

Regular Public Meeting

December 12, 2022



community health center board

Multnomah County



Public Meeting Agenda December 12, 2022 6:00-8:00 PM (via Zoom)

Health Center Mission: Bringing services to individuals, families, and communities that improve health and wellness while advancing health equity and eliminating health disparities.

Board Members:

Harold Odhiambo – Chair Fabiola Arreola – Vice Chair Pedro Sandoval Prieto – Secretary Tamia Deary - Member-at-Large Kerry Hoeschen – Member-at-Large Darrell Wade – Board Member

Brandi Velasquez – Board Member **Aisha Hollands** - Board Member **Susana Mendoza** - Board Member

Adrienne Daniels - Interim Executive Director, Community Health Center (ICS)

Our Meeting Process Focuses on the Governance of the Health Center

- Meetings are open to the public
- Guests are welcome to observe/listen
- There is no public comment period
- All guests will be muted upon entering the Zoom

Please email questions/comments to **the CHCB Liaison at CHCB.Liaison@multco.us**. Responses will be addressed within 48 hours after the meeting

Time	Topic/Presenter	Process/Desired Outcome
6:00-6:10 (10 min)	Call to Order / Welcome Harold Odhiambo, CHCB Chair	Call to order Review processes
6:10-6:15 (5 min)	Minutes Review -vote REQUIRED Review November Public Meeting minutes	Board reviews and votes receipt of documents
6:15-6:20 (5 min)	Executive Director Update Harold Odhiambo, Board Chair Dr. Aisha Hollands, Executive Director Recruitment Committee Chair	Board receives update
6:20-6:35 (15 min)	ICS.04.16 Feedback and Complaint Policy - VOTE REQUIRED Brieshon D'Agostini, Quality and Compliance Officer	Board votes to approve
6:35-6:50 (15 min)	ICS.04.18 Patient Rights and Responsibilities - VOTE REQUIRED Fred Dolgin, Health Center Operations Officer Anirudh Padmala, Interim Deputy Director	Board votes to approve
6:50-7:00 (10 min)	CareOregon Dental Collaborative Quality Improvement Plan - VOTE REQUIRED Azma Ahmed, Dental Director	Board votes to approve
7:00-7:15 (15 min)	Test to Treat Grant - VOTE REQUIRED Debbie Powers, Deputy Director, Clinical Operations and Integration	Board votes to approve

7:15-7:25 (10 min)	10 Minute Break	
7:25-7:40 (15 min)	Labor Relations Updates Adrienne Daniels, Interim Executive Director Bargaining and Negotiation Updates (Closed Executive Session) CHCB to receive confidential report in separate Zoom	Board receives updates in closed executive session
7:40-7:45 (5 min)	Executive Officer Election Results Hailey Murto, Board Liaison	Board receives updates
7:45-8:00 (15 min)	Monthly Budget and Financial Reports Jeff Perry, Chief Financial Officer, ICS Adrienne Daniels, Interim Executive Director	Board receives updates and provides feedback
8:00-8:10 (10 min)	Executive Director's Strategic Updates Adrienne Daniels, Interim Executive Director	Board receives updates
8:10	Meeting Adjourns	Thank you for your participation



Health Center Mission: Bringing services to individuals, families, and communities that improve health and wellness while advancing health equity and eliminating health disparities.

CHCB Board Members Present:

Harold Odhiambo – Chair Fabiola Arreola – Vice Chair (Absent) Susana Mendoza - Board Member Pedro Sandoval Prieto – Secretary Tamia Deary - Member-at-Large Kerry Hoeschen – Member-at-Large **Darrell Wade** – Board Member **Brandi Velasquez** – Board Member **Aisha Hollands** - Board Member

Adrienne Daniels - Interim Executive Director, Community Health Center (ICS)

Time Topic/Presen ter	Discussion	Action	Responsible Party/ Follow up date
6:00-6:10 (10 min)	Call to Order / Welcome The Board Chair called the meeting to order at 6:05 PM. A quorum was established with 8 members present Victor Shepard and Rossy in attendance (Spanish interpretation)	N/A	N/A
6:10-6:15 (5 min)	Consent Agenda and Minutes Review -VOTE REQUIRED Kerry and Susana not available for voting Minutes: No errors or omissions stated. Consent agenda: Student Health Center Update REDI Committee Update	Minutes: Motion to approve: Aisha Second: Bee Yays: - 6 Nays: - 0 Abstain: - 0 Decision: Approved Consent agenda: Motion to approve: Tamia Second: Pedro Yays: - 6 Nays: - 0 Abstain: - 0 Decision:	



		Approved	
6:15-6:20 (5 min)	 Term Limits Exemption - VOTE REQUIRED Adrienne Daniels, Interim Executive Director Adrienne presented on term limits exemption. HRSA requires a minimum of 9 board members for compliance. Last year, we approved a one-year extension for a board member to not fall below compliance. The bylaws committee is working on longer term solutions The board is being asked to consider a one-year term extension for Pedro Sandoval. He would be able to remain on the board until December 2023. If the board does not approve, we are at risk of falling out of compliance starting Jan 1st, 2023. 	Motion to approve: Tamia Second: Bee Yays: - 8 Nays: - 0 Abstain: - 0 Decision: Approved	
6:20-6:25 (5 min)	 FTCA Claims Management Policy- VOTE REQUIRED Key Points: Currently we are self insured. The County pays out claims up to 1M. Claims are investigated and assigned by a Third Party Administrator. Our Medical Malpractice excess policy covers excesses over 1M We have had one paid claim in the last five years. FTCA Claims Management Policy: Claims are received directly to Risk Management or the County Attorney's office. Risk Management forwards the claim to our Third Party Claims Administrator copying the County Attorney's office. If the claim is litigated, the County Attorney takes the lead. Claims expenses are paid by the Third Party Administrator out of Risk Management Liability cost center in order to track claims costs. Q: If approved, what is the timeline for it to be implemented? A: Once the policy is approved, it is in effect right away. It would be available for staff and teams to review within a week. We would be able to apply for full coverage within the next 4 weeks. 	Decision: Table this topic and make this an item for December Public Meeting, until we get deeper understanding.	Jacqueline Chandler to provide more info. Grace & Hailey to compile questions from the CHCB Due date: December 12th CHCB Public Meeting



- **Q**: With the application of welcome health, it says we are not guaranteed to be covered under Welcome Health because they're a separate entity? Would we be covered?
- A: Volunteers would be covered for medical malpractice. HRSA Is clear that for directors, officers, board members functions, you need a D&O insurance policy because it could be medical malpractice. However, a nurse practitioner would be covered under FTCA.
- **Q**: How does D&O work with FTCA insurance?
- A: FTCA covers the practice side of the health center. There could be times because the board covers policies for the health center, the FTCA would cover the board under those actions for malpractice insurance. D&O insurance covers the board under other actions. This continues to be pursued by Andrew and staff, to make sure we have the right coverage to work with FTCA coverage correctly.
- **Q**: Do we have D&O insurance yet?
- **A**: We do not currently have D&O insurance.
- **Q**: Does that mean county employees become federal employees?
- A: Public Health employees. We provide info to HRSA and board members become public health employees under the federal TORT claims act.
- **Q**: So it's more of a designation than employment per se?
- A: Correct.
- **Q**: I would like to understand more, and how this might impact people. If there are more rigorous background checks, if this changes job statuses, are there are any additional processes that come with this?
- A: Being HRSA-funded, our providers are required to be in the national practitioners data bank. This is essentially a background check for all providers. The information we provide to the federal



	0:00-8:00 PM, via 200M		
	 government is the same as the one we follow for county employees. The additional process is to ensure that all providers are up to date on the data bank. It is not an additional hoop. Motion: Table this topic and make this an item for December Public Meeting, until we get deeper understanding. We will provide more information to board members between now and the next meeting. Please send specific questions to Hailey/Grace for the next meeting. 		
6:25-6:40 (15 min)	 Q3 Complaints and Incidents 54 total complaints. Scheduling appts is the most common complaint type. Example: If patients go to the emergency room, they need to request to see a provider for follow-up. This is not automatically scheduled. Incidents: 36, most common type is clinical care. Example: person did not receive their lab info results in a timely manner. Once caught, patient was notified. Top concerns for clients are: Customer service Clinical care Scheduling an appointment Complaints by year (most common complaint type): 2019: Customer service 2020: Clinical care 2021: Tie between clinical care, customer service Comment: Thanks so much for this presentation. Board member appreciates inclusion of trends. Q: How do we improve if we have the same issues every year? 	N/A	N/A



- A: Team based care, to address such things as timely lab notifications for clients. Something we are working on and Kimmy looks forward to bringing back info on improvements.
- **Q**: For the other two?
- A: The other two are customer service and scheduling appointments. For quality improvements, the carve-out of time.
 We are changing the way we carve out appointments in the short term, so we can see patients when they are sick. That is one of the recent improvements, to increase access. For customer service, Kimmy is not aware of what projects are underway right now, but she can check with operations to find out if there are projects that impact that category.
- **Comment:** (Azma, Dental Director) When complaints come in, Azma sees who the patient is, who the provider is, and what the complaint is. They review the complaint, reach out to the provider, collect responses, and depending on what the situation is, there may or may not be coaching involved.

6:40-6:55 (15 min)

UDS Report and Patient Trends

- Will have 2022 data soon. This is a HRSA requirement. All FQHCs submit the same set of data.
- We served ~53,000 patients in 2021. There are patients not included in this data set. For example, if the only thing someone gets over the course of a calendar year is a flu shot, they are not included in this dataset. This is for patients for whom we take care of the majority of their healthcare needs.
- In 2018, we set our target at 73,000 patients. Since 2018, we have seen a decrease in the total number of patients. We have applied to HRSA for another 3 years of FQHC funding.
- Proposed target that is being reviewed by HRSA: ~66,000.
- Reasons for decline: increased competition (both other FQHCs, other private practice clinics), limitations for provider vacancies, 2020-industry-wide interruptions. Mirrors what is seen at national level.

Demographic Info:

Request to send slides to Board Members before presentation

Alex Lehr O'Connell, and Grace/Hailey

Next UDS report



- Patients per zip code: Patients are clustered around clinic locations. We have seen movement of patients northward and eastward, and we adjust our services accordingly.
- 22,000 patients report being best served in a language other than English, that has been consistent over the past several years.
- Patients by insurance: Since onset of affordable care act, we have seen consistent medicaid use
- Patients by sexual orientation: increase in overall ability to collect this info. 2020- update metrics between "unknown" and "don't know" there are other options not shown here, these are the HRSA defined and recognized options.
- Patients by race/ethnicity: Remains relatively stable. Latino/a has increased slightly since 2016. For next year: Asian is no longer going to be a single race category— and Latino/a status will be stratified into other categories.
- Unhoused patients: Decrease since 2017 is primarily due to better data collection. Some of the wording was misleading and confusing. We corrected between 2018-2019 and have seen a correction in the number of our patients who report being unhoused.
- HRSA badge: received Patient Centered Medical Home for 2021.
 Shows robust quality process.
- New clinical measures (required by HRSA) for 2021: Breast Cancer Screening, Depression Remission at 12 Months, HIV Screening
- No new measures for 2022.

Highlights:

- Improved by 6% on Statin Therapy for Cardiovascular Disease measure
- Improved by 5% on Dental Sealants for Children measure
- Improved by 3% on Diabetes Control measure
- Declined by 3% on Childhood Immunization measure
- Declined by 3% on Use of Aspirin or other Antiplatelet
 Medication for Ischemic Vascular Disease measure
- **Q**: You mentioned there was a decline in patient services because county services were discontinued. What was discontinued and how did that affect patients?



• A: Over the past 4 years, the CHCB approved some services to be removed from the umbrella of the health center. We lost about 2-3 thousand patients. This includes nurse family practices, some early childhood services, etc. Those services continue, just not under the umbrella of the health center. In some cases, they were not able to keep up with the reporting requirements.

Two examples from past 5 years:

- 1. What HRSA considered a patient changed. For example, we offer dental sealant services in our SHCs. HRSA no longer considers this a patient but we still offer those services.
- Removing services from our scope. Some programs were held in other divisions of Multnomah County. It was difficult to oversee these services. Recommendation was to fully bring under health center operations, or fully remove from the umbrella. These services still exist, but they are not counted on paper anymore.

Request: In the future, could these slides be sent beforehand?

6:55-7:00 (5 min)

Executive Officer Slate

Hailey Murto, Board Liaison

Executive Officer Slate:

- Vice-Chair: Tamia Deary, Pedro Sandoval Prieto
- Treasurer: Darrell Wade, Susana Mendoza
- Member-at-Large: Bee Velasquez
- **November 21**: Deadline for Board Members to let Hailey know if they would like to run for Executive Officer position
- **November 28-Dec 5**: Voting will take place via survey or text
- Fabiola (Nominating Committee Chair) will validate results before the 12/12 Public Meeting
- **December 12**: Results will be announced at Public Meeting.

Process:

- Decided on by the Nominating Committee to make the process less cumbersome, but is different from what is in the Bylaws.
- Also allows board members who are not able to attend the December Public meeting to be able to vote.

7:00-7:10

5 Minute Break



	6:00-8:00 PM, VIA 200M	
(10 min)		
7:10-7:25 (15 min)	Monthly Budget and Financial Reports Jeff Perry, Financial Officer	
	Fiscal year is 25% complete\$5.4 million surplus	
	 Dental is still a loss, but not as much as previous years. Showing significant increase of primary care. Showing increased rates for primary care. 	
	 Program income: \$10.9 million for the month, \$32.5 million for the year 	
	Indirect expenses:Billable visits: trending below target and last year	
	 Percentage of uninsured: Below target for the year Payer mix: No significant change for the quarter. OHP clients: Slight decrease over last month, driven by a downtick in Trillium patients. 	
	Adrienne Daniels, Interim Executive Director Vacancy report: • Increase in vacancies, including an increase in the number not	
	 posted for recruitment Decrease in those posted for recruitment, and in the final interview stage. 	
	 Slight increase in average vacancy length, but no change in average time to fill. This means there are a few positions that are really difficult to fill, but we are good at getting others 	
	 Decrease in total FTE associated with direct revenue of vacancies for the month, and estimated slight decrease Increase in total duplicated, inactive vacancies 	
	 In the final stages for a special recruiter for providers to help fill vacancy gaps 	
7:25-7:30	Executive Director's Strategic Updates	
(5 min)	Adrienne Daniels, Interim Executive Director	
	Patient and Community Determined: Leveraging the collective voices of the people we serve	
	 VCIN Article on virtual visits at NEHC Worked with staff and patients at NEHC to collect 	



feedback and held focus groups about use of virtual care

- Work highlighted nationally about key learnings
- First Tooth Implementation
 - Expanding for toddlers at La Clinica, Mid County, SEHC for October
- Root & Wings Foundation
 - Funds supporting Youth Advisory Councils (YACs)
 - Renewed for a third year

Engaged, Expert, Diverse Workforce which reflects the communities we serve

- Projects underway to adjust salaries for critical front line workers, assuring full assessments of work experience with Oregon's Equal Pay laws:
 - In house training programs for new clinical roles
 - NP Fellowship training kick off this month
 - Retention for current clinical roles
- Provider recruitment specialist in hiring stages with phone screenings and interview panel this month
- HIPAA trainings rolling out in December
 - Housekeeping refreshers
 - OCHIN Event No patient data compromised

Supporting Fiscally Sound and Accountable practices which advance health equity and center on racial equity

- Equity in Payment Agreements:
 - Ongoing investment conversations with insurance partners - expand outreach and impact for dental.
 Unique opportunity with Care Oregon to lead with racial equity as a measure of success in our payment systems.
- HRSA OSV Prep will kick off soon:
 - Anticipate our regular OSV in March/April 2023

Equitable treatment that assures all people receive high quality, safe, and meaningful care.

- Day of Dignity Event (September) Supported community insurance outreach and enrollment for 500 persons experiencing homelessness
- PCC and La Clinica Cully Expansion work will continue community engagement sessions kicked off this month with media highlights. Includes focus groups for December.
- T2T program with OPCA launched with pharmacy being the



catalyst for continued COVID19 treatment

Status report on CHCB Requested Priorities/Projects

Facilities:

- Facilities director completed analysis and presented to executive committee and full board in June
- Vacant space costs for FY23 have been credited and work is in progress for crediting FY22.

Discretionary Fund

• Completed with updated policies approved by the CHCB

FTCA Coverage:

 Board received proposed new policies on 11/14 meeting application to be submitted

Legal Counsel Contract:

Completed

Data and Privacy Consultant:

 Completed - Executive Committee for CHCB received final report and recommendations. Quality and Compliance Director establishing a one year plan.

Media and Advocacy Opportunities:

- Univision Interviews with Pedro and Suzanna on expansion of La Clinica
- KOIN 6 highlight of Day of Dignity
- National article about virtual care highlighted success of our Community Health Center's work!

Financial Policy Updates:

Completed

ICS Department Analysis:

- Policy Decision of the County Chair.
- Information gathering for analysis of staff, costs and additional infrastructure in progress

7:30-7:40 (10 min)

Labor Relations Updates

Adrienne Daniels, Interim Executive Director **Bargaining and Negotiation Updates (Closed Executive Session)**

CHCB to receive confidential report in separate Zoom

Motion to to move into Executive Session: Tamia Second: Aisha

Yays: - 8 Nays: - 0



		Abstain: - 0 Decision: Approved	
7:40-8:00 (20 min)	Executive Director Candidate Discussion Motus Recruiting (Closed Executive Session) CHCB to have confidential session in separate Zoom		
8:00	Meeting Adjourns Meeting adjourned at 9:03 PM		Next public meeting scheduled on 12/12/2022

Signed:_		_ Date:
	Pedro Prieto Sandoval, Secretary	
Signed:_		_ Date:
_	Harold Odhiambo, Board Chair	

Scribe name/email: Hailey Murto hailey.murto@multco.us



Board Presentation Summary

Presentation Title

ICS.04.16 Feedback and Complaint Policy

Type of Presentation: Please add an "X" in the categories that apply.

Inform Only	Annual / Scheduled Process	New Proposal	Review & Input	Inform & Vote
				х
Date of Presentation:	12/12/2022	Program / Area:	Quality & Compliance	
Presenters:	Brieshon D'Agostini			

Project Title and Brief Description:

Approval of Revisions to ICS.04.16 Health Center Feedback and Complaint Policy

Describe the current situation:

ICS.04.16 is due for revision and re-approval.

Why is this project, process, system being implemented now?

ICS.04.16 was last revised in November 2019, and was due November 2022. It is important for this policy to be updated before the HRSA Operational Site Visit expected as early as February 2023.

Briefly describe the history of the project so far (Please indicate any actions taken to address needs and cultures of diverse clients or steps taken to ensure fair representation in review and planning):

ICS.04.16 was reviewed by:

- REDI (Racial Equity, Diversity, and Inclusion) Policy Task Force
- Quality team and stakeholders
- CHCB Quality Committee

Changes to policy:



- Ensure clients are aware of how to submit feedback internally and externally (REDI recommendation)
- Change approver to Quality and Compliance Officer, and change Point of Contact to Quality Project Manager (REDI recommendation)
- Operational updates and clarifications, including escalation process
- Reorganizing sections for easier reference

There is ongoing work to update patient materials, such as new patient packets and signage to align with this policy.

List any limits or parameters for the Board's scope of influence and decision-making:

This policy is included in ICS.01.41 Policy Approval by the Co-Applicant Board

Briefly describe the outcome of a "YES" vote by the Board (Please be sure to also note any financial outcomes):

YES would approve the revisions to the policy.

Briefly describe the outcome of a "NO" vote or inaction by the Board (Please be sure to also note any financial outcomes):

NO would delay approval of this policy. Additional changes would need to be made and approved by the CHCB before the HRSA OSV.

Which specific stakeholders or representative groups have been involved so far?

REDI Policy Task Force, Quality team and ops/clinical stakeholders, CHCB Quality Committee (11/16/22), presented at CHCB Exec Committee (11/28/22).

Who are the area or subject matter experts for this project? (Please provide a brief description of qualifications)

Brieshon D'Agostini, Quality and Compliance Officer

Kimmy Hicks, Quality Project Manager - manages complaints and incidents process

Ashley François, Quality Senior Program Specialist - policy coordination

What have been the recommendations so far?



See History above.

How was this material, project, process, or system selected from all the possible options?

This policy is required by Joint Commission, HRSA, and County policy.

Board Notes:



Title:	ICS-Commu	<u>ınity</u> Health Ce	enter s – Feedback	and Complaint Policy
Policy #:	ICS.04.16			
Section:	Integrated Cli	nical Services	Chapter:	Primary Care
Approval Date:	11/04/2019 1	2/12/2022	Approved by:	/s/ Brieshon D'Agostini, Chief Quality and Compliance OfficerV. Abdellatif, ICS Director (CHC Executive Director) /s/ Tara MarshallHarold Odhiambo, Community Health Center BoardCouncil Chair
Related	Procedure(s):	Attachment A –	- ICS.04.16.P1	
Related Stan	Related Standing Order(s):			
	Applies to:	All ICS -Health C	enter and PAC Staff	

PURPOSE

The purpose of this policy is to inform staff of the ways that a client complaint can be made, and how client complaints are managed and responded to. Integrated Clinical Services (ICS) provide a way for clients to communicate their complaint or comment. It is a requirement that clients have a means by which complaints are communicated to their health care provider. This policy focuses on how a complaint can be made, how the complaint is managed and responded to.

DEFINITIONS

Term	Definition
Civil Rights Complaint	A complaint based on <u>race</u> , <u>color</u> , <u>national origin</u> , <u>disability</u> , <u>religion</u> , <u>age</u> , <u>sex/gender</u> , <u>sexual orientation</u> , <u>gender identity and expression</u> , <u>marital status</u> , <u>veteran status</u> , <u>source of income</u> , <u>or any other basis prohibited by federal</u> , <u>state</u> , <u>or local law</u> . (<u>Multnomah County Administrative Procedure DEI-1</u>)Race, <u>Color</u> , <u>National Origin</u> , <u>Disability</u> , <u>Age</u> , <u>or Sex*</u> .

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Complaint	Any statement or expression that a situation or event <u>related to</u> <u>Health Center services or activities</u> may be unacceptable or unsatisfactory.
Comment or Feedback	Any statement or expression that communicates an opinion or reaction related to Health Center services or activities.

POLICY STATEMENT

Client feedback helps the Health Center improve the quality of services, identify gaps in care, increase client satisfaction and engagement, help reduce disparities, and promote health equity. As required, the Health Center provides methods for clients to communicate complaints or comments related to Health Center services or activities, and Integrated Clinical Services (ICS) encourages clients and familiesy feedback about to share their experiences by clearly identifying and communicating these methods. obtaining feedback. ICS will identify opportunities to improve its processes, thereby enhancing satisfaction.

The Health Center monitors, analyzes, conducts follow up, and makes improvements based on received feedback as appropriate for the specific situation with the goal of enhancing client satisfaction. Complaints are compiled and managed by the Health Center Quality program using HIPAA compliant software.

<u>The Health Center reports On a quarterly basis</u> the number <u>and types</u> of complaints received by <u>the Health CenterICS must be reported</u> to the <u>Board</u>; <u>t</u>The Community Health C<u>enter Board</u> (<u>CHCB</u>)<u>ouncil</u> on a quarterly basis.

A client's access to care, treatment, or services will not be influenced by the submission of a complaint. ICS promotes a culture of safety where clients can make a complaint without fear of retaliation.

PROCEDURES AND STANDING ORDERS

INFORMING CLIENTS OF THEIR RIGHT TO PROVIDE FEEDBACK AND COMPLAINTS

- All clients need to be are informed about of how they can make a complaint regarding the services received, their interaction with staff and the environment of care.
- <u>Information on how to make a complaint or provide feedback is provided in:</u> Clients are informed about how to make a complaint by the following:
 - Patient Rights and Responsibilities (posters and pamphlet)
 - HIPAA Notice of Privacy Practices (patient <u>handout</u><u>materials</u>)

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- Notice of Non-Discrimination (posted in <u>Hh</u>ealth <u>Ceenter waiting area) under</u>
 Section 1557 of the Patient Protection and Affordable Care Act
- New <u>Patient Welcome Packet Client Brochures</u>
- Multnomah County Health Department External Website (https://multco.us/health/about-health-department/complaints)

CLIENT FEEDBACK PATHWAYS

- DIRECTLY TO STAFF: A client, family member or their representative may express a complaint, regarding any aspect of care or treatment to any member of the staff. This may be communicated:
 - ¥Verbally by telephone or in person
 - o , hHandwritten on a comment card, complaint form, letter, or other means
 - o or eElectronically by email or through MyChart message-

NOTE: Unless other authority is present; (-e.g. parent of a minor child, individuals involved in care or payment for care); ICS staff are unable to discuss the care of a client with others who do not have a Release of Information (ROI), even when the care is associated with a complaint. For information regarding exceptions to ROI rules see Multnomah County's Administrative Procedure HIPAA-1 and AGN 14.09.

- <u>CONFIDENTIALITY:</u> Clients and/or their families may choose to communicate their complaints or other feedback anonymously. In the event of anonymous feedback, ICS-If the person providing feedback requests to remain anonymous, Health Center leadership will protect their identity by keeping their name and any other personal information confidential of the person providing the feedback; if their name is included on the complaint it will be kept confidential.
- REQUESTED ESCALATION: If the person who made a complaint is not satisfied with the response they have received-from ICS staff or leadership, they may escalate their feedback to the clinic or program manager. Further escalation should go to the Chief Operations Officer, then to the Health Center Executive Director pursue the grievance through an escalation process leading to the ICS Director (CHC Executive Director).

Complaints or feedback may also be submitted through: If the person is still unsatisfied they may.

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- contact the THE MULTNOMAH COUNTY GOOD GOVERNMENT HOTLINE: at 1-888-289-6839, or through the Good Government Hotline Website.
- INSURANCE PLAN: Clients may file a complaint about care or treatment directly to their insurance plan. Clients with Oregon Health Plan may choose to file a complaint through the Clients and/or their families who are covered by Medicaid may choose to file complaints related to unsatisfactory care or treatment directly with the Oregon Health Plan Client Complaint Website. Clients who are insured may file a complaint with their insurance payor.
- DHHS OFFICE FOR CIVIL RIGHTS: Clients and/or their families may choose to file complaints related to suspected Civil Rights violations directly with the US Department of Health and Human Services via their website address at the Office for Civil Rights Complaint Portal.
- MULTNOMAH COUNTY OFFICE OF DIVERSITY AND EQUITY: Clients may submit complaints regarding violation(s) of Civil Rights, Limited English Proficiency and Disabilities to Multnomah County's Office of Diversity & Equity by contacting the Civil Rights Administrator at (503) 988-4201 or by emailing, civilrightshealth@multco.us.
- THE JOINT COMMISSION: Complaints regarding patient safety at a Health Center directed toward ICS clinics accredited by the Joint Commission may be directly reported to The Joint Commission on line at: Joint Commission: Report a Patient Safety Event.
- NO SURPRISES ACT: For information on how to submit a complaint regarding No Surprises Act rules, see the CMS website.

HEALTH CENTER FOLLOW-UP RESPONSIBILITIES

- **REVIEW AND RESPONSE:** ICS-Health Center leadership reviews and, when possible, resolves complaints from clients, their families or representatives.
 - A response to complaints will be communicated as quickly as possible, and should not exceed five (5) working business days from the date of the complaint that the complaint was received by health center staff/leadership.
 - Three varied attempts to follow-up with the client will be completed within <u>the 5</u> working <u>business</u> days, unless the client does not want to be contacted or has reported anonymously.

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- Complaints can be escalated if the client is not satisfied with the resolution Upon request, a complaint must be escalated to the clinic/program manager, Chief Operations Officer, then Executive Director.
- Complaints and feedback received through a Additional client feedback is collected via patient satisfaction surveys and comment cards. If complaints are made during a patient satisfaction survey are routed to the Quality Program to coordinate follow-up. or communicated using a comment card the complaint must be routed to ICS Quality and immediately followed up by health center management when applicable.
- HR COMPLAINT: If a complaint involves a staff member and there is a suspected violation of an Human Resources (HR) policy or Personnel Rules, consult Health Center Senior Leadership and Health HR Business Partner for guidance and or resolution.
- <u>PRIVACY/HIPAA COMPLAINT:</u> Any complaint that involves the possibility of a breach or unlawful disclosure of protected health information <u>shall-must</u> be immediately <u>communicated-reported</u> to the ICS Privacy Manager for an investigation in compliance with Multnomah County's Administrative Procedure HIPAA-4; LEG.02.10.
- ALLEGATION OF DESCRIMINATION DUE TO DISABILITY: The Americans with Disabilities
 Act (ADA) has established a procedure to be used by anyone who wishes to file a
 complaint alleging discrimination on the basis of disability. Clinic staff must assist
 persons pursuing a complaint under ADA by contacting the Health Department Human
 Resources Manager or designee.
- <u>LEGAL ACTION:</u> If a client's complaint involves the threat of legal action, the information must be immediately brought to the attention of County Risk Management, the County Attorney's office and the ICS Director (CHC Executive Director).

REFERENCES AND STANDARDS

- The Joint Commission Standard; RI.01.07.01: The patient, and their family, has the right to have complaints reviewed by the organization.
- HRSA Health Center Program Chapter 10 QI QA
- Administrative Procedure DEI-1
- Administrative Procedure DEI-2

Policy #: **ICS.04.16** Page **5** of **6**



 *Civil Right definition obtained from the U.S. Department of Health and Human Services, Office for Civil Rights website https://www.hhs.gov/civil-rights/for-individuals/race/index.html[BD2]

RELATED DOCUMENTS

Name

Attachment A – Feedback and Complaint Procedures ICS.04.16.P1

Attachment B – Medical and Dental Comment Card, Form G-426

Attachment C – Pharmacy Comment Card, Form G-446

Attachment D – Paper Complaint Form, PC-140

POLICY REVIEW INFORMATION

Point of Contact: ICS Director (CHC Executive Director), Primary Care Services

Director, Medical Director, Dental Director, Pharmacy and Support Services Director, ICS Quality DirectorKimmy Hicks,

Quality Project Manager

Supersedes: Not Applicable

Policy #: **ICS.04.16** Page **6** of **6**



Title:	Community Health Center Feedback and Complaint Policy			
Policy #:	ICS.04.16			
Section:	Integrated Cli	nical Services	Chapter:	Primary Care
Approval Date:	12/12/2022		Approved by:	/s/ Brieshon D'Agostini, Chief Quality and Compliance Officer Harold Odhiambo, Community Health Center Board Chair
Related	Procedure(s):	Attachment A -	- ICS.04.16.P1	
Related Standing Order(s):		Not Applicable		
	Applies to:	All Health Cent	er Staff	

PURPOSE

The purpose of this policy is to inform staff of the ways that a client complaint can be made, and how client complaints are managed and responded to.

DEFINITIONS

Term	Definition
Civil Rights Complaint	A complaint based on race, color, national origin, disability, religion, age, sex/gender, sexual orientation, gender identity and expression, marital status, veteran status, source of income, or any other basis prohibited by federal, state, or local law. (Multnomah County Administrative Procedure DEI-1)
Complaint	Any statement or expression that a situation or event related to Health Center services or activities may be unacceptable or unsatisfactory.
Comment or Feedback	Any statement or expression that communicates an opinion or reaction related to Health Center services or activities.

POLICY STATEMENT

Client feedback helps the Health Center improve the quality of services, identify gaps in care, increase client satisfaction and engagement, help reduce disparities, and promote health equity. As required, the Health Center provides methods for clients to communicate complaints or comments related to Health Center services or activities, and encourages clients and families to share their experiences by clearly identifying and communicating these methods.

Policy #: **ICS.04.16** Page **1** of **5**

The Health Center monitors, analyzes, conducts follow up, and makes improvements based on received feedback as appropriate for the specific situation with the goal of enhancing client satisfaction. Complaints are compiled and managed by the Health Center Quality program using HIPAA compliant software.

The Health Center reports the number and types of complaints received by the Health Center to the the Community Health Center Board (CHCB) on a quarterly basis.

A CLIENT'S ACCESS TO CARE, TREATMENT, OR SERVICES WILL NOT BE INFLUENCED BY THE SUBMISSION OF A COMPLAINT. ICS PROMOTES A CULTURE OF SAFETY WHERE CLIENTS CAN MAKE A COMPLAINT WITHOUT FEAR OF RETALIATION. INFORMING CLIENTS OF THEIR RIGHT TO PROVIDE FEEDBACK AND COMPLAINTS

- All clients are informed of how they can make a complaint regarding the services received, their interaction with staff and the environment of care.
- Information on how to make a complaint or provide feedback is provided in:
 - Patient Rights and Responsibilities (posters and pamphlet)
 - HIPAA Notice of Privacy Practices (patient materials)
 - Notice of Non-Discrimination (posted in Health Center waiting area) under Section 1557 of the Patient Protection and Affordable Care Act
 - New Patient Welcome Packet
 - Multnomah County Health Department External Website (https://multco.us/health/about-health-department/complaints)

CLIENT FEEDBACK PATHWAYS

- **DIRECTLY TO STAFF:** A client, family member or their representative may express a complaint, regarding any aspect of care or treatment to any member of the staff. This may be communicated:
 - Verbally by telephone or in person
 - o Handwritten on a comment card, complaint form, letter, or other means
 - o Electronically by email or through MyChart message

NOTE: Unless other authority is present (e.g. parent of a minor child, individuals involved in care or payment for care), staff are unable to discuss the care of a client

Policy #: **ICS.04.16** Page **2** of **5**



with others who do not have a Release of Information (ROI), even when the care is associated with a complaint. For information regarding exceptions to ROI rules see Multnomah County's Administrative Procedure HIPAA-1 and AGN 14.09.

