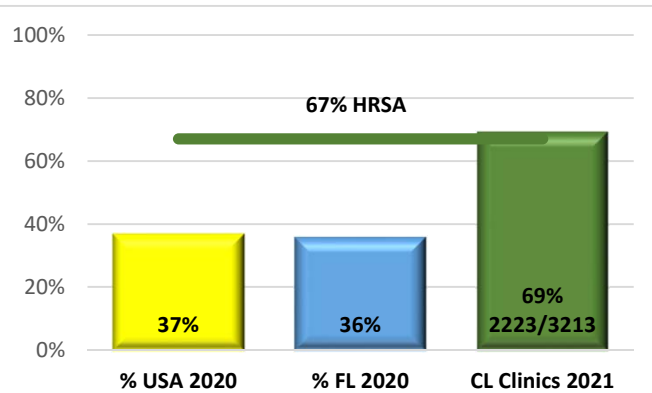
The metric that improved by 3% during the month of May had remain stable with no change.

Interventions:

1. The BP cuff grant from the AHA has been implemented.
2. The hypertension guidelines for C L Brumback are still under revision and updating. Future training for medical providers will be planned.
3. The initiative to give the call center the monthly list of patients that are uncontrolled, needs data and do not have an appointment to schedule appointments was started during this month.



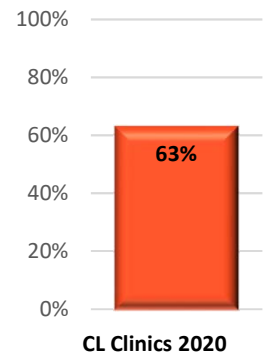
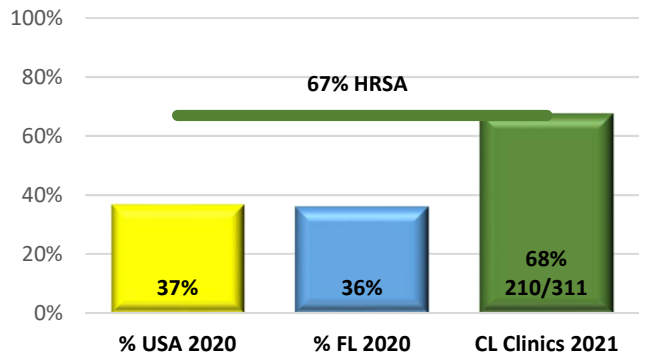
DIABETES



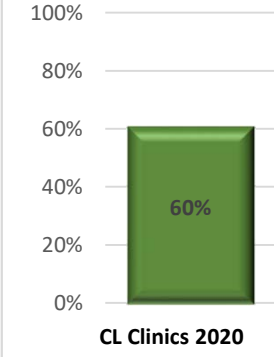
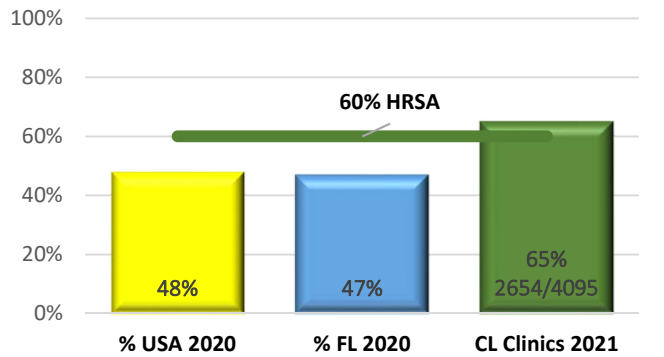


C. L. BRUMBACK PRIMARY CARE CLINICS YTD June 2021

DIABETES FOR SPECIAL POPULATIONS: MIGRANT



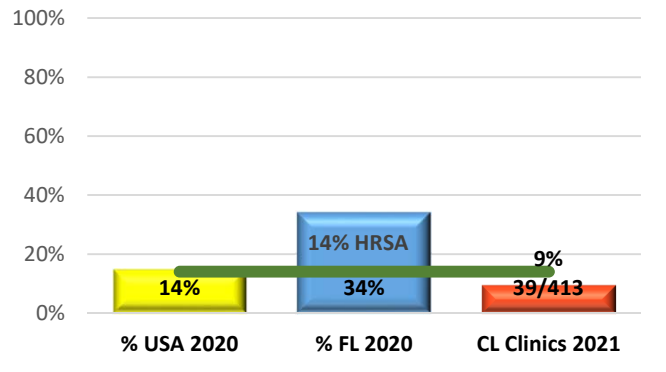
BREAST CANCER SCREENING





C. L. BRUMBACK PRIMARY CARE CLINICS YTD June 2021

DEPRESSION REMISSION

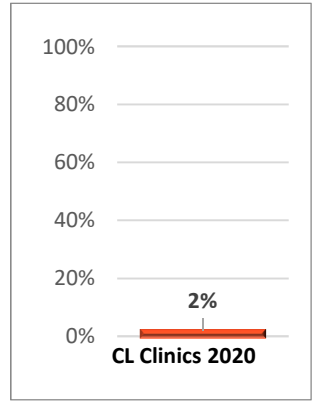


Findings:

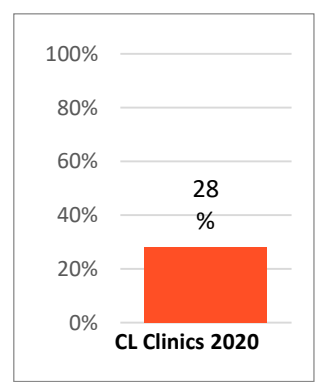
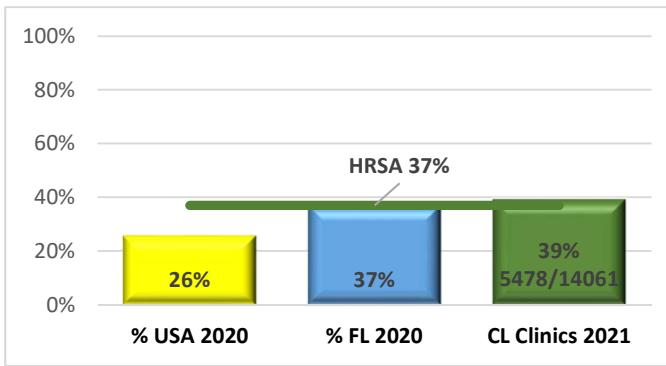
1. The Athena is a canned report is inaccurate.
2. The follow up PHQ9 has to be done 12 months later the initial index date. If it is done before 12 months the measure is not satisfied even though patients may have improved.

