



neighborhood
health
Trusted care in our community.

OPERATING BUDGET FISCAL YEAR 2021



United Neighborhood Health Services Inc.

Budget Assumptions FY 2021

Budget Notes:

- **Income from Operations:** program income is presented in the form of net income (income after contractual adjustments and bad debt expenses) and it is based on trending collections from all of our payers. Medicaid line includes wrap around payments from the state for about \$1,8m. Total Net income is constructed around 11 fully staffed sites with the assumption that Mission Clinic would start seeing patients by July and East Side will only be available for visits in the last quarter of 2021. We estimate that these 11 sites will generate 85,900 encounters during the 12-month period.

- **Federal Grants:** our core grant is by far the largest contributor to this line with a total of \$9,951,443. This grant is made up of three programs: “Community Health Center”, “Homeless”, and “Public House”. HRSA sub-awards including Integrated Behavioral Health, Expanding Capacity for Coronavirus Testing, and Quality Improvement are also part of this class and they add a total of \$487,163 to the total Federal Grants revenue.

- **State and Local Grants/Contracts:**
 - TennCare Patient Centered Medical Home (PCMH) program: this pilot enters into its fifth year. Our budget reflects a roughly 7% increment in the number of MCO’s member assignments that we experienced over the last 12 months.
 - Safety Net: last year the state of Tennessee increased the funding of this program to include BH and Dental visits. We are expecting this action will enlarge our annual allocation by approximately 20%
 - State Mental Health Substance Abuse: this a state contract that provides for the treatment of adults with a primary or secondary alcohol or other drug abuse or dependency. We are budgeting the contract amount.
 - Ryan White Part B: we learned last year that federal funding for this program was cut substantially at the state level which subsequently impacted our own contract with the state. The budget reflects the new contract amount.
 - Metro Nashville Homeless Services: budgeted per contract.
 - Baptist Healing Trust: this is a recurrent grant to support operation activities. We are budgeting the same amount as 2020.
 - DeltaDental: this is an operating grant. We were informed last year that DeltaDental would drastically reduce its operating awards to refocus these funds to create new access points. We are budgeting the amount awarded.
 - Nashville Pharmacy Services (NPS) contract: through this contract, NPS renders pharmacy services to eligible patients based on agreement. The amount in the budget reflects our experience over the last 12 months.
 - Community Foundation grant: this is another operating grant therefore we are budgeting the same amount we have received in prior years.

- United Way grants: this is a HIV prevention grant sponsored by UW. We are budgeting the amount awarded. In 2020 we received Covid-19 funding that we are not expecting this year.
- Disaster Philanthropy grant: this is another Covid-19 related grant we received in 2020 and still have \$40k to spend.
- TN Cancer Prevention grants: this line includes two grants for \$10k each: Breast and Cervical Cancer and Colorectal Cancer prevention. These two programs started in the second half of 2020.
- Nurse Family Partnership (NFP) grant: this a four-year program that awarded us a total of \$3,750,000. The program aims to arrange for home visits from registered nurses to low-income first-time mothers. We are budgeting the amount awarded for the first year.
- 340b proceeds: we just started receiving savings generated by 340b covered medications through contracted pharmacies. Since our experience is short we are budgeting what we feel a very conservative amount.
- Medical Records/Interests: budget amount based on the 12 most recent months of activity.

- **Expenses:**

- Salaries and Fringe Benefits: the budget shows existing salaries for 218 FTE including 47.3 providers FTE (26.4 Medical). Benefits are calculated at 22.33% of gross salaries. Salary & Benefits amount to roughly 73% of our overall operating budget.
- Medical, Dental Ins.: budget amount reflects current expenditures associated to this line.
- Healthcare Consultants: includes Medicare cost report's fees plus, contract with Welcome Home Ministries to provide temporary housing for our homeless patients and consultants to work along with the NFP team. Temporary housing, in particular, will add to this line as our Continuum of Care program grows. This expenses also include the contract costs of supervising our Nurse Practitioners as required by the state.
- Consultants & Contract Serv.: includes payroll services, housekeeping, interpretation, and security guards. We should experience substantial savings associated with the reduction on security guard hours.
- Professional Fees: includes legal, and purchased medical services fees including Meharry. This line also includes expenses related to the new NFP program as well as recruitment, data processing, software licenses, pharmacy services, electronic patient registration, radiology services, data processing, and advertising and outreach expenses.
- Supplies: we estimate our supply costs at \$6.25 per encounter based on the last 12month-worh of experience.
- Laboratory: Quest continues to waive many of our lab costs so we can provide services to the uninsured. We are budgeting roughly the same amount as the annualized figure.