- **CONFIDENTIALITY:** Clients and/or their families may choose to communicate their complaints or other feedback anonymously. If the person providing feedback requests to remain anonymous, Health Center leadership will protect their identity by keeping their name and any other personal information confidential.
- REQUESTED ESCALATION: If the person who made a complaint is not satisfied with the
 response they have received, they may escalate their feedback to the clinic or program
 manager. Further escalation should go to the Chief Operations Officer, then to the
 Health Center Executive Director.

Complaints or feedback may also be submitted through:.

- THE MULTNOMAH COUNTY GOOD GOVERNMENT HOTLINE: 1-888-289-6839, or through the Good Government Hotline Website.
- **INSURANCE PLAN:** Clients may file a complaint about care or treatment directly to their insurance plan. Clients with Oregon Health Plan may choose to file a complaint through the Oregon Health Plan Client Complaint Website.
- DHHS OFFICE FOR CIVIL RIGHTS: Clients and/or their families may choose to file complaints related to suspected Civil Rights violations directly with the US Department of Health and Human Services via their website address at the Office for Civil Rights Complaint Portal.
- MULTNOMAH COUNTY OFFICE OF DIVERSITY AND EQUITY: Clients may submit complaints regarding violation(s) of Civil Rights, Limited English Proficiency and Disabilities to Multnomah County's Office of Diversity & Equity by contacting the Civil Rights Administrator at (503) 988-4201 or by emailing, civilrightshealth@multco.us.
- **THE JOINT COMMISSION:** Complaints regarding patient safety at a Health Center clinic accredited by the Joint Commission may be directly reported to The Joint Commission on line at: Joint Commission: Report a Patient Safety Event.
- NO SURPRISES ACT: For information on how to submit a complaint regarding No Surprises Act rules, see the CMS website.

Policy #: **ICS.04.16** Page **3** of **5**



HEALTH CENTER FOLLOW-UP RESPONSIBILITIES

• **REVIEW AND RESPONSE:** Health Center leadership reviews and, when possible, resolves complaints from clients, their families or representatives.

- A response to complaints will be communicated as quickly as possible, and should not exceed five (5) business days from the date that the complaint was received by health center staff/leadership.
- Three varied attempts to follow-up with the client will be completed within the 5 business days, unless the client does not want to be contacted or has reported anonymously.
- Upon request, a complaint must be escalated to the clinic/program manager,
 Chief Operations Officer, then Executive Director.
- Complaints and feedback received through a patient satisfaction survey are routed to the Quality Program to coordinate follow-up. HR COMPLAINT: If a complaint involves a staff member and there is a suspected violation of a Human Resources (HR) policy or Personnel Rule, consult Health Center Senior Leadership and Health HR Business Partner for guidance and or resolution.
- PRIVACY/HIPAA COMPLAINT: Any complaint that involves the possibility of a breach or unlawful disclosure of protected health information must be immediately reported to the ICS Privacy Manager for an investigation in compliance with Multnomah County's Administrative Procedure HIPAA-4; LEG.02.10.
- ALLEGATION OF DESCRIMINATION DUE TO DISABILITY: The Americans with Disabilities
 Act (ADA) has established a procedure to be used by anyone who wishes to file a
 complaint alleging discrimination on the basis of disability. Clinic staff must assist
 persons pursuing a complaint under ADA by contacting the Health Department Human
 Resources Manager or designee.
- **LEGAL ACTION:** If a client's complaint involves the threat of legal action, the information must be immediately brought to the attention of County Risk Management, the County Attorney's office and the ICS Director (CHC Executive Director).

REFERENCES AND STANDARDS

Policy #: **ICS.04.16** Page **4** of **5**



- The Joint Commission Standard; RI.01.07.01: The patient, and their family, has the right to have complaints reviewed by the organization.
- HRSA Health Center Program Chapter 10 QI QA
- Administrative Procedure DEI-1
- Administrative Procedure DEI-2
- *Civil Right definition obtained from the U.S. Department of Health and Human Services, Office for Civil Rights website https://www.hhs.gov/civil-rights/for-individuals/race/index.html

RELATED DOCUMENTS

Name

Attachment A – Feedback and Complaint Procedures ICS.04.16.P1

Attachment B – Medical and Dental Comment Card, Form G-426

Attachment C – Pharmacy Comment Card, Form G-446

Attachment D – Paper Complaint Form, PC-140

POLICY REVIEW INFORMATION

Point of Contact: Kimmy Hicks, Quality Project Manager

Supersedes: Not Applicable

Policy #: **ICS.04.16** Page **5** of **5**



Board Presentation Summary

Presentation Title	ICS.04.18 Client Rights and Responsibilities				
Type of Presentati	Type of Presentation: Please add an "X" in the categories that apply.				
Inform Only	Annual / New Proposal Review & Input Inform & Vote				
	Х				
Date of Presentation:	12/12/2022 Program / Health Center/Operations Area:			ons	
Presenters:	Fred Dolgin , Anirudh Padmala				
Project Title and Brief Description:					

Client Rights and Responsibilities Policy

Describe the current situation:

Updates to the Client Rights and Responsibilities Policy

Why is this project, process, system being implemented now?

The Policy, ICS 04.18 is being reviewed for renewal.

Briefly describe the history of the project so far (*Please indicate any actions taken to address needs and cultures of diverse clients or steps taken to ensure fair representation in review and planning*):

Updating this policy has gone through multiple stakeholder discussion and input. Particularly the Pharmacy Staff have provided input that outlines responsibilities of the clients. Updates to language in this policy is a direct outcome of the REDI committee recommendations. Senior Leadership of ICS has reviewed and provided feedback

List any limits or parameters for the Board's scope of influence and decision-making:



N	0	n	6

Briefly describe the outcome of a "YES" vote by the Board (Please be sure to also note any financial outcomes):

The updated policy incorporating the feedback from staff stakeholders will be renewed for three years

Briefly describe the outcome of a "NO" vote or inaction by the Board (Please be sure to also note any financial outcomes):

No updates will be made and the expired policy stays

Which specific stakeholders or representative groups have been involved so far?

Pharmacy Staff, Health Center Leadership, CHCB Executive Committee

Who are the area or subject matter experts for this project? (Please provide a brief description of qualifications)

Fred Dolgin, Health Center Operations Officer; Anirudh Padmala, Health Center Deputy Director

What have been the recommendations so far?

Update the term "patient" with "client"

Make updates to the names of policy approvers, responsible parties, acronym updates of CHCB

Make updates to the policy statement to reflect client responsibilities

Make updates to the attachments to reflect overall Health Center branding

How was this material, project, process, or system selected from all the possible options?

NA

Board Notes:

Title:	Community Health Center Client Patient Rights and Responsibilities			
Policy #:	ICS.04.18			
Section:	Integrated Cli	nical Services	Chapter:	General
Approval Date:	08/12/2019		Approved by:	Vanetta AbdellatifAdrienne Daniels, MPH Integrated Clinical ServicesCommunity Health Center Interim Executive Director Tara MarshallHarold Odhiambo Chair, Community Health Center Boardouncil
Related Procedure(s):		Not Applicable		
Related Standing Order(s):		Not Applicable		
Applies to:		All Multnomah County Community Health Center programsAll Dental, Lab, Pharmacy, and Primary Care Staff		

PURPOSE

This policy describes clientpatient rights and responsibilities, and centers on the core tenets of safety, trust, and wellbeing of Health Center clientsstaff, staffclients, and other visitors, with the ultimate goal of clients receiving high quality care. This policy ensures includes both that the Community Hhealth Ceenter's responsibility to respects clientpatient rights, and the corresponding responsibilities of the clients/visitors toward staff and others in the Health Center, providing an important aspect of care that has been shown to encourage patients to become more informed and involved in their care. These empowered patients ask questions and develop better relationships with their caregivers. This acknowledgement of patient rights also helps patients feel supported by the health center and those people directly involved in their care, treatment, and services. When patients clients understand and accept their responsibilities, the concept of the client patient [1] as a partner in care becomes a dynamic component of the client patient's [2] episode of care.

Policy #: **ICS.04.18** Page **1** of **3**

DEFINITIONS

Term	Definition
N/A	

POLICY STATEMENT

All patients served within ICS (Integrated Clinical Services) the Health Centers shall must be informed of their rights and responsibilities. The Health Ceenter defines these rights and responsibilities and then relays communicates them to the patient in a Rights and Responsibilities statement. [3]

Rights and Responsibilities statements <u>mustshall</u> be prominently posted throughout <u>clientpatient</u> areas, in English and other major languages served by the <u>hH</u>ealth <u>eCenter in accordance with Health Center translation standards</u>. Copies of Rights and Responsibilities statements <u>shall must</u> also be available in <u>hH</u>ealth <u>eCenter reception areas</u>, and upon request from any <u>Hh</u>ealth <u>Ceenter employee</u>. Health Center management staff <u>shall beare</u> responsible for answering questions or addressing concerns of <u>clientpatients</u> related to their rights and responsibilities.

REFERENCES AND STANDARDS

Joint Commission Requirements regarding the Rights and Responsibilities of the Individual

- Standard RI.01.01.01: The organization respects patient rights.
- Standard RI.01.01.03: The organization respects the patient's right to receive information in a manner he or she understands.
- Standard RI.01.02.01: The organization respects the patient's right to participate in decisions about his or her own care, treatment, and services.
- Standard RI.01.03.01: The organization honors the patient's right to give or withhold informed consent.
- Standard RI.01.04.01 The organization respects the patient's right to receive information about the individual(s) responsible for the patient's care, treatment, or services.
- Standard RI.01.04.03 The organization provides the patients with information about the functions and services of the primary care medical home.

Policy #: **ICS.04.18** Page **2** of **3**



- Standard RI.01.05.01: The organization addresses patient decisions about care, treatment, and services received at the end of life.
- Standard RI.01.06.03: The patient has the right to be free from neglect; exploitation; and verbal, mental, physical, and sexual abuse.
- Standard RI.01.07.01 The patient and their family have the right to have complaints reviewed by the organization.
- Standard RI.02.01.01: The organization informs the patient about his or her responsibilities related to his or her care, treatment, and services.

PROCEDURES AND STANDING ORDERS

Not applicable

RELATED DOCUMENTS

Name	
Attachment A - <u>ClientPatient</u> Rights and Responsibilities Sta Spanish, Russian and Vietnamese)	atement - PC-120 (available in
Attachment B - Client Responsibilities flyer (In Draft)	

POLICY REVIEW INFORMATION

Point of Contact:	Adrienne Daniels, ICS Deputy Director Anirudh Padmala,	
	Health Center Deputy Director	
	Fred Dolgin, Health Center Chief Operations Officer	
Supersedes:	Not applicable	

Policy #: **ICS.04.18** Page **3** of **3**



HEALTH DEPARTMENT EFFECTIVE DATE: Upon approval and signature

Title:	Patient Rights and Responsibilities			
Policy #:	ICS.04.18	ICS.04.18		
Section:	Integrated Clir	nical Services	Chapter:	General
Approval Date:	08/12/2019		Approved by:	Vanetta Abdellatif, MPH Integrated Clinical Services Director Tara Marshall Chair, Community Health Council
Related Procedure(s):		Not Applicable		
Related Standing Order(s):		Not Applicable		
Applies to:		All Dental, Lab, Pharmacy, and Primary Care Staff		

PURPOSE

This policy ensures that the health center respects patient rights, providing an important aspect of care that has been shown to encourage patients to become more informed and involved in their care. These empowered patients ask questions and develop better relationships with their caregivers. This acknowledgement of patient rights also helps patients feel supported by the health center and those people directly involved in their care, treatment, and services. When patients understand and accept their responsibilities, the concept of the patient as a partner in care becomes a dynamic component of the patient's episode of care.

DEFINITIONS

Term	Definition
N/A	

POLICY STATEMENT

All patients served within ICS (Integrated Clinical Services) Health Centers shall be informed of their rights and responsibilities. The health center defines these responsibilities and then relays them to the patient.

Policy #: **ICS.04.18** Page **1** of **3**



HEALTH DEPARTMENT EFFECTIVE DATE: Upon approval and signature

Rights and Responsibilities statements shall be prominently posted throughout patient areas, in English and other major languages served by the health center. Copies of Rights and Responsibilities statements shall also be available in health center reception areas, and upon request from any health center employee. Health Center management staff shall be responsible for answering questions or addressing concerns of patients related to their rights and responsibilities.

REFERENCES AND STANDARDS

Joint Commission Requirements regarding the Rights and Responsibilities of the Individual

- Standard RI.01.01.01: The organization respects patient rights.
- Standard RI.01.01.03: The organization respects the patient's right to receive information in a manner he or she understands.
- Standard RI.01.02.01: The organization respects the patient's right to participate in decisions about his or her own care, treatment, and services.
- Standard RI.01.03.01: The organization honors the patient's right to give or withhold informed consent.
- Standard RI.01.05.01: The organization addresses patient decisions about care, treatment, and services received at the end of life.
- Standard RI.02.01.01: The organization informs the patient about his or her responsibilities related to his or her care, treatment, and services.

PROCEDURES AND STANDING ORDERS

Not applicable

RELATED DOCUMENTS

Name

Attachment A - Patient Rights and Responsibilities Statement - PC-120 (available in Spanish, Russian and Vietnamese)

POLICY REVIEW INFORMATION

Policy #: **ICS.04.18** Page **2** of **3**



HEALTH DEPARTMENTEFFECTIVE DATE: Upon approval and signature

Point of Contact:	Adrienne Daniels, ICS Deputy Director
Supersedes:	Not applicable

Policy #: **ICS.04.18** Page **3** of **3**



Board Presentation Summary

Presentation Title	CareOregon Dental Coll	CareOregon Dental Collaborative Quality Improvement Plan									
Type of Presentation: Please add an "X" in the categories that apply.											
Inform Only	Annual / Scheduled Process	' NAW Proposal Paviaw & Inniit Inform & Vota									
		х									
Date of Presentation:	12/12/2022	Program / Dental Area:									
Presenters:	Azma Ahmed, DDS, ICS	zma Ahmed, DDS, ICS Dental Director									

Project Title and Brief Description: CareOregon Dental Quality Improvement Project

ICS dental, in collaboration with CareOregon Dental, has developed a business plan to support improvement efforts with patient access and engagement, oral health outcomes, workforce shortages and patient satisfaction.

Describe the current situation:

MCHD dental is the largest FQHC system in Oregon. We provide extensive dental benefits, and a wide range of programming, for our assigned members - 95% of which are CareOregon Dental members. Only about half of our assigned membership are accessing care, despite multiple attempts to engage them by our dedicated outreach staff.

Why is this project, process, system being implemented now?

The pandemic has crippled our organization. As a result, staff are being asked to do too many things, without enough time to do any of them well. With such limited resources, we do not have bandwidth to properly outreach to and engage our assigned membership, or measure oral health outcomes in our communities – especially our marginalized and BIPOC communities, who endure worse dental problems over their life course. In order to craft solutions that will result in improved patient engagement and population-based oral health outcomes – we require additional dedicated resources to plan for, initiate,



implement and evaluate strategic improvement projects. We cannot accomplish this with the resources we already have. The data has demonstrated that it is not working.

Briefly describe the history of the project so far (Please indicate any actions taken to address needs and cultures of diverse clients or steps taken to ensure fair representation in review and planning):

CareOregon and Dental leadership have met on several occasions to outline the major goals, objectives and related key performance indicators of this project. Ensuring health equity and leading with race is a primary focus that will be threaded throughout the work, so that decisions and/or processes do not perpetuate health inequities that exist within our communities. This proposal intends to dive deeper than the program ever has to identify oral health disparities and improve them. Dr. Azma Ahmed has presented a summary of the project to the CHCB board, in order to obtain general feedback and reactions. The business plan outlines project objectives and strategies that will intentionally seek to include community members in the process.

List any limits or parameters for the Board's scope of influence and decision-making:

Board makes a decision on whether to accept the funding or not. ICS makes decisions on how to operationalize the project.

Briefly describe the outcome of a "YES" vote by the Board (Please be sure to also note any financial outcomes):

A yes vote will result in the funding of Phase 1 of the project, which will focus on setting up the infrastructure of the project, including: hiring of staff, scoping and project charter development, convening of a project team and steering committee, implementing a communications plan, development and implementation of targeted strategies to meet objectives, and developing and applying related data reporting and analysis systems to evaluate success. Successful completion of phase one metrics will result in the release of phase 2 funding.

Briefly describe the outcome of a "NO" vote or inaction by the Board (Please be sure to also note any financial outcomes):

A no vote will result in the status quo. The dental program will continue to make small and incremental changes to improve patient engagement and related oral health outcomes, workforce improvement and financial sustainability using existing clinical and operational staff. This work will be in addition to day to day duties and responsibilities. Frequently, this work will be pushed to the back burner due to inadequate staff, time and resources. Financial viability of the program will continue to be uncertain and unstable.

Which specific stakeholders or representative groups have been involved so far?



Thus far, ICS executive primary care staff and dental leadership have been engaged, as well as CareOregon primary care and dental leadership. The CHCB board has been briefed on a summary of the project.

Who are the area or subject matter experts for this project? (Please provide a brief description of qualifications)

Dr. Alyssa Franzen, CareOregon Dr. Amit Shah, CareOregon

Dr. Azma Ahmed, DDS, Multnomah County Health Department Dental Director

• Clinical dental care provider, strategic planning and development, demonstrated program planning and oversight.

Daniel Martinez Tovar, EPDH, MBA, Multnomah County Health Department Dental Senior Manager

 Senior Dental Operations Manager with a strong background in FQHCs with extensive clinical experience as an Expanded Practice Dental Hygienist in various settings. A detail-oriented and highly articulate professional providing project management, coaching, and consultation to achieve strategic goals. Demonstrated clinical and operational experience and success, program planning and development, financial savvy, LEAN Green Belt certified, and native Spanish speaker

Aron Goffin, MPH, Multnomah County Health Department Dental Senior Specialist

Training and demonstrated application of public health and life course lens, including social
determinants of health and racial/social justice framework, trauma informed care trained, PSU
certification in project management, quality improvement/ LEAN green belt certified, awareness of
ADKAR change management methodology and application to project management and system
change, trained in Health Literacy principles and practices, as well as Writing for the Web. Public
health communications savvy and keen understanding of data analysis and measurement.

Dr. Maciej Dolata - Multnomah County Health Department Deputy Dental Director

• Clinical dental care provider, assisting with strategic planning and development, demonstrated program planning and oversight.

Tony Gaines -Patient Access & Engagement Program Director

• Experience leading our current patient access strategies. Tony will collaborate with dental leadership on patient outreach and engagement strategies and alignment with the member services team.

ICS Senior leadership will be involved in higher level oversight of this project.

What have been the recommendations so far?



The CHCB had many questions about the proposal based on the initial presentation. The main question was, "If we are already doing high quality work, why is this funding needed?".

The short answer to this question is this: While we have historically provided excellent and high quality service to our community members, we do not measure and have the ability to measure population health outcomes. This work seeks to both improve member engagement (and therefore improve health outcomes as well as visit revenue), while also implementing creative ways to enhance and sustain our workforce, so that we are able to more effectively engage with our assigned membership and improve the oral health of our communities - especially those facing steep health inequities.

How was this material, project, process, or system selected from all the possible options?

Over the past year and a half, dental leadership have developed and implemented a series of recommendations for clinical and process improvements in an effort to improve efficiency, reduce waste, and increase visit revenue. This funding proposal is significant in consequence – an exciting opportunity to see significant and sustained positive change for our program and our community.

Board Notes:



Board Presentation Summary

Presentation Title	Test to Treat Grant			
Type of Presentation	on: Please add an "X" i	n the categories th	at apply.	
Inform Only	Annual / Scheduled Process	New Proposal	Review & Input	Inform & Vote
				х
Date of Presentation:	12/12/2022	Program / Area:	Health Center/Operati	ons
Presenters:	Debbie Powers			

Project Title and Brief Description:

Test to Treat- One-time-only grant from OPCA to support existing COVID testing and treatment services within the health center and expand access to community members in existing client households. Integrated Clinical Services (ICS) requests the appropriation of \$250,000 in funds from the Oregon Primary Care Association (OPCA).

The Multnomah County Health Department Community Health Center was selected by OPCA as a pilot site in August 2022. The pilot runs from 7/1/2022 to 6/30/2023. The Health Center is responsible for invoicing OPCA by the 15th of each month for costs associated with providing COVID 19 testing and treatment. Funds will help cover staffing and other costs associated with activities at the Patient Access Center, including Nursing, Communications, and Community Outreach, Interpretation Services, and Educational Materials.

Describe the current situation:

Emerging data confirms that people of color and other communities lack adequate access to COVID 19 therapeutics. The Oregon Health Authority has partnered with the Oregon Primary Care Association to support FQHCs, Federally Qualified Health Centers, by bolstering their existing infrastructure to expand access to COVID-19 testing and therapeutics in communities disproportionately impacted by COVID-19.



The goal of the pilot program is to provide COVID-19 treatment to existing health center clients and community-wide target populations including migrant seasonal farmworkers, individuals experiencing homelessness, racial and ethnic minorities, refugees, and immigrants.

The FQHCs will then share lessons learned with OPCA for the purposes of developing a toolkit or guide on the Administration of COVID 19 Treatments in Primary Care.

Why is this project, process, system being implemented now?

This work was put into place during the pandemic incrementally as testing and antivirals because available. With each development came a rush to implement. At this point, there is a need for process improvement and expansion of services along with an improved communication plan.

Briefly describe the history of the project so far (Please indicate any actions taken to address needs and cultures of diverse clients or steps taken to ensure fair representation in review and planning):

Appropriation of OPCA funds will cover existing costs of COVID 19 testing and treatment and expand access to COVID 19 Home Test Kits.

List any limits or parameters for the Board's scope of influence and decision-making:

The Board decides whether to accept the funding or not. ICS makes decisions on how to operationalize the project.

Briefly describe the outcome of a "YES" vote by the Board (Please be sure to also note any financial outcomes):

For the current fiscal year, this budget modification increases revenue of \$250,000 over the course of FY23. The process improvement, expansion, and communication work needs to be done at this point. A "yes" vote helps to provide the funding.

Briefly describe the outcome of a "NO" vote or inaction by the Board (*Please be sure to also note any financial outcomes*):

The process improvement, expansion, and communication work needs to be done at this point. A "no" vote means that Health Center funds absorb the cost.

Which specific stakeholders or representative groups have been involved so far?

Oregon Health Authority, Oregon Primary Care Association



Who are the area or subject matter experts for this project? (Please provide a brief description of qualifications)

Community Health Workers, Clinical Staff, Program Managers, Pharmacy and Medical Leadership.

What have been the recommendations so far?

Oregon Health Authority and Oregon Primary Care Association have made funds available to improve and expand connections to care for the purposes of testing and treatment.

How was this material, project, process, or system selected from all the possible options?

This was a published funding opportunity with goals in alignment with current projects lacking a specific funding source.

Board Notes:





Monthly Financial Packet

December 12, 2022



community health center board

Multnomah County



December 12 2022



- Item 1. A revenue and expense monthly report.
- Item 2. A modified and accrued monthly report with balance sheet accounts such as cash, accounts receivable, reserves, incentives, and accounts payable (Board Members sent Excel spreadsheet)
- Item 3. A projection of health center monthly cash requirements in a user-friendly format, using Excel or other spreadsheet applications, to display projected cash balances for each month for the next 12 months (Board Members sent Excel spreadsheet)
- Item 4. A monthly report from the health department on all health center vacancies by position, length of vacancy, status of efforts to fill the position and financial costs of each vacancy.
- Item 5. A report with Itemized general journal entries, including adjustments to health center general fund sub-funds, and transfers of health center resources. (Board Members sent Excel spreadsheet)
- Item 6. A summary report for all indirect cost charges and internal services charges

Multnomah County Federally Qualified Health Center

Monthly Financial Reporting Package

October FY 2023

Updated 11/23/2022

Prepared by: Financial and Business Management Division



Multnomah County Health Department Community Health Center Board - Financial Statement

For Period Ending October 31, 2022

Prepared using the Modified Accrual Basis of Accounting
Percentage of Year Complete: 33.3%

[A Pro Forma Financial Statement]

Community Health Center - Monthly Highlights

Financial Statement: For period 4 in Fiscal Year 2023 (July 2022 - June 2023)

				<u>% of Budget</u>
	YTD Actuals	<u>Budget</u>	<u>Difference</u>	<u>YTD</u>
Revenue:	\$ 55,233,226	\$ 166,436,730	\$ 111,203,504	33%
Expenditures:	\$ 47,932,544	\$ 166,436,730	\$ 118,504,186	29%
Net Income/(Loss)	\$ 7,300,682	-		





Multnomah County Health Department Community Health Center Board - Financial Statement

For Period Ending October 31, 2022

Prepared using the Modified Accrual Basis of Accounting Percentage of Year Complete: 33.3%

[A Pro Forma Financial Statement]

Community Health Center															
Commonly reduit Center															
	Ad	opted Budget	Re	evised Budget	Bu	dget Change	01 July	02 Aug	03 Sept	04 Oct	Yed	ar to Date Total	% YTD	FY2	22 YE Actuals
Revenue									-						
Miscellaneous Revenue	\$	-	\$	-	\$	-	\$ -	\$ -	\$ -	\$ -	\$	-	0%	\$	2,042
Grants - PC 330 (BPHC)	\$	9,809,191	\$	9,809,191	\$	-	\$ -	\$ 88,674	\$ 1,419,429	\$ 766,120	\$	2,274,223	23%	\$	8,880,564
Grants - COVID-19	\$	-	\$	-	\$	-	\$ -	\$ 1,121	\$ 17,629	\$ 114,237	\$	132,987	0%	\$	7,437,487
Grants - ARPA	\$	8,075,272	\$	8,075,272	\$	-	\$ -	\$ -	\$ 1,724,643	\$ 937,567	\$	2,662,210	33%	\$	-
Grants - All Other	\$	4,774,390	\$	4,774,390	\$	-	\$ -	\$ 25,838	\$ 641,076	\$ 1,189,357	\$	1,856,271	39%	\$	4,008,471
Grant Revenue Accrual	\$	-	\$	-	\$	-	\$ -	\$ -	\$ -	\$ 500,612	\$	500,612	0%	\$	- 1
Quality & Incentives Payments	\$	7,671,495	\$	7,671,495	\$	-	\$ 156,788	\$ 892,752	\$ 813,774	\$ 977,193	\$	2,840,507	37%	\$	9,910,993
Health Center Fees	\$	131,217,155	\$	131,217,155	\$	-	\$ 9,796,157	\$ 11,737,344	\$ 10,823,733	\$ 11,148,285	\$	43,505,519	33%	\$	132,854,683
Self Pay Client Fees	\$	1,089,227	\$	1,089,227	\$	-	\$ 53,184	\$ 49,810	\$ 46,366	\$ 44,871	\$	194,231	18%	\$	680,758
Beginning Working Capital	\$	3,800,000	\$	3,800,000	\$	-	\$ 316,667	\$ 316,667	\$ 316,667	\$ 316,667	\$	1,266,667	33%	\$	3,298,126
Total	\$	166,436,730	\$	166,436,730	\$	-	\$ 10,322,795	\$ 13,112,204	\$ 15,803,318	\$ 15,994,909	\$	55,233,226	33%	\$	167,073,124
Expense															
Personnel	\$	106,322,509	\$	106,322,509	\$	-	\$ 6,727,729	\$ 6,954,872	\$ 6,894,286	\$ 6,912,956	\$	27,489,843	26%		82,144,356
Contracts	\$	3,518,134	\$	3,518,134	\$	-	\$ 238,764	\$ 385,592	\$ 497,003	\$ 808,107	\$	1,929,466	55%	\$	5,571,994
Materials and Services	\$	25,949,574	\$	25,949,574	\$	-	\$ 3,012,870	\$ 1,840,086	\$ 2,281,493	\$ 885,330	\$	8,019,778	31%	\$	20,538,983
Internal Services	\$	30,296,513	\$	30,296,513	\$	-	\$ 1,232,325	\$ 2,916,645	\$ 2,155,437	\$ 2,394,463	\$	8,698,870	29%	\$	26,603,582
Capital Outlay	\$	350,000	\$	350,000	\$	-	\$ -	\$ -	\$ 741,207	\$ 1,053,380	\$	1,794,587	513%	\$	94,279
Total	\$	166,436,730	\$	166,436,730	\$	-	\$ 11,211,688	\$ 12,097,194	\$ 12,569,426	\$ 12,054,237	\$	47,932,544	29%	\$	134,953,193
Net Income/(Loss)	\$	-	\$	-	\$	-	\$ (888,892)	\$ 1,015,010	\$ 3,233,892	\$ 3,940,672	\$	7,300,682		\$	32,119,931





Multnomah County Health Department Community Health Center Board

FY 2023 YTD Actual Revenues & Expenses by Program Group Prepared using the Modified Accrual Basis of Accounting For Period Ending October 31, 2022 Percentage of Year Complete: 33.3%

[A Pro Forma Financial Statement]

	Category	Description	Admin	Dental	Pharmacy	Primary Care Clinics	Quality & Compliance	Student Health Centers
Revenues	Miscellaneous R	<u>'</u>	-	-	-	-	-	-
	Grants - PC 330		474,768	86,567	_	1,595,791	-	83,041
	Grants - COVID	,	99,158	-	_	-	-	33,829
	Grants - ARPA		2,622,741	-	-	39,470	-	-
	Grants - All Oth	er	_	704,755	-	-	-	418,240
	Grant Revenue		500,612	- -	-	-	-	· -
	Quality & Incen	tives Payments	2,366,066	-	-	-	474,440	-
	Health Center F	•	13,889	6,705,946	12,029,155	21,959,738	8,489	1,434,645
	Self Pay Client F		-	21,765	85,497	86,563	- -	-
	Beginning Work		1,100,000	-	-	-	166,667	-
Revenues Toto			7,177,234	7,519,033	12,114,651	23,681,562	649,596	1,969,755
Expenditures			5,647,280	5,652,539	2,900,492	9,482,379	696,260	1,414,745
	Contractual Sei	rvices Total	1,506,864	57,817	13,144	280,811	21,534	29,950
	Internal Service	es Total	1,546,382	1,652,366	1,047,354	3,107,187	241,156	478,134
	Materials & Sup	plies Total	603,379	295,923	6,460,010	480,256	11,035	71,212
	Capital Outlay	Total	1,411,837	-	382,750	-	-	-
Expenditures	Total		10,715,741	7,658,644	10,803,750	13,350,634	969,985	1,994,041
Net Income/(Loss)		(3,538,507)	(139,611)	1,310,901	10,330,928	(320,389)	(24,287)
Total BWC from	n Prior Years		36,941,462	-	-	15,850	500,000	_





Multnomah County Health Department Community Health Center Board

FY 2023 YTD Actual Revenues & Expenses by Program Group
Prepared using the Modified Accrual Basis of Accounting
For Period Ending October 31, 2022
Percentage of Year Complete: 33.3%

[A Pro Forma Financial Statement]

	Category	Description	HIV Clinic	Lab	Y-T-D Actual	Y-T-D Budget	Revised Budget	% of Budget	FY22 YE Actuals
Revenues	Miscellaneous R	evenue	-	-	-	-	-	0%	2,042
	Grants - PC 330	(BPHC)	34,056	-	2,274,223	3,269,730	9,809,191	23%	8,880,564
	Grants - COVID	-19	-	-	132,987	-	-	0%	7,437,487
	Grants - ARPA		-	-	2,662,210	2,691,757	8,075,272	33%	-
	Grants - All Oth	er	733,276	-	1,856,271	1,591,463	4,774,390	39%	4,008,471
	Grant Revenue	Accrual	-	-	500,612	-	-	0%	-
	Quality & Incen	tives Payments	-	-	2,840,507	2,557,165	7,671,495	37%	9,910,993
	Health Center F	-ees	1,353,656	-	43,505,519	43,739,052	131,217,155	33%	132,854,683
	Self Pay Client F	ees	406	-	194,231	363,076	1,089,227	18%	680,758
	Beginning Worki	ing Capital	-	-	1,266,667	1,266,667	3,800,000	33%	3,298,126
Revenues To	otal		2,121,394	-	55,233,226	55,478,910	166,436,730	33%	167,073,124
Expenditure	es Personnel Total		1,201,113	495,035	27,489,843	35,440,836	106,322,509	26%	82,144,356
	Contractual Ser	rvices Total	17,969	1,377	1,929,466	1,172,711	3,518,134	55%	5,571,994
	Internal Service	sTotal	442,368	183,922	8,698,870	10,098,838	30,296,513	29%	26,603,582
	Materials & Sup	plies Total	51,278	46,686	8,019,778	8,649,858	25,949,574	31%	20,538,983
	Capital Outlay	Total	-	-	1,794,587	116,667	350,000	513%	94,279
Expenditure	es Total		1,712,728	727,021	47,932,544	55,478,910	166,436,730	29%	134,953,194
Net Income	e/(Loss)		408,666	(727,021)	7,300,682	-	-		32,119,930
Total BWC fr	rom Prior Years		896,489	-	38,353,801				





Multnomah County Health Department

Community Health Center Board FY 2023 Program Revenue by Fiscal Period For Period Ending October 31, 2022 Percentage of Year Complete: 33.3%

Revenue Category	01 July	02 August	03 September	04 October	05 November	06 December	Grand Total
Health Center Fees							
Program Income	9,794,115	11,732,097	10,819,553	11,048,144	-	-	43,393,909
Other	2,042	5,247	4,180	100,141	-	-	111,610
Health Center Fees Total	9,796,157	11,737,344	10,823,733	11,148,285	-	-	43,505,519
Self Pay Client Fees							
Program Income	53,184	49,810	46,366	44,871	-	-	194,231
Other	-	-	-	-	-	-	-
Self Pay Client Fees Total	53,184	49,810	46,366	44,871	-	-	194,231
Grand Total	9,849,341	11,787,154	10,870,100	11,193,156	-	-	43,699,750





Multnomah County Health Department

Community Health Center Board

FY 2023 YTD Internal Services Expenditures by Program Group
For Period Ending October 31, 2022
Percentage of Year Complete: 33.3%

						Primary Care	Quality and	Student Health	
Category	■ Administrative	Dental	HIV Clinic	Lab	Pharmacy	Clinics	Compliance	Centers	Grand Total
Indirect Expense	710,809	759,701	131,530	66,533	389,826	1,274,432	93,577	179,635	3,606,043
Internal Service Data Processing	442,760	461,210	225,646	54,552	480,671	1,063,895	98,956	199,933	3,027,623
Internal Service Distribution	15,116	34,999	370	10,368	8,634	32,213	2,811	73,192	177,702
Internal Service Enhanced Building Services	31,895	41,352	8,371	5,562	15,540	66,319	4,831	-	173,870
Internal Service Facilities & Property Management	232,605	301,566	61,046	40,560	113,333	483,654	35,235	-	1,267,998
Internal Service Facilities Service Requests	64,659	17,180	2,096	-	15,316	83,373	120	9,894	192,640
Internal Service Fleet Services	-	5,455	-	-	-	-	-	-	5,455
Internal Service Motor Pool	255	63	43	-	38	19	190	258	867
Internal Service Other	18,041	4,447	694	18	6,427	25,694	230	277	55,828
Internal Service Records	110	3,448	2,817	2,810	9,139	7,305	0	148	25,778
Internal Service Telecommunications	30,131	22,945	9,755	3,520	8,430	70,283	5,206	14,797	165,066
Grand Total	1,546,382	1,652,366	442,368	183,922	1,047,354	3,107,187	241,156	478,134	8,698,870





Multnomah County Health Department

Community Health Center Board
FY 2023 Internal Services Expenditures by Fiscal Period
For Period Ending October 31, 2022
Percentage of Year Complete: 33.3%

							YTD % of
Category	01 July	02 August	03 September	04 October	Grand Total	Total Budget	Budget
Indirect Expense	886,125	907,452	895,759	916,707	3,606,043	13,228,133	27.3%
Internal Service Data Processing	256,531	1,221,206	665,914	883,971	3,027,623	10,020,693	30.2%
Internal Service Distribution	43,781	45,109	44,036	44,776	177,702	525,575	33.8%
Internal Service Enhanced Building Services	-	3,100	-	170,770	173,870	1,164,363	14.9%
Internal Service Facilities & Property Manageme	-	614,488	331,392	322,118	1,267,998	4,043,263	31.4%
Internal Service Facilities Service Requests	37,021	24,554	46,000	85,064	192,640	336,434	57.3%
Internal Service Fleet Services	115	2,614	946	1,780	5,455	22,019	24.8%
Internal Service Motor Pool	217	217	217	217	867	5,123	16.9%
Internal Service Other	2,090	7,528	33,833	12,377	55,828	-	0.0%
Internal Service Records	6,445	6,445	102,423	(89,533)	25,778	104,143	24.8%
Internal Service Reimbursement	-	-	-	-	-	-	0.0%
Internal Service Telecommunications	-	83,931	34,918	46,217	165,066	846,767	19.5%
Grand Total	1,232,325	2,916,645	2,155,437	2,394,463	8,698,870	30,296,513	





Multnomah County Health Department Community Health Center Board - Notes & Definitions

For Period Ending October 31, 2022 Percentage of Year Complete: 33.3%

Community Health Center - Footnotes:

Internal Services - Enhanced Building Services & Facilities posted typically one month in arrears

Capital Outlay costs are primarily for Pharmacy and Lab programs, amounts include software upgrades and new lab equipment.