Interventions:

1. A new list with the PHQ9 with a score 10 or greater will be produced for the past 12 months to set appointments 12 months later the initial positive score and do a new PHQ9.
2. EPIC new EHR will provide better reporting capabilities for follow up of these patients.



HIV SCREENING



PRODUCTIVITY JULY 2021

ALL PROVIDERS

AS 07/19/2021 Based on Checked-In App

<51%

>=51% and < 80%

>= 80% and <100%

>= 100%

ADULT CARE											
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved		Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total	Total		
ALFONSO PUENTES, RAMIRO	18	8	142	1	143	97	68%		97	68%	12.1
CESAIRE-JEAN, ROSE CARLINE	16	8.5	136	0	136	103	76%		103	76%	12.1
DABU, DARNEL	18	9.5	170	1	171	133	78%		133	78%	14.0
DE OLIVEIRA INACIO, VANESSA	18	9	160	2	162	119	74%	2	121	75%	13.4
ESTIME, GUERLYNE OPHIN	16	1	16	0	16	12	75%		12	75%	12.0
FERNANDEZ SANCHEZ, MARCO	16	9.5	152	0	152	126	83%		126	83%	13.3
FLOREZ, GLORIA	18	9.5	171	0	171	146	85%		146	85%	15.4
HARBERGER, SENECA & Residents	18	5.5	99	0	99	199	201%		199	201%	36.2
JEAN-JACQUES, FERNIQUE	16	9	144	0	144	99	69%		99	69%	11.0
LAM, MINH DAI	16	9	139	5	144	122	88%	4	126	88%	14.0
LOUIS, JOANN PIERRE	16	6	96	0	96	67	70%		67	70%	11.2
NAVARRO, ELSY	16	9	144	0	144	104	72%		104	72%	11.6
PEREZ, DANIEL JESUS & Residents	18	6.5	117	0	117	118	101%		118	101%	18.2
PHILISTIN, KETELY	16	9	144	0	144	106	74%		106	74%	11.8
SECIN SANTANA, DELVIS	18	3	54	0	54	52	96%		52	96%	17.3
SHOAF, NOREMI	16	9	144	0	144	106	74%		106	74%	11.8
ST VIL, CARLINE	16	9	143	1	144	99	69%	1	100	69%	11.1
ADULT CARE TOTALS		130	2,171	10	2,181	1,808	83%	7	1,815	83%	

PEDIATRIC CARE											
CLARKE-AARON, NOELLA	18	8	144	0	144	117	81%		117	81%	14.6
DESSALINES, DUCLOS	18	9	162	0	162	134	83%		134	83%	14.9
LAZARO RIVERA, NANCY	18	9	162	0	162	149	92%		149	92%	16.6
NORMIL-SMITH, SHERLOUNE	18	7.5	135	0	135	125	93%		125	93%	16.7
PEDIATRIC CARE TOTALS		33.5	603	0	603	525	87%	0	525	87%	

WOMEN'S HEALTH CARE											
CASANOVA, JENNIFER	16	9	144	0	144	121	84%		121	84%	13.4
FERWERDA, ANA	18	9	162	0	162	118	73%		118	73%	13.1
WOMEN'S HEALTH CARE TOTALS		18	306	0	306	239	78%	0	239	78%	

BEHAVIORAL HEALTH											
ALVAREZ, FRANCO	18	3	52	1	53	48	92%	2	50	94%	16.7
BONHOMETRE, STEPHANY	12	1.5	10	8	18	4	40%	3	7	39%	4.7
CALDERON, NYLSA	12	7.5	86	4	90	46	53%	2	48	53%	6.4
HIRSCH, KAREN	12	5.5	62	4	66	38	61%	1	39	59%	7.1
JONES, KIARA	12	7	79	5	84	60	76%	3	63	75%	9.0
ZIEMBA, ADRIANA LEQUERICA	8	7.5	40	18	58	31	78%	13	44	76%	5.9
BEHAVIORAL HEALTH TOTALS		32	329	40	369	227	69%	24	251	68%	

SUBSTANCE ABUSE DISORDER											
BELL, EMILY	16	9	144	0	144	122	85%		122	85%	13.6
FARAH, CRISTINA	11	8	55	30	85	47	85%	9	56	66%	7.0
MITCHELL, ANGELA	11	9.5	56	47	103	64	114%	47	111	108%	11.7
PHILLIPS, COURTNEY	18	5.5	99	0	99	85	86%		85	86%	15.5
REXACH, CLAUDIA	11	7	52	21	73	42	81%	19	61	84%	8.7
ROMAIN, REYNETTE	11	7.5	48	31	79	62	129%	18	80	101%	10.7
SUBSTANCE ABUSE DISORDER TOTALS		46.5	454	129	583	422	93%	93	515	88%	

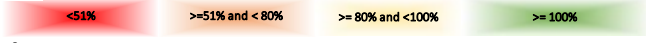
DENTAL											
ALONSO, ZENAIDA	16	9	144	0	144	153	106%		153	106%	17.0
ALWEHAIB, ARWA	16	2	32	0	32	37	116%		37	116%	18.5
CUCURAS, JOHN N	16	1.5	24	0	24	26	108%		26	108%	17.3
OLIVEIRA, PAULO	16	9	144	0	144	139	97%		139	97%	15.4
SEMINARIO, ADA	16	8.5	136	0	136	72	53%		72	53%	8.5
SILVA, MICHELLE	16	9	144	0	144	115	80%		115	80%	12.8
ZANGENEH, YASMINE	16	6.5	104	0	104	71	68%		71	68%	10.9
DENTAL TOTALS		45.5	728		728	613	84%		613	84%	

GRAND TOTAL		305.5	4,591	179	4,770	3,834	84%	124	69%	3,958	83%	
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PRODUCTIVITY JULY 2021