- Pharmaceuticals: we are forecasting a reduce in the volume of vaccines we will administered at the clinics as the Covid-19 pandemic tends to ease.
- Occupancy: budgeting a smaller amount compared to annualized figures as we completed the painting of most of our sites in 2020.
- Insurance: the budget reflects current premiums.
- Equip Rent & Maint.: based on current agreements and contracts. It also includes vehicles' repair and furniture.
- Telephone: based on better negotiated rates for telephone and Internet contracts with Comcast, Altus, Verizon, and Flexential.
- Travel: includes local travel (mileage) and management staff out-of-state travel including conference costs, meals and lodging. The budget amount reflects less commute to meetings, event, etc. as much of this activity is conducted online.
- Dues and Subscriptions: includes current dues for NACHC, TPCA, Healthcare for the Homeless Council, Tennessee Department of Mental Health, Relias learning, and I2I. This line also includes expenditures related to the NFP program.
- Printing and Publications: budget reflects similar amount as prior year plus large allowance for NFP program's printing needs.
- CME, Staff Training: includes providers' CME's and all staff and board meetings' expenses and extensive training for the NFP team. It also includes staff recognition awards. We expect our providers to resume some traveling this year.
- Miscellaneous: the budget includes bank charges, especially those related to credit card transactions.

- **Total Surplus (Deficit)**

We are budgeting a total surplus of \$572,300. We are proposing a 2% cost of living adjustment (COLA) effective February 1st, 2021. The cost of this action amounts to \$252,400 which would still leave a budget surplus of \$381,300.

- **CEO Note**

1. Expend funds for activities entirely covered or offset by unexpected grant awards received after January 28, 2020 or by carryover grant funding from FY 2019;
2. Execute any contracts necessary for such grant-funded purposes;
3. Hire up to one additional physician or nurse practitioner on an opportunistic basis even if that position was not originally included in the expenditure projections in the FY 2020 budget.

These approvals by the Board are in keeping with historical practices. However, the Board approvals here are required now in order for the CEO to take such actions while also complying with his employment agreement.