The Revised Budget differs from the Adopted Budget due to budget modifications, see those listed on the budget adjustments page.

All non-ICS Service Programs were removed from the health center scope effective June 30th, 2021.

Administrative Programs include the following: ICS Administration, ICS Health Center Operations, ICS Primary Care Admin & Support





Multnomah County Health Department Community Health Center Board - Notes & Definitions

For Period Ending October 31, 2022 Percentage of Year Complete: 33.3%

Community Health Center - Definitions

<u>Budget:</u> Adopted budget is the financial plan adopted by the Board of County Commissioners for the current fiscal year. <u>Revised Budget</u> is the Adopted budget plus any changes made through budget modifications as of the current period.

Revenue: are tax and non-tax generated resources that are used to pay for services.

General Fund 1000: The primary sources of revenue are property taxes, business income taxes, motor vehicle rental taxes, service charges, intergovernmental revenue, fees and permits, and interest income.

Miscellaneous Revenue: Revenues from services provided from Pharmacy related activities, including: refunds fro outdated/recalled medications and reimbursements from the state for TB and STD medications.

Grants – PC 330 (BPHC): Federal funding from the Bureau of Primary Care (BPHC) at the Health Resources and Services Administration (HRSA). Funding is awarded to federally qualified health centers (FQHC) to support services to un-/under-insured clients. This grant is awarded on a calendar year, January to December. Sometimes called the 330 grant, the H80 grant or the HRSA grant. Invoicing typically occurs one month after the close of the period because this is a cost reimbursement grant.

Grants - COVID-19, Fund 1515: Accounts for revenues and expenditures associated with the County's COVID-19 public health emergency response. Expenditures are restricted to public health services, medical services, human services, and measures taken to facilitate COVID-19 public health measures (e.g., care for homeless population). Revenues are primarily from federal, state and local sources directed at COVID relief.

Grants - All Other, Federal/State Fund 1505: Accounts for the majority of grant restricted revenues and expenditures related to funding received from federal, state and local programs. The fund also includes some non-restricted operational revenues in the form of fees and licenses.

Quality & Incentives Payments (formerly Grants – Incentives): Payments received for serving Medicaid clients and achieving specific quality metrics and health outcomes

Grant Revenue Accrual: Accrual amounts for current and prior periods

Health Center Fees: Revenue from services provided in the clinics that are payable by insurance companies.

Self Pay Client Fees: Revenue from services provided in the clinics that are payable by our clients.

Beginning working capital: Funding that has been earned in a previous period but unspent. It is then carried over into the next fiscal year to cover expenses in the current period if needed. Current balances have been earned over multiple years.

Write-offs: A write-off is a cancellation from an account of a bad debt. The health department cancels bad debt when it has determined that it is uncollectible.





Multnomah County Health Department Community Health Center Board - Notes & Definitions

For Period Ending October 31, 2022 Percentage of Year Complete: 33.3%

Community Health Centers - Definitions cont.

Expenses: are what the County spends to provide services to the community. Expenditure categories include personnel, materials and supplies, internal services, contracted services, and capital.

Personnel: Costs of salaries and benefits. Includes the cost of temporary employees.

Contracts: professional services that are provided by non County employees: e.g., lab and x-ray services, interpretation services, etc.

Materials and Services: non personnel expenses the program needs to perform its mission: e.g., medical and dental supplies, repairs & maintenance, supplies, etc.

Internal Services **Allocation Method** FTE Count Allocation Facilities/Building Mgmt IT/Data Processing PC Inventory, Multco Align Department Indirect FTE Count (Health HR, Health Business Ops) Central Indirect FTE Count (HR, Legal, Central Accounting) **Telecommunications** Telephone Inventory Mai/Distribution Active Mail Stops, Frequency, Volume Items Archived and Items Retrieved **Records** Motor Pool Actual Usage

Capital Outlay: Capital Expenditures-purchase of capital items that cost \$5,000 or more that have an expected useful life of more than one fiscal year: e.g., medical and dental equipment.

<u>Unearned revenue</u> is generated when the County receives payment in advance for a particular grant or program. The funding is generally restricted to a specific purpose, and the revenue will be earned and recorded when certain criteria are met (spending the funds on the specified program, meeting benchmarks, etc.) The unearned revenue balance is considered a liability because the County has an obligation to spend the funds in a particular manner or meet certain programmatic goals. If these obligations are not met, the funder may require repayment of these funds.

<u>Modified Accrual Basis of Accounting:</u> The County accounts for certain expenditures of the enterprise funds for budgetary purposes on the modified accrual basis of accounting. For financial reporting purposes, the accrual basis of accounting is used. The difference in the accounting basis used relates primarily to the methods of accounting for depreciation and capital outlay. Revenues are recognized when they are both measurable and available. Expenditures, however, are recorded on a full accrual basis because they are always measurable when they are incurred.

<u>Pro Forma Financial Statement.</u> A pro forma financial statement leverages hypothetical data or assumptions about future values to project performance over a period that hasn't yet occurred.





Multnomah County Health Department Community Health Center Board - Budget Adjustments

For Period Ending October 31,2022 Percentage of Year Complete: 33.3%

Community Health Centers

Commonly meaning centers						
	Ad	Original opted Budget			Revised Budget	Budget difications
Revenue						
Grants - PC 330 (BPHC)	\$	9,809,191	\$ -	\$ -	\$ 9,809,191	\$ -
Grants - COVID-19	\$	-	\$ -	\$ -	\$ -	\$ -
Grants - ARPA	\$	8,075,272	\$ -	\$ -	\$ 8,075,272	\$ -
Grants - All Other	\$	4,774,390	\$ -	\$ -	\$ 4,774,390	\$ -
Medicaid Quality & Incentives	\$	7,671,495	\$ -	\$ -	\$ 7,671,495	\$ -
Health Center Fees	\$	131,217,155	\$ -	\$ -	\$ 131,217,155	\$ -
Self Pay Client Fees	\$	1,089,227	\$ -	\$ -	\$ 1,089,227	\$ -
Beginning Working Capital	\$	3,800,000	\$ -	\$ -	\$ 3,800,000	\$ -
Total	\$	166,436,730	\$ -	\$ -	\$ 166,436,730	\$ -
Expense						
Personnel	\$	106,322,509	\$ -	\$ -	\$ 106,322,509	\$ -
Contracts	\$	3,518,134	\$ -	\$ -	\$ 3,518,134	\$ -
Materials and Services	\$	25,949,574	\$ -	\$ -	\$ 25,949,574	\$ -
Internal Services	\$	30,296,513	\$ -	\$ -	\$ 30,296,513	\$ -
Capital Outlay	\$	350,000	\$ -	\$ -	\$ 350,000	\$ -
Total	\$	166,436,730	\$ -	\$ -	\$ 166,436,730	\$ -



Balance Sheet (incl Trial Balance)

Balance Sheet (Full Accrual) As of October 31, 2022

		October		September		\$ Change	% Change
ASSETS				•			
10000:Cash	\$	103,047,454	\$	97,772,306	\$	5,275,148	5 %
10100:Undeposited Payments		293,063		375		292,688	78034 %
10450:Investments - Local Government Investment Pool (LGIP)		1,026,917		936,860		90,057	10 %
10600:Interfund Cash Clearing		(78,442,257)		(72,167,667)		(6,274,590)	9 %
Cash & Cash Equivalents	\$	25,925,177	\$	26,541,874	\$	(616,697)	(2)%
CURRENT ASSETS							
72100:Accounts Receivable, General	\$	24,156,989	\$	20,449,203	\$	3,707,785	18 %
20345:Allowance for Discounts & Returns Accounts Receivable, Net		(2,505,346) 21,651,643		(2,093,868) 18,355,336		(411,478) 3,296,307	20 % 18 %
20602:Prepaid Other Expenses		-		-		-	10 70
Total Current Assets	\$	47,576,820	\$	44,897,210	\$	2,679,610	6 %
NON-CURRENT ASSETS							
21186:Net OPEB Asset - Retirement Health Insurance Account (RHIA)	\$	729,127	\$	729,127	\$	_	0 %
40070:Buildings - Asset		2,134,899		2,134,899		-	0 %
40090:Machinery & Equipment - Asset		1,665,917		1,665,917		-	0 %
41070:Accumulated Depreciation - Buildings		(428,218)		(423,771)		(4,448)	1 %
41090:Accumulated Depreciation - Machinery & Equipment		(1,521,244)		(1,511,134)		(10,110)	1 %
Total Non-Current Assets	\$	2,580,481	\$	2,595,038	\$	(14,557)	(1)%
Total Assets	\$	50,157,301	\$	47,492,248	\$	2,665,053	6 %
DEFERRED OUTFLOW OF RESOURCES							
28005:Deferred Outflows, OPEB - County Plan	\$	1,023,161	\$	1,023,161	\$	-	0 %
28006:Deferred Outflows, OPEB - Retirement Health Insurance Account (RHIA)		956,099		956,099		-	0 %
28000:Deferred Outflows, Pension	\$	19,652,740	<u>,</u>	19,652,740		-	0 %
Total Deferred Outflow of Resources	ş	21,632,000	Þ	21,632,000		-	0 76
LIABILITIES AND NET POSITION							
CURRENT LIABILITIES							
70000:Accounts Payable, General	\$	848,957	\$	904,266	\$	55,309	(6)%
30090:Payroll Payable		1,514,472		1,452,103		(62,369)	4 %
30705:Compensated Absences, Current 30805:Accrued Payables		720,255		720,255		-	0 %
30830:Procurement Cards Payable		215,919		215,453		(466)	0 %
30831:MMP-Card Clearing		(315)		(315)		-	0 %
30905:Unearned Revenue, Health Department		334,117		334,117		-	0 %
Total Current Liabilities	\$	3,633,405	\$	3,625,879	\$	(7,526)	0 %
NON-CURRENT LIABILITIES							
30700:Compensated Absences, Noncurrent	\$	2,872,279	\$	2,872,279	\$	-	0 %
31180:Net Pension Liability 31185:Net OPEB Liability - County Plan		32,172,161 10,268,514		32,172,161 10,268,514		-	0 % 0 %
Total Non-Current Liabilities	\$	45,312,954	\$	45,312,954	\$	_	0 %
Total Liabilities	\$	48,946,359	\$	48,938,833	\$	(7,526)	0 %
	*	,,	~	,500,000	~	(.,0)	2 ,3
DEFERRED INFLOW OF RESOURCES 38005:Deferred Inflows, OPEB - County Plan	\$	1,564,045	¢	1,564,045	¢	_	0 %
38006:Deferred Inflows, OPEB - Retirement Health Insurance Account (RHIA)	ş	594,448	ڔ	594,448	ڔ	-	0 %
38000:Deferred Inflows, Pension		25,353,909		25,353,909		-	0 %
Total Deferred Inflow of Resources	\$	27,512,402	\$	27,512,402	\$	-	0 %
NET POSITION	\$	(4,669,460)	\$	(7,326,987)	\$	2,657,527	(36)%

Modified Balance Sheet (incl Trial Balance)

Balance Sheet (Modified - Operational) As of October 31, 2022

	 October	September	\$ Change	% Change
ASSETS				
10000:Cash	\$ 103,047,454	\$ 97,772,306	\$ 5,275,148	5 %
10100:Undeposited Payments	293,063	375	292,688	78034 %
10450:Investments - Local Government Investment Pool (LGIP)	1,026,917	936,860	90,057	10 %
10600:Interfund Cash Clearing	 (78,442,257)	(72,167,667)	(6,274,590)	9 %
Cash & Cash Equivalents	\$ 25,925,177	\$ 26,541,874	\$ (616,697)	(2)%
CURRENT ASSETS				
72100:Accounts Receivable, General	\$ 24,156,989	\$ 20,449,203	\$ 3,707,785	18 %
20345:Allowance for Discounts & Returns	(2,505,346)	(2,093,868)	(411,478)	20 %
Accounts Receivable, Net	21,651,643	18,355,336	3,296,307	18 %
20602:Prepaid Other Expenses	 -	-	-	
Current Assets	\$ 47,576,820	\$ 44,897,210	\$ 2,679,610	6 %
Total Assets	47,576,820	44,897,210	2,679,610	6 %
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
70000:Accounts Payable, General	\$ 848,957	\$ 904,266	\$ 55,309	(6)%
30090:Payroll Payable	1,514,472	1,452,103	(62,369)	4 %
30805:Accrued Payables	-	-	-	
30830:Procurement Cards Payable	215,919	215,453	(466)	0 %
30831:MMP-Card Clearing	(315)	(315)	-	0 %
30905:Unearned Revenue, Health Department	 334,117	334,117	-	0 %
Current Liabilities	\$ 2,913,150	\$ 2,905,624	\$ (7,526)	0 %
Total Liabilities	\$ 2,913,150	\$ 2,905,624	\$ (7,526)	0 %
Net Assets	\$ 44,663,670	\$ 41,991,586	\$ 2,687,136	6 %
Total Liabilities & Net Assets	\$ 47,576,820	\$ 44,897,210	\$ 2,679,610	6 %