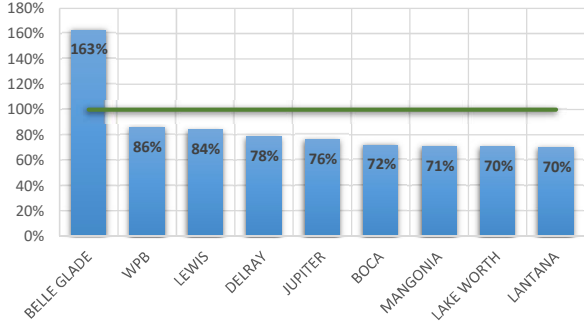
ALL CLINICS

AS 07/19/2021 Based on Checked-In App

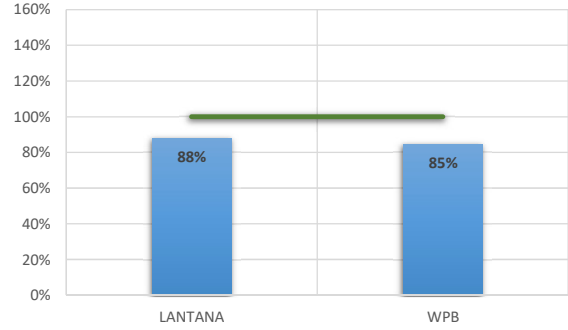


Category	Target for the Month			Total for the Month Seen			% Monthly Target Achieved
	In-Person	Telehealth	Total	In-Person	Telehealth	Total	
AS 07/19/2021							
ADULT CARE	2,171	10	2,181	1,808 83%	7 70%	1,815	83%
PEDIATRIC CARE	603	0	603	525 87%	0	525	87%
WOMEN'S HEALTH CARE	306	0	306	239 78%	0	239	78%
BEHAVIORAL HEALTH	329	40	369	227 69%	24 60%	251	68%
SUBSTANCE ABUSE DISORDER	454	129	583	422 93%	93 72%	515	88%
DENTAL	728	0	728	613 84%	0	613	84%
Grand Total	4,591	179	4,770	3,834 84%	124 69%	3,958	83%

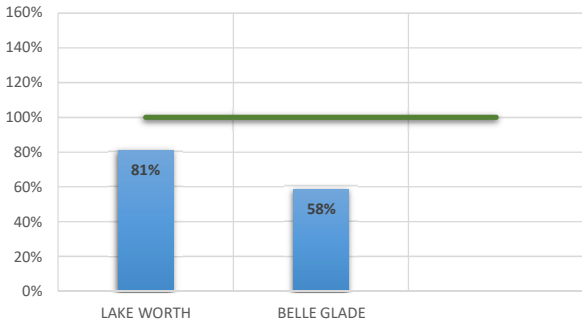
Adult Care



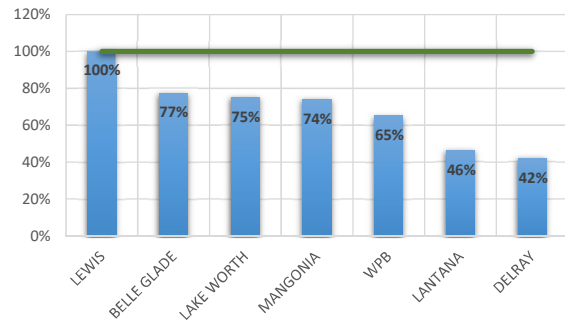
Pediatric Care



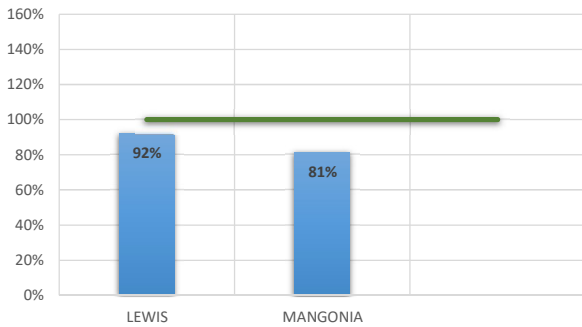
Women's Health Care



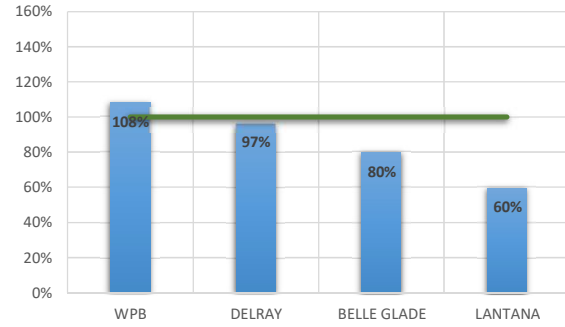
Behavioral Health



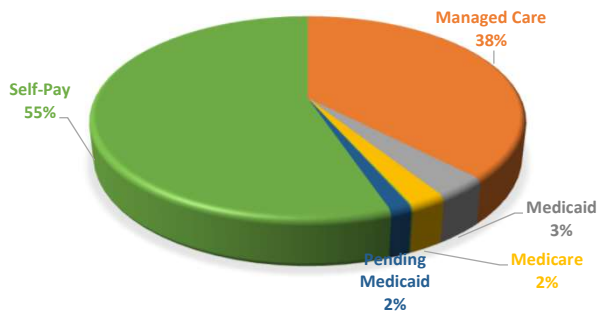
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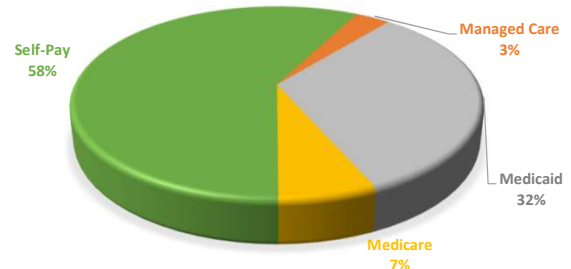
Dental



MEDICAL PAYER MIX



DENTAL PAYER MIX



AS 07/19/2021 Based on Checked-In App

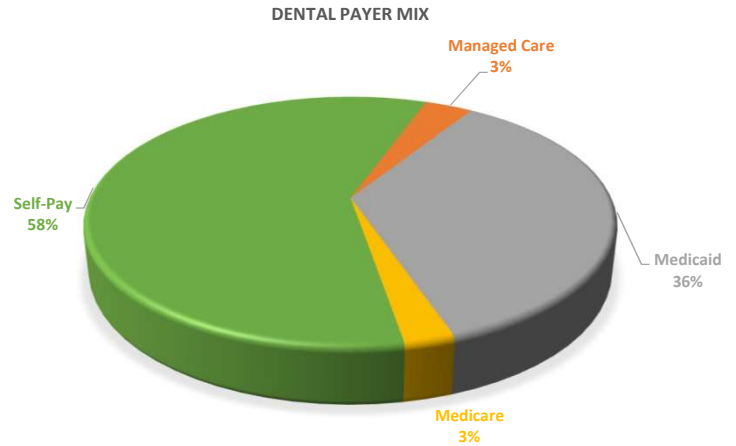
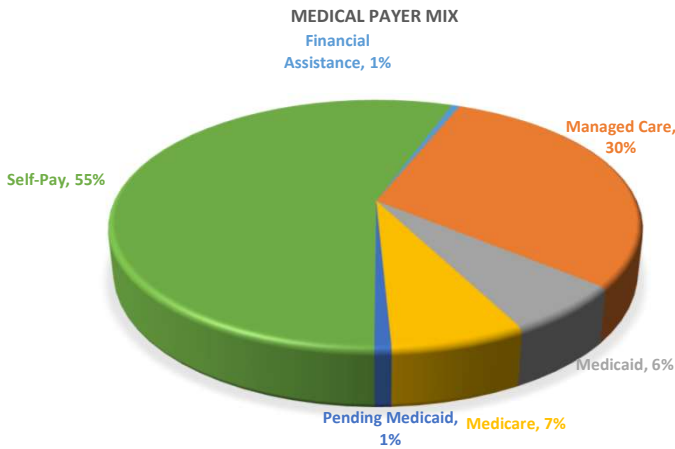
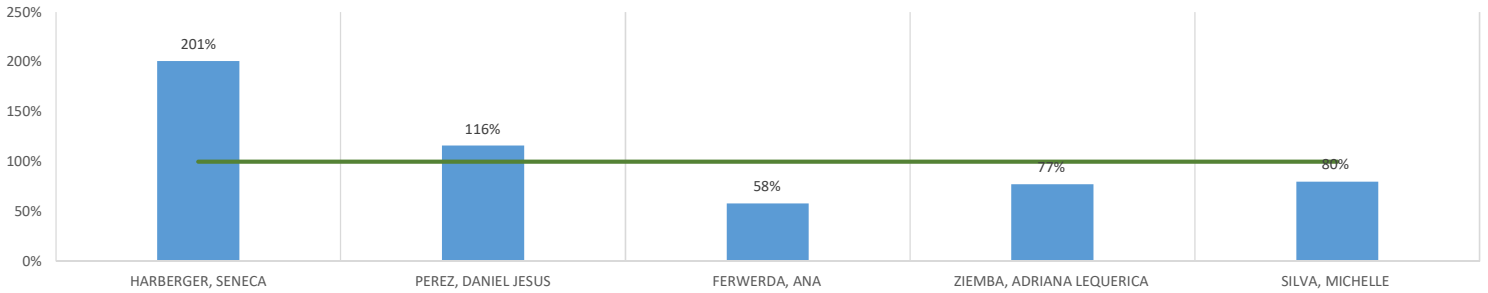
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
HARBERGER, SENECA & Residents	18	5.5	99	0	99	199		199	201%	36.2
PEREZ, DANIEL JESUS & Residents	18	4.5	81	0	81	94		94	116%	20.9
ADULT CARE TOTALS		10	180	0	180	293	0	293	163%	

WOMEN'S HEALTH CARE										
FERWERDA, ANA	18	2	36	0	36	21		21	58%	10.5
WOMEN'S HEALTH CARE TOTALS		2	36	0	36	21	0	21	58%	

BEHAVIORAL HEALTH										
ZIEMBA, ADRIANA LEQUERICA	8	5.5	29	15	44	23	11	34	77%	6.2
BEHAVIORAL HEALTH TOTALS		5.5	29	15	44	23	11	34	77%	

DENTAL										
SILVA, MICHELLE	16	9	144	0	144	115		115	80%	12.8
DENTAL TOTALS		9	144	0	144	115	0	115	80%	

GRAND TOTAL		26.5	389	15	404	452	11	463	115%	
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DELRAY PRODUCTIVITY JULY 2021



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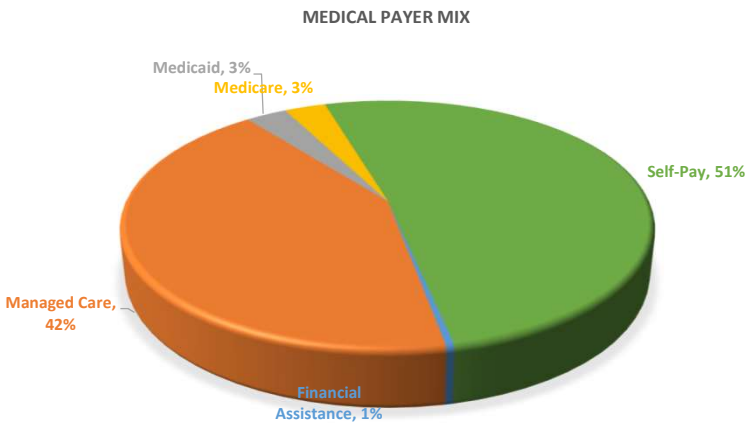
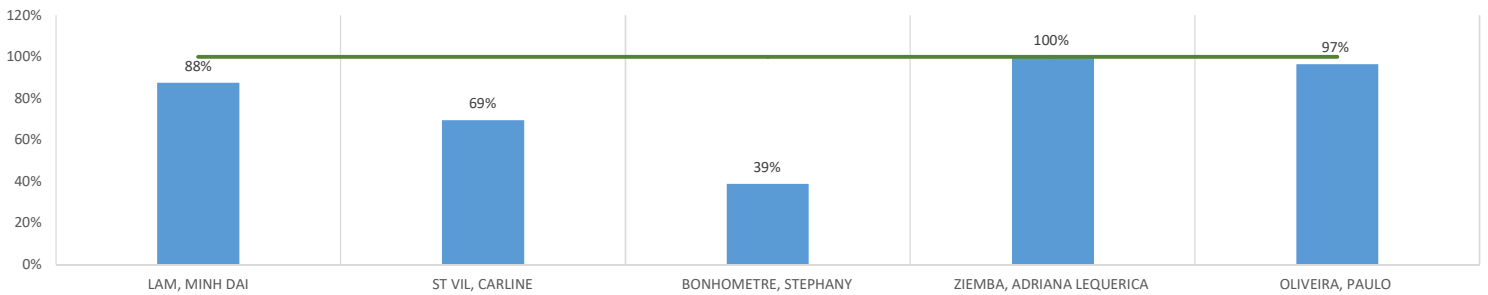
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
LAM, MINH DAI	16	9	139	5	144	122	4	126	88%	14.0
ST VIL, CARLINE	18	9	143	1	144	99	1	100	69%	11.1
ADULT CARE TOTALS		18	282	6	288	221	5	226	78%	