ICS CASH FLOW PROJECTION TEMPLATE FY2023 *Board Members sent Excel spreadsheet

	JULY	AUGUST	SEPTEMBER	QUARTER 1 TOTALS	OCTOBER	NOVEMBER	DECEMBER	QUARTER 2 TOTALS	JANUARY	FEBRUARY	MARCH	QUARTER 3 TOTALS	APRIL	MAY	JUNE	QUARTER 4 TOTALS	FISCAL YEAR TOTALS
BEGINNING BALANCE CASH ON HAND						26,439,014.98 \$		82.443.789.87 S	29.081.874.60 S			\$ 81,511,452.30 \$				S 81.170.538.49	\$ 326,371,566.66
	27,110,277.00	20,363,766.00	3 25,567,737.00	3 61,245,766.00 3	28,320,340.00 3	20,437,014.76	27,004,234.07	62,443,767.67	27,001,074.00 3	27,110,733.13	20,310,024.33	3 61,511,452.50 3	20,071,704.32	20,2/1,//3.73	20,217,030.04	3 61,170,536.47	4 020,071,000.0
(+) CASH RECEIPTS (+) GRANTS																	
HRSA PC 330 Health Center Cluster \$	s - \$	88,674.00	\$ 1,419,429.00	\$ 1,508,103.00 \$	804,660.20 \$	766,343.05 \$	842,977.35 \$	2,413,980.60 \$	842,977.35 \$	766,343.05	881,294.50	2,490,614.90 \$	766,343.05 \$	881,294.50 \$	804,660.20	\$ 2,452,297.75	\$ 8,864,996.2
HRSA Ryan White Part A \$	s - \$	8,130.00			113,185.32 \$	107,795.55 \$	118,575.10 \$	339,555.97 \$	118,575.10 \$	107,795.55	123,964.88		107,795.55 \$	123,964.88 \$	113,185.32		
HRSA Ryan White Part C \$	- \$	7,551.00	\$ 156,729.00		62,659.98 \$	59,676.17 \$	65,643.79 \$	187,979.94 \$	65,643.79 \$	59,676.17	68,627.60	193,947.56 \$	59,676.17 \$	68,627.60 \$	62,659.98	\$ 190,963.75	
OHA Ryan White Part B \$	- \$	1,828.00 :		\$ 1,828.00 \$ \$ 242,961.00 \$	29,162.11 \$ 92,821.15 \$	27,773.44 \$ 88,401.09 \$	30,550.78 \$ 97,241.20 \$	87,486.33 \$ 278,463.45 \$	30,550.78 \$ 97,241.20 \$	27,773.44 : 88,401.09 :	31,939.45 5 101,661.26 5		27,773.44 \$ 88,401.09 \$	31,939.45 \$	29,162.11 : 92,821.15 :	\$ 88,875.00	\$ 268,453.0
OHA School-Based Health Centers \$ All other Non-COVID \$	- 5				93,820.62 \$	89,352.97 \$	98,288.27 \$	281,461.85 \$	98,288.27 \$	89,352.97			89,352.97 \$	101,661.26 \$	93,820.62	\$ 282,883.50 \$ 285,929.50	
Other / Misc - All Other Non-COVID \$				\$ - \$	- S	- \$	- \$	- \$	- \$	- 1	102,700.71	- S	- \$			\$ -	
Intergovernmental - Other COVID-19 Funding \$	5 - 5	1,121.00	\$ 1,743,393.00	\$ 1,744,514.00 \$	662,424.66 \$	630,880.63 \$	693,968.69 \$	1,987,273.97 \$	693,968.69 \$	630,880.63	725,512.72	2,050,362.03 \$	630,880.63 \$	725,512.72 \$	662,424.66	\$ 2,018,818.00	
HHS CARES Act Provider Relief \$	- \$	- :	ş -	\$ - \$	- \$	- \$	- \$	- \$	- \$	- 1	- :	- \$	- \$	- \$	- :	ş -	
(+) FEES AND MISCELLANEOUS	- \$	-	ş -	\$ - \$	- \$	- \$	- \$	- \$	- \$	-	- :	- \$	- S	- \$	- :	\$ -	\$ -
Other / Miscellaneous Revenue \$	- \$	- 1	s -	s - s	- S	- \$	- S	- \$	- s	- 13	- !	- S	- \$	- \$	- 1	s -	\$ -
Misc. Medicaid (Quality & Incentive Payments) \$		892,752.00	\$ 813,774.00	\$ 1,863,314.00 \$	629,302.32 \$	599,335.55 \$	659,269.10 \$	1,887,906.97 \$	659,269.10 \$	599,335.55	689,235.88	1,947,840.53 \$	599,335.55 \$	689,235.88 \$	629,302.32	\$ 1,917,873.75	
Other / Misc - Medical Fees \$	s - \$		ş -	\$ - \$	- \$	- \$	- \$	- \$	- \$	- 1	- :	- \$	- \$	- \$	- :	ş -	
APM - Service Charges \$	\$ 4,486,908.00 \$	4,906,137.00	\$ 4,875,586.00	\$ 14,268,631.00 \$	3,371,577.64 \$	3,211,026.33 \$	3,532,128.96 \$	10,114,732.93 \$	3,532,128.96 \$	3,211,026.33	3,692,680.28	10,435,835.57 \$	3,211,026.33 \$	3,692,680.28 \$	3,371,577.64	\$ 10,275,284.25	
APM - One Time Change In Scope \$	- \$		ş -	\$ - \$	- \$	- \$	- \$	- \$	- \$	- 1	- :	- \$	- \$	- \$	- :	\$ -	
Medicaid Service Charges \$ Medical Fees (Service Charges) \$	3.970.296.00 S	5.103.406.00	\$ 4,521,650.00	\$ 13.595.352.00 \$	5,822,523.33 \$	5,545,260.31 \$	6.099,786,34 \$	17.467.569.98 \$	- \$ 6,099,786.34 \$	5.545.260.31	6,377,049.36	- \$ 18.022.096.02 \$	5,545,260.31 \$	6.377.049.36 \$	5,822,523.33	\$ 17.744.833.00	
Self Pay Client Fees \$ \$	5 53,184.00 \$				89,350.65 \$	85,095.86 \$	93,605.45 \$	268,051.96 \$	93,605.45 \$	85,095.86			85,095.86 \$	97,860.24 \$	89,350.65	\$ 272,306.75	
Wrap - Service Charges \$	- \$	- :	s -	\$ - \$	- \$	- \$	- \$	- \$	- \$	- :	- :	- \$	- \$	- \$	- :	\$ -	
\$	- \$		s -	\$ - \$	- \$	- \$	- \$	- \$	- \$	- :	- :	- \$	- \$	- \$	- :	ş -	\$ -
(+) OTHER REVENUE SOURCES					1.	100			1.				1.	1.0			
CASH SALES \$	s - \$			\$ - \$	- S	- \$ - \$	- \$	- \$	- \$ - \$		- :	- \$	- \$	- \$	- 1	\$ -	
CUSTOMER ACCOUNT COLLECTIONS \$ LOAN / CASH INJECTION \$	5 - 5			\$. 5	- s	- \$	- 5		- \$				- 3 - S	- 5		\$.	
INTEREST INCOME \$	- 5			\$ - 5	- \$	- \$		- \$	- \$			- 5	- 5	- 5		\$ -	
INVESTMENT INCOME \$	5 - 5		s -	\$ - 5	- \$	- \$	- \$	- \$	- \$	- 1	- :	- 5	- \$	- \$		s -	
SPECIAL EVENTS \$	s - \$	- :	s -	\$ - \$	- \$	- \$	- \$	- \$	- \$	- :		- \$	- \$	- \$	- :	\$ -	
PROGRAM SERVICE FEES \$	- \$			\$ - \$	- \$	- \$	- \$	- \$	- \$			- \$	- \$		- !	\$ -	
TAX REFUND \$		- :		\$ - \$	- S	- \$ - \$	- \$	- \$	- \$ - \$	- 1		- \$	- \$			\$ -	
OTHER \$ OTHER \$			*	3 - 3	- \$	- \$	- 3	- 3	- \$				- 3				
OTHER \$				\$ - \$	- 5	- \$	- \$	- \$	- \$			- S	- 5	- \$		\$ -	
(+) YEAR PREVIOUS RECEIVABLES																	
WRAPAROUND (Oct21-Dec21) \$			ş -	\$ - \$	- \$	3,037,148.51 \$		3,037,148.51 \$	- \$			- \$	- \$				
WRAPAROUND (Jan22-Mar22) \$	- \$		s -	\$ - \$	- \$	- \$	3,368,761.16 \$	3,368,761.16 \$	- \$			- \$	- \$	- \$		*	
WRAPAROUND (Apr22-Jun22) \$ WRAPAROUND (Jul22-Sep22) \$	5 - 5	- :		\$ - \$	- s	- \$ - \$	- \$	- 3	- S			3,413,597.85 \$	- 3	- \$	- :		
RECEIVABLE 5 \$				\$. \$	- 5	- 5	. 5		- 5				3,400,000.00 ‡	- 5		\$ 3,400,000.00	
RECEIVABLE 6 \$								-									
		- 1	-	\$ - \$	- 3	- 3	- 3	- 3	- \$	-		- 3	- 3	- 3	- 1	à -	
	\$ 8,667,176.00 \$		\$ 14,087,111.00	\$ 33,822,024.00 \$	- 17	14,248,089.45 \$	15,700,796.19 \$	41,720,373.62 \$	- +	11,210,940.94	16,306,179.93	\$ 39,849,155.90 \$	14,610,940.94	12,892,582.08 \$	11,771,487.98	\$ 39,275,011.00	\$ 154,666,564.53
TOTAL CASH RECEIPTS \$	\$ 8,667,176.00 \$		\$ 14,087,111.00	\$ 33,822,024.00 \$	- 17	14,248,089.45 \$	15,700,796.19 \$	41,720,373.62 \$	- +	11,210,940.94	5 16,306,179.93	\$ 39,849,155.90 \$	14,610,940.94	12,892,582.08 \$	11,771,487.98	\$ 39,275,011.00	\$ 154,666,564.5
	\$ 8,667,176.00 \$		\$ 14,087,111.00	\$ 33,822,024.00 \$	- 17	14,248,089.45 \$	15,700,796.19 \$	41,720,373.62 \$	- +	11,210,940.94	\$ 16,306,179.93	\$ 39,849,155.90 \$	14,610,940.94	5 12,892,582.08 \$	11,771,487.98	\$ 39,275,011.00	\$ 154,666,564.5
TOTAL CASH RECEIPTS \$ (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS \$	\$ 1,537,556.00 \$	11,067,737.00	\$ 1,596,987.00	\$ 4,623,544.00 \$	11,771,487.98 \$	1,755,386.72 \$	1,930,925.39 \$	5,529,468.16 \$	12,332,035.03 \$	1,755,384.72	2,018,694.73	5,705,006.84 \$	1,755,386.72 \$	2,018,694.73 \$	1,843,156.05	\$ 5,617,237.50	\$ 21,475,256.5
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - MEDICAL & DENTAL SUPPLIES	\$ 1,537,556.00 \$ \$ 1,296,478.00 \$	11,067,737.00 1,489,001.00 110,765.00	\$ 1,596,987.00 \$ 54,155.00	\$ 4,623,544.00 \$ \$ 1,461,398.00 \$	11,771,487.98 \$ 1,843,156.05 \$ 114,647.45 \$	1,755,386.72 \$ 109,188.05 \$	1,930,925.39 \$ 120,106.85 \$	5,529,468.16 \$ 343,942.35 \$	12,332,035.03 \$ 1,930,925.39 \$ 120,106.85 \$	1,755,384.72 : 109,188.05 :	2,018,694.73 1 125,566.25 1	\$ 5,705,006.84 \$ \$ 354,861.15 \$	1,755,386.72 \$ 109,188.05 \$	2,018,694.73 \$ 125,566.25 \$	1,843,156.05 : 114,647.45 :	\$ 5,617,237.50 \$ 349,401.75	\$ 21,475,256.5 \$ 2,509,603.2
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - MEDICAL & DENTAL SUPPLIES PAYROLL TAKES / BENEFITS - DIRECT 5	\$ 1,537,556.00 \$ 5 1,296,478.00 \$ 946,861.00 \$	11,067,737.00 1,489,001.00 110,765.00 960,248.00	\$ 1,596,987.00 \$ 54,155.00 \$ 946,346.00	\$ 4,623,544.00 \$ \$ 1,461,398.00 \$ \$ 2,853,455.00 \$	11,771,487.98 \$ 1,843,156.05 \$ 114,647.45 \$ 1,067,221.31 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$	1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$	5,529,468.16 \$ 343,942.35 \$ 3,201,663.94 \$	12,332,035.03 \$ 1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$	1,755,386.72 : 109,188.05 : 1,016,401.25 :	2,018,694.73	\$ 5,705,006.84 \$ \$ 354,861.15 \$ 3,303,304.06 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$	2,018,694.73 \$ 125,566.25 \$ 1,168,861.44 \$	1,843,156.05 : 114,647.45 : 1,067,221.31 :	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00	\$ 21,475,256.5 \$ 2,509,603.2 \$ 12,610,907.0
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEURICALS DIRECT PRODUCT - MEDICAL & DENIAL SUPPLIES PAYROLI TAXES / BENETIS - DIRECT \$ SALARES - DRECT \$	\$ 1,537,556.00 \$ 5 1,296,478.00 \$ 5 946,861.00 \$ 5 4,211,620.00 \$	11,067,737.00 1,489,001.00 110,765.00 960,248.00 4,390,158.00	\$ 1,596,987.00 \$ 54,155.00 \$ 946,346.00 \$ 4,367,421.00	\$ 4,623,544.00 \$ \$ 1,461,398.00 \$ \$ 2,853,455.00 \$ \$ 12,969,199.00 \$	11,771,487.98 \$ 1,843,156.05 \$ 114,647.45 \$ 1,067,221.31 \$ 5,109,344.54 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,866,042.42 \$	1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$ 5,352,646.66 \$	5,529,468.16 \$ 343,942.35 \$ 3,201,663.94 \$ 15,328,033.63 \$	12,332,035.03 \$ 1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$ 5,352,646.66 \$	1,755,386.72 : 109,188.05 : 1,016,401.25 : 4,866,042.42 :	5 2,018,694.73 1 125,566.25 1 1,168,861.44 1 5 5,595,948.79	\$ 5,705,006.84 \$ \$ 354,861.15 \$ 3,303,304.06 \$ 15,814,637.87 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,866,042.42 \$	2,018,694.73 \$ 125,566.25 \$ 1,148,861.44 \$ 5,595,948.79 \$	1,843,156.05 1 114,647.45 1 1,067,221.31 1 5,109,344.54 1	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00 \$ 15,571,335.75	\$ 21,475,256.5 \$ 2,509,603.2 \$ 12,610,907.0
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - MEDICAL & DENTAL SUPPLIES PAYROLL TAKES / BENEFITS - DIRECT 5	\$ 1,537,556.00 \$ 5 1,296,478.00 \$ 946,861.00 \$	11,067,737.00 1,489,001.00 110,765.00 960,248.00 4,390,158.00 110,765.00	\$ 1,596,987.00 \$ 54,155.00 \$ 946,346.00 \$ 4,367,421.00 \$ 54,155.00	\$ 4,623,544.00 \$ \$ 1,461,398.00 \$ \$ 2,853,455.00 \$ \$ 12,969,199.00 \$ \$ 230,934.00 \$	11,771,487.98 \$ 1,843,156.05 \$ 114,647.45 \$ 1,067,221.31 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$	1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$	5,529,468.16 \$ 343,942.35 \$ 3,201,663.94 \$	12,332,035.03 \$ 1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$	1,755,386.72 : 109,188.05 : 1,016,401.25 :	2,018,694.73	\$ 5,705,006.84 \$ \$ 354,861.15 \$ \$ 3,303,304.06 \$ \$ 15,814,637.87 \$ \$ 239,638.50 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$	2,018,694.73 \$ 125,566.25 \$ 1,168,861.44 \$	1,843,156.05 : 114,647.45 : 1,067,221.31 :	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00 \$ 15,571,335.75 \$ 235,951.75	\$ 21,475,256.5 \$ 2,509,603.7 \$ 12,610,907.5 \$ 59,683,206.2 \$ 938,789.2
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHABMACEURCALS DIRECT PRODUCT - PHABMACEURCALS DIRECT PRODUCT - PHABMACEURCALS PAYROLL LAXES - DIRECT SALARES - DIRECT SPLEET SPLEET SALARES - DIRECT SPLEET SALARES - DIRECT SPLEET SALARES - DIRECT SPLEET SALARES - DIRECT SALA	\$ 1,537,556.00 \$ \$ 1,296,478.00 \$ \$ 946,861.00 \$ \$ 4,211,620.00 \$ \$ 66,014.00 \$	11,067,737.00 1,489,001.00 110,765.00 960,248.00 4,390,158.00 110,765.00 110,765.00	\$ 1,596,987.00 \$ 54,155.00 \$ 946,346.00 \$ 4,367,421.00 \$ 54,155.00	\$ 4,623,544.00 \$ \$ 1,461,398.00 \$ \$ 2,853,455.00 \$ \$ 12,969,199.00 \$ \$ 230,934.00 \$	11.771,487,98 \$ 1.843,156.05 \$ 114,647,45 \$ 1.067,221.31 \$ 5.109,344,54 \$ 77,421.67 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,866,042.42 \$ 73,734.92 \$	1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$ 5,352,646.66 \$ 81,108.41 \$	5,529,468.16 \$ 343,942.35 \$ 3,201,663.94 \$ 15,328,033.63 \$ 232,265.00 \$	1,930,925.39 \$ 1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$ 5,352,646.66 \$ 81,108.41 \$	1,755,386.72 : 109,188.05 : 1,016,401.25 : 4,866,042.42 : 73,734.92 :	5 2,018,694.73 1 5 125,566.25 1 6 1,168,861.44 1 6 5,595,948.79 1 6 84,795.16 1	\$ 5,705,006.84 \$ \$ 354,861.15 \$ \$ 3,303,304.06 \$ \$ 15,814,637.87 \$ \$ 239,638.50 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,866,042.42 \$ 73,734.92 \$	2,018,694.73 \$ i 125,566.25 \$ i 1,168,861.44 \$ i 5,595,948.79 \$ i 84,795.16 \$	1,843,156.05 : 114,647.45 : 1,067,221.31 : 5,109,344.54 : 77,421.67 :	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00 \$ 15,571,335.75 \$ 235,951.75	\$ 21,475,256.5 \$ 2,509,603.2 \$ 12,610,907.0
(-) CASH PAYMENS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - MEDICAL & DENIAL SUPPLIES PAYMOLL TAXES / BREHETIS - DIRECT SALARES - DIRECT SPLEES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER 5 OTHER	\$ 1,537,556.00 \$ 5 1,276,478.00 \$ 5 1,276,478.00 \$ 5 4,211,620.00 \$ 5 66,014.00 \$ 5 9,478.00 \$ 5 - 5 \$ - \$ 5 - \$	11,047,737,00 1,489,001.00 110,745.00 940,248.00 110,745.00 2,572.00 2,572.00	\$ 1,596,987.00 \$ 54,155.00 \$ 946,346.00 \$ 4,367,421.00 \$ 54,155.00 \$ 38,555.00 \$ -	\$ 4,623,544.00 \$ \$ 1,461,398.00 \$ \$ 2,853,455.00 \$ \$ 12,969,199.00 \$ \$ 230,794.00 \$ \$ 5 5,0605.00 \$ \$ - 5 \$ - 5 \$	11,771,487,98 \$ 1,843,156,05 \$ 114,447,45 \$ 1,067,221,31 \$ 5,109,344,54 \$ 77,421,47 \$ 4,742,14 \$ - \$ - \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,042,42 \$ 73,734,92 \$ 4,516,33 \$ - \$ - \$	1,930,925.39 \$ 120,106.85 \$ 1,118.04.38 \$ 5,332,646.66 \$ 81,108.41 \$ 4,967.6 \$ - \$ - \$	5,529,468.16 \$ 343,942.35 \$ 3.201,663.94 \$ 15,282,033.63 \$ 232,265.00 \$ 14,226.43 \$ - \$	12,332,035,03 S 1,930,925,39 \$ 120,106.85 \$ 1,118,041,38 \$ 5,332,646.66 \$ 81,108.41 \$ 4,967,96 \$ - \$	1,755,386.72 109,188.05 1,016,401.25 4,866,042.42 73,734.92 4,516.33 1 - 1	5 2,018,694.73 1 5 125,546.25 1 1,168,861.44 1 5 5,595,948.79 1 6 84,795,16 5 1 1,193,78 1 6 - 1	\$ 5,705,006.84 \$ 35,861.15 \$ 35,801.05 \$ 5 3,303,304.06 \$ 5 15,814,637.87 \$ 5 239,638.50 \$ 5 14,678.07 \$ 5 - 5 \$ - 5 \$ - 5	1,755,386,72 \$ 109,180,05 \$ 1,016,401,25 \$ 4,866,042,42 \$ 73,734,92 \$ 4,516,33 \$ - \$	2,018,694.73 \$ 125,566.25 \$ 1,168,861.44 \$ 5,595,948.79 \$ 84,795.16 \$ 5,193.78 \$ - \$	1,843,156.05 1 114,647.45 1 1,067,221.31 1 5,109,344.54 2 77,421.67 4,742.14 1	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00 \$ 15,571,335.75 \$ 235,951.75 \$ 14,452.25 \$.	\$ 21,475,256.5 \$ 2,509,603.2 \$ 12,610,907.6 \$ 59,683,206.2 \$ 938,789.2 \$ 93,961.7 \$ -
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEURCALS DIRECT PRODUCT - MEDICAL & DENTAL SUPPLIES PAYROLL ILAGES / BRHETTIS - DIRECT SALARES - DIRECT SALARES - DIRECT CONTRACT - DIRECT CLIENT ASSISTANCE SOHER	\$ 1,537,556.00 \$ \$ 1,276,478.00 \$ \$ 1,276,478.00 \$ \$ 4,211,620.00 \$ \$ 66,014.00 \$ \$ \$ 9,478.00 \$ \$ \$ - \$ \$ \$ \$ - \$ \$ \$ \$ - \$ \$	11,047,737,00 1,489,001.00 110,745.00 940,248.00 110,745.00 2,572.00 2,572.00	\$ 1,596,987.00 \$ 54,155.00 \$ 946,346.00 \$ 4,367,421.00 \$ 54,155.00 \$ 38,555.00 \$ -	\$ 4,623,544.00 \$ \$ 1,461,398.00 \$ \$ 2,853,455.00 \$ \$ 12,969,199.00 \$ \$ 230,794.00 \$ \$ 5 5,0605.00 \$ \$ - 5 \$ - 5 \$	11,771,487,98 \$ 1,843,156,05 \$ 114,647,45 \$ 1,067,27,31 \$ 5,109,344,54 \$ 77,421,67 \$ 4,742,16 \$ 4,742,16 \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,866,042.42 \$ 73,734.92 \$ 4,516.33 \$ - \$	1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$ 5,352,646.66 \$ 81,108.41 \$ 4,967.96 \$	5,529,468.16 \$ 343,942.35 \$ 3,201,663.94 \$ 15,328,033.63 \$ 232,265.00 \$	1,930,925.39 \$ 1,930,925.39 \$ 120,106.85 \$ 1,118.04.38 \$ 5,352,646.66 \$ 81,108.41 \$ 4,967.96 \$	1,755,386.72 109,188.05 1,016,401.25 4,866,042.42 73,734.92 4,516.33 1 - 1	5 2,018,694.73 1 5 125,566.25 1 6 1,168,861.44 1 6 5,595,948.79 1 6 84,795.16 1	\$ 5,705,006.84 \$ 35,861.15 \$ 35,801.05 \$ 5 3,303,304.06 \$ 5 15,814,637.87 \$ 5 239,638.50 \$ 5 14,678.07 \$ 5 - 5 \$ - 5 \$ - 5	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,866,042.42 \$ 73,734.92 \$	2,018,694.73 \$ 125,566.25 \$ 1.168,861.44 \$ 5 5,595,948.79 \$ 84,795.16 \$ 5,193.78 \$ - \$ 5	1,843,156,05 : 114,647,45 : 1,067,221,31 : 5,109,344,54 : 77,421,67 : 4,742,14 :	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00 \$ 15,571,335.75 \$ 235,951.75 \$ 14,452.25 \$.	\$ 21,475,256.5 \$ 2,509,603.3 \$ 12,610,907.6 \$ 59,683,206.2 \$ 938,789.2 \$ 93,961.3 \$ -
(-) CASH PAYMENS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - MEDICAL & DENIAL SUPPLIES PAYMOLL TAXES / BREHETIS - DIRECT SALARES - DIRECT SPLEES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER 5 OTHER	\$ 1,537,556.00 \$ 5 1,276,478.00 \$ 5 1,276,478.00 \$ 5 4,211,620.00 \$ 5 66,014.00 \$ 5 9,478.00 \$ 5 - 5 \$ - \$ 5 - \$	11,047,737,00 1,489,001.00 110,745.00 940,248.00 110,745.00 2,572.00 2,572.00	\$ 1,596,987.00 \$ 54,155.00 \$ 946,346.00 \$ 4,367,421.00 \$ 54,155.00 \$ 38,555.00 \$ -	\$ 4,623,544.00 \$ \$ 1,461,398.00 \$ \$ 2,853,455.00 \$ \$ 12,969,199.00 \$ \$ 230,794.00 \$ \$ 5 5,0605.00 \$ \$ - 5 \$ - 5 \$	11,771,487,98 \$ 1,843,156,05 \$ 114,447,45 \$ 1,067,221,31 \$ 5,109,344,54 \$ 77,421,47 \$ 4,742,14 \$ - \$ - \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,042,42 \$ 73,734,92 \$ 4,516,33 \$ - \$ - \$	1,930,925.39 \$ 120,106.85 \$ 1,118.04.38 \$ 5,332,646.66 \$ 81,108.41 \$ 4,967.6 \$ - \$ - \$	5,529,468.16 \$ 343,942.35 \$ 3.201,663.94 \$ 15,282,033.63 \$ 232,265.00 \$ 14,226.43 \$ - \$	12,332,035,03 S 1,930,925,39 \$ 120,106.85 \$ 1,118,041,38 \$ 5,332,646.66 \$ 81,108.41 \$ 4,967,96 \$ - \$	1,755,386.72 109,188.05 1,016,401.25 4,866,042.42 73,734.92 4,516.33 1 - 1	5 2,018,694.73 1 5 125,546.25 1 1,168,861.44 1 5 5,595,948.79 1 6 84,795,16 5 1 1,193,78 1 6 - 1	\$ 5,705,006.84 \$ 35,861.15 \$ 35,801.05 \$ 5 3,303,304.06 \$ 5 15,814,637.87 \$ 5 239,638.50 \$ 5 14,678.07 \$ 5 - \$ 5 - \$ 5 - \$ \$	1,755,386,72 \$ 109,180,05 \$ 1,016,401,25 \$ 4,866,042,42 \$ 73,734,92 \$ 4,516,33 \$ - \$	2,018,694.73 \$ 125,566.25 \$ 1,168,861.44 \$ 5,595,948.79 \$ 84,795.16 \$ 5,193.78 \$ - \$	1,843,156.05 1 114,647.45 1 1,067,221.31 1 5,109,344.54 2 77,421.67 4,742.14 1	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00 \$ 15,571,335.75 \$ 235,951.75 \$ 14,452.25 \$.	\$ 21,475,256.5 \$ 2,509,603.3 \$ 12,610,907.6 \$ 59,683,206.2 \$ 938,789.2 \$ 93,961.3 \$ -
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUICALS DIRECT PRODUCT - MEDICAL & DENTIAL SUPPLIES PAYROLL TAKES / RENETIS - DIRECT SALARES - DRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERSES \$	\$ 1,537,556.00 \$ 5 1,276,478.00 \$ 5 9,46,861.00 \$ 5 4,211,620.00 \$ 5 66,014.00 \$ 5 9,478.00 \$ 5 - \$ 5 - \$ 5 \$ 8,048,007.00 \$	11,047,747.00 1,489,001.00 110725.00 99,0248.00 110755.00 2,572.00 2,572.00 7,043,509.00	\$ 1.594,987.00 \$ 54,155.00 \$ 946,344.00 \$ 4,347.21.00 \$ 54,155.00 \$ 38,555.00 \$ - \$ 7,057,619.00	\$ 4,423,544.00 \$ \$ 1,441,398.00 \$ \$ 2,853,455.00 \$ \$ 12,969,190.00 \$ \$ 230,934.00 \$ \$ \$ 5 0,005.00 \$ \$ \$ - \$ \$ \$ - \$ \$ \$ 22,189,135.00 \$ \$ \$ - \$ \$	11,771,497,98 \$ 1,843,156,05 \$ 114,447,45 \$ 5,109,344,54 \$ 7,742,14 \$ 4,742,14 \$ 5,109,344,54 \$ 7,742,14 \$ 5,109,344,54 \$ 7,742,14 \$ 5,109,344,54 \$ 7,742,14 \$ 5,109,344,54 \$ 7,109,109,109,109,109,109,109,109,109,109	1,755,384.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,864,042.42 \$ 73,734.92 \$ 4,514.33 \$ - \$ 7,825,269.49 \$ - \$	1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$ 81,108.41 \$ 4,967.96 \$ 8,607.796.66 \$	5,529,468,16 \$ 343,942,25 \$ 3,201,643,94 \$ 15,328,033,43 \$ 232,265,00 \$ 14,226,43 \$ - \$ 24,649,599,52 \$	12,332,035,03 \$ 1,930,925,39 \$ 120,106,85 \$ 1,118,041,36 \$ 81,108,41 \$ 4,947,96 \$ - \$ 8,407,796,46 \$ 8,407,796,46 \$	1,755,386.72 109,188.05 1,016,401.25 4,866.042.42 73,734.92 4,516.33 1 7,825,269.69	5 2,018,694.73 1 5 125,566.25 6 1,168,881.44 5 5,599.48.79 16 8 4,795.16 1 5 1,193.78 5 - 5 8,999.060.14	\$ 5,705,006.84 \$ \$ 5,354,861.15 \$ 5 33,303,004.06 \$ \$ 1,8814,873.87 \$ 5 239,638.50 \$ 5 14,670.07 \$ 5 \$ - \$ \$ 5 25,432,126.48 \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,02,42 \$ 73,734,92 \$ 4,516,33 \$ - \$ - \$ 7,825,269,69 \$	2.018.694.73 \$ 125.566.25 \$ 1.168.881.44 \$ 5.595.948.79 \$ 8.4795.16 \$ 5.193.76 \$ 6.5.99.90.01 \$ 8.999.040.14 \$	1,843,156.05 114,647.45 1,067.221.31 5,109.344.54 7,7421.67 4,742.14 - 8,216.533.17	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00 \$ 115,571,335.75 \$ 235,951,75 \$ 14,452.25 \$ - \$ 25,040,843.00 \$ -	\$ 21,475,256.5 \$ 2,509,603.3 \$ 12,610,907.6 \$ 59,683,206.2 \$ 938,789.2 \$ 93,961.3 \$ -
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - PHARMACEUTICALS PAYROLL TAKES / BENEFITS - DIRECT SALARES - DIRECT SALARES - DIRECT SALARES - DIRECT COMPRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES \$ 300 CHEMISSING \$ 5	5 1.537.556.00 \$ 5 1.294.478.00 \$ 5 946.861.00 \$ 5 4211.620.00 \$ 5 66.01.400 \$ 5 9.478.00 \$ 5 - \$ 5 - \$ 5 8.048.007.00 \$	11,047,737,00 1,489,001,00 110,745,00 9,00,240,00 4,370,156,00 110,745,00 2,572,00 7,043,509,00	\$ 1,594,987.00 \$ 54,155.00 \$ 746,346.00 \$ 4,367,421.00 \$ 54,155.00 \$ 38,555.00 \$ 7,057,619.00	\$ 4,473,544.00 \$ \$ 1,461,378.00 \$ \$ 2,853,455.00 \$ \$ 12,969,190.00 \$ \$ 200,794.00 \$ \$ \$ 5 0,000 \$ \$ \$ \$ 5 0,000 \$ \$ \$ \$ \$ 22,189,135.00 \$ \$ \$ \$ 22,189,135.00 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,771,487,98 \$ 1,843,156,05 \$ 114,447,45 \$ 1,067,221,31 \$ 77,421,67 \$ 4,742,14 \$ 4,742,14 \$ 5 - \$ 8,216,533,17 \$	1.755.386.72 \$ 109.188.05 \$ 1.016.401.25 \$ 4.866.042.42 \$ 7.373.49 \$ 4.516.33 \$ - \$ 7.825.269.49 \$	1,930,925.39 \$ 120,106.85 \$ 1,118.04.38 \$ 5,332,646.66 \$ 81,108.41 \$ 4,967.6 \$ - \$ - \$	5,529,468.16 \$ 343,942.35 \$ 3.201,663.94 \$ 15,282,033.63 \$ 232,265.00 \$ 14,226.43 \$ - \$	12.332,035.03 \$ 1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$ 81,108.41 \$ 4,967.96 \$ 8.607,796.66 \$	1,755,386.72 109,188.05 1,016,401.25 14,866,042.42 173,734.92 4,516.33 1 1,016,401.25 173,734.92 17	5 2,018,694.73 1 5 125,566.25 6 1,168,881.44 5 5,599.48.79 16 8 4,795.16 1 5 1,193.78 5 - 5 8,999.060.14	\$ 5,705,006.84 \$ \$ 5,354,861.15 \$ 5 33,303,004.06 \$ \$ 1,8814,873.87 \$ 5 239,638.50 \$ 5 14,670.07 \$ 5 \$ - \$ \$ 5 25,432,126.48 \$ \$	1,755,386.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,866,042.42 \$ 73,734.92 \$ 4,516.33 \$ - \$ 7,825,269.69 \$	2,018,694.73 \$ 125,566.25 \$ 1,168,861.44 \$ 5 5,595.764.79 \$ 6 84,795.16 \$ 5 5,193.78 \$ 6 8,999,060.14 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	1.843,156.05 114,647.45 1,067.221.31 5,109.344.54 77.421.67 4,742.14 - 8,216.533.17	\$ 5,617,237.50 \$ 349,401.75 \$ 3,252,484.00 \$ 115,571,335.75 \$ 235,951,75 \$ 14,452.25 \$ - \$ 25,040,843.00 \$ -	\$ 21,475,256; \$ 2,509,603; \$ 12,610,907.6 \$ 59,683,206; \$ 938,789; \$ 93,961;
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUICALS DIRECT PRODUCT - MEDICAL & DENTIAL SUPPLIES PAYROLL TAKES / RENETIS - DIRECT SALARES - DIRECT SUPPLIES CONFIRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTER S ADVERTISHED S ADVERTISHED S BANK FEES S BANK FEES S BANK FEES S BANK FEES S BANK FEES BANK	\$ 1,537,556.00 \$ \$ 1,724,476.00 \$ \$ \$ 1,724,476.00 \$ \$ \$ 44,861.00 \$ \$ \$ 421,400 \$ \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 421,400 \$ \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ 4	11.047.737.00 1.469.001.00 110.745.00 4.390.180.00 2.572.00 7.043.509.00	\$ 1.594.987.00 \$ 54.155.00 \$ 744.346.00 \$ 4367.40 \$ 54.355.00 \$ 54.357.00 \$ 5 \$ 7.057,419.00	\$ 4,623,544,00 \$ \$ 1,441,390,00 \$ \$ 2,834,500 \$ \$ \$ 12,969,199,00 \$ \$ 50,003,00 \$ \$ \$ 50,003,00 \$ \$ \$ \$ 22,189,135,00 \$ \$ \$ \$ \$ 22,189,135,00 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,771,487,98 \$ 1,843,154,05 \$ 1,14447,45 \$ 1,040,721,31 \$ 5,109,344,41 \$ 5,77,401,47 \$ 4,742,14 \$ 4,742,14 \$ 6,216,533,17 \$ - \$ 6,216,533,17 \$ - \$ 5 - \$ - \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,042 \$ 73,734,92 \$ 4,516,33 \$ - \$ 7,825,249,69 \$	1,930,925.39 \$ 120,106.85 \$ 5.118.04.13 \$ 5.352,446.66 \$ 5 6.11.08.41 \$ 5 6.967.794.66 \$ 5 6.67.794.60 \$ 5 6.6	\$5,529,468.16 \$ \$43,942.35 \$ \$20,1643.94 \$ \$15,326,033,03 \$ \$222,245,00 \$ \$14,226,43 \$ \$-\$ \$ \$24,647,597.52 \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$	1,930,925.39 \$ 1,930,925.39 \$ 120,106.85 \$ 1,118.04.15 \$ 8.11.06.41 \$ 4,967.96 \$ 8.607,796.66 \$	1,755,384,72 109,188,05 1,016,401,25 4,866,024,21 73,734,92 4,516,33 1 7,825,249,49	\$ 2,018,694,73 \\ \$ 175,556,25 \\ \$ 1,168,861,44 \\ \$ 5,595,94,87 \\ \$ 84,792,16 \\ \$ 5,193,78 \\ \$ 8,997,040,14 \\ \$ - 1	\$ 5.705.006.84 \$ \$ 354.861.15 \$ \$ 33.03.004.06 \$ \$ \$ 15.814.637.87 \$ \$ 15.814.637.87 \$ \$ 14.678.07 \$ \$ \$ \$ 25.432.126.48 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 109,1805,5 109,1805,5 1,016,401,25 5 73,374,92 5 - 5 5 5 5 5 5 5 5	2.018.694.73 \$ i 125.564.25 \$ i 125.564.25 \$ i 1.16.68.144 \$ 5 i 5.595.748.79 \$ 64.795.16 \$ i 5.197.76 \$ 5 i 5 i 5.197.76 \$ 5 i 5 i 5 i 5 i 5 i 5 i 5 i 5 i 5 i 5	1,843,154.05 114,447.45 1,067,221,31 5,100,344.54 77,421,67 4,742,14 8,216,533,17	\$ \$.617.237.50 \$ 349.401.75 \$ 3.252.484.00 \$ 1.557.135.75 \$ 203.951.75 \$ - \$ - \$ 25.040,843.00 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 21,475,256; \$ 2,509,603; \$ 12,610,907.6 \$ 59,683,206; \$ 938,789; \$ 93,961;
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - PHARMACEUTICALS PAYROLL TAXES / BENEFITS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES 3 ADVERTISHING S BANK FEES BANK FEES S COMMUNICATIONS S S	\$ 1,537,556.00 \$ 5 1,276,478.00 \$ 5 9,46,861.00 \$ 5 4,211,620.00 \$ 5 66,014.00 \$ 5 9,478.00 \$ 5 - \$ 5 - \$ 5 \$ 8,048,007.00 \$	11,047,737.00 1,489,001.00 110,745.00 962,746.00 4,376,156.00 110,745.00 2,577.00 7,043,509.00	\$ 1,594,987,00 \$ 54,155,00 \$ 43,727,00 \$ 43,727,00 \$ 34,555,00 \$ 38,555,00 \$ 5 \$ 7,057,419,00	\$ 4,623,544,00 \$ \$ 1,441,390,00 \$ \$ 2,834,500 \$ \$ \$ 12,969,199,00 \$ \$ 50,003,00 \$ \$ \$ 50,003,00 \$ \$ \$ \$ 22,189,135,00 \$ \$ \$ \$ \$ 22,189,135,00 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,771,497,98 \$ 1,843,156,05 \$ 114,447,45 \$ 5,109,344,54 \$ 7,742,14 \$ 4,742,14 \$ 5,109,344,54 \$ 7,742,14 \$ 5,109,344,54 \$ 7,742,14 \$ 5,109,344,54 \$ 7,742,14 \$ 5,109,344,54 \$ 7,109,109,109,109,109,109,109,109,109,109	1,755,384.72 \$ 109,188.05 \$ 1,016,401.25 \$ 4,864,042.42 \$ 73,734.92 \$ 4,514.33 \$ - \$ 7,825,269.49 \$ - \$	1,930,925.39 \$ 120,106.85 \$ 1,118,041.38 \$ 81,108.41 \$ 4,967.96 \$ 8,607.796.66 \$	5,529,468,16 \$ 343,942,25 \$ 3,201,643,94 \$ 15,328,033,43 \$ 232,265,00 \$ 14,226,43 \$ - \$ 24,649,599,52 \$	12,332,035,03 \$ 1,930,925,39 \$ 120,106,85 \$ 1,118,041,36 \$ 81,108,41 \$ 4,947,96 \$ - \$ 8,407,796,46 \$ 8,407,796,46 \$	1,755,384,72 109,188,05 1,016,401,25 4,866,024,21 73,734,92 4,516,33 1 7,825,249,49	5 2,018,694,73 5 175,556,25 6 1,168,861,44 7 1,168,	\$ 5.705.006.84 \$ \$ 354.861.15 \$ \$ 33.03.004.06 \$ \$ \$ 15.814.637.87 \$ \$ 15.814.637.87 \$ \$ 14.678.07 \$ \$ \$ \$ 25.432.126.48 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,02,42 \$ 73,734,92 \$ 4,516,33 \$ - \$ - \$ 7,825,269,69 \$	2,018,694.73 \$ 125,566.25 \$ 1,168,861.44 \$ 5 5,595.764.79 \$ 6 84,795.16 \$ 5 5,193.78 \$ 6 8,999,060.14 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	1,843,156.05 114,647.45 11,067.221.31 15,109.344.54 17,7421.67 14,742.14 19.15 18,216.533.17	\$ \$.617.237.50 \$ \$.369.401.75 \$ 3.252.484.00 \$ \$ 15.571.35.75 \$ 235.951.75 \$ 235.951.75 \$ - \$ 25.040.843.00 \$ 25.040.843.00	\$ 21,475,256; \$ 2,509,603; \$ 12,610,907.6 \$ 59,683,206; \$ 938,789; \$ 93,961;
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUICALS DIRECT PRODUCT - MEDICAL & DENTIAL SUPPLIES PAYROLL TAKES / RENETIS - DIRECT SALARES - DIRECT SUPPLIES CONFIRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTER S ADVERTISHED S ADVERTISHED S BANK FEES S BANK FEES S BANK FEES S BANK FEES S BANK FEES BANK	\$ 1,537,556.00 \$ \$ 1,724,476.00 \$ \$ \$ 1,724,476.00 \$ \$ \$ 44,861.00 \$ \$ \$ 421,400 \$ \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 421,400 \$ \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 44,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ 4,861.00 \$ \$ \$ 4,861.00 \$ 4	11.047.737.00 1.489.001.00 110.725.00 90.7248.00 4.390.138.00 2.372.00 7.043.509.00	\$ 1.594,987,00 \$ \$41,540,00 \$ 944,540,00 \$ 43,97,421,00 \$ \$5,550,55 \$ \$5,550,55 \$ 7,057,619,00 \$ \$ \$ \$ \$ \$	\$ 4,623,544,00 \$ \$ 1,461,376,00 \$ \$ \$ 1,296,195,00 \$ \$ \$ 20,584,55,00 \$ \$ \$ 20,584,50 \$ \$ \$ 20,584,00 \$ \$ \$ 20,984,00 \$ \$ \$ 5 0,605,00 \$ \$ \$ \$ 0,605,00 \$ \$ \$ \$ 22,189,135,00 \$ \$ \$ \$ 22,189,135,00 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,771,487,79 \$ 1,863,15405 \$ 114,667,45 \$ 114,667,45 \$ 1,067,221,31 \$ 5,073,444 \$ 4,742,14 \$ - \$ 8,216,53,3,17 \$ - \$ - \$ - \$ - \$ 1,844,742 \$ - \$ - \$ - \$ 1,844,742 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,042 \$ 73,734,92 \$ 4,516,33 \$ - \$ 7,825,249,69 \$	1,930,925.39 \$ 120,106.85 \$ 5.118.04.13 \$ 5.352,446.66 \$ 5 6.11.08.41 \$ 5 6.967.794.66 \$ 5 6.67.794.60 \$ 5 6.6	\$5,529,468.16 \$ \$43,942.35 \$ \$20,1643.94 \$ \$15,326,033,03 \$ \$222,245,00 \$ \$14,226,43 \$ \$-\$ \$ \$24,647,597.52 \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$ \$-\$ \$	12.332.035.03 \$ 1.920.975.99 \$ 1.20.104.85 \$ 1.116.041.39 \$ 5.332.464.64 \$ 6.1108.41 \$ 4.967.76 \$ 4.967.76 \$ 6.407.794.64 \$ 8.407.794.64 \$	1,755,384,72 109,188,05 1,016,401,25 4,866,024,21 73,734,92 4,516,33 1 7,825,249,49	\$ 2,018,694,73 \\ \$ 175,556,25 \\ \$ 1,168,861,44 \\ \$ 5,595,94,87 \\ \$ 84,792,16 \\ \$ 5,193,78 \\ \$ 8,997,040,14 \\ \$ - 1	\$ 5.705,006,84 \$ \$ 5.354,861,15 \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,861,15 \$ \$ 5.354,	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,02,42 \$ 73,73,734,92 \$ 4,516,33 \$	2.018.694.73 \$ i 125.564.25 \$ i 125.564.25 \$ i 1.16.68.144 \$ 5 i 5.595.748.79 \$ 64.795.16 \$ i 5.197.76 \$ 5 i 5 i 5.197.76 \$ 5 i 5 i 5 i 5 i 5 i 5 i 5 i 5 i 5 i 5	1,843,154.05 114,447.45 1,067,221,31 5,100,344.54 77,421,67 4,742,14 8,216,533,17	\$ \$.617.237.50 \$ 349.401.75 \$ 3.252.484.00 \$ 1.557.135.75 \$ 203.951.75 \$ - \$ - \$ 25.040,843.00 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 21,475,256.5 \$ 2,509,693.5 \$ 12,410,907.5 \$ 98,81,206.5 \$ 933,789.5 \$ 97,311,724.5 \$ 97,311,724.5 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
(-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUICALS DIRECT PRODUCT - PHARMACEUICALS DIRECT PRODUCT - PHARMACEUICALS PAYROLL TAKES / RENETIS - DIRECT SALARES - DIRECT SUPPLES COMIRACT - DIRECT CLIENT ASSISTANCE OTHER OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ADVERTISHON SALOCULAR TEES COMMUNICATIONS COMMUNICATIONS COMMUNICATIONS SCOMMUNICATIONS SCOMMUNICATIONS SUPPLIES COMMUNICATIONS SUPPLIES COMMUNICATIONS SUPPLIES SUPPLIES COMMUNICATIONS SUPPLIES SUPPLIES SUPPLIES SUPPLIES COMMUNICATIONS SUPPLIES SUP	\$ 1,537,556.00 \$ 5 1,729,6478.00 \$ 5 1,729,6478.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 4,641.00 \$ 5 5 4,641.00 \$ 5 5 4,641.00 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	11.047.737.00 1.489.001.00 110.725.00 90.7248.00 4.390.138.00 2.372.00 7.043.509.00	\$ 1.594.987.00 \$ 54.155.00 \$ 744.34.00 \$ 4.357.421.00 \$ 38.555.00 \$ 3.555.00 \$ 5 - 5 \$ - 5 \$ - 7.057,417.00	\$ 4,623,544.00 \$ 5 1,461,798.00 \$ 5 2,858.45.00 \$ 5 2,958.45.00 \$ 5 2,979.40 \$ 5 20,979.40 \$ 5 5 5 5 5 5 5 5 5	11,771,487,79 \$ 1,843,154,05 \$ 1,14,647,45 \$ 5 1,062,221 \$ 5,109,344,44 \$ 5 7,74,614 \$ 5 4,742,14 \$ 5 5 5 1,845,75 \$ 6,216,533,17 \$ 5 5 5 1,845,72 \$ 5 5 1,845,72 \$ 5 5 5 1,845,72 \$ 5 5 5 1,845,72 \$ 5 5 5 5 1,845,72 \$ 5 5 5 5 1,845,72 \$ 5 5 5 5 1,845,72 \$ 5 5 5 5 5 1,845,72 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	1,755,386,72 \$ 109,180,05 \$ 101,640,05 \$ 4,886,042,42 \$ 7,373,42 \$ 4,516,33 \$ -	1,930,925.39 \$ 120,106.85 \$ 1,11,106.13 \$ 5,332,446.46 \$ 8,1104.79 \$ 4,927.96 \$ - 3 8,607.796.48 \$ - 3 - 3 - 3 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - 5	5.529.468.16 \$ 349.942.35 \$ 340.942.35 \$ 15.328.033.43 \$ 15.328.033.43 \$ 27.22.25.03 \$ 27.22.25.03 \$ 28.4.449.59.52 \$ - \$ - \$ - \$ 5 - 5 - 5 - 5 - 5 - 5 - 5	1,930,925.39 \$ 1,930,925.39 \$ 120,106.85 \$ 1,118.04.85 \$ 5,332,446.66 \$ 81,106.46 \$ 4,967.76 \$ - \$ 8,407,796.46 \$ - \$ - \$ 1,7,65,16 \$	1,755,384.72 109.188.05 109.188.05 1014.04 205.25 4,866.042.42 73,734.92 4,516.33 4,516.33 7,825,249.49	\$ 2018,694,73 5 175,564,29 5 175,564,29 5 5,975,948,79 5 6,775,10 5 6,775,70 5 6,775	\$ \$.705,006.84 \$ \$ \$.303,004.015 \$ \$ \$.303,004.015 \$ \$ \$ \$.303,004.015 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,55 \$ 1,016,403,55 \$ 4,866,024,2 \$ 7,324,2 \$ 4,516,33 \$ 4,516,33 \$ 7,825,249,49 \$ -	2018.694.73 \$ 125.564.25 \$ 1.10.804.15 \$ 5.555.948.79 \$ 5.555.948.79 \$ 6.5.793.78 \$ 7.78	1.843.154.05 114.447.45 114.447.45 1.007.21 115.07.21 1.07.21.13 5.109.344.54 77.42.14 4.742.14 1.07.21 1.07.21.15 1.216.533.17	\$ 5,417,237,50 \$ 349,401,75 \$ 1325,400,50 \$ 15,571,335,75 \$ 125,913,57 \$ 124,522,5 \$ - \$ 5 \$ 25,040,843,00 \$ - \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5	\$ 21,475,256. \$ 2,209,603. \$ 12,410,907. \$ 59,483,789. \$ 938,789. \$ 5 \$ 77,311,724.