WOMEN'S HEALTH CARE										
WOMEN'S HEALTH CARE TOTALS		0	0	0	0	0	0	0		

BEHAVIORAL HEALTH										
BONHOMETRE, STEPHANY	12	1.5	10	8	18	4	3	7	39%	4.7
ZIEMBA, ADRIANA LEQUERICA	18	0.5	1	0	1	1	0	1	100%	2.0
BEHAVIORAL HEALTH TOTALS		2	11	8	19	5	3	8	42%	

DENTAL										
OLIVEIRA, PAULO	16	9	144	0	144	139		139	97%	15.4
DENTAL TOTALS		9	144	0	144	139	0	139	97%	

GRAND TOTAL		29	437	14	451	365	8	373	83%	
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BOCA PRODUCTIVITY JULY 2021



AS 07/19/2021 Based on Checked-In App

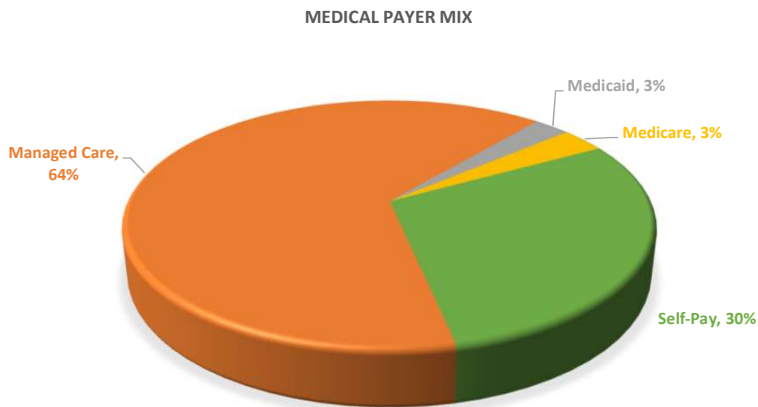
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
CESAIRE-JEAN, ROSE CARLINE	16	3	48	0	48	30		30	63%	10.0
DE OLIVEIRA INACIO, VANESSA	18	9	160	2	162	119	2	121	75%	13.4
ADULT CARE TOTALS		12	208	2	210	149	2	151	72%	

WOMEN'S HEALTH CARE										
WOMEN'S HEALTH CARE TOTALS		0	0	0	0	0	0	0		

BEHAVIORAL HEALTH										
BEHAVIORAL HEALTH TOTALS		0	0	0	0	0	0	0		

DENTAL										
DENTAL TOTALS		0	0	0	0	0	0	0		

GRAND TOTAL		12	208	2	210	149	2	151	72%	
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JUPITER PRODUCTIVITY JULY 2021



AS 07/19/2021 Based on Checked-In App

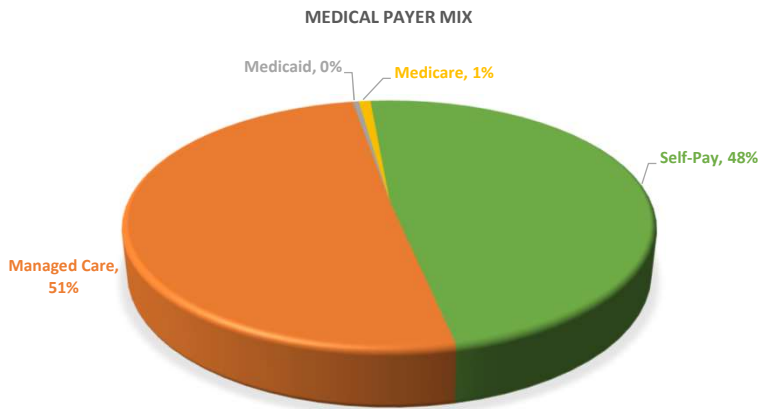
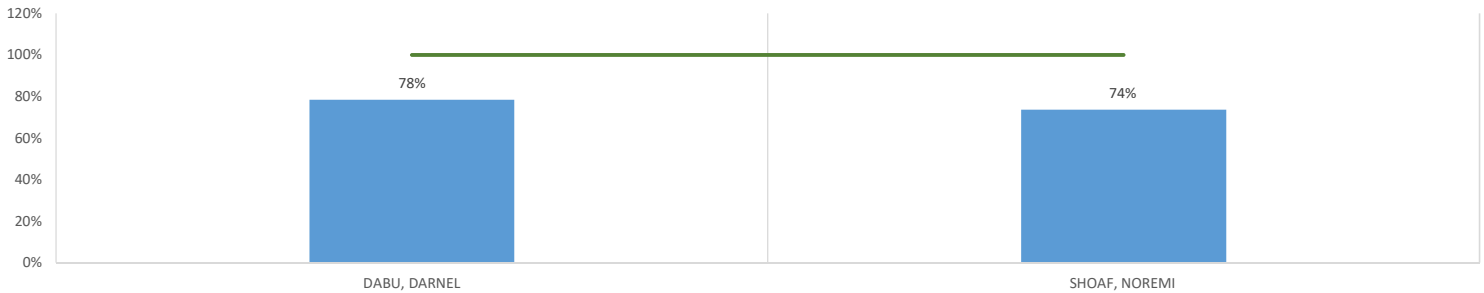
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
DABU, DARNEL	18	9	161	1	162	127		127	78%	14.1
SHOAF, NOREMI	18	9	144	0	144	106		106	74%	11.8
ADULT CARE TOTALS		18	305	1	306	233	0	233	76%	