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - MEDICAL SO ENTIAL SUPPLIES PAYROLL TAXES / REINETTS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES SEAN FEES COMMUNICATIONS SEAN FEES SEAN FEE	\$ 1,537,556.00 \$ 5 1,724,478.00 \$ 5 1,724,478.00 \$ 5 1,944,61.00 \$ 5 4,421,420.00 \$ 5 4,421,420.00 \$ 5 5 4,421,420.00 \$ 5 5 5 5 8,048,007.00 \$ 5 7 5 5 7,55	11,047,737.00 1,489,001.00 110,745.00 90,746.00 110,745.00 110,745.00 110,745.00 110,745.00 110,745.00 110,745.00 110,745.00 110,745.00 110,745.00 110,745.00 110,745.00	\$ 1.594.987.00 \$ 54.155.00 \$ 744.34.00 \$ 4.357.421.00 \$ 38.555.00 \$ 3.555.00 \$ 5 - 5 \$ - 5 \$ - 7.057,417.00 \$ 5 - 5 \$ -	\$ 4,623,544,00 \$ 5 1,461,798,00 \$ 5 2,853,45,00 \$ 5 2,953,40 \$ 5 2,973,40 \$ 5 20,974,00 \$ 5 20,740,00 \$ 5 5 - 5 \$ 5 - 5 \$ 5 \$ - 5 \$ \$ 5 \$ - 5 \$ \$ 5 \$ - 5 \$ \$ \$ 5 \$ - 5 \$ \$ \$ 5 \$ - 5 \$ \$ \$ 5 \$ - 5 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,771,487,79 \$ \$ 1,843,154.05 \$ \$ 1,843,154.05 \$ \$ 1,844,25 \$ 1,844,25 \$ \$ 1,844,25 \$ \$ 1,844,25 \$ \$ 1,844,25 \$ \$ 1,844,25 \$ \$ 1,844,25 \$ 1,844,25 \$ \$ 1,844,25	1.755.386.72 \$ 109.188.05 \$ 1.014.401.25 \$ 1.014.401.25 \$ 7.373.472 \$ 4.516.35 \$ - \$ 7.825.249.49 \$ - \$ 1.604.49 \$ - \$ 1.604.49 \$ - \$ 1.604.49 \$ 1.033.447.89 \$	1,930,923.97 § 120,10685 § 1,1136,013.88 § 5,332,646.64 § 8,101,041,041,041,041,041,041,041,041,041	5,529,468,16 \$ 343,942,35 \$ 3,320,463,34 \$ 5 15,328,033,43 \$ 15,328,033,43 \$ 14,226,43 \$ 14,226,43 \$ 2 4,449,519,52 \$ \$ 24,449,519,52 \$ \$ 2,528,538,68 \$ 2,538,58 \$ 2	12.332.035.03 \$ 1.930.975.99 \$ 1.20.048.5 \$ 1.118.041.38 \$ 5.332.446.64 \$ 4.967.76 \$ 4.967.76 \$ 5.32.446.64 \$ 5.32.446.64 \$ 5.32.446.64 \$ 5.32.446.64 \$ 5.32.446.64 \$ 5.32.44 \$ 1.136.772.64 \$ 1.136.772.65 \$ 1.136.772.65 \$	1,755,384,72 109,1860,5 1,016,401,25 4,866,042,4 7,373,49 4,514,33 2,7,374,92 7,825,269,69 1,004,69 9,347,66 1,033,447,89	\$ 2,018,694,73 \$ 172,564,29 \$ 172,564,29 \$ 1,168,861,44 \$ 5,975,942,79 \$ 64,793,16 \$ 6,979,040,14 \$ 6 1,162,162 \$ 6,979,040,14 \$ 6 1,162,162 \$ 6 1,164,39 \$ 6 1,164,39 \$ 6 1,164,39 \$ 6 1,168,450,71	\$ \$.705,006,84 \$ \$ \$ 3.34,861,15 \$ \$ 3.34,861,15 \$ \$ 1.58,144,778,77 \$ \$ \$ 1.478,77 \$ \$ \$ 1.478,77 \$ \$ \$ 1.478,77 \$ \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$ \$ 1.478,77 \$	1,755,386,72 \$ 109,180.05 \$ 1,016,401.05 \$ 4,866,024.2 \$ 4,516.33 \$ 4,516.33 \$ 7,825,249,49 \$ 7,825,249,49 \$ 1,046,49 \$	2018.694.73 \$ 125.546.25 \$ 1.10.804.173 \$ 5.555.948.79 \$ 5.555.948.79 \$ 5.575.948	1,843,154,05 114,467,24,3 1,067,221,3 1,073,244,54 77,24,12 4,742,14 8,216,533,17	\$ 5,417,237,50 \$ 349,401,75 \$ 1325,400,50 \$ 15,571,335,75 \$ 125,913,57 \$ 124,522,5 \$ - \$ 25,040,843,00 \$ - \$ 5 \$ - \$ 5 \$ 5 \$ - \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5	\$ 21,475,256.5 \$ 2,509,693.5 \$ 12,410,997.5 \$ 59,683,266.5 \$ 933,789.5 \$ 97,311,724.5 \$ \$ 77,311,724.5 \$ \$ 21,510.5 \$ \$ 103,127.5 \$ \$ 12,610,435.5
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - HEARNACEUTICALS PAYROLL TAKES / BINEFITS - DIRECT SALARES - DIRECT SALARES - DIRECT CONTRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES COMMUNICATIONS SOLD COMMUNICATIONS BANK FEES COMMUNICATIONS COMMUNICATIONS COMMUNICATIONS SOLD LIENT SUBSECTIONS BISINEARY SUBSECTIONS INSURANCE INSURANCE SINEMENT SPENSES S INSURANCE INSURANCE SINEMENT SPENSES S SINEMENT SPENSES S INSURANCE INSURANCE SINEMENT SPENSES S S SINEMENT SPENSES S SINEMENT SPENSES S SINEMENT SPENSES S S SINEMENT SPENSES S S S S S S S S S S S S	\$ 1,537,556.00 \$ \$ 1,724,478.01 \$ \$ 7,448.01 \$ \$ \$ 7,448.01 \$ \$ \$ 7,448.01 \$ \$ \$ \$ 7,448.01 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,047,737,00 1,489,001,00 110,726,00 4,390,158,00 2,572,00 2,572,00 7,043,597,00 1,1975,00 1,1975,00 1,1975,00 1,297,00	\$ 1.594.987.00 \$ 541.55.00 \$ 443.64.00 \$ 43.67.421.00 \$ 5 38.555.00 \$ 5 38.555.00 \$ 7.057.619.00 \$ 7.057.619.00	\$ 4,623,544,00 \$ \$ 1,461,790,00 \$ \$ 1,269,790,00 \$ \$ 12,969,190,00 \$ \$ 20,904,00 \$ \$ 5 20,904,00 \$ \$ 5 20,180,100,00 \$ \$ 5 - 5 \$ 5 - 5 \$ 6,100,00 \$ 5 \$ 1,399,00 \$ 5 \$ 1,399,00 \$ 5 \$ 2,484,365,00 \$ 5 \$ 2,443,651,00 \$ 5	11,771,487,79 \$ 1,1,467,46 \$ 1,14,467,46 \$ 5 1,10,627,213 \$ 5,10,344,24 \$ 5 7,74,214 \$ 5 4,742,14 \$ 5 5 5,10,344,21 \$ 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5 5,10,344,21 \$ 5 5 5 5 5,10,344,21 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	1,755,386,72 \$ 109,180,05 \$ 101,640,05 \$ 4,866,042,42 \$ 4,516,33 \$ 4,516,33 \$ 7,825,249,49 \$ 7,825,249,49 \$ 1,604,49 \$	1,930,923.97 \$ 120,106.85 \$ 120,106.85 \$ 5.332,444.64 \$ 5 \$ 4,947.96 \$ 5 \$ 4,947.96 \$ 5 \$ 5.32,444.64 \$ 5 \$ 5.32,444.64 \$ 5 \$ 5 \$ 5.32,444.64 \$ 5 \$ 5 \$ 5.32,444.64 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$	5.529.468.16 \$ 3.49.942.35 \$ 3.201.463.94 \$ 15.328.033.43 \$ 15.328.033.43 \$ 2.24.649.597.52 \$ 2.4.649.597.52 \$ -	1,930,925.39 \$ 1,930,925.39 \$ 120,106.85 \$ 1,116.04.85 \$ 5,332,446.64 \$ 8,107,796.46 \$ 8,407,796.46 \$ - \$ - \$ - \$ - \$ 1,745.16 \$ - \$ 1,745.16 \$ - \$ 1,745.16 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	1,755,384.72 109,1860.5 1,016.40.5 5,016.40.74.2 7,025.249.4 1,004.69 9,247.64 1,003.47.89 1,003.47.89 1,003.47.89	5 2.018.694.73 15 1725.564.25 1 1.168.61 1 1.6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$ \$.705,006.84 \$ \$ \$ 3.303,006.81 \$ \$ \$ 3.303,006.81 \$ \$ \$ \$ 3.303,006.81 \$ \$ \$ \$ \$ 1.814,637,67 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 100,1880.5 \$ 1,016,401.5 \$ 4,866,024.2 \$ 2,37342.2 \$ 4,516,33 \$ 3,7,825,259,50 \$ 7,825,259,50 \$ 1,003,476,87 \$ 5,9,476.6 \$ 1,034,478 \$ 1,034,478 \$ 1,034,478 \$ 7,725,664,4 \$ 5,772,666,64 \$ 7,725,664,4 \$ 7,725,664	2018.694.73 \$ 2018.694.73 \$ 1.1.886.145 \$ 5.595.940.79 \$ 6.5.595.940.79 \$ 6.5.193.78 \$ 7.5.193.7	1.843,154,05 1114,467,45 11,067,213 13,07,213 13,07,213 13,07,344,54 177,241,17 17,742,14 1,7	\$ 5,417,237,50 \$ 349,401,75 \$ 13,527,40,75 \$ 15,571,335,75 \$ 123,931,75 \$ 14,452,25 \$ 5 \$ 25,040,883,00 \$ 5 \$ -5 \$ 25,040,883,00 \$ 5 \$ -5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$	\$ 21,475,256.5 \$ 2,509,603.5 \$ 12,410,907.5 \$ 97,813,206.5 \$ 93,741.5 \$ 93,741.5 \$ 97,311,724.5 \$ 103,127.5 \$ 103,127.5 \$ 12,410,435.5 \$ 9,459,170.5
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - MEDICAL SO ENTIAL SUPPLIES PAYROLL TAXES / REINETTS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES SEAN FEES COMMUNICATIONS SEAN FEES SEAN FEE	\$ 1,537,556.00 \$ 5 1,1294,676.00 \$ 5 1,1294,676.00 \$ 5 44,684.00 \$ 5 4,710.00 \$ 5 4,710.00 \$ 5 5 4,710.00 \$ 5 5 4,710.00 \$ 5 5 4,710.00 \$ 5 5 5 4,710.00 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	11,047,737.00 1,489,001.00 110,745.00 962,746.00 4,370,156.00 2,572.00 7,043,509.00 1,979.00 2,040.00 907,452.00 1,212,006.00 907,452.00 4,519.00	\$ 1.594,987.00 \$ 54.15.00 \$ 54.344.00 \$ 44.344.00 \$ 54.35.00 \$ 34.55.00 \$ 38.55.00 \$ 5 \$ - \$ 7.057,619.00 \$ 5 \$ - \$ - \$ 5 \$ - \$ 5 \$ - \$ 5 \$ - \$ 5 \$ - \$ 5 \$ - \$ 5 \$ - \$ - \$ 5 \$ - \$ 5 \$ - \$ - \$ 5 \$ 5 \$ - \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5	\$ 4,623,544,00 \$ \$ 1,461,398,00 \$ \$ 2,853,45,00 \$ \$ \$ 12,969,199,00 \$ \$ \$ 20,943,00 \$ \$ \$ \$ 0,055,00 \$ \$ \$ \$ 0,055,00 \$ \$ \$ \$ 22,189,185,00 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,771,487,98 \$ 1,863,15405 \$ 1,14,647,45 \$ 1,14,647,45 \$ 1,14,647,45 \$ 1,167,344,45 \$ 1,167,344,45 \$ 1,167,344,45 \$ 1,168,150,27 \$ 1,168,150	1.755.386.72 \$ 109.188.05 \$ 1.016.40.15 \$ 4.866.042.42 \$ 73.734.92 \$ 4.516.33 \$ - \$ 7.825.269.49 \$ - \$ 1.604.49 \$ 9 3.347.66 \$ 1.033.447.89 \$ 1.033.447.89 \$ 7.7828.66.64 \$ 4.10.605.45 \$	1,930,925.39 \$ 120,106.65 \$ 1.118.04.38 \$ 5 5.332.64.66 \$ 3 6.1108.41 \$ 5 5 5.332.64.66 \$ 5 6.1108.41 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	\$529.448.16 \$ \$44,942.35 \$ \$3,201,463.94 \$ \$15,320,034.63 \$ \$232,265.00 \$ \$14,226.43 \$ \$	12.332.035.03 \$ 1.920.975.99 1 120.104.85 3 1.116.041.38 3 5.332.464.64 3 4.967.76 3 4.967.76 3 4.967.76 5 5.32.46 5.32 5 1.15.51 5 1.15.51 5 1.15.51 6 1.15	1,755,386,72 109,188,05 1,016,491,25 4,866,02,42 73,724,92 4,516,33 4,516,33 	\$ 2,018,694,73 6 125,564,25 6 125,564,25 6 1,168,861,44 5 5,957,942,79 6 84,793,16 6 84,793,16 6 1,164,16 1,164,16 6 1,164	\$ 5,705,006,84 \$ \$ 5,705,006,84 \$ \$ 3,343,015,05 \$ \$ 13,343,015,05 \$ \$ 15,814,47,87,7 \$ \$ 5 \$ 25,432,126,48 \$ \$ \$ 25,432,126,48 \$ \$ \$ 25,432,126,48 \$ \$ \$ 25,432,126,48 \$ \$ \$ 3,578,88 \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ \$ 3,578,88 \$ 3	1,755,386,72 \$ 109,18805 \$ 1,016,401 \$ 4,866,024,2 \$ 4,516,33 \$ 4,516,33 \$ 7,825,249,49 \$ 7,825,249,49 \$ 1,04,49 \$ 1,04,49 \$ 7,24,49 \$ 1,04,49 \$ 7,24,49 \$ 7,24,49 \$ 7,24,49 \$ 7,24,49 \$ 7,49	2,018,694,73 \$ 1,108,601,44 \$ 1,108,601,44 \$ 5,595,964,79 \$ 6,4795,16 \$ 5,193,9 \$ 1,193,9 \$ 1,193,9 \$ 1,193,9 \$ 1,184,539	1,843,154,05 114,447,45 1,047,221,31 5,109,344,54 77,421,67 4,742,14 2,142,14 2,142,14 1,684,92 9,815,04 1,085,102,29 82,200,977 4,3113,57	\$ 5,417,237,50 \$ 349,401,75 \$ 1352,640,640,75 \$ 15,571,335,75 \$ 128,591,75 \$ 128,591,75 \$ 14,452,25 \$ - \$ 25,040,843,00 \$ - \$ 5 . \$	\$ 21,475,256.5 \$ 2,509,603.5 \$ 12,410,907.5 \$ 97,813,206.5 \$ 93,741.5 \$ 93,741.5 \$ 97,311,724.5 \$ 103,127.5 \$ 103,127.5 \$ 12,410,435.5 \$ 9,459,170.5
(-) CASH PATAMENTS (-) CASH PATAMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHAPMACEUICALS DIRECT PRODUCT - PHAPMACEUICALS DIRECT PRODUCT - PHAPMACEUICALS DIRECT PRODUCT - PHAPMACEUICALS PATAMENT - DIRECT SALARES - SOLD COMPRACT - DIRECT CLEHIT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEED ACCOUNT FEED ACCOUNT FEED COMMUNICATIONS COMMUNICATIONS COMMUNICATIONS COMMUNICATIONS INSURANCE	\$ 1,537,556.00 \$ 5 1,724,478.01 \$ 5 1,724,478.01 \$ 5 4,471,420.00 \$ 5 4,478.00 \$ 5 5 4,478.00 \$ 5 5 5 5 6,048,007.00 \$ 5 5 5 5 6,048,007.00 \$ 5 5 5 6,048,007.00 \$ 5 5 5 6,048,007.00 \$ 5 5 6,048,007.00 \$ 5 6 6 6,048,007.00 \$ 5 6 6 6,048,007.00 \$ 5 6 6 6,048,007.00 \$ 5 6 6 6,048,007.00 \$ 5 6 6 6,048,007.00 \$ 5 6 6 6,048,007.00 \$ 5 6 6 6,048,007.00 \$ 5 6 6 6 6,048,007.00 \$ 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	11,047,737.00 1,489,001,00 1107450,00 4,390,158,00 2,572,00 7,043,509,00 7,043,509,00 1,10755,0	\$ 1.594.987.00 \$ 541.55.00 \$ 443.64.00 \$ 43.67.421.00 \$ 38.555.00 \$ 38.555.00 \$ 7.057.619.00 \$ 7.057.619.00 \$ 5 \$ 7.057.619.00 \$ 5 \$ 6.55.00 \$ 6.5	\$ 4,623,544.00 \$ \$ 1,461,790.00 \$ \$ 1,269,790.00 \$ \$ 12,969,190.00 \$ \$ 20,904.00 \$ \$ 5 20,904.00 \$ \$ 5 20,189,135.00 \$ \$ 5 - 5 \$ 5 - 5 \$ 6,105.00 \$ 5 \$ 13,990.00 \$ 5 \$ 2,243,551.00 \$ 5 \$ 1,262,300 \$ 5 \$ 2,143,551.00 \$ 5 \$ 1,272,500 \$ 5 \$ 1,272,500 \$ 5 \$ 1,272,500 \$ 5 \$ 1,272,500 \$ 5 \$ 1,272,500 \$ 5 \$ 3 1,000 \$ 5 \$ 1,272,500 \$ 5	11,771,487,79 \$ 1,1,467,46 \$ 1,14,467,46 \$ 5 1,10,627,213 \$ 5,10,344,24 \$ 5 7,74,214 \$ 5 4,742,14 \$ 5 5 5,10,344,21 \$ 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5,10,344,21 \$ 5 5 5 5 5,10,344,21 \$ 5 5 5 5 5,10,344,21 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	1,755,386,72 \$ 109,180,05 \$ 101,640,05 \$ 4,866,042,42 \$ 4,516,33 \$ 4,516,33 \$ 7,825,249,49 \$ 7,825,249,49 \$ 1,604,49 \$	1,930,923.97 \$ 120,106.85 \$ 120,106.85 \$ 5.332,444.64 \$ 5 \$ 4,947.96 \$ 5 \$ 4,947.96 \$ 5 \$ 5.32,444.64 \$ 5 \$ 5.32,444.64 \$ 5 \$ 5 \$ 5.32,444.64 \$ 5 \$ 5 \$ 5.32,444.64 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$	5.529.468.16 \$ 3.49.942.35 \$ 3.201.463.94 \$ 15.328.033.43 \$ 15.328.033.43 \$ 2.24.649.597.52 \$ 2.4.649.597.52 \$ -	1,930,925.39 \$ 1,930,925.39 \$ 120,106.85 \$ 1,116.04.85 \$ 5,332,446.64 \$ 8,107,796.46 \$ 8,407,796.46 \$ - \$ - \$ - \$ - \$ 1,745.16 \$ - \$ 1,745.16 \$ - \$ 1,745.16 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	1,755,384.72 109,1860.5 1,016.40.5 5,016.40.74.2 7,025.249.4 1,004.69 9,247.64 1,003.47.89 1,003.47.89 1,003.47.89	5 2.018.694.73 15 1725.564.25 1 1.168.61 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$ \$.705,006.84 \$ \$ \$ 3.54,861.15 \$ \$ \$ 3.53,94.861.15 \$ \$ \$ 1.58,14.637.87 \$ \$ \$ \$ 1.58,14.637.87 \$ \$ \$ \$ 1.4,78.07 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 100,1880.5 \$ 1,016,401.5 \$ 4,866,024.2 \$ 2,37342.2 \$ 4,516,33 \$ 3,7,825,259,50 \$ 7,825,259,50 \$ 1,003,476,87 \$ 5,9,476.6 \$ 1,034,478 \$ 1,034,478 \$ 1,034,478 \$ 7,725,664,4 \$ 5,772,666,64 \$ 7,725,664,4 \$ 7,725,664	2018.694.73 \$ 2018.694.73 \$ 1.1.886.452 \$ 5.595.940.79 \$ 6.5.995.940.79 \$ 6.5.193.78 \$ 7.7.90	1.843,154,05 114,447,45 11,047,213 115,07,213 15,107,344,54 1,742,14 1,742,	\$ 5,417,237,50 \$ 349,401,75 \$ 3,329,460,75 \$ 15,571,335,75 \$ 123,991,75 \$ 14,452,25 \$ 25,040,883,00 \$ 25,040,883,00 \$ 5 \$ \$ 25,040,883,00 \$ 5 \$ \$ 5 \$ \$ \$ 5 \$ \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5	\$ 21,475,256.5 \$ 2,309,603.5 \$ 12,610,907.5 \$ 99,481,206.5 \$ 93,7961.5 \$ 97,311,724.5 \$ 97,311,724.5 \$ 103,127.5 \$ 103,127.5 \$ 103,127.5 \$ 103,127.5 \$ 12,610,415.5 \$ 13,610,415.5 \$ 13,61
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS DIRECT PRODUCT - MEDICAL SO ENHAL SUPPLIES PAYROLL TAKES / BENEFITS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE CONTRACT - DIRECT CLIENT ASSISTANCE TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES SCOMMINICATIONS SEAN FEES COMMINICATIONS SEAN FEES COMMINICATIONS SEAN FEES SOLOMINICATIONS SEAN FEES SOLOMINICATION SEAN FEES SEAN FEES SOLOMINICATION SEAN FEED FEED FEED FEED FEED FEED FEED FEE	\$ 1,537,556.00 \$ 5 1,724,478.01 \$ 5 1,724,478.01 \$ 5 4,471,420.00 \$ 5 4,471,420.00 \$ 5 5 4,478.00 \$ 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	1,489,001,00 1107450,00 1107450,00 1107450,00 12572,00 12	\$ 1.594.987.00 \$ 5.41,55.00 \$ 494,346.00 \$ 43.67.421.00 \$ 38,555.00 \$ 38,555.00 \$ 7,097,419.00 \$ 2,055.00 \$ 2,055.00 \$ 3 2,055.00 \$ 4,005.00 \$ 44,006.00 \$ 44,006.00 \$ 44,006.00 \$ 44,006.00	\$ 4,623,544,00 \$ \$ 1,461,796,00 \$ \$ 1,264,550,0 \$ \$ 12,969,190,00 \$ \$ 5 20,934,00 \$ \$ 5 20,934,00 \$ \$ 5 - 5 \$ \$ 22,189,135,00 \$ \$ 5 - 5 \$ \$ 1,529,605,00 \$ \$ 1,3290,00 \$ \$ 1,229,600 \$ \$ 1,229,600 \$ \$ 1,229,600 \$ \$ 1,229,600 \$ \$ 3,100,00 \$ \$ 945,880,00 \$ \$ 945,880,00 \$ \$ 945,880,00 \$	11,771,487,90 \$ 1,843,15405 \$ 1,14447.45 \$ 5,109,344.44 \$ 5,77,441.45 \$ 6,109,344.44 \$ 7,77,441.45 \$ 6,109,341.44 \$ 7,77,441.45 \$ 6,109,341.44 \$ 7,77,441.45 \$ 6,109,341.44 \$ 7,77,441.45 \$ 6,109,341.45 \$ 7,815.04 \$ 7,815.04 \$ 7,815.04 \$ 7,815.04 \$ 7,915.	1,755,386,72 \$ 109,186,05 \$ 1,016,40,15 \$ 4,866,042,42 \$ 4,516,33 \$ 4,516,33 \$ 7,232,429,40 \$ 7,225,249,40 \$ 1,604,60 \$	1,930,923.97 \$ 120,1068.5 \$ 533,2446.6 \$ 81,108.41 \$ 4,947.96 \$ 4,947.96 \$ 6,407,796.48 \$ - \$ 5 - \$ 1,765.10 \$ 1,136,772.6 \$ 1,136,772.6 \$ 6,415,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 3,74,47.91 \$ 3,74,74.91 \$ 3,	5.529.468.16 \$ 343.942.35 \$ 320.164.394 \$ 15.328.033.43 \$ 2322.263.03 \$ 14.226.43 \$ -	1,930,925.39 \$ 1,930,925.39 \$ 120,106.85 \$ 1,116.04.15 \$ 5,332,446.46 \$ 8,107,796.46 \$ - \$ 8,407,796.46 \$ - \$ 1,745.16 \$ - \$ 1,745.16 \$ 1,132,792.86 \$ - \$ 10,022.42 \$ - \$	1,755,384.72 107,1860.5 1016.401.5 4,866.047.42 7,373.42 4,516.33 7,625.269.69 1,604.69 9,347.66 1,603.47.69 1,604.69 1,605.55 1,605.66 315.679.92 26,289.92	5 2.018.694.73 15 1725.564.25 1 1.168.61 14.65 1 1 1.65 1 1 1.65 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$ \$705,006,84 \$ \$ \$ 335,8481-15 \$ \$ 335,8481-15 \$ \$ \$ 13,030,948 \$ \$ \$ 18,144,7807 \$ \$ \$ \$ \$ 14,478,07 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 107,1805 \$ 1016,401 \$ 1,016,402 \$ 4,816,024,2 \$ 4,516,33 \$ 4,516,33 \$ 7,825,259,60 \$ 7,825,259,60 \$ 1,003,476 \$ 1,004,47 \$ 1,0	2018.694.73 \$ 2018.694.73 \$ 1.1.886.452 \$ 5.555.586.79 \$ 5.555.586.79 \$ 5.555.586.79 \$ 5.587.78 \$ 5.797.78 \$ 5	1.843,154,05 114,467,45 114,467,45 110,07 213 115,07 344,54 177,24,67 14,742,14 1,74	\$ 5,417,237,50 \$ 349,401,75 \$ 3,322,460,75 \$ 15,571,335,75 \$ 1235,917,57 \$ 14,452,25 \$ - \$ 25,040,843,00 \$ 5 \$ - \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5	\$ 21,475,256.5 \$ 2,309,603.5 \$ 12,610,907.5 \$ 99,481,206.5 \$ 93,7961.5 \$ 97,311,724.5 \$ 97,311,724.5 \$ 103,127.5 \$ 103,127.5 \$ 103,127.5 \$ 103,127.5 \$ 12,610,415.5 \$ 13,610,415.5 \$ 13,61
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHEARMACEURCALS DIRECT PRODUCT - MEDICAL & DENTIAL SUPPLIES PAYROLL TAKES / RENETIS - DIRECT SUPPLIES COMIRACT - DIRECT CLIENT ASSISTANCE OTHER OTHER OTHER OTHER SOLD - SOLD	\$ 1,537,554.00 \$ \$ 1,724,478.00 \$ \$ 1,724,478.00 \$ \$ 4,211,420.00 \$ \$ 4,211,420.00 \$ \$ 4,211,420.00 \$ \$ 4,740.00 \$ \$ 5 9,740.00 \$ \$ 5 9,740.00 \$ \$ 5 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,047,737.00 1,489.001.00 110274.00 940,244.00 4370,158.00 110745.00 2,572.00 2,572.00 7,043,509.00 1,992.00 2,040.00 907,452.00 1,21,206.00 4,516.00 3,100.00 14,448.00 14,448.00 14,454.00 24,454.00	\$ 1.594,987,00 \$ 541,55,00 \$ 743,540,00 \$ 4367,421,00 \$ 4367,421,00 \$ 36,555,00 \$ 7,057,419,00 \$ - \$ - \$ - \$ - \$ - \$ 2,055,00 \$ 8,559,00 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 4,623,544,00 \$ \$ 1,461,396,00 \$ \$ 1,286,455,00 \$ \$ 12,969,199,00 \$ \$ 50,005,00 \$ \$ 50,005,00 \$ \$ 5 - 5 \$ \$ 22,189,135,00 \$ \$ 5 - 5 \$ \$ 1,399,00 \$ \$ 13,390,00 \$ \$ 13,390,00 \$ \$ 13,296,00 \$ \$ 13,296,00 \$ \$ 13,296,00 \$ \$ 13,296,00 \$ \$ 13,296,00 \$ \$ 13,296,00 \$ \$ 13,296,00 \$ \$ 13,296,00 \$ \$ 19,296,00 \$ \$ 2,486,51,00 \$ \$ 2,486,51,00 \$ \$ 3,600,00 \$ \$ 3,	11,771,487,79 \$ \$ 1,863,15405 \$ \$ 1,144,472,5 \$ \$ 1,144,472,5 \$ \$ 1,047,221,31 \$ \$ 4,742,14 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,50 \$ 4,866,042,42 \$ 4,566,042,42 \$ 4,516,33 \$ - 1,53 \$ 7,525,249,49 \$ - \$ 1,604,69 \$ 1,604,69 \$ - \$ 1,604,69 \$ 1,604,69 \$ - \$ 1,604,69	1,930,925.97 \$ 120,106.85 \$ 121,106.85 \$ 5,5352,446.46 \$ 6,1108.41 \$ 4,97.95 \$ - 5,5352,446.45 \$ 6,1108.41 \$ - 5,5352,446.45 \$ 1,745,16,16,16,16,16,16,16,16,16,16,16,16,16,	5.529.468.16 3 44.9.92.35 5 3.201.632.35 5 15.328.033.31 5 15.328.033.33 5 14.22.46.3 5 14.22.46.43 5 - 5 24.649.59.52 \$ 2.46.629.97 5 2.466.029.97 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5	12.332.035.03 \$ 1.920.975.99 \$ 1.20.04.85 \$ 1.118.041.28 \$ 5.332.464.66 \$ 4.967.76 \$ 4.967.76 \$ 5.307.464.66 \$ 1.10.24 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.66 \$ 5.307.794.794 \$ 5.307.794 \$ 5.307.7	1,755,386,72 109,188,05 1,016,40,12 4,866,042,42 73,724,49 4,316,33 	\$ 2.018.494.73 \$ 125.564.25 \$ 1.168.86 \$ 1.595.942.79 \$ 5.995.942.79 \$ 4.795.61 \$ 5.979.060.14 \$ 1.845.39 \$ 1.024.80 \$ 1.024.80 \$ 4.792.61 \$ 4.792.63 \$ 4.792.63 \$ 1.845.30 \$ 1.845.30 \$ 1.845.30 \$ 3.022.46 \$ 4.792.63 \$ 3.022.61	\$ 5.705,006,84 \$ \$ 3.54,861,15 \$ \$ 3.54,861,15 \$ \$ \$ 1.53,46,87 \$ \$ \$ 1.53,46,87 \$ \$ \$ \$ 1.53,46,87 \$ \$ \$ \$ 1.54,46,87 \$ \$ \$ \$ 1.54,47 \$ \$ \$ \$ 1.54,47 \$ \$ \$ \$ \$ 1.54,47 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,024,2 \$ 7,734,92 \$ 4,516,33 \$	2.018.694.73 5 125.546.25 5 125.546.25 5 5.975.948.79 5 6.475.16	1,843,154,05 114,447,45 114,447,45 114,447,45 11,057,213,15 1109,344,54 77,421,4 1 4 7,421	\$ 5,417,237,50 \$ 349,401,75 \$ 3392,401,75 \$ 15,571,335,76 \$ 15,571,335,76 \$ 14,42,25 \$ 25,040,843,00 \$ - \$ - \$ - \$ - \$ 5 .135,00 \$ - \$ 5 .29,19,20 \$ 5 .3307,033,25 \$ 5 .3307,033,25 \$ 1313,93,75 \$ 120,007,75 \$ 1313,937,75 \$ 1010,813,75 \$ 1010,813,75 \$ 1010,813,75 \$ 8,410,80,57 \$ 8,410,80,57	\$ 21,475,256. \$ 2,509,603. \$ 12,610,907. \$ 59,481,206. \$ 933,794. \$ 57,311,724. \$ 57,311,724. \$ 103,127. \$ 103,127. \$ 103,127. \$ 103,127. \$ 103,127. \$ 39,901. \$ 37,312,124.
(-) CASH PATAMENTS (-) CASH PATAMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHAPMACEURCALS DIRECT PRODUCT - PHAPMACEURCALS DIRECT PRODUCT - PHAPMACEURCALS PATROLL TAKES / RENETIS - DIRECT SALARES - DIRECT SUPPLIES COMINACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERED (-) OPERATING EXPENSES ACCOUNTER SOLD ACCOUNTER SOLD ACCOUNTER SOLD ACCOUNTER SOLD ACCOUNTER SOLD INSERNAL SERVICE BUSINESS INSERNAL SERVICE DATA PROCESSING INTERNAL SERVICE PROFINE US BULLDING INTERNAL SERVICE PROFINE US BULLDING INTERNAL SERVICE FRANCE SERVICE SINGERIAL SERVICE PROFINES INTERNAL SERVICE FRANCE FOR COURSE INTERNAL SERVICE FRANCE FACILIES SERVICE SERVICES INTERNAL SERVICE FRANCE FOR COURSE INTERNAL SERVICE FRANCE FACILIES SERVICE SERVICES INTERNAL SERVICE FRANCE FACILIES SERVICE SERVICES INTERNAL SERVICE PROFINE SERVICE SERVICES INTERNAL SERVICE FRANCE FRANCE FRANCE SERVICES INTERNAL SERVICE FRANCE FRANCE FRANCE FRANCE SERVICES INTERNAL SERVICE FRANCE FRANCE FRANCE SERVICES	\$ 1,537,556.00 \$ 5 1,724,478.00 \$ 5 1,724,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 5 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	1,489,001.00 1 11074500 1 11074500 1 439013800 1 2,572.00 1 7,043,509,00 1 7,043,509,00 1 1,1274500 1	\$ 1.5%4.987.00 \$ 541,55.00 \$ 443,64.00 \$ 43,67.421.00 \$ 38,555.00 \$ 38,555.00 \$ 7,057,419.00 \$ 7,057,419.00 \$ 5 \$ \$ \$ \$ \$ \$ \$	\$ 4,623,544,00 \$ \$ 1,461,796,00 \$ \$ 1,296,7197,00 \$ \$ 12,969,197,00 \$ \$ 5 20,904,00 \$ \$ 5 20,904,00 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 22,189,135,00 \$ \$ 5 \$ \$ 7 \$	11,771,487,90 \$ 1,843,15405 \$ 1,14447.45 \$ 5,109,344.44 \$ 5,77,441.45 \$ 6,109,344.44 \$ 7,77,441.45 \$ 6,109,341.44 \$ 7,77,441.45 \$ 6,109,341.44 \$ 7,77,441.45 \$ 6,109,341.44 \$ 7,77,441.45 \$ 6,109,341.45 \$ 7,815.04 \$ 7,815.04 \$ 7,815.04 \$ 7,815.04 \$ 7,815.04 \$ 7,915.	1,755,386,72 \$ 109,186,05 \$ 1,016,40,15 \$ 4,866,042,42 \$ 4,516,33 \$ 4,516,33 \$ 7,232,429,40 \$ 7,225,249,40 \$ 1,604,60 \$	1,930,923.97 \$ 120,1068.5 \$ 533,2446.6 \$ 81,108.41 \$ 4,947.96 \$ 4,947.96 \$ 6,407,796.48 \$ - \$ 5 - \$ 1,765.10 \$ 1,136,772.6 \$ 1,136,772.6 \$ 6,415,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 1,136,772.6 \$ 3,74,47.91 \$ 3,74,74.91 \$ 3,	5.529.468.16 \$ 343.942.35 \$ 320.164.394 \$ 15.328.033.43 \$ 2322.263.03 \$ 14.226.43 \$ -	1,930,925.39 \$ 1,930,925.39 \$ 120,106.85 \$ 1,116.04.15 \$ 5,332,446.46 \$ 8,107,796.46 \$ - \$ 8,407,796.46 \$ - \$ 1,745.16 \$ - \$ 1,745.16 \$ 1,132,792.86 \$ - \$ 10,022.42 \$ - \$	1,755,384.72 107,1860.5 1016.401.5 4,866.047.42 7,373.42 4,516.33 7,625.269.69 1,604.69 9,347.66 1,603.47.69 1,604.69 1,605.55 1,605.66 315.679.92 26,289.92	5 2.018.694.73 15 1725.564.25 1 1.168.61 14.65 1 1 1.65 1 1 1.65 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$ 5.705,006,84 \$ \$ 3.54,861,15 \$ \$ 3.54,861,15 \$ \$ \$ 1.53,46,87 \$ \$ \$ 1.53,46,87 \$ \$ \$ \$ 1.53,46,87 \$ \$ \$ \$ 1.54,46,87 \$ \$ \$ \$ 1.54,47 \$ \$ \$ \$ 1.54,47 \$ \$ \$ \$ \$ 1.54,47 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 107,1805 \$ 1016,401 \$ 1,016,402 \$ 4,816,024,2 \$ 4,516,33 \$ 4,516,33 \$ 7,825,259,60 \$ 7,825,259,60 \$ 1,003,476 \$ 1,004,47 \$ 1,0	2.018.694.73 5 125.546.25 5 125.546.25 5 5.975.948.79 5 6.475.16	1.843,154,05 114,467,45 114,467,45 110,07 213 115,07 344,54 177,24,67 14,742,14 1,74	\$ 5,417,237,50 \$ 349,401,75 \$ 3392,401,75 \$ 15,571,335,76 \$ 15,571,335,76 \$ 14,42,25 \$ 25,040,843,00 \$ - \$ - \$ - \$ - \$ 5 .135,00 \$ - \$ 5 .29,19,20 \$ 5 .3307,033,25 \$ 5 .3307,033,25 \$ 1313,93,75 \$ 120,007,75 \$ 1313,937,75 \$ 1010,813,75 \$ 1010,813,75 \$ 1010,813,75 \$ 8,410,80,57 \$ 8,410,80,57	\$ 21,475,256. \$ 2,509,603. \$ 12,610,907. \$ 59,481,206. \$ 933,794. \$ 57,311,724. \$ 57,311,724. \$ 103,127. \$ 103,127. \$ 103,127. \$ 103,127. \$ 103,127. \$ 39,901. \$ 37,312,124.
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHEANACEURCALS DIRECT PRODUCT - MEDICAL & DENTAL SUPPLIES PAYROLL TAKES / RENETIS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER OTHER OTHER OTHER (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES DIANY COMMUNICATIONS SOLD SO	\$ 1,537,554.00 \$ \$ \$ 1,7294,478.00 \$ \$ \$ 1,7294,478.00 \$ \$ 4211,420.00 \$ \$ 4211,420.00 \$ \$ \$ 4211,420.00 \$ \$ \$ 7,780.00 \$ \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ 7,780	11,047,737.00 1,489.001.00 110,745.00 962,745.00 110,745.00	\$ 1.594.987.00 \$ 54.155.00 \$ 744.34.00 \$ 4.367.421.00 \$ 38.555.00 \$ 38.555.00 \$ 5 \$ 7.057,417.00 \$ 7.057,417.00 \$ 2.055.00 \$ 5 \$ -1 \$ -1 \$ -1 \$ -1 \$ -1 \$ -1 \$ -1 \$ -1	\$ 4,623,544.00 \$ 5	11,771,487,79 \$ \$ 1,863,15405 \$ \$ 1,144,672,5 \$ \$ 1,144,672,5 \$ \$ 1,067,221,31 \$ \$ 5,075,444,5 \$ \$ \$ 7,74,149 \$ \$ \$ 4,742,14 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,20 \$ 4,866,042,2 \$ 7,77,347,2 \$ 4,516,33 \$ - 1,63 \$ 7,825,249,49 \$ - \$ 1,804,49 \$ - \$ 1,804,49 \$ 7,825,249,40 \$ - \$ 1,804,49 \$ 1,804,40 \$ 4,804,80 \$ 7,825,249,40 \$ - \$ 1,804,40 \$	1,930,923.97 § 120,10685 § 1,1130,138 § 5,332,646,6 § 8,101,64 § 5,332,646,6 § 8,47,796,6 § 7 § 7 § 7 § 7 § 7 § 7 § 7 § 7 § 7 §	5,529,468,16 3 343,942,35 3 320,463,94 3 15,328,033,63 3 14,226,43 3 14,226,43 3 -	12.352.035.03 \$ 1.920.955.99 \$ 1.20.106.85 \$ 1.116.041.38 \$ 5.302.466.66 \$ 6.1108.41 \$ 4.967.76 \$ 5.302.465.65 \$ 1.10.24 \$ 5.302.465.65 \$ 1.10.24	1,755,386,72 109,188,05 1,016,40,12 4,866,042,42 73,724,42 4,316,33 2,4316,33 1,102,40,40 1,102,40 1,102,4	2.018.694.73 125.564.29 1125.564.29 1 11.686.81 1 1 1 1 1 1 1 1 1	\$ 5,705,006,84 \$ \$ 5,303,004,015 \$ \$ 3,348,61,15 \$ \$ 13,343,61,61 \$ \$ 15,144,77,67 \$ \$ \$ 14,478,07 \$ \$ \$ 14,478,07 \$ \$ \$ 14,478,07 \$ \$ \$ 14,478,07 \$ \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$ 1	1,755,386,72 \$ 109,1860,5 \$ 1,016,401,2 \$ 4,866,024,2 \$ 4,516,3 \$ 7,57342 \$ 4,516,3 \$ 7,825,249,49 \$ 7,825,249,49 \$ 1,033,47,89 \$ 7,825,849,49 \$ 1,033,47,89 \$ 7,825,864,49 \$ 1,033,47,89 \$ 7,825,864,49 \$ 1,033,47,89 \$ 7,825,864,49 \$ 1,033,47,89 \$ 7,825,864,49 \$ 1,033,47,89 \$ 7,825,864,49 \$ 1,033,47,89 \$ 7,825,864,49 \$ 1,033,47,89 \$ 7,825,864,49 \$ 1,033,47,89 \$ 7,947,66 \$ 1,033,47,89 \$ 7,947,66 \$ 1,033,47,89 \$ 7,947,66 \$ 1,033,47,89 \$ 7,947,66 \$ 1,033,47,89 \$ 7,947,66 \$ 1,033,47,89 \$ 1,	2018.694.73 \$ 125.546.25 \$ 13.68.61.45 \$ 5.559.68.79 \$ 1.6.51.73.78 \$ 1.7.74.79 \$ 1.7.74.7	1,843,154,05 114,447,45 1,067,271,31 5,109,344,54 77,24,14 4,742,14 8,216,533,17 8,216,533,17 1,884,92 9,815,04 1,085,102,09 82,200,97 43,113,57 95,514,15 331,473,92 27,798,10 1,806,22 1,985,104 1,085,102,09	\$ 5,417,237,50 \$ 349,401,75 \$ 1325,400,75 \$ 15,571,335,75 \$ 128,591,335,75 \$ 128,591,335,75 \$ 14,452,25 \$ - \$ 25,040,843,00 \$ - \$ 5,513,00 \$ - \$ 5,513,00 \$ 29,912,50 \$ 3,307,033,25 \$ 131,393,75 \$ 131,393,75 \$ 131,933,75 \$ 1,100,815,75 \$	\$ 21,475,256. \$ 2,509,603. \$ 12,610,907. \$ 59,681,206. \$ 933,798. \$ 93,961. \$ 97,311,724. \$ 5 12,510. \$ 103,127. \$ 103,127. \$ 103,127. \$ 29,291. \$ 399,900. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372.
(-) CASH PATAMENTS (-) CASH PATAMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHAPMACEURCALS DIRECT PRODUCT - PHAPMACEURCALS DIRECT PRODUCT - PHAPMACEURCALS PATROLL TAKES / RENETIS - DIRECT SALARES - DIRECT SUPPLIES COMINACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERED (-) OPERATING EXPENSES ACCOUNTER SOLD ACCOUNTER SOLD ACCOUNTER SOLD ACCOUNTER SOLD ACCOUNTER SOLD INSERNAL SERVICE BUSINESS INSERNAL SERVICE DATA PROCESSING INTERNAL SERVICE PROFINE US BULLDING INTERNAL SERVICE PROFINE US BULLDING INTERNAL SERVICE FRANCE SERVICE SINGERIAL SERVICE PROFINES INTERNAL SERVICE FRANCE FOR COURSE INTERNAL SERVICE FRANCE FACILIES SERVICE SERVICES INTERNAL SERVICE FRANCE FOR COURSE INTERNAL SERVICE FRANCE FACILIES SERVICE SERVICES INTERNAL SERVICE FRANCE FACILIES SERVICE SERVICES INTERNAL SERVICE PROFINE SERVICE SERVICES INTERNAL SERVICE FRANCE FRANCE FRANCE SERVICES INTERNAL SERVICE FRANCE FRANCE FRANCE FRANCE SERVICES INTERNAL SERVICE FRANCE FRANCE FRANCE SERVICES	\$ 1,537,556.00 \$ 5 1,724,478.00 \$ 5 1,724,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 4,478.00 \$ 5 5 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6,478.00 \$ 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	1,489,001.00 1 11074500 1 11074500 1 4,390,1380 0 2,572.00 1 2,572.00 1 7,043,509,00 1 1,995.00 1 1,995.00 1 1,291.00 1 1	\$ 1.5%4.987.00 \$ 541,55.00 \$ 446,346.00 \$ 43,67.421.00 \$ 38,555.00 \$ 38,555.00 \$ 7,057,419.00 \$ 7,057,419.00 \$ 5 \$ -1 \$ 5 \$ 2,055.00 \$ 85,79.00 \$ 85,79.00 \$ 85,79.00 \$ 85,79.00 \$ 86,59.00 \$ 86,59.00	\$ 4,623,544.00 \$ \$ 1,461,798.00 \$ \$ 1,296,919.00 \$ \$ 12,969,199.00 \$ \$ 5 20,393.00 \$ \$ 5 20,393.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 6,105.00 \$ \$ 5 - 5 \$ \$ 12,296,356.00 \$ \$ 5 - 5 \$ \$ 12,296,356.00 \$ \$ 13,296.00 \$ \$ 143,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 5 43,451.00 \$ \$ 43,451.00 \$ \$ 5 43,451.00 \$ \$ 43,451.00 \$ \$ 5 115,151.00 \$ \$ 115,15	11,771,487,79 \$ \$ 1,863,15405 \$ \$ 1,144,472,5 \$ \$ 1,144,472,5 \$ \$ 1,047,221,31 \$ \$ 4,742,14 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386.72 \$ 109,180.05 \$ 1,016,40.15 \$ 4,886,042.42 \$ 4,516.33 \$ 4,516.33 \$ 4,516.33 \$ 7,225,249.49 \$ 7,025,249.49 \$ 1,034,77 \$ 1,034,77 \$ 3,04,04,04,04,04,04,04,04,04,04,04,04,04,	1,930,923.39 \$ 120,106.85 \$ 1,110.01.38 \$ 5,332,446.64 \$ 4,947.96 \$ 4,947.96 \$ -	5.529.468.16 3 44.9.92.35 5 3.201.632.35 5 15.328.033.31 5 15.328.033.33 5 14.22.46.3 5 14.22.46.43 5 - 5 24.649.59.52 \$ 2.46.629.97 5 2.466.029.97 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5 2.246.029 5	1,930,925.99 \$ 120,106.85 \$ 120,106.85 \$ 5.332,446.64 \$ \$ 6.49.67.76 \$ 6.49.67 \$ 6.49.67.76 \$ 6.49.67.70 \$ 6.49.67.76 \$ 6.49.67.76 \$ 6.49.67.76 \$ 6.49.67.76 \$ 6.49.67.70 \$ 6.	1,755,384.72 107,1860,72 107,1860,73 1,646,025 4,646,024,27 4,514,33 7,825,269,49 1,604,69 1,604,69 1,604,69 762,864,64 41,006,55 702,864,64 703,864,64 70	\$ 2.018,694.73 \$ 172,564.25 \$ 172,564.25 \$ 1,168.66	\$ \$.705,006.84 \$ \$ \$ 3.548,611.5 \$ \$ 3.548,611.5 \$ \$ \$ 1.5814,637,87 \$ \$ \$ 1.5814,637,87 \$ \$ \$ 1.476,07 \$ \$ \$ \$ \$. \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,25 \$ 4,866,024,2 \$ 7,734,92 \$ 4,516,33 \$	2018,694.73 \$ 2018,694.73 \$ 1.138,684.75 \$ 5.595,948.79 \$ 5.595,948.79 \$ 6.5,193.78	1.843,154,05 114,447,45 114,447,45 110,77 214,75 114,447,45 110,77 214,7	\$ 5,417,237,50 \$ 349,401,75 \$ 3,322,440,0 \$ 15,571,335,75 \$ 1235,915,75 \$ 14,452,25 \$	\$ 21,475,256. \$ 2,509,603. \$ 12,610,907. \$ 59,681,206. \$ 933,798. \$ 93,961. \$ 97,311,724. \$ 5 12,510. \$ 103,127. \$ 103,127. \$ 103,127. \$ 29,291. \$ 399,900. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372.
(-) CASH PROFIPS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS PAYROLL TAKES / BENEFITS - DIRECT SALARES - DIRECT SALARES - DIRECT SALARES - DIRECT COMPARCT - DIRECT CLIENT ASSISTANCE TOTAL COST OF GOODS SOLD (-) OFERATING EXPENSES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES COMMUNICATIONS SOLD BANK FEES COMMUNICATIONS SOLD SOLD FLORES - SOLD FRIENDAL SERVICE DATA PROCESSING INDIRECT EXPENSE INDIRECT EXPENSE INDIRENAL SERVICE DATA PROCESSING INTERNAL SERVICE DATA PROCESSING INTERNAL SERVICE FACILITIES & PROPERTY MOCHS INTERNAL SERVICE FACILITIES & SERVICE SERGUESTS INTERNAL SERVICE FOR FACILITIES & SERVICE SERGUESTS INTERNAL SERVICE OFFICE SERVICES INTERNAL SERVICE OFFICE SERVICES INTERNAL SERVICE FACILITIES & SERVICE SERVICES INTERNAL SERVICE FACILITIES SERVICES INTERNAL SERVICE FACILITIES SERVICES INTERNAL SERVICE FACILITIES SERVICES INTERNAL SERVICE FACILITIES SERVICES INTERNAL SERVICE SERVICES INTERNAL SERVICE FACILITIES SERVICES INTERNAL SERVICE SERVICES INTERNAL SERVICE SERVICES INTERNAL SERVICE SERV	\$ 1,537,554.00 \$ \$ \$ 1,7294,478.00 \$ \$ \$ 1,7294,478.00 \$ \$ 4211,420.00 \$ \$ 4211,420.00 \$ \$ \$ 4211,420.00 \$ \$ \$ 7,780.00 \$ \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ 7,780	11,047,737.00 1,489.001.00 110,745.00 962,745.00 110,745.00	\$ 1.594,987,00 \$ 54,15,00 \$ 94,34,00 \$ 43,7,421,00 \$ 43,7,421,00 \$ 5,155,00 \$ 5,155,00 \$ 7,057,619,00 \$ - \$ - \$ - \$ 2,055,00 \$ - \$ - \$ 8,599,00 \$ 893,799,00 \$ 44,000,00 \$ 44,000,00 \$ - \$ 5 94,00 \$ 5 9	\$ 4,623,544.00 \$ \$ 1,461,798.00 \$ \$ 1,296,919.00 \$ \$ 12,969,199.00 \$ \$ 5 20,393.00 \$ \$ 5 20,393.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 6,105.00 \$ \$ 5 - 5 \$ \$ 12,296,356.00 \$ \$ 5 - 5 \$ \$ 12,296,356.00 \$ \$ 13,296.00 \$ \$ 143,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 5 43,451.00 \$ \$ 43,451.00 \$ \$ 5 43,451.00 \$ \$ 43,451.00 \$ \$ 5 115,151.00 \$ \$ 115,15	1,271,487,90 \$ 1,243,154,05 \$ 1,144,67,45 \$ 5 1,106,272,13 \$ 5,107,344,24 \$ 5 7,74,214 \$ 5	1,755,386,72 \$ 109,188,05 \$ 1,016,401,20 \$ 4,866,042,2 \$ 7,77,347,2 \$ 4,516,33 \$ - 1,63 \$ 7,825,249,49 \$ - \$ 1,804,49 \$ - \$ 1,804,49 \$ 7,825,249,40 \$ - \$ 1,804,49 \$ 1,804,40 \$ 4,804,80 \$ 7,825,249,40 \$ - \$ 1,804,40 \$	1,930,923.97 § 120,10685 § 1,1130,138 § 5,332,646,6 § 8,101,64 § 5,332,646,6 § 8,47,796,6 § 7 § 7 § 7 § 7 § 7 § 7 § 7 § 7 § 7 §	5.529.468.16 3 343.942.35 13 15.328.033.43 15 15.328.033.43 15 14.226.43 5 14.226.43 5 1.5.28.033.43 12 24.649.597.52 5 2.5.28.03.03 12 2.5.28.03.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 13	12.352.035.03 \$ 1.920.955.99 \$ 1.20.106.85 \$ 1.116.041.38 \$ 5.302.466.66 \$ 6.1108.41 \$ 4.967.76 \$ 5.302.465.65 \$ 1.10.24 \$ 5.302.465.65 \$ 1.10.24	1,755,386,72 109,188,05 1,016,40,12 4,866,042,42 73,724,42 4,316,33 2,4316,33 1,102,40,40 1,102,40 1,102,4	2.018.694.73 125.564.29 1125.564.29 1 11.686.81 1 1 1 1 1 1 1 1 1	\$ \$.705,006.84 \$ \$ \$ 3.548,611.5 \$ \$ 3.548,611.5 \$ \$ \$ 1.5814,637,87 \$ \$ \$ 1.5814,637,87 \$ \$ \$ 1.476,07 \$ \$ \$ \$ \$. \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 107,1805,5 1,016,401,25 \$ 4,866,024,2 \$ 7,37342; 4,516,33 \$	2018.694.73 \$ 125.546.25 \$ 13.68.61.45 \$ 5.559.68.79 \$ 1.6.51.73.78 \$ 1.7.74.79 \$ 1.7.74.7	1,843,154,05 114,447,45 1,067,271,31 5,109,344,54 77,24,14 4,742,14 8,216,533,17 8,216,533,17 1,884,92 9,815,04 1,085,102,09 82,200,97 43,113,57 95,514,15 331,473,92 27,798,10 1,806,22 1,985,104 1,085,102,09	\$ 5,417,237,50 \$ 349,401,75 \$ 3,322,440,0 \$ 15,571,335,75 \$ 1235,915,75 \$ 14,452,25 \$	\$ 21,475,256. \$ 2,509,603. \$ 12,610,907. \$ 59,681,206. \$ 933,798. \$ 93,961. \$ 97,311,724. \$ 5 12,510. \$ 103,127. \$ 103,127. \$ 103,127. \$ 29,291. \$ 399,900. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372.