WOMEN'S HEALTH CARE										
WOMEN'S HEALTH CARE TOTALS		0	0	0	0	0	0	0		

BEHAVIORAL HEALTH										
BEHAVIORAL HEALTH TOTALS		0	0	0	0	0	0	0		

DENTAL										
DENTAL TOTALS		0	0	0	0	0	0	0		

GRAND TOTAL		18	305	1	306	233	0	233	76%	
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LAKE WORTH PRODUCTIVITY JULY 2021



AS 07/19/2021 Based on Checked-In App

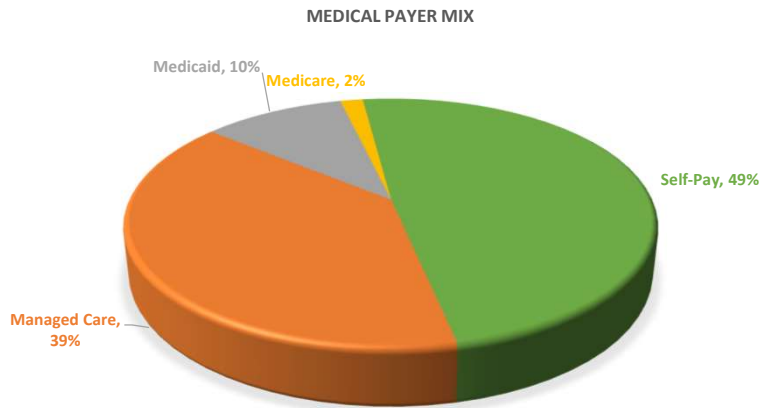
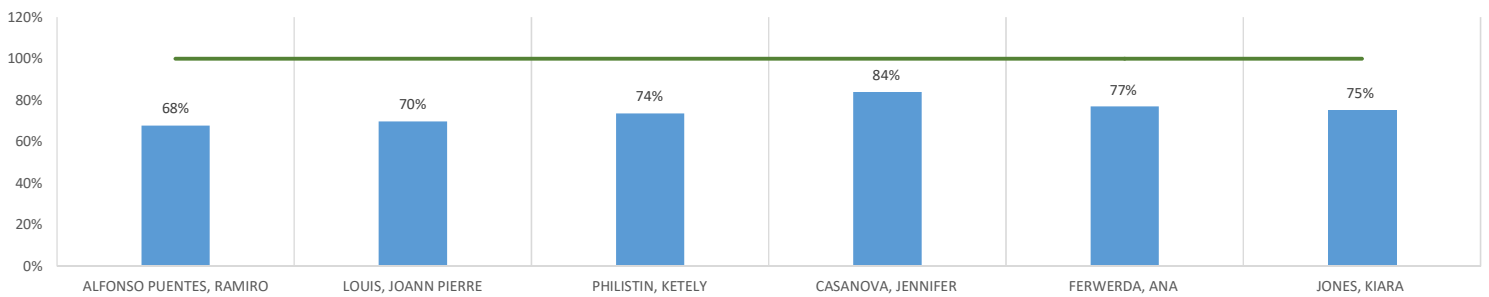
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
ALFONSO PUENTES, RAMIRO	18	8	142	1	143	97		97	68%	12.1
LOUIS, JOANN PIERRE	16	6	96	0	96	67		67	70%	11.2
PHILISTIN, KETELY	18	9	144	0	144	106		106	74%	11.8
ADULT CARE TOTALS		23	382	1	383	270	0	270	70%	

WOMEN'S HEALTH CARE										
CASANOVA, JENNIFER	16	9	144	0	144	121		121	84%	13.4
FERWERDA, ANA	18	7	126	0	126	97		97	77%	13.9
WOMEN'S HEALTH CARE TOTALS		16	270	0	270	218	0	218	81%	

BEHAVIORAL HEALTH										
JONES, KIARA	12	7	79	5	84	60	3	63	75%	9.0
BEHAVIORAL HEALTH TOTALS		7	79	5	84	60	3	63	75%	

DENTAL										
DENTAL TOTALS		0	0	0	0	0	0	0		

GRAND TOTAL		46	731	6	737	548	3	551	75%	
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LANTANA PRODUCTIVITY JULY 2021



AS 07/19/2021 Based on Checked-In App

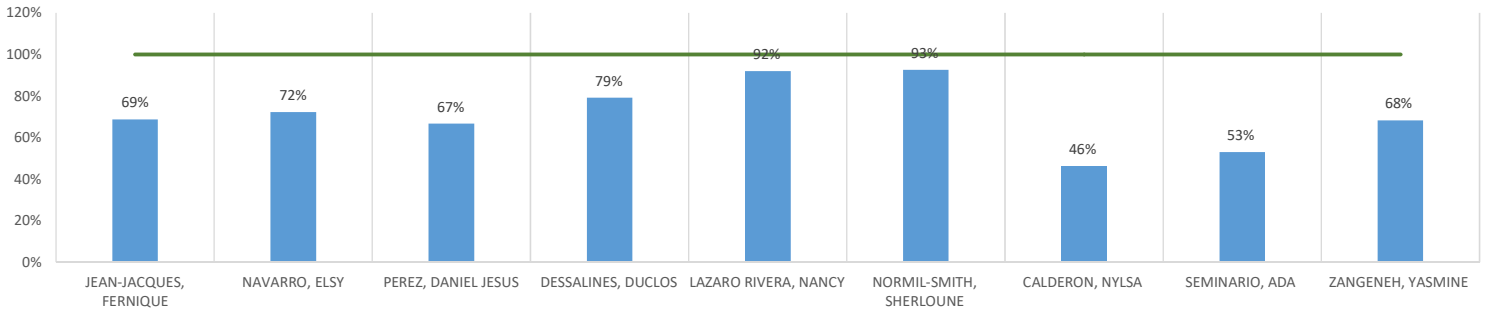
ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
JEAN-JACQUES, FERNIQUE	16	9	144	0	144	99		99	69%	11.0
NAVARRO, ELSY	16	9	144	0	144	104		104	72%	11.6
PEREZ, DANIEL JESUS	18	2	36	0	36	24		24	67%	12.0
ADULT CARE TOTALS		20	324	0	324	227	0	227	70%	