(-) CASH PAYMENTS PAYROLL TAKES / BENETIS - DIRECT SPIPPLES CONTRACT - DIRECT CLENT ASSISTANCE OTHER OTHER OTHER OTHER (-) OPERATING EXPENSES ACCOUNTERCATORICCT CLENT ASSISTANCE (-) OPERATING EXPENSES ACCOUNTERCATORICCT CLENT ASSISTANCE STORY (-) OPERATING EXPENSES ACCOUNTERCATORICCT CLENT ASSISTANCE DAMA FEES BANK FEES COMMUNICATIONS SAME FEES ACCOUNTERCATIONS SAME FEES ACCOUNTERCATIONS SAME FEES SAME FE	\$ 1,537,554.00 \$ \$ \$ 1,7294,478.00 \$ \$ \$ 1,7294,478.00 \$ \$ 4211,420.00 \$ \$ 4211,420.00 \$ \$ \$ 4211,420.00 \$ \$ \$ 7,780.00 \$ \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ \$ 7,780.00 \$ \$ 7,780	1,489,001.00 1,489,001.00 1,107,250.00 4,3901,360.0 1,107,250.00 1,107	\$ 1.594,987.00 \$ 54,15.00 \$ 44,64.00 \$ 44,67.421.00 \$ 38,55.00 \$ 38,55.00 \$ 5 \$ 7.057,419.00 \$ 5 \$ 7.057,419.00 \$ 5 \$ 6,559.00 \$ 645,914.00 \$ 44,058.00 \$ 744,050.00 \$ 744,050	\$ 4,623,544.00 \$ \$ 1,461,798.00 \$ \$ 1,296,919.00 \$ \$ 12,969,199.00 \$ \$ 5 20,393.00 \$ \$ 5 20,393.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 6,105.00 \$ \$ 5 - 5 \$ \$ 12,296,356.00 \$ \$ 5 - 5 \$ \$ 12,296,356.00 \$ \$ 13,296.00 \$ \$ 143,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 43,451.00 \$ \$ 5 43,451.00 \$ \$ 43,451.00 \$ \$ 5 43,451.00 \$ \$ 43,451.00 \$ \$ 5 115,151.00 \$ \$ 115,15	1,271,487,90 \$ 1,243,154,05 \$ 1,144,67,45 \$ 5 1,106,272,13 \$ 5,107,344,24 \$ 5 7,74,214 \$ 5	1,755,386.72 \$ 109,180.05 \$ 1,016,40.15 \$ 4,886,042.42 \$ 4,516.33 \$ 4,516.33 \$ 4,516.33 \$ 7,225,249.49 \$ 7,025,249.49 \$ 1,034,77 \$ 1,034,77 \$ 3,04,04,04,04,04,04,04,04,04,04,04,04,04,	1,930,923.39 \$ 120,106.85 \$ 1,110.01.38 \$ 5,332,446.64 \$ 4,947.96 \$ 4,947.96 \$ -	5.529.468.16 3 343.942.35 13 15.328.033.43 15 15.328.033.43 15 14.226.43 5 14.226.43 5 1.5.28.033.43 12 24.649.597.52 5 2.5.28.03.03 12 2.5.28.03.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 13	1,930,925.99 \$ 120,106.85 \$ 120,106.85 \$ 5.332,446.64 \$ \$ 6.49.67.76 \$ 6.49.67 \$ 6.49.67.76 \$ 6.49.67.70 \$ 6.49.67.76 \$ 6.49.67.76 \$ 6.49.67.76 \$ 6.49.67.76 \$ 6.49.67.70 \$ 6.	1,755,384.72 107,1860,72 107,1860,73 1,646,025 4,646,024,27 4,514,33 7,825,269,49 1,604,69 1,604,69 1,604,69 762,864,64 41,006,55 702,864,64 703,864,64 70	\$ 2.018,694.73 \$ 172,564.25 \$ 172,564.25 \$ 1,168.66	\$ \$.705,006,84 \$ \$ \$ \$.303,004,001,10 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,05 \$ 4,866,024,24 \$ 7,324,24 \$ 4,316,33 \$ 4,516,33 \$ 7,825,249,49 \$	2018.694.73 \$ 2018.694.73 \$ 1.10.861.82 \$ 5.595.98.97 \$ 5.595.98.97 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.7	1.843,154,05 114,447,45 114,447,45 110,77 214,75 114,447,45 110,77 214,7	\$ 5,417,237,50 \$ 349,401,75 \$ 3222,840,00 \$ 15,571,335,75 \$ 1235,913,75 \$ 14,452,25 \$	\$ 21,475,256.5 \$ 2,509,603.5 \$ 12,410,907.5 \$ 97,813,206.5 \$ 93,7461.5 \$ 97,311,724.5 \$ 97,311,724.5 \$ 103,127.5 \$ 12,101,435.5 \$ 9,499,170.5
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHAPMACEURCALS DIRECT PRODUCT - PHAPMACEURCALS DIRECT PRODUCT - PHAPMACEURCALS PAYROLL TAKES / RENETIS - DIRECT SALARES - DIRECT SUPPLIES COMINACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERED (-) OPERATING EXPENSES ACCOUNTERED SALOPERISMO SA	\$ 1.537,556.00 \$ \$ \$ 1.274,478.00 \$ \$ \$ 274,145.00 \$ \$ \$ 441,145.00 \$ \$ \$ 9.478.00 \$ \$ \$ \$ 5 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,489,001.00 110745.00 110	\$ 1.5%4,987.00 \$ 54,15.00 \$ 44,54.00 \$ 43,67.421.00 \$ 38,55.00 \$ 38,55.00 \$ 38,55.00 \$ 5 \$ 7,057,417.00 \$ 5 \$ -1 \$ 5 \$ -2 \$ 5 \$ -2 \$ 5 \$ -2 \$ 5 \$ -3 \$ 5 \$ -4 \$ 5 \$ -4 \$ 5 \$ -4 \$ 5 \$ -4 \$ 5 \$ -4 \$ 6,559.00 \$ 6,599.00 \$ 6,	\$ 4,623,544.00 \$ \$ 1,461,798.00 \$ \$ 1,286,455.00 \$ \$ 12,969,199.00 \$ \$ 520,934.00 \$ \$ 520,934.00 \$ \$ 520,935.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 6,105.00 \$ \$ 13,376.00 \$ \$ 132,726.00 \$ \$ 132,726.00 \$ \$ 132,726.00 \$ \$ 5 945,880.00 \$ \$ 5 945,880.00 \$ \$ 5 945,880.00 \$ \$ 5 102,796.00 \$ \$ 5 3,075.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 103,796.00 \$ \$ 5 103,796.00 \$ \$ 5 103,796.00 \$ \$ 5 104,451.00 \$ \$ 6 115,131.00 \$ \$ 118,880.00 \$ \$ 118,880.00 \$ \$ 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 118,88	1,271,487,99 \$ 1,243,156,05 \$ 1,146,47-45 \$ 5,510,344-44 \$ 5,77,441-75 \$ 6,216,533,17 \$ 6,216,53	1,755,386.72 \$ 107,180.05 \$ 1,016,40.15 \$ 4,866,042.42 \$ 4,516,33 \$ 4,516,33 \$ -	1,920,923.97 \$ 120,10685 \$ 1,11804.138 \$ 5,352,446.64 \$ 4,947.96 \$ 4,947.96 \$ 5 6,407,796.45 \$ 1,154,792.66 \$ 1	5.529.468.16 3 343.942.35 13 15.328.033.43 15 15.328.033.43 15 14.226.43 5 14.226.43 5 1.5.28.033.43 12 24.649.597.52 5 2.5.28.03.03 12 2.5.28.03.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 13	1,930,925.90 \$ 1,030,925.90 \$ 120,106.85 \$ 1,110,041.85 \$ 5,302,446.64 \$ 4,947.76 \$ 4,947.76 \$ 5 1,12,501.46 \$ 1,13,100 \$	1,755,384.72 107,1860,72 107,1860,73 1,646,025 4,646,024,27 4,514,33 7,825,269,49 1,604,69 1,604,69 1,604,69 762,864,64 41,006,55 702,864,64 703,864,64 70	5 2.018.694.73 15 172.546.25 4 1 1.018.61 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$ \$.705,006,84 \$ \$ \$ \$.303,004,001,10 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 107,1860,5 \$ 1,016,401,5 \$ 4,866,024,2 \$ 4,516,33 \$ 4,516,33 \$ 4,516,33 \$ 5 \$ 7,825,245,45 \$ 1,024,66 \$ 1,035,47,88 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 1,1700,23 \$ 1,17	2018.694.73 \$ 2018.694.73 \$ 1.10.861.82 \$ 5.595.98.97 \$ 5.595.98.97 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.7	1.843,154.05 1114,467.45 11.84 11.84 11.84 11.85	\$ 5,417,237,50 \$ 349,401,75 \$ 3222,840,00 \$ 15,571,335,75 \$ 1235,913,75 \$ 14,452,25 \$	\$ 21,475,256. \$ 2,509,603. \$ 12,610,907. \$ 59,681,206. \$ 933,798. \$ 93,961. \$ 97,311,724. \$ 5 12,510. \$ 103,127. \$ 103,127. \$ 103,127. \$ 29,291. \$ 399,900. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372. \$ 3,978,372.
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHANACEURCALS DIRECT PRODUCT - PHANACEURCALS PAYROLL TAXES / BENETIS - DIRECT SHPPLES CONTRACT - DIRECT CLENT ASSISTANCE OTHER OTHER 10TAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERCT - DIRECT CLENT ASSISTANCE OTHER 10TAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERCT - DIRECT CLENT ASSISTANCE SACCOUNTERCT - DIRECT CLENT ASSISTANCE OTHER 10TAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERCT - DIRECT CLENT ASSISTANCE DIRECT CONTRACT - DIRECT CLENT ASSISTANCE SACCOUNTERCT - DIRECT CLENT ASSISTANCE INSERNAL SERVICE DATA PROCESSING INTERNAL SERVICE FACILIES SERVICE REQUESTS INTERNAL SERVICE FACILIES SERVICE REQUESTS INTERNAL SERVICE OTHER INTERNAL SERVICE OTH	\$ 1.537,556.00 \$ \$ \$ 1.274,478.00 \$ \$ \$ 274,145.00 \$ \$ \$ 441,145.00 \$ \$ \$ 9.478.00 \$ \$ \$ \$ 5 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,489,001.00 1,489,001.00 1,107,250.00 4,3901,360.0 1,107,250.00 1,107	\$ 1.5%4,987.00 \$ 54,15.00 \$ 44,54.00 \$ 43,67.421.00 \$ 38,55.00 \$ 38,55.00 \$ 38,55.00 \$ 5 \$ 7,057,417.00 \$ 5 \$ -1 \$ 5 \$ -2 \$ 5 \$ -2 \$ 5 \$ -2 \$ 5 \$ -3 \$ 5 \$ -4 \$ 5 \$ -4 \$ 5 \$ -4 \$ 5 \$ -4 \$ 5 \$ -4 \$ 6,559.00 \$ 6,599.00 \$ 6,	\$ 4,623,544.00 \$ \$ 1,461,798.00 \$ \$ 1,286,455.00 \$ \$ 12,969,199.00 \$ \$ 520,934.00 \$ \$ 520,934.00 \$ \$ 520,935.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 6,105.00 \$ \$ 13,376.00 \$ \$ 132,726.00 \$ \$ 132,726.00 \$ \$ 132,726.00 \$ \$ 5 945,880.00 \$ \$ 5 945,880.00 \$ \$ 5 945,880.00 \$ \$ 5 102,796.00 \$ \$ 5 3,075.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 103,796.00 \$ \$ 5 103,796.00 \$ \$ 5 103,796.00 \$ \$ 5 104,451.00 \$ \$ 6 115,131.00 \$ \$ 118,880.00 \$ \$ 118,880.00 \$ \$ 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 118,88	11,271,487,98 \$ 1,863,15605 \$ 1,144,472,5 \$ 1,047,271,31 \$ 5,073,444,4 \$ 4,742,14 \$ -, \$ 8,216,533,17 \$ -,	1,755,386,72 \$ 109,180,05 \$ 1,016,40,105 \$ 4,886,042,42 \$ 7,4516,33 \$ - 3 \$ 7,525,249,49 \$ - 3 \$ 1,004,409 \$ - 3 \$ 1,004,409 \$ - 3 \$ 1,004,409 \$ 1,004,609 \$ 1,00	1,930,925.97 \$ 120,106.85 \$ 1,1180.13 \$ 5,332,446.46 \$ 8,1183.97 \$ 4,967.96 \$ 4,967.96 \$ 5,32,446.47 \$ 6,1183.97 \$ 1,765.16 \$ 1,765.16 \$ 1,765.16 \$ 1,1867.96 \$ 1,	5,529,468,16 3 343,942,35 3 320,463,34 3 15,280,336,3 3 14,226,43 3 14,226,43 3 14,226,43 3 24,449,599,52 \$ -	12.332.035.03 \$ 1.920.975.39 \$ 1.20.04.65 \$ 1.118.041.30 \$ 4.967.76 \$ 4.967.76 \$ 4.967.76 \$ 5.322.46 \$ 5.322.46 \$ 5.322.46 \$ 5.322.42 \$ 1.132.03 \$ 1.0.022.42 \$ 1.132.072.46 \$ 1.0.042.43	1,755,386,72 109,188,05 1,016,40 1,016,40 2,451,633 4,516,33 7,025,269,69 1,004,69 9,437,66 1,034,47,89 1,102,347,89 1,	\$ 2018,694,73 : \$ 172,564,25 : \$ 1,128,64,27 : \$ 5,975,942,79 : \$ 4,795,16 : \$ 5,975,942,79 : \$ 6,795,16 : \$ 5,173,78 : \$	\$ 5.705,006,84 \$ \$ 5.303,004,001,00 \$ \$ 3.4861,15 \$ \$ \$ 3.303,004,001,00 \$ \$ \$ 15,814,437,87 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,05 \$ 4,866,024,2 \$ 7,324,2 \$ 4,516,33 \$ 4,516,33 \$ 7,825,287,80 \$ 7,825,287,80 \$ 7,825,287,80 \$ 1,004,80 \$ 7,225,287,80 \$ 1,004,80 \$ 7,225,287,80 \$ 1,004,80 \$ 7,225,287,80 \$ 1,004,80 \$ 1,	2018.69473 \$ 2018.69473 \$ 11.886.816 \$ 5.955.948.79 \$ 5.955.948.79 \$ 5.955.948.79 \$ 5.95.948.70 \$ 5.	1.843.154.05 114.447.45 114.447.45 11.047.21 115.15 114.447.45 15.107.344.54 17.421.4 1.47.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.4 1.4	\$ 5,417,237,50 \$ 349,401,75 \$ 13527,840,75 \$ 15,571,335,75 \$ 134,851,25 \$ 14,452,25 \$ 25,040,843,00 \$ - \$ - \$ - \$ - \$ - \$ 5 -	\$ 21.475.256. \$ 2.209.403.5 \$ 1.20.907.5 \$ 5 94.83.206.5 \$ 93.961.5 \$ 93.961.5 \$ 5 93.961.5 \$ 5 93.961.5 \$ 5 10.3.127.4 \$ 5 10.3.127.5 \$ 12.410.435.5 \$ 5 520.00.90.5 \$ 5 520.00.90.5 \$ 5 520.00.90.5 \$ 5 30.960.00.5 \$ 5 30.9
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS PAYROLL TAXES / BENEFITS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES COMMUNICATIONS SOLD SOLD STATES OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEE	\$ 1.537,556.00 \$ \$ \$ 1.274,478.00 \$ \$ \$ 274,145.00 \$ \$ \$ 441,145.00 \$ \$ \$ 9.478.00 \$ \$ \$ \$ 5 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,489,001.00 1,489,001.00 1,107,250.00 4,3701,180.00 1,107,250.00 1,10	\$ 1.594,587.00 \$ 54,155.00 \$ 494,346.00 \$ 34,346.00 \$ 38,555.00 \$ 38,555.00 \$ 5 \$ 7.057,419.00 \$ 5 \$ 7.057,419.00 \$ 5 \$ 7.057,419.00 \$ 5 \$ 7.057,419.00 \$ 5 \$ 7.057,419.00 \$ 7.057,419.00	\$ 4,623,544.00 \$ \$ 1,461,798.00 \$ \$ 1,286,455.00 \$ \$ 12,969,199.00 \$ \$ 520,934.00 \$ \$ 520,934.00 \$ \$ 520,935.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 22,189,135.00 \$ \$ 5 - 5 \$ \$ 6,105.00 \$ \$ 13,376.00 \$ \$ 132,726.00 \$ \$ 132,726.00 \$ \$ 132,726.00 \$ \$ 5 945,880.00 \$ \$ 5 945,880.00 \$ \$ 5 945,880.00 \$ \$ 5 102,796.00 \$ \$ 5 3,075.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 102,796.00 \$ \$ 5 103,796.00 \$ \$ 5 103,796.00 \$ \$ 5 103,796.00 \$ \$ 5 104,451.00 \$ \$ 6 115,131.00 \$ \$ 118,880.00 \$ \$ 118,880.00 \$ \$ 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 5 118,880.00 \$ \$ 118,88	1,271,487,99 \$ 1,243,156,05 \$ 1,146,47-45 \$ 5,510,344-44 \$ 5,77,441-75 \$ 6,216,533,17 \$ 6,216,53	1,755,386.72 \$ 107,180.05 \$ 1,016,40.15 \$ 4,866,042.42 \$ 4,516,33 \$ 4,516,33 \$ -	1,920,923.97 \$ 120,10685 \$ 1,11804.138 \$ 5,352,446.64 \$ 4,947.96 \$ 4,947.96 \$ 5 6,407,796.45 \$ 1,154,792.66 \$ 1	5.529.468.16 3 343.942.35 13 15.328.033.43 15 15.328.033.43 15 14.226.43 5 14.226.43 5 1.5.28.033.43 12 24.649.597.52 5 2.5.28.03.03 12 2.5.28.03.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 12 2.5.28.03 13	1,930,7539 S 120,106.85 S 120,106.85 S 5,322,464.64 S 6,1108.41 S 4,967,76 S - S 8,407,794.64 S 1,118,041 S 1,128,24 S 1	1,755,384.72 107,1860,72 107,1860,73 1,646,025 4,646,024,27 4,514,33 7,825,269,49 1,604,69 1,604,69 1,604,69 762,864,64 41,006,55 702,864,64 703,864,64 70	5 2.018.694.73 15 172.546.25 4 1 1.018.61 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$ 5.705,006,84 \$ \$ 5.303,004,001,00 \$ \$ 3.4861,15 \$ \$ \$ 3.303,004,001,00 \$ \$ \$ 15,814,437,87 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 107,1860,5 \$ 1,016,401,5 \$ 4,866,024,2 \$ 4,516,33 \$ 4,516,33 \$ 4,516,33 \$ 5 \$ 7,825,245,45 \$ 1,024,66 \$ 1,035,47,88 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 7,825,46,44 \$ 1,035,47,89 \$ 1,1700,23 \$ 1,17	2018.694.73 \$ 2018.694.73 \$ 1.10.861.82 \$ 5.595.98.97 \$ 5.595.98.97 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.78 \$ 5.5.75.88 \$ 5.5193.7	1.843,154.05 1114,467.45 11.84 11.84 11.84 11.85	\$ 5,417,237,50 \$ 349,401,75 \$ 3222,840,00 \$ 15,571,335,75 \$ 1235,913,75 \$ 14,452,25 \$	\$ 21.475.256. \$ 2.209.403.5 \$ 1.20.907.5 \$ 5 94.83.206.5 \$ 93.961.5 \$ 93.961.5 \$ 5 93.961.5 \$ 5 93.961.5 \$ 5 10.3.127.4 \$ 5 10.3.127.5 \$ 12.410.435.5 \$ 5 520.00.90.5 \$ 5 520.00.90.5 \$ 5 520.00.90.5 \$ 5 30.960.00.5 \$ 5 30.9
(-) CASH PATMENTS (-) CASH PATMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHANACEURCALS DIRECT PRODUCT - PHANACEURCALS PATROLL TAXES / BENETIS - DIRECT SHPPLES CONTRACT - DIRECT CLENT ASSISTANCE OTHER OTHER 10TAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERCT - DIRECT CLENT ASSISTANCE OTHER 10TAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERMENT SOLD ACCOUNTERMENT SOLD DUES / SUBSCEPTIONS DUES / SUBSCEPTIONS DUES / SUBSCEPTIONS DUES / SUBSCEPTIONS MICHIBANAL SERVICE EDITA PROCESSING MICHIBANAL SERVICE EDITA PROCESSING MICHIBANAL SERVICE FACILITIES & PROPERTY MOMBINE SUBSCEPTIONS MICHIBANAL SERVICE FACILITIES & PROPERTY MOMBINES MICHIBANAL SERVICE OTHER SERVICE REQUESTS MICHIBANAL SERVICE OTHER MICHIBANAL SERVICE MI	\$ 1.537,556.00 \$ \$ \$ 1.274,478.00 \$ \$ \$ 274,145.00 \$ \$ \$ 441,145.00 \$ \$ \$ 9.478.00 \$ \$ \$ \$ 5 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,047,737.00 1,489.001.00 110774.00 940.24.00 12,772.00 12,772.00 17,043,509.00 1,972.00 1	\$ 1.594,987,00 \$ 5,415,00 \$ 94,34,00 \$ 43,07,421,00 \$ 38,555,00 \$ 38,555,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 1,00 \$ 1,	\$ 4,623,544,00 \$ \$ 1,461,796,00 \$ \$ 1,2969,199,00 \$ \$ 220,994,00 \$ \$ 5,005,00 \$ \$ 220,994,00 \$ \$ 5,005,00 \$ \$ 22,189,135,00 \$ \$ 22,189,135,00 \$ \$ 1,005,00 \$ \$ 1,	11,271,487,98 \$ 1,863,15605 \$ 1,144,472,5 \$ 1,047,271,31 \$ 5,073,444,4 \$ 4,742,14 \$ -, \$ 8,216,533,17 \$ -,	1,755,386,72 \$ 109,180,05 \$ 1,016,40,105 \$ 4,886,042,42 \$ 7,4516,33 \$ - 3 \$ 7,525,249,49 \$ - 3 \$ 1,004,409 \$ - 3 \$ 1,004,409 \$ - 3 \$ 1,004,409 \$ 1,004,609 \$ 1,00	1,930,925.97 \$ 120,106.85 \$ 1,1180.13 \$ 5,332,446.46 \$ 8,1183.97 \$ 4,967.96 \$ 4,967.96 \$ 5,32,446.47 \$ 6,1183.97 \$ 1,765.16 \$ 1,765.16 \$ 1,765.16 \$ 1,1867.96 \$ 1,	5,529,468,16 3 343,942,35 3 320,463,34 3 15,280,336,3 3 14,226,43 3 14,226,43 3 14,226,43 3 24,449,599,52 \$ -	12.332.035.03 \$ 1.920.975.39 \$ 1.20.04.65 \$ 1.118.041.30 \$ 4.967.76 \$ 4.967.76 \$ 4.967.76 \$ 5.322.46 \$ 5.322.46 \$ 5.322.46 \$ 5.322.42 \$ 1.132.03 \$ 1.0.022.42 \$ 1.132.072.46 \$ 1.0.042.43	1,755,386,72 109,188,05 1,016,40 1,016,40 2,451,633 4,516,33 7,025,269,69 1,004,69 9,437,66 1,034,47,89 1,102,347,89 1,	\$ 2018,694,73 \$ 125,564,25 \$ 1,148,68 \$ 5,975,948,79 \$ 6,877,16 \$ 6,877,16 \$ 6,977,00,014 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,177,27 \$	\$ \$.705,006,84 \$ \$ \$ \$.303,006,81 \$ \$ \$ \$ \$.303,006,81 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,188,05 \$ 1,016,401,05 \$ 4,866,024,2 \$ 7,324,2 \$ 4,516,33 \$ 4,516,33 \$ 7,825,287,80 \$ 7,825,287,80 \$ 7,825,287,80 \$ 1,004,80 \$ 7,225,287,80 \$ 1,004,80 \$ 7,225,287,80 \$ 1,004,80 \$ 7,225,287,80 \$ 1,004,80 \$ 1,	2018.694.73 \$ 11.188.64.75 \$ 13.55.64.25 \$ 15.595.848.79 \$ 15.595.848.79 \$ 15.595.78 \$ 15.595.78 \$ 15.195.78 \$ 15.195.78 \$ 16.195.78 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 18.1845.79 \$ 19.1845.79 \$	1.843.154.05 114.447.45 114.447.45 11.047.21 115.15 114.447.45 15.107.344.54 17.421.4 1.47.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.421.4 1.47.4 1.4	\$ 5,417,237,50 \$ 349,401,75 \$ 13527,840,75 \$ 15,571,335,75 \$ 14,452,25 \$ 14,452,25 \$ 25,040,843,00 \$ 5 \$	\$ 21,475,256 \$ 2,209,453,065 \$ 99,483,065,065 \$ 99,483,065,065 \$ 93,741 \$ 3 \$ 5 \$ 27,111,724 \$ 5 \$ 5 \$ 101,027 \$ 5 \$ 102,027 \$ 5 \$ 103,027 \$ 5 \$ 5 \$ 103,027 \$ 5 \$ 5 \$ 103,027 \$ 5 \$ 5 \$ 103,027 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5 \$ 5
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUICALS PAYROLL TAXES / BENEFITS - DIRECT SUPPLIES COMMERCE - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES SIPPLIES COMMUNICATIONS SIPPLIES COMMUNICATIONS SIPPLIES SIPPLI	\$ 1,537,556,00 \$ \$ 1,726,478,00 \$ \$ 5 1,726,478,00 \$ \$ 4,741,400,00 \$ \$ 4,411,400,00 \$ \$ \$ 4,411,400,00 \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411	11,047,737.00 1,489.001.00 110774.00 940.24.00 12,772.00 12,772.00 17,043,509.00 1,972.00 1	\$ 1.594,987,00 \$ 5,415,00 \$ 94,34,00 \$ 43,07,421,00 \$ 38,555,00 \$ 38,555,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 1,00 \$ 1,	\$ 4,623,544,00 \$ \$ 1,461,796,00 \$ \$ 1,2969,199,00 \$ \$ 220,994,00 \$ \$ 5,005,00 \$ \$ 220,994,00 \$ \$ 5,005,00 \$ \$ 22,189,135,00 \$ \$ 22,189,135,00 \$ \$ 1,005,00 \$ \$ 1,	11,271,487,98 \$ 1,843,15405 \$ 1,144,4745 \$ 1,047,221,31 \$ 5,073,4444 \$ 4,742,14 \$ -, 14,742,14 \$ -, 14,742,14 \$ -, 14,742,14 \$ -, 15,	1,755,386,72 \$ 109,180,05 \$ 1,016,40,05 \$ 4,884,042,42 \$ 3,484,042,42 \$ 4,516,33 \$ 4,516,33 \$ 7,525,249,49 \$ - 3 1,524,749 \$ - 3 1,524,749 \$ 1,524,74	1,930,925.39 \$ 120,106.85 \$ 5.302.446.46 \$ 8 11,106.13 \$ 8 1,1106.13 \$ 8 1,1106.13 \$ 1 1,106.13	5.529.468.16 \$ 3.43.942.35 \$ 3.201.463.54 \$ 15.328.003.43 \$ 15.328.003.43 \$ 14.226.43 \$ 24.449.59.52 \$ 24.449.59.52 \$ 24.449.59.52 \$ 2.55.064.77 \$ 2.75.465.12 \$ 2.75.4	12.332.035.03 \$ 1.920.975.39 \$ 120.08.65 \$ 1.118.04.1.38 \$ 6.1108.41 \$ 4.967.76 \$ 3 4.967.76 \$ 3 5.32.464.64 \$ 8.407.794.64 \$ 5 1.725.16 \$ 1.725.16 \$ 1.725.26 \$ 1.725.26 \$ 1.725.27 \$ 1.	1,755,386,72 109,186,05 1,016,40 7,373,42 4,516,33 4,516,33 7,825,249,49 1,004,69 9,347,66 1,034,47,89 1,046,69 1,056,69 1,057,07,07,07,07,07,07,07,07,07,07,07,07,07	\$ 2018,694,73 \$ 125,564,25 \$ 1,148,68 \$ 5,975,948,79 \$ 6,877,16 \$ 6,877,16 \$ 6,977,00,014 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,177,27 \$	\$ \$.705,006,84 \$ \$ \$ \$.303,006,81 \$ \$ \$ \$ \$.303,006,81 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,1880.5 \$ 1,016,401.5 \$ 4,866,024,2 \$ 2,4516,33 \$ 4,516,33 \$ 4,516,33 \$ 5,7,825,249,40 \$ 7,825,249,40 \$ 1,004,69 \$ 1,004,69	2018.694.73 \$ 11.188.64.75 \$ 13.55.64.25 \$ 15.595.848.79 \$ 15.595.848.79 \$ 15.595.78 \$ 15.595.78 \$ 15.195.78 \$ 15.195.78 \$ 16.195.78 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 18.1845.79 \$ 19.1845.79 \$	1.843.154.05 114.447.45 114.447.45 1.007.21 115.21 114.447.45 1.007.21 115.21 1	\$ 5,417,237,50 \$ 349,401,75 \$ 13527,840,75 \$ 15,571,335,75 \$ 14,452,25 \$ 14,452,25 \$ 25,040,843,00 \$ 5 \$	\$ 21.475.256. \$ 2.209.403.5 \$ 1.20.907.5 \$ 5 94.83.206.5 \$ 93.961.5 \$ 93.961.5 \$ 5 93.961.5 \$ 5 93.961.5 \$ 5 10.3.127.4 \$ 5 10.3.127.5 \$ 12.410.435.5 \$ 5 520.00.90.5 \$ 5 520.00.90.5 \$ 5 520.00.90.5 \$ 5 30.960.00.5 \$ 5 30.9
(-) CASH PATMENTS (-) CASH PATMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHANACEURCALS DIRECT PRODUCT - PHANACEURCALS PATROLL TAXES / BENETIS - DIRECT SHPPLES CONTRACT - DIRECT CLENT ASSISTANCE OTHER OTHER 10TAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERCT - DIRECT CLENT ASSISTANCE OTHER 10TAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERMENT SOLD ACCOUNTERMENT SOLD DUES / SUBSCEPTIONS DUES / SUBSCEPTIONS DUES / SUBSCEPTIONS DUES / SUBSCEPTIONS MICHIBANAL SERVICE EDITA PROCESSING MICHIBANAL SERVICE EDITA PROCESSING MICHIBANAL SERVICE FACILITIES & PROPERTY MOMBINE SUBSCEPTIONS MICHIBANAL SERVICE FACILITIES & PROPERTY MOMBINES MICHIBANAL SERVICE OTHER SERVICE REQUESTS MICHIBANAL SERVICE OTHER MICHIBANAL SERVICE MI	\$ 1,537,556,00 \$ \$ 1,726,478,00 \$ \$ 5 1,726,478,00 \$ \$ 4,741,400,00 \$ \$ 4,411,400,00 \$ \$ \$ 4,411,400,00 \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411,400,00 \$ 4,411	11,047,737.00 1,489.001.00 110774.00 940.24.00 12,772.00 12,772.00 17,043,509.00 1,972.00 1	\$ 1.594,987,00 \$ 5,415,00 \$ 94,34,00 \$ 43,07,421,00 \$ 38,555,00 \$ 38,555,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 7,057,619,00 \$ 1,00 \$ 1,	\$ 4,623,544,00 \$ \$ 1,461,796,00 \$ \$ 1,2969,199,00 \$ \$ 220,994,00 \$ \$ 5,005,00 \$ \$ 220,994,00 \$ \$ 5,005,00 \$ \$ 22,189,135,00 \$ \$ 22,189,135,00 \$ \$ 1,005,00 \$ \$ 1,	11,271,487,98 \$ 1,843,15405 \$ 1,144,4745 \$ 1,047,221,31 \$ 5,073,4444 \$ 4,742,14 \$ -, 14,742,14 \$ -, 14,742,14 \$ -, 14,742,14 \$ -, 15,	1,755,386,72 \$ 109,180,05 \$ 1,016,40,05 \$ 4,884,042,42 \$ 3,484,042,42 \$ 4,516,33 \$ 4,516,33 \$ 7,525,249,49 \$ - 3 1,524,749 \$ - 3 1,524,749 \$ 1,524,74	1,930,925.39 \$ 120,106.85 \$ 5.302.446.46 \$ 8 11,106.13 \$ 8 1,1106.13 \$ 8 1,1106.13 \$ 1 1,106.13	5.529.468.16 \$ 3.43.942.35 \$ 3.201.463.54 \$ 15.328.003.43 \$ 15.328.003.43 \$ 14.226.43 \$ 24.449.59.52 \$ 24.449.59.52 \$ 24.449.59.52 \$ 2.55.064.77 \$ 2.75.465.12 \$ 2.75.4	12.332.035.03 \$ 1.920.975.39 \$ 120.08.65 \$ 1.118.04.1.38 \$ 6.1108.41 \$ 4.967.76 \$ 3 4.967.76 \$ 3 5.32.464.64 \$ 8.407.794.64 \$ 5 1.725.16 \$ 1.725.16 \$ 1.725.26 \$ 1.725.26 \$ 1.725.27 \$ 1.	1,755,386,72 109,186,05 1,016,40 7,373,42 4,516,33 4,516,33 7,825,249,49 1,004,69 9,347,66 1,034,47,89 1,046,69 1,056,69 1,057,07,07,07,07,07,07,07,07,07,07,07,07,07	\$ 2018,694,73 \$ 125,564,25 \$ 1,148,68 \$ 5,975,948,79 \$ 6,877,16 \$ 6,877,16 \$ 6,977,00,014 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,177,27 \$	\$ \$.705,006,84 \$ \$ \$ \$.303,006,81 \$ \$ \$ \$ \$.303,006,81 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,1880.5 \$ 1,016,401.5 \$ 4,866,024,2 \$ 2,4516,33 \$ 4,516,33 \$ 4,516,33 \$ 5,7,825,249,40 \$ 7,825,249,40 \$ 1,004,69 \$ 1,004,69	2018.694.73 \$ 11.188.64.75 \$ 13.55.64.25 \$ 15.595.848.79 \$ 15.595.848.79 \$ 15.595.78 \$ 15.595.78 \$ 15.195.78 \$ 15.195.78 \$ 16.195.78 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 18.1845.79 \$ 19.1845.79 \$	1.843.154.05 114.447.45 114.447.45 1.007.21 115.07.21 115.07.24.45 1.007.21 115.07.21	\$ 5,417,237,50 \$ 349,401,75 \$ 1,322,401,75 \$ 1,253,133,57 \$ 1,445,225 \$ 1,445,225 \$ 1,445,225 \$ 1,445,225 \$ 1,452,25 \$ 1,452,25 \$ 1,452,25 \$ 1,452,25 \$ 1,452,25 \$ 1,155,00 \$ 1,	\$ 21,475,256,555 \$ 2,209,403,555 \$ 124,109,755 \$ 9,483,206,55 \$ 93,941,565 \$ 12,410,415 \$ 5 \$ 12,410,415 \$ 12,410,415 \$ 12,410,415 \$ 12,410,415 \$ 13,224 \$ 1
(-) CASH PATWENTS (-) CASH PATWENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHANACEURCALS DIRECT PRODUCT - PHANACEURCALS PATWOLL TAXES / BENETIS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER OTHER 10/14 COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERCT - DIRECT GLIENT ASSISTANCE OTHER OTHER 10/14 COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERSES ACCOUNTERSES ACCOUNTERSES COMMUNICATIONS DUES / SIRECREDICATION DIES	\$ 1,537,556.00 \$ \$ 1,724,478.00 \$ \$ 5 9,478.00 \$ \$ \$ 4,641.00 \$ \$ \$ \$ 4,641.00 \$ \$ \$ \$ \$ 4,641.00 \$ \$ \$ \$ \$ \$ 4,641.00 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	11,047,737.00 1.489.001.00 110.745.00 940.246.00 4.390.156.00 110.745.00 2.572.00 110.745.00 2.572.00 110.745.00 2.572.00 110.745.00 2.572.00 11.975.00 11.975.00 2.040.00 907.452.00 12.12.1206.00 3.100.00 2.444.00 2.17.00 6.445.00 2.17.00 6.445.00 3.15.206.00 3.15.206.00 3.15.206.00 3.15.206.00 3.15.206.00	\$ 1.594.987.00 \$ 5.41.50.00 \$ 4.43.64.00 \$ 4.36.74.10.00 \$ 3.85.50.00 \$ 3.85.55.00 \$ 5.41.50.00 \$ 3.85.55.00 \$ 7.057.419.00 \$ 3.85.50.00 \$ 5 7.057.419.00 \$ 5 7.057.419.00 \$ 5 7.057.419.00 \$ 5 7.057.419.00 \$ 5 7.057.419.00	\$ 4,623,544,00 \$ \$ 1,461,790,00 \$ \$ 1,296,7190,00 \$ \$ 12,969,190,00 \$ \$ 5 20,904,00 \$ \$ 5 20,904,00 \$ \$ 5 20,189,105,00 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 7 \$ \$ 7 \$ \$ 7 \$ \$ 8 \$ \$ 9 \$ \$ 13,390,00 \$ \$ 7 \$ \$ 12,276,00 \$ \$ 9 \$ \$ 12,276,00 \$ \$ 19,776,00 \$ \$ 19,776,00 \$ \$ 19,776,00 \$ \$ 10,776,00 \$ \$ 10,776,00 \$ \$ 10,776,00 \$ \$ 118,849,00 \$ \$ 118,849,00 \$ \$ 118,849,00 \$ \$ 118,849,00 \$ \$ 118,849,00 \$ \$ 118,849,00 \$ \$ 118,849,00 \$ \$ 118,849,00 \$ \$ 19,766,00 \$ \$ 118,849,00 \$ \$	11,271,487,98 \$ 1,843,15405 \$ 1,144,4745 \$ 1,047,221,31 \$ 5,073,4444 \$ 4,742,14 \$ -, 14,742,14 \$ -, 14,742,14 \$ -, 14,742,14 \$ -, 15,	1,755,386,72 \$ 109,180,05 \$ 1,016,40,05 \$ 4,884,042,42 \$ 3,484,042,42 \$ 4,516,33 \$ 4,516,33 \$ 7,525,249,49 \$ - 3 1,524,749 \$ - 3 1,524,749 \$ 1,524,74	1,930,925.39 \$ 120,106.85 \$ 5.302.446.46 \$ 8 11,106.13 \$ 8 1,1106.13 \$ 8 1,1106.13 \$ 1 1,106.13	5.529.468.16 \$ 3.43.942.35 \$ 3.201.463.94 \$ 15.328.003.43 \$ 15.328.003.43 \$ 15.328.003.43 \$ 14.226.43	12.332.035.03 \$ 1.920.975.39 \$ 120.08.65 \$ 1.118.04.1.38 \$ 6.1108.41 \$ 4.967.76 \$ 3 4.967.76 \$ 3 5.32.464.64 \$ 8.407.794.64 \$ 5 1.725.16 \$ 1.725.16 \$ 1.725.26 \$ 1.725.26 \$ 1.725.27 \$ 1.	1,755,386,72 109,186,05 1,016,40 7,373,42 4,516,33 4,516,33 7,825,249,49 1,004,69 9,347,66 1,034,47,89 1,046,69 1,056,69 1,057,07,07,07,07,07,07,07,07,07,07,07,07,07	\$ 2018,694,73 \$ 125,564,25 \$ 1,148,68 \$ 5,975,948,79 \$ 6,877,16 \$ 6,877,16 \$ 6,977,00,014 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,148,45,79 \$ 1,177,27 \$	\$ \$.705,006,84 \$ \$ \$.705,006,84 \$ \$ \$ \$.303,004,001,5 \$ \$ \$ \$.303,004,001,5 \$ \$ \$ \$ \$.303,004,001,5 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 109,1880.5 \$ 1,016,401.5 \$ 4,866,024,2 \$ 2,4516,33 \$ 4,516,33 \$ 4,516,33 \$ 5,7,825,249,40 \$ 7,825,249,40 \$ 1,004,69 \$ 1,004,69	2018.694.73 \$ 11.188.64.75 \$ 13.55.64.25 \$ 15.595.848.79 \$ 15.595.848.79 \$ 15.595.78 \$ 15.595.78 \$ 15.195.78 \$ 15.195.78 \$ 16.195.78 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 17.1845.79 \$ 18.1845.79 \$ 19.1845.79 \$	1.843.154.05 114.447.45 114.447.45 1.007.21 115.07.21 115.07.24.45 1.007.21 115.07.21	\$ 5,417,237,50 \$ 349,401,75 \$ 13527,840,75 \$ 15,571,335,75 \$ 14,452,25 \$ 14,452,25 \$ 25,040,843,00 \$ 5 \$	\$ 21,475,256. \$ 2,059,603. \$ 12,410,907. \$ 59,483,206. \$ 933,961. \$ 93,961. \$ \$ 97,311,724. \$ \$ 77,311,724. \$ \$ 21,510. \$ 10,127. \$ 12,410,435. \$ 527,107.
(-) CASH PAYMENTS (-) CASH PAYMENTS (-) CASH PAYMENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHARMACEUTICALS PAYROLL TAXES / BENETIS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER TOTAL COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNT FEES ACCOUNT FEES ACCOUNT FEES COMMUNICATIONS SOLD SANARES SOLD SOLD	\$ 1,537,556.00 \$ \$ 1,276,476.00 \$ \$ \$ 1,276,476.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ \$ 4,211,420.00 \$ \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ \$ 4,211,420.00 \$ \$ 4,	1,489,001.00 11,0745.0	\$ 1.594,587.00 \$ 54,15.00 \$ 746,346.00 \$ 34,346.00 \$ 38,555.00 \$ 38,555.00 \$ 38,555.00 \$ 5 - 5 \$ 7.057,419.00 \$ 5 - 5 \$ 7.057,419.00 \$ 5 - 6 \$ 7.057,419.00 \$ 7 - 7,0	\$ 4,623,544.00 \$ \$ 1,461,796.00 \$ \$ 2,835,450.00 \$ \$ 12,969,197.00 \$ \$ 20,005.00 \$ \$ 5 20,005.00 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 5 \$ \$ 6,105.00 \$ \$ 13,390.00 \$ \$ 10,757.00 \$ \$ 10,757.00 \$ \$ 118,847.00 \$ \$ 18,847.00 \$ \$	1,843,154.05 \$ 114,647.45 \$ 146,67.45 \$ 146,67.45 \$ 5 16,67.27 \$ 1,67.47 \$ 1	1,755,386,72 \$ 100,18805 \$ 1,016,601.25 \$ 4,886,002.24 \$ 5,737,342 \$ 4,516,33 \$ -	1,920,923.97 \$ 120,10685 \$ 1,1106.013.08 \$ 5,532,446.64 \$ 4,947.96 \$ 4,947.96 \$ 6,407,776.45 \$ 1,155,16 \$ 1,	5.529.468.16 \$ 343.942.35 \$ 320.463.34 \$ 15.280.033.63 \$ 14.226.43 \$ 14.226.43 \$ 14.226.43 \$ 24.449.599.52 \$ 24.449.599.52 \$ 2 2.451.2 \$ 2.265.27 \$ 2.26	1,930,75.90 \$ 1,930,75.90 \$ 1,00,106.85 \$ 1,110,041.38 \$ 5,32,464.64 \$ 1,110,641.38 \$ 4,967.76 \$ 4,967.76 \$ 5 1,110,641.38 \$ 4,967.76 \$ 5 1,10,224.24 \$ 1,126,772.46 \$ 1,128,772.46 \$ 1,128,772.46 \$ 1,128,772.46 \$ 2,128,772.46 \$ 2,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 3,128,772.46 \$ 4,12	1,755,384,72 107,186,05 1,016,401,25 4,866,022,2 4,516,33 4,516,33 7,825,249,49 1,604,89 1,604,89 1,003,447,89 1,003,4	\$ 2.018.694.73 \$ 172.546.25 \$ 172.546.25 \$ 1.108.864.27 \$ 5.975.948.79 \$ 5.975.94	\$ \$.705,006,84 \$ \$ \$.303,004,001,15 \$ \$ \$.303,004,001,15 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 107,1860.5 \$ 1,016,401.25 \$ 4,866,024.2 \$ 3,737,342 \$ 4,516,33 \$ 5,5 \$ 1,64,64 \$	2018.694.73 \$ 2018.694.73 \$ 1.10.886.13 \$ 5.595.98.79 \$ 5.595.98.79 \$ 6.5.193.78 \$ 7.5 \$	1.843,154,05 : 114,467,45 : 114	\$ 5,417,237,50 \$ 349,401,75 \$ 1,322,401,75 \$ 1,253,133,57 \$ 1,445,225 \$ 1,445,225 \$ 1,445,225 \$ 1,445,225 \$ 1,452,25 \$ 1,	\$ 21,475,226.5 \$ 2,209,603,5 \$ 930,903,5 \$ 930,903,5 \$ 930,901,7 \$ 930,901,7 \$ 97,311,724,0 \$ 97,311,724,0 \$ 97,311,724,0 \$ 12,410,435,7 \$ 94,591,700,5 \$ 507,107,2 \$ 507,2 \$ 507,107,2 \$
(-) CASH PATWENTS (-) CASH PATWENTS (-) COST OF GOODS SOLD DIRECT PRODUCT - PHANACEURCALS DIRECT PRODUCT - PHANACEURCALS PATWOLL TAXES / BENETIS - DIRECT SUPPLIES CONTRACT - DIRECT CLIENT ASSISTANCE OTHER OTHER 10/14 COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERCT - DIRECT GLIENT ASSISTANCE OTHER OTHER 10/14 COST OF GOODS SOLD (-) OPERATING EXPENSES ACCOUNTERSES ACCOUNTERSES ACCOUNTERSES COMMUNICATIONS DUES / SIRECREDICATION DIES	\$ 1,537,556.00 \$ \$ 1,724,478.00 \$ \$ 5 9,478.00 \$ \$ \$ 4,641.00 \$ \$ \$ \$ 4,641.00 \$ \$ \$ \$ \$ 4,641.00 \$ \$ \$ \$ \$ \$ 4,641.00 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,489,001.00 11,0745.0	\$ 1.594.987.00 \$ 5.41.50.00 \$ 43.64.00.00 \$ 43.67.40.00 \$ 38.555.00 \$ 5.38.555.00 \$ 7.057.419.00	\$ 4,623,544,00 \$ \$ 1,461,790,00 \$ \$ 1,296,7190,00 \$ \$ 129,967,190,00 \$ \$ 5 20,187,185,00 \$ \$ 5 22,187,185,00 \$ \$ 5 - 5 \$ \$ 6,100,00 \$ \$ 7 2,187,185,00 \$ \$ 1,3,790,00 \$ \$ 7 2,187,185,00 \$ \$ 7 2,187,185,00 \$ \$ 1,3,790,00 \$ \$ 7 2,187,185,00 \$ \$ 7 2,187,185,00 \$ \$ 7 2,187,185,00 \$ \$ 7 2,187,185,00 \$ \$ 7 2,187,185,00 \$ \$ 7 2,187,185,00 \$ \$ 7 2,187,185,00 \$ \$ 1,3,790,00 \$ \$ 7 2,187,185,00 \$ \$ 1,3,790,00 \$ \$ 1,3,790,00 \$ \$ 1,3,790,00 \$ \$ 1,3,790,00 \$ \$ 1,3,790,00 \$ \$ 1,3,750,00 \$ \$ 1,18,750,00 \$	11,771,487,99 \$ 11,671,487,99 \$ 11,647,45 \$ 5 11,6467,45 \$ 5 1,652,213 \$ 1,652,213	1,755,386,72 \$ 100,18805 \$ 1,016,601.25 \$ 4,886,002.24 \$ 5,737342 \$ 5,357,357,357,357,357,357,357,357,357,35	1,930,923.97 \$ 120,10685 \$ 1,11060.138 \$ 5,352,446.64 \$ 8,101061.33 \$ 4,947.96 \$ 4,947.96 \$ -	5.529.468.16 \$ 343,942.35 \$ 320,463,94 \$ 15,280,033,63 \$ 12,226,033,63 \$ 14,226,43 \$ 14,226,43 \$ 24,449,599.52 \$ 24,449,599.52 \$ 24,449,599.52 \$ 25,25,25,26,26 \$ 26,26,26,26 \$ 27,26,26,26 \$ 28,26,26,26 \$ 28,26,26,26 \$ 28,26,26,26 \$ 28,26,26,26 \$ 28,26,26,26 \$ 28,26,26,26 \$ 28,26,26,26 \$ 28,26,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26,26 \$ 28,26 \$	1,930,9539 \$ 120,106.85 \$ 120,106.85 \$ 1,116.04.13 \$ 8,007,796.85 \$ 1,116.04.13 \$ 4,967.96 \$ 1,116.04.13 \$ 1,006.45 \$ 1,116.04.13 \$ 1,006.45 \$ 1,106.41 \$ 1,006.45 \$ 1,106.41 \$ 1,006.45 \$ 1,106.41 \$ 1,006.45 \$ 1,106.41 \$ 1,006.45 \$ 1,106.45 \$	1,755,384,72 107,186,05 1,016,401,25 4,866,022,2 4,516,33 4,516,33 7,825,249,49 1,604,89 1,604,89 1,003,447,89 1,003,4	\$ 2.018.694.73 \$ 172.546.25 \$ 172.546.25 \$ 1.108.864.27 \$ 5.975.948.79 \$ 5.975.94	\$ \$.705,006,84 \$ \$ \$.303,004,001,15 \$ \$ \$.303,004,001,15 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,755,386,72 \$ 107,1860.5 \$ 1,016,401.25 \$ 4,866,024.2 \$ 3,73,742.2 \$ 4,516,33 \$ 5,5 \$ 7,825,245,45 \$ 1,033,447,86 \$ 1,033,447,89 \$ 1,034,464,89 \$ 2,347,46,46 \$ 1,033,447,89 \$ 3,46,46,47 \$ 4,100,55 \$ 7,946,46 \$ 4,100,55 \$ 7,946,46 \$ 1,103,447,89 \$ 3,15,247,97 \$ 4,00,23 \$ 4,0	2018,694.73 \$ 1.10,804.73 \$ 1.10,804.73 \$ 1.10,804.75	1.843,154,05 114,467,45 114,467,45 11,07,213 1,07,214 1,0	\$ 5,417,237,50 \$ 349,401,75 \$ 1,322,401,75 \$ 1,253,133,57 \$ 1,445,225 \$ 1,445,225 \$ 1,445,225 \$ 1,445,225 \$ 1,452,25 \$ 1,	\$ 21,475,254.9 \$ 2,209,603.2 \$ 12,410,902.9 \$ 5,948,702.2 \$ 93,789.2 \$ \$ 73,311,724.0 \$ 5 \$ 77,311,724.0 \$ 77

SALARIES - INDIRECT	\$	1,245,220.00 \$	1,289,261.00 \$	1,260,310.00	\$ 3,794,791.00	\$	1,927,482.38 \$	1,835,697.50 \$	2,019,267.25 \$	5,782,447.13	2,019,267.25	1,835,697.50 \$	2,111,052.13	5,966,016.88	1,835,697.50 \$	2,111,052.13	\$ 1,927,482.38 \$	5,874,232.00 \$	21,417,487.00
TRAINING	\$	10,582.00 \$	27,741.00 \$	16,603.00	\$ 54,926.00	\$	46,034.71 \$	43,842.58 \$	48,226.84 \$	138,104.12	48,226.84	43,842.58 \$	50,418.96	142,488.38	43,842.58 \$	50,418.96	\$ 46,034.71 \$	140,296.25	
TRAVEL	\$	2,989.00 \$	2,659.00 \$	5,137.00	\$ 10,785.00	\$	6,653.72 \$	6,336.88 \$	6,970.56 \$	19,961.16	6,970.56	6,336.88 \$	7,287.41	20,594.84	6,336.88 \$	7,287.41	\$ 6,653.72 \$	20,278.00 \$	
UTILITIES	\$	- \$	2,652.00 \$		\$ 2,652.00	\$	- \$	- \$	- \$	- 1	- 1	- \$	- 1	- !	- \$	- 1	s - s	- \$	
WEB DOMAIN, HOSTING & SOFTWARE	\$	92,695.00 \$	18,320.00 \$	44,451.00	\$ 155,466.00	\$	18,399.61 \$	17,523.44 \$	19,275.78 \$	55,198.83	19,275.78	17,523.44 \$	20,151.95	56,951.17	17,523.44 \$	20,151.95	\$ 18,399.61 \$	56,075.00 \$	
OTHER	\$	- \$	- \$		ş -	\$	28,710.94 \$	27,343.75 \$	30,078.13 \$	86,132.81	30,078.13	27,343.75 \$	31,445.31	88,867.19	27,343.75 \$	31,445.31	\$ 28,710.94 \$	87,500.00 \$	
OTHER	\$	- \$	- \$	-	-	\$	- \$	- \$	- \$	- 1	- 1	- \$	- 9	- 1	- \$	- 3	ş - ş	- \$	
TOTAL OPERATING EXPENSES	\$ 3	3,143,680.00 \$	5,000,257.00 \$	4,278,691.00	\$ 12,422,628.00	\$ 5,4	436,479.84 \$	5,177,599.84 \$	5,695,359.83 \$	16,309,439.51	5,695,359.83	5,177,599.84 \$	5,954,239.82	\$ 16,827,199.49	5 5,177,599.84 \$	5,954,239.82	\$ 5,436,479.84 \$	16,568,319.50	62,127,586.5
(-) ADDITIONAL EXPENSES																			
CASH DISBURSEMENTS TO OWNERS	\$	- \$	- \$	-	ş -	\$	- \$	- \$	- \$	- 1	- 1	- \$	- :	- :	- \$	- 1	s - s	- \$	
CHARITABLE CONTRIBUTIONS	\$	- \$	- \$	-	ş -	\$	- \$	- \$	- \$	- 1	- 1	- \$	- :	- :	- \$	- 1	\$ - \$	- \$	
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NET CASH CHANGE (CASH RECEIPTS – CASH PAYMENTS)	\$ (2	2,544,511.00) \$	(996,029.00) \$	2,750,801.00	\$ (789,739.00)	\$ (1,8	881,525.02) \$	1,245,219.92 \$	1,397,639.71	761,334.60	(1,971,121.45)	\$ (1,791,928.59) \$	1,352,879.97	\$ (2,410,170.08)	\$ 1,608,071.41 \$	(2,060,717.88)	\$ (1,881,525.02) \$	(2,334,171.50) \$	(4,772,745
MONTH ENDING CASH POSITION (CASH ON HAND + CASH RECEIPTS – CASH PAYMENTS)	\$ 26	5,565,768.00 \$	25,569,739.00 \$	28,320,540.00	\$ 80,456,047.00	\$ 26,4	439,014.98 \$	27,684,234.89 \$	29,081,874.60 \$	83,205,124.47	27,110,753.15	5 25,318,824.55 \$	26,671,704.52	\$ 79,101,282.22	\$ 28,279,775.93 \$	26,219,058.04	\$ 24,337,533.02 \$	78,836,366.99	321,598,820.