PEDIATRIC CARE										
DESSALINES, DUCLOS	18	8	144	0	144	114		114	79%	14.3
LAZARO RIVERA, NANCY	18	9	162	0	162	149		149	92%	16.6
NORMIL-SMITH, SHERLOUNE	18	7.5	135	0	135	125		125	93%	16.7
WOMEN'S HEALTH CARE TOTALS		24.5	441	0	441	388	0	388	88%	

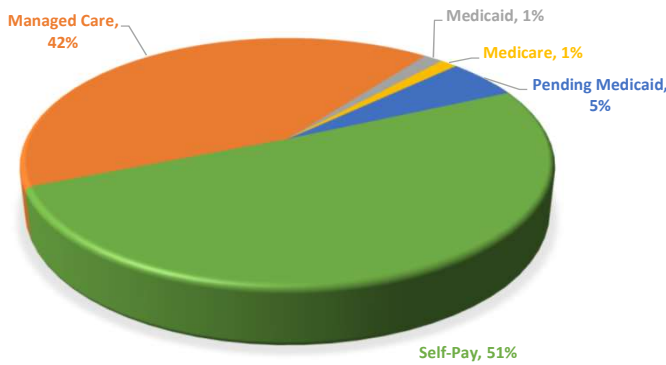
BEHAVIORAL HEALTH										
CALDERON, NYLSA	12	4.5	50	4	54	23	2	25	46%	5.6
BEHAVIORAL HEALTH TOTALS		4.5	50	4	54	23	2	25	46%	

DENTAL										
SEMINARIO, ADA	16	8.5	136	0	136	72		72	53%	8.5
ZANGENEH, YASMINE	16	6.5	104	0	104	71		71	68%	10.9
DENTAL TOTALS		15	240	0	240	143	0	143	60%	

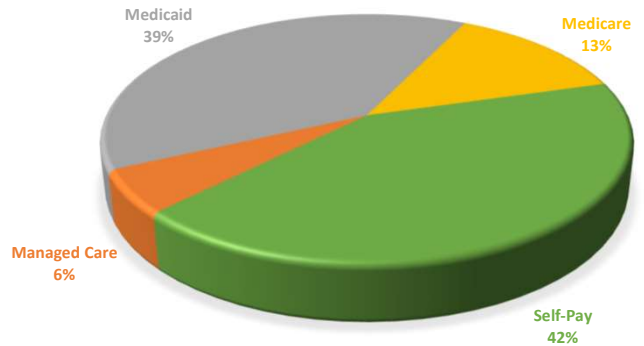
GRAND TOTAL		64	1,055	4	1,059	781	2	783	74%	
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MEDICAL PAYER MIX



DENTAL PAYER MIX



LEWIS PRODUCTIVITY JULY 2021



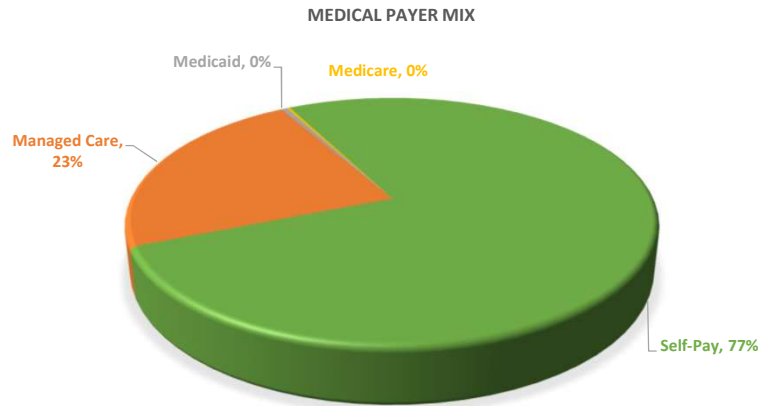
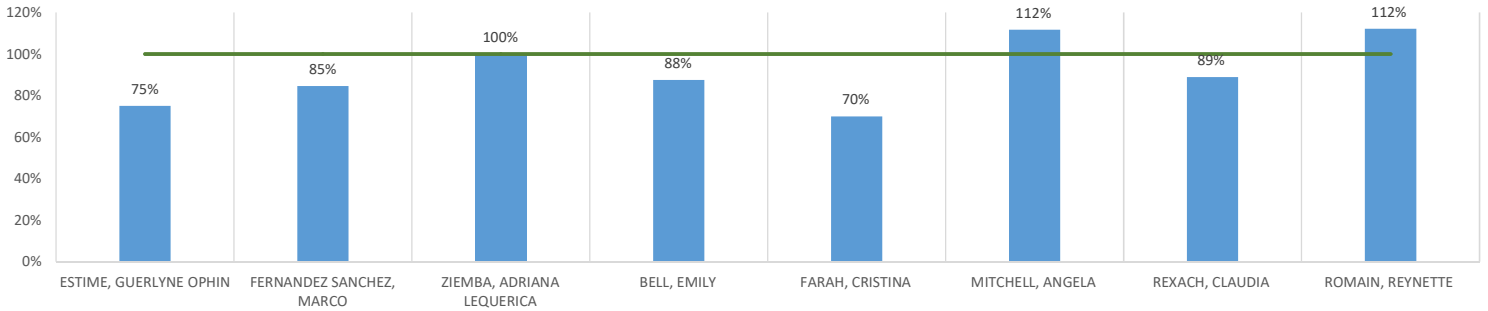
AS 07/19/2021 Based on Checked-In App

ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
ESTIME, GUERLYNE OPHIN	16	0.5	8	0	8	6		6	75%	12.0
FERNANDEZ SANCHEZ, MARCO	16	8.5	136	0	136	115		115	85%	13.5
ADULT CARE TOTALS		9	144	0	144	121	0	121	84%	

BEHAVIORAL HEALTH										
ZIEMBA, ADRIANA LEQUERICA	8	0.5	0	2	2	1	1	2	100%	4.0
BEHAVIORAL HEALTH TOTALS		0.5	0	2	2	1	1	2	100%	

SUBSTANCE ABUSE DISORDER										
BELL, EMILY	16	8	128	0	128	112	0	112	88%	14.0
FARAH, CRISTINA	11	6.5	45	25	70	41	8	49	70%	7.5
MITCHELL, ANGELA	11	5.5	32	28	60	43	24	67	112%	12.2
REXACH, CLAUDIA	11	6	42	21	63	37	19	56	89%	9.3
ROMAIN, REYNETTE	11	5.5	34	24	58	47	18	65	112%	11.8
SUBSTANCE ABUSE CARE TOTALS		31.5	281	98	379	280	69	349	92%	