Vacancy Report: Devcember 2022

Represents vacancies as of Dec 2, 2022

Total Vacant Positions, December 2022 143

Table 1: Vacant Positions without duplication	#	Increase or Decrease over previous month	Explanation / Definitions
Total non duplicated vacancies	129	Decrease	These are the total number of positions which are vacant and planned for recruitment.
Non duplicated: Not posted	51	Decrease	Of the total number of planned recruitments this represents the number of positions which have not been posted or started the recruitment process. It is measured by total budgeted roles. This includes new positions created for FY23
Non duplicated: Posted for recruitment	27	Decrease	Total non duplicated roles which are in active recruitment. Active recruitment is measured by: posted on internal and / or external platforms for candidates to apply to or are in a review stage by HR or managers to evaluate qualifications for the role.
Non duplicated: Interview or final hire stage	51	Increase	Total non duplicated roles which are in the final stages of recruitment. Final stage is measured by completing reference checks, issuing an offer letter, or completed offers with a future hire date.
Non Duplicated Vacancy Data	Days	Increase or Decrease over previous month	Explanation / Definition
Average vacancy length (days)	209	Increase	This represents the average time to fill a vacancy for all planned recruitments. The average time measures all time that a budgeted position is not filled, which means it includes vacancies not in current recruitment.
Average Time to Fill (days)	80.0	Increase	Average time to fill represents the time to complete a recruitment once posted through the final offer. It is an average of total active open positions it takes recruiting department and managers to fill a posted vacancy. The national average for healthcare organizations for the time to fill for registered nurses averages 89 days based on a recent report from the Organization of Nurse Leaders. Other organizations report an average of 132 days, approximately three times as long compared to pre-COVID19 operations.
Financial impact of non-duplicated vacancies	Days or \$\$	Increase or Decrease over previous month	Explanation / Definition
Total FTE associated with direct revenue vacancies	42	Increase	This is the approximate number of vacancies which can directly bill for their services. Roles include: physicians, nurse practitioners, physician assistants, pharmacists, clinical pharmacists, registered nurses, community health workers and clinical specialists, denists, and dental hygenists.
Estimated sum of lost revenue	\$5,697,036.00	Increase	Estimation of lost revenue is calculated by the total days of a direct revenue vacancy compared to budgeted revenue from each position for the entire year.

Table 2: Duplicate, inactive vacancies	#	Increase or Decrease over previous month	Explanation / Definition
Total duplicated, inactive vacancies	14	Increase	This represents the number of vacancies which are recorded within our health center but are duplicated due to work out of class assignments, filled by temp staff, or under review based on operational need of the program. These positions are not currently considered active recruitments.

Financial impact of duplicated, inactive vacance	ies	Increase or Decrease over previous month	Explanation / Definition
Total FTE associated with direct revenue, inactive vacancies	1	No change	This is the approximate number of vacancies which can directly bill for their services but are inactive. Roles include: physicians, nurse practitioners, physician assistants, pharmacists, clinical pharmacists, registered nurses, community health workers and clinical specialists, denists, and dental hygenists.
Estimated sum of lost revenue	\$9,438.90	Slight increase	Estimation of lost revenue is calculated by the total days of a direct revenue vacancy compared to budgeted revenue from each position for the entire year.

Total vacancies by position (includes duplication)

Red box indicates a direct revenue vacancy that is in	nactive or is about to be filled.					
Program Group	Job Title	FY22 Budgeted FTE	Vacant Since	Days Vacant	Estimated Financial Impact to date (total annual revenue x days vacant)	Notes
HD FQHC Integrated BH Administration	Clinical Services Specialist	0.68	9/1/2022	92	\$37,808.22	Non duplicated: Interview or final hire stage
HD FQHC HIV Clinic Services	Clinical Services Specialist	1	3/16/2022	261	\$107,260.27	Non duplicated: Interview or final hire stage
HD FQHC Integrated BH Administration	Clinical Services Specialist	1	7/13/2022	142	\$58,356.16	Non duplicated: Interview or final hire stage

HD FQHC Integrated BH Administration	Clinical Services Specialist	1	7/22/2022		\$54,657.53 Non duplicated: Interview or final hire stage
HD FQHC Integrated BH Administration	Clinical Services Specialist	1	7/22/2022		\$54,657.53 Non duplicated: Posted for recruitment
HD FQHC HIV Clinic Services	Clinical Services Specialist	1	4/11/2022		\$96,575.34 Non duplicated: Interview or final hire stage \$63,287.67 Non duplicated: Not posted
HD FQHC Integrated BH Administration	Clinical Services Specialist Clinical Services Specialist	0.4	7/1/2022 7/1/2022		\$63,287.67 Non duplicated: Not posted
HD FQHC Integrated BH Administration HD FQHC Integrated BH Administration	Clinical Services Specialist Clinical Services Specialist	0.3	7/1/2022	+	\$63,287.67 Non duplicated: Not posted
HD FQHC PC Southeast Clinic	Community Health Nurse	0.5	8/26/2022		\$53,698.63 Non duplicated: Interview or final hire stage
HD FQHC Clinical Support and Development	Community Health Nurse	1	7/13/2022		\$77,808.22 Non duplicated: Interview or final hire stage
HD FQHC Clinical Support and Development	Community Health Nurse	1	7/13/2022		\$77,808.22 Non duplicated: Interview or final hire stage
HD FQHC PC East County Clinic	Community Health Nurse	0.8	10/24/2022		\$21,369.86 Non duplicated: Posted for recruitment
HD FQHC HIV Clinic Services	Community Health Nurse	0.8	5/14/2022		\$110,684.93 Non duplicated: Posted for recruitment
HD FQHC Quality Improvement (QI) Services	Community Health Nurse	1	4/23/2022		\$122,191.78 Non duplicated: Interview or final hire stage
HD FQHC PC Southeast Clinic	Community Health Nurse	1	7/5/2022		\$82,191.78 Non duplicated: Not posted
HD FQHC PC Southeast Clinic	Community Health Nurse	1	10/30/2021		\$218,082.19 Non duplicated: Not posted
HD FQHC PC Mid County Clinic	Community Health Nurse	1	7/1/2022	154	\$84,383.56 Non duplicated: Not posted
HD FQHC Clinical Support and Development	Community Health Specialist 2	0.8	11/17/2021	380	\$13,742.47 Non duplicated: Interview or final hire stage
HD FQHC Clinical Support and Development	Community Health Specialist 2	1	6/8/2022	177	\$6,401.10 Non duplicated: Interview or final hire stage
HD FQHC Clinical Support and Development	Community Health Specialist 2	1	10/11/2022	52	\$1,880.55 Non duplicated: Interview or final hire stage
HD FQHC Community Health Workers	Community Health Specialist 2	1	3/16/2022	261	\$9,438.90 Total duplicated, inactive vacancies
HD FQHC Clinical Support and Development	Community Health Specialist 2	1	9/29/2022	64	\$2,314.52 Non duplicated: Not posted
HD FQHC Dental Southeast Clinic	Dental Assistant (EFDA)	1	10/3/2022		Non duplicated: Interview or final hire stage
HD FQHC Dental Northeast Clinic	Dental Assistant (EFDA)	0.75	2/22/2021		Non duplicated: Interview or final hire stage
HD FQHC Dental Southeast Clinic	Dental Assistant (EFDA)	1	10/12/2022		Non duplicated: Interview or final hire stage
HD FQHC Dental Billi Odegaard Clinic	Dental Assistant (EFDA)	0.75	8/12/2022		Non duplicated: Interview or final hire stage
HD FQHC Dental North Portland Clinic	Dental Assistant (EFDA)	1	8/1/2022		Non duplicated: Interview or final hire stage
HD FQHC Dental East County Clinic	Dental Assistant (EFDA)	1	5/3/2021		Non duplicated: Not posted
HD FQHC Dental Southeast Clinic	Dental Assistant (EFDA)	1	5/18/2020		Non duplicated: Not posted
HD FQHC Dental School Community Oral Health	Dental Hygienist	1	7/21/2022		\$139,506.85 Non duplicated: Posted for recruitment
HD FQHC Dental Northeast Clinic	Dental Hygienist	0.75	3/11/2022		\$276,931.51 Non duplicated: Not posted
HD FQHC Dental Southeast Clinic	Dental Hygienist	0.75	8/18/2022		\$110,356.16 Non duplicated: Not posted
HD FQHC ICS Business Intelligence	Development Analyst	1	7/1/2022		Total duplicated, inactive vacancies
HD FQHC ICS Business Intelligence	Development Analyst	1	2/3/2021		Total duplicated, inactive vacancies
HD FQHC ICS Business Intelligence	Development Analyst Senior	1	7/1/2021		Non duplicated: Not posted
HD FQHC ICS Business Intelligence	Development Analyst Senior	1	7/1/2022		Non duplicated: Not posted
HD FQHC OHP Enrollment	Eligibility Specialist	1	10/17/2022		Non duplicated: Interview or final hire stage
HD FQHC OHP Enrollment	Eligibility Specialist	1	2/15/2022		Non duplicated: Not posted Total duplicated, inactive vacancies
HD FQHC OHP Enrollment	Eligibility Specialist	1	8/23/2022		Non duplicated: Posted for recruitment
HD FQHC Pharmacy Administration HD FQHC Health Center Finance	Executive Specialist	1	10/20/2022		Total duplicated, inactive vacancies
HD FQHC Health Center Finance	Finance Specialist 1 Finance Specialist Senior	1	5/31/2022		Non duplicated: Not posted
HD FQHC Health Center Finance	Finance Specialist Senior Finance Specialist Senior	1	8/5/2021 8/5/2021		Non duplicated: Not posted
HD FQHC Health Center Finance		1	8/13/2021		Non duplicated: Not posted Non duplicated: Interview or final hire stage
HD FQHC Dental Mid County Clinic	Finance Supervisor Health Assistant 2	1	7/28/2022	+	Non duplicated: Not posted
HD FQHC Dental Northeast Clinic	Health Assistant 2	0.75	7/25/2022		Non duplicated: Not posted
HD FQHC Dental Northeast Clinic	Health Assistant 2	0.73	7/28/2022		Non duplicated: Not posted
HD FQHC ICS Administration	Integrated Clinical Services Director	1	#N/A	#N/A	Total duplicated, inactive vacancies
HD FQHC ICS Business Intelligence	IT Manager	1	5/16/2022	· ·	Total duplicated, inactive vacancies
HD FQHC PC North Portland Clinic	Licensed Community Practical Nurse	1	11/19/2022		Non duplicated: Interview or final hire stage
HD FQHC Central Call Center	Manager 1	1	7/13/2022		Non duplicated: Posted for recruitment
HD FQHC HIV Clinic Services	Manager 1	1	8/26/2022		Non duplicated: Interview or final hire stage
HD FQHC Clinical Support and Development	Manager 1	0.8	6/15/2020		Non duplicated: Not posted
HD FQHC Clinical Support and Development	Manager 1	1	7/1/2022		Non duplicated: Not posted
HD FQHC Central Call Center	Manager 1	1	7/1/2022	 	Total duplicated, inactive vacancies
HD FQHC Dental Billi Odegaard Clinic	Manager 2	1	9/26/2022		Non duplicated: Interview or final hire stage
HD FQHC PC Northeast Clinic	Medical Assistant	1	4/4/2022		Non duplicated: Interview or final hire stage
HD FQHC PC Northeast Clinic	Medical Assistant	1	10/14/2022		Non duplicated: Interview or final hire stage
HD FQHC HIV Clinic Services	Medical Assistant	1	9/2/2022		Non duplicated: Interview or final hire stage
HD FQHC PC East County Clinic	Medical Assistant	1	9/28/2022		Non duplicated: Interview or final hire stage
HD FQHC PC North Portland Clinic	Medical Assistant	1	3/3/2022		Non duplicated: Interview or final hire stage
HD FQHC HIV Clinic Services	Medical Assistant	1	8/15/2022		Non duplicated: Interview or final hire stage
HD FQHC HIV Clinic Services	Medical Assistant	1	9/2/2022		Non duplicated: Interview or final hire stage
HD FQHC PC Rockwood Clinic	Medical Assistant	1	9/6/2022		Non duplicated: Interview or final hire stage
HD FQHC PC Rockwood Clinic	Medical Assistant	1	10/26/2022		Non duplicated: Interview or final hire stage
HD FQHC PC North Portland Clinic	Medical Assistant	1	4/30/2022		Non duplicated: Interview or final hire stage
HD FQHC PC Northeast Clinic	Medical Assistant	1	1/16/2022		Non duplicated: Interview or final hire stage
HD FQHC PC Northeast Clinic	Medical Assistant	1	3/21/2022	256	Non duplicated: Interview or final hire stage
HD FQHC PC Mid County Clinic	Medical Assistant	1	8/11/2022		Non duplicated: Interview or final hire stage
HD FQHC HIV Clinic Services	Medical Assistant	1	9/23/2022		Non duplicated: Not posted
HD FQHC Clinical Pharmacy Program	Program Specialist	1	11/2/2022	30	Non duplicated: Not posted
HD FQHC PC La Clinica Clinic	Medical Assistant	1	7/1/2022	154	Non duplicated: Not posted

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1. Itemized General Journal Entries Pivot Table

Row Labels	Sum of Amount
01000 General Fund	324.75
01505 Federal/State Program Fund	374.51
03003 Health Department FQHC Fund	58607.59
10020 Medicaid Quality and Incentives	500.03
19067 ARPA Federal Multco American Rescue Plan Act	-52443.04
19077 ARPA Federal Community Health Centers 93.224	62581.64
19088 ARPA Federal Health Center Infrastructure Support 93.526	3516.91
19093 COVID-19 State PE44 School Based Health and Recovery	0
19100 COVID-19 Local Administration of COVID-19 Treatments in Primary Care	530.23
30001 Fee for Services (FFS) - FQHC Medicaid Wraparound	357196.99
30002 Other - Medicaid Quality and Incentives	159018.39
30004 Federal - Primary Care (PC) 330 - 93.224	-50.03
30005 Other Roots & Wings Strong Start for Kids	-95000
30007 Federal - Homeless General - 93.224	-250.03
30012 State - School Based Health Clinics (SBHC)	28024.31
30013 Fee for Services (FFS) - Medicaid - Care Oregon	2003909.8
30014 Fee for Services (FFS) - Medicaid	513342.07
30015 Fee for Services (FFS) - Medicare	476644.52
30017 Fee for Services (FFS) - Oregon ContraceptiveCare (CCare)	1013.39
30018 Fee for Services (FFS) - Medicaid Pharmacy	5194.66
30044 Federal - Rapid Start - Special Projects - 93.928	0
30049 Fee for Services (FFS) - Patient Fees 3rd Party	174834.3
30050 Fee for Services (FFS) - Patient Fees	5363.62
33007 **DNU** Other Roots & Wings Strong Start for Kids	95000
Grand Total	3798234.61

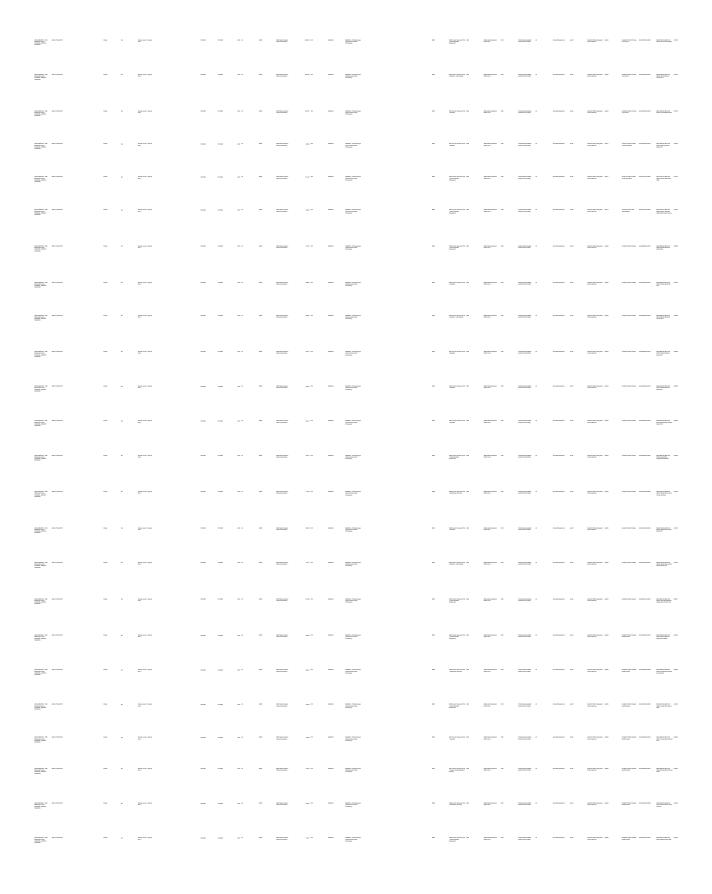
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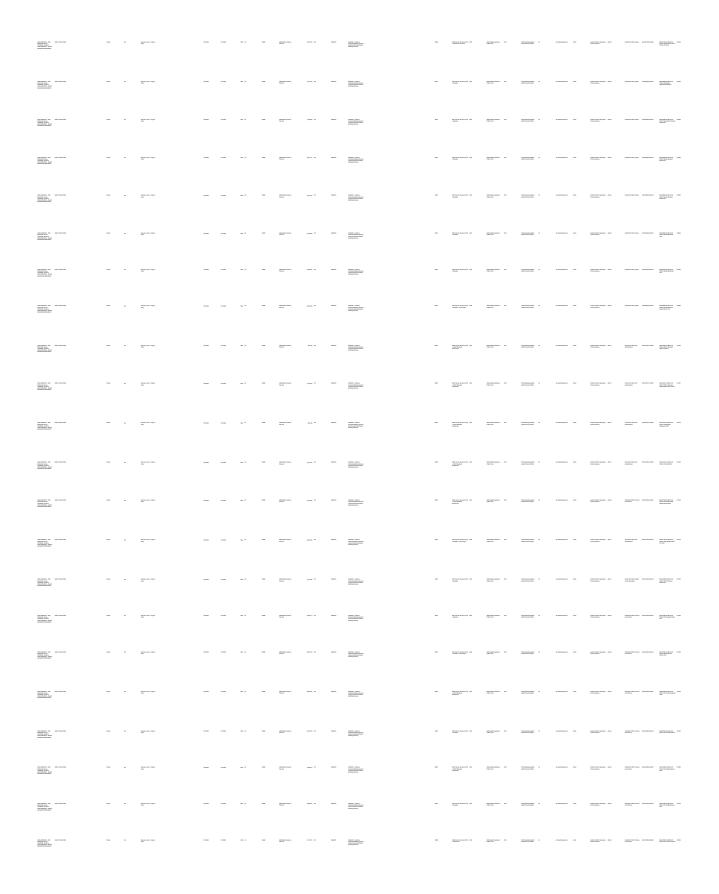
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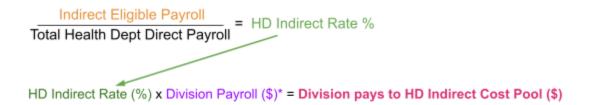
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Reference Guide: Internal Services and Indirect Charges

The Health Department's total indirect rate is made up of two separate rates. The first establishes support costs internal to the Health Department and the other identifies countywide (Central) support costs:

<u>Departmental Indirect Cost Rates:</u> Each department pays a rate based on departmental administrative costs incurred within the organization. Only costs not charged directly to grants are included in the departmental rates. This is the **Health Department Indirect Rate**, and is calculated using a cost pool method:



<u>Central Service Cost Allocation</u>: The Cost Allocation Plan identifies and distributes the personnel cost of services provided by County support divisions to County departments (Health, Sheriff, etc.) as a flat county-wide central service rate. Central services include Internal Auditor, Central Budget Office, Workday ERP Support, Central Finance, Central Human Resources and Strategic Sourcing.

<u>Combined Indirect Cost Rates:</u> These are the indirect rates that each department may charge to grants. Indirect cost rates are applied to direct personnel expenditures only.

Separate from indirect rate are internal services, which includes Fleet Management, Information Technology, Mail & Distribution, Facilities, and Risk Management. Internal services are directly charged to departmental users. Charges to the County departments are calculated to recover costs and maintain capital. Below is a short description of each internal service. Rates for the internal service providers are posted on the County's public website at:

https://multco.us/budget/fy-2023-county-assets-cost-allocations