GRAND TOTAL		41	425	100	525	402	70	472	90%	
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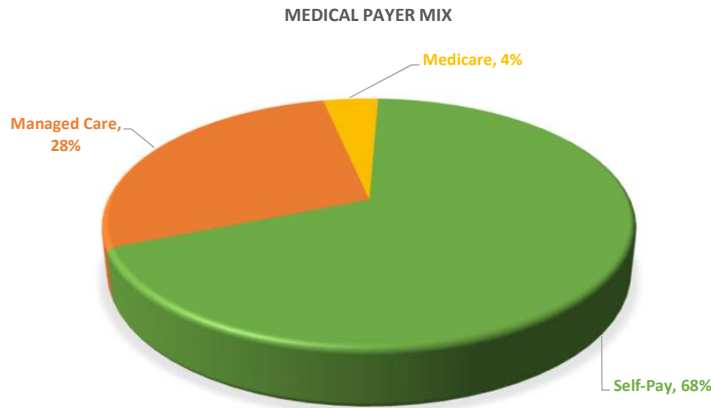
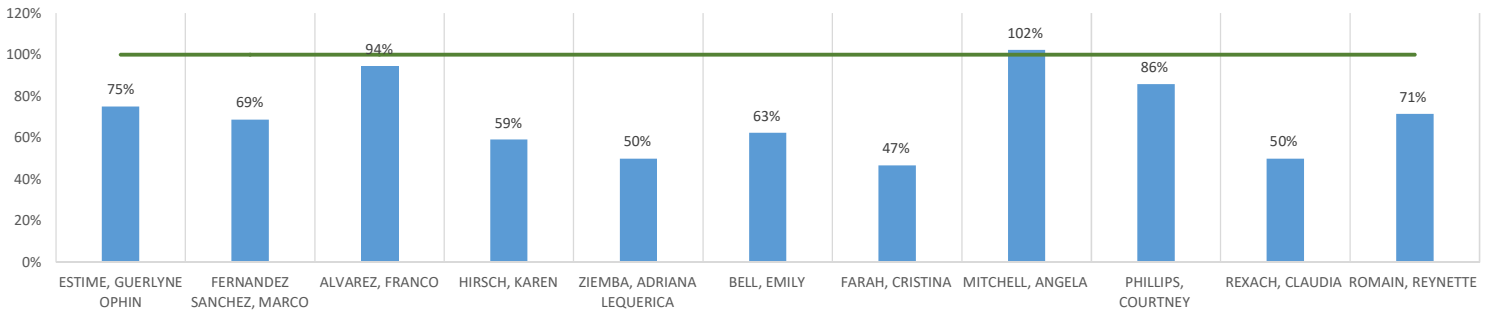
AS 07/19/2021 Based on Checked-In App

ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
ESTIME, GUERLYNE OPHIN	16	0.5	8	0	8	6		6	75%	12.0
FERNANDEZ SANCHEZ, MARCO	16	1	16	0	16	11		11	69%	11.0
ADULT CARE TOTALS		1.5	24	0	24	17	0	17	71%	

BEHAVIORAL HEALTH										
ALVAREZ, FRANCO	18	3	52	1	53	48	2	50	94%	16.7
HIRSCH, KAREN	12	5.5	62	4	66	38	1	39	59%	7.1
ZIEMBA, ADRIANA LEQUERICA	8	0.5	4	0	4	2	0	2	50%	4.0
BEHAVIORAL HEALTH TOTALS		9	118	5	123	88	3	91	74%	

SUBSTANCE ABUSE DISORDER										
BELL, EMILY	16	1	16	0	16	10	0	10	63%	10.0
FARAH, CRISTINA	11	1.5	10	5	15	6	1	7	47%	4.7
MITCHELL, ANGELA	11	4	24	19	43	21	23	44	102%	11.0
PHILLIPS, COURTNEY	18	5.5	99	0	99	85	0	85	86%	15.5
REXACH, CLAUDIA	11	1	10	0	10	5	0	5	50%	5.0
ROMAIN, REYNETTE	11	2	14	7	21	15	0	15	71%	7.5
SUBSTANCE ABUSE CARE TOTALS		15	173	31	204	142	24	166	81%	

GRAND TOTAL	25.5	315	36	351	247	27	274	78%	
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WEST PALM BEACH PRODUCTIVITY JULY 2021



AS 07/19/2021 Based on Checked-In App

ADULT CARE										
Provider	Daily Target	Days Worked	Target for the Month			Total for the Month Seen			% Monthly Target Achieved	Daily Average
			In-Person	Telehealth	Total	In-Person	Telehealth	Total		
CESAIRE-JEAN, ROSE CARLINE	16	5.5	88	0	88	73		73	83%	13.3
DABU, DARNEL	18	0.5	9	0	9	6		6	67%	12.0
FLOREZ, GLORIA	18	9.5	171	0	171	146		146	85%	15.4
SECIN SANTANA, DELVIS	18	3	54	0	54	52		52	96%	17.3
ADULT CARE TOTALS		18.5	322	0	322	277	0	277	86%	

PEDIATRIC CARE										
CLARKE-AARON, NOELLA	18	8	144	0	144	117		117	81%	14.6
DESSALINES, DUCLOS	18	1	18	0	18	20		20	111%	20.0
WOMEN'S HEALTH CARE TOTALS		9	162	0	162	137	0	137	85%	

BEHAVIORAL HEALTH										
CALDERON, NYLSA	12	3	36	0	36	23	0	23	64%	7.7
ZIEMBA, ADRIANA LEQUERICA	8	1	6	1	7	4	1	5	71%	5.0
BEHAVIORAL HEALTH TOTALS		4	42	1	43	27	1	28	65%	

DENTAL										
ALONSO, ZENAIDA	16	9	144	0	144	153		153	106%	17.0
ALWEHAIB, ARWA	16	2	32	0	32	37		37	116%	18.5
CUCURAS, JOHN N	16	1.5	24	0	24	26		26	108%	17.3
DENTAL TOTALS		12.5	200	0	200	216	0	216	108%	

GRAND TOTAL										
		44	726	1	727	657	1	658	91%	