			1/22/2021
	United Neighborhood Health Services, Inc.		
	Budget Justification		
	FY 2021		
	Income From Operations	2021	2020
		(Budget)	(Annualized)
1	Medicaid	\$ 2,848,900	\$ 2,576,379
2	Medicare	\$ 501,100	\$ 454,457
3	Self Pay Cash Receipts	\$ 628,800	\$ 567,869
4	Private Insurance	\$ 1,078,600	\$ 978,913
5			
6	Total Receipts -Patient Services	\$ 5,057,400	\$ 4,577,618
7			
8	Federal Grants		
9			
10	Section 330	\$ 7,075,375	\$ 6,752,159
11	Section 330 Homeless	\$ 2,700,877	\$ 2,619,875
12	Public House	\$ 175,191	\$ 169,939
13	Quality Incentive	\$ 109,163	\$ 130,851
14	Integrated Behavioral Health	\$ 141,000	\$ 206,307
15	Enhancing Behavioral Health Workforce	\$ -	\$ 235,806
16	Substance Use Disorder	\$ -	\$ 184,282
17	Coronavirus Supplemental Funding for Health Centers	\$ -	\$ 108,045
18	Health Center Coronavirus Aid, Relief, and Economic Security (CARES)	\$ -	\$ 1,280,602
19	Expanding Capacity for Coronavirus Testing (last year)*	\$ 237,000	\$ 178,000
20			
21	Total Federal Grants	\$ 10,438,606	\$ 11,865,865
22			
23	*This grant won't renew in 2021. We will offset this reduction in revenue by		
24	eliminating 8 Greeter positions we will no longer need		
25	State and Local Grants/Contracts		
26			
27	PCMH Pilot	\$ 502,960	\$ 468,416
28	Safety Net	\$ 962,930	\$ 807,325
29	State Mental Health Substance Abuse COC	\$ 168,000	\$ 168,000
30	State Mental Health Substance Abuse Buprenorphine	\$ -	\$ 38,696
31	Ryan White Part B	\$ 476,800	\$ 477,331
32	Metro Nashville Homeless Services	\$ 355,200	\$ 355,200
33	Nashville CARES	\$ -	\$ 48,082
34	Baptist Healing Trust	\$ 63,000	\$ 63,000
35	DeltaDental	\$ 35,000	\$ 147,750
36	NPS	\$ 6,230	\$ 10,005
37	Community Foundation Grant	\$ 5,000	\$ 5,000
38	United Way Grants	\$ 33,300	\$ 72,500
39	UHC for the homeless	\$ -	\$ 53,000
40	Frist Foundation	\$ -	\$ 100,000
41	Disaster Philanthropy	\$ 40,000	\$ 30,000
42	TN Community CARES	\$ -	\$ 279,560
43	TN Cancer Prevention Grants	\$ 20,000	\$ 16,080
44	Nurse Family Partnership Grant	\$ 731,900	\$ -
45	340b proceeds	\$ 50,000	\$ 28,000
46	Medical Records/Interests	\$ 42,400	\$ 69,228
47			
48	Total State Grants	\$ 3,492,720	\$ 3,237,174

49			
50	Donations		
51	Annual Breakfast	\$ 65,000	\$ -
52	Rent (In-Kind)	\$ 217,080	\$ 231,072
53	Drugs (In-Kind)	\$ 749,685	\$ 600,894
54			
55	Total Donations	\$ 1,031,765	\$ 831,966
56			
57	Total Net Revenue	\$ 20,020,491	\$ 20,512,622
58			
59		2021	2020
60		(Budget)	(Annualized)
61	Expenses		
62	Salaries and benefits		
63	Salaries	\$ 11,592,770	\$ 11,069,994
64	FICA	\$ 886,800	\$ 846,855
65	SUI	\$ 139,100	\$ 132,840
66	Workers Comp	\$ 24,300	\$ 23,247
67	Medical, Dental, Life Ins., Assist. Program	\$ 1,538,900	\$ 1,444,634
68			
69	Total Salaries and Benefits	\$ 14,181,870	\$ 13,517,570
70			
71	Other Expenses		
72	Healthcare Consultants	\$ 108,300	\$ 136,834
73	Consultants & Contract Serv.	\$ 801,500	\$ 779,767
74	Professional Fees	\$ 943,000	\$ 865,875
75	Medical Supplies	\$ 115,200	\$ 123,716
76	Other Supplies	\$ 447,200	\$ 547,537
77	Laboratory	\$ 60,500	\$ 61,752
78	Pharmaceuticals	\$ 1,064,500	\$ 1,138,004
79	Occupancy	\$ 659,800	\$ 682,451
80	Insurance	\$ 90,100	\$ 62,964
81	Equip Rent & Maint	\$ 106,800	\$ 94,270
82	Telephone	\$ 366,200	\$ 415,949
83	Travel	\$ 49,200	\$ 60,476
84	Dues and Subscriptions	\$ 105,400	\$ 114,879
85	Printing, Pub, Post, Frt	\$ 80,600	\$ 65,006
86	CME, Staff Training	\$ 223,700	\$ 188,049
87	Interests	\$ -	\$ -
88	Bank Charges, Misc.	\$ 44,300	\$ 31,922
89			
90	Total Other Expenses	\$ 5,266,300	\$ 5,369,450
91			
92	Total Expenses	\$ 19,448,170	\$ 18,887,020
93			
94	Total Surplus (Deficit)	\$ 572,300	\$ 1,625,602
95			
96			
97	February 2021 Cost of Living Adjustment	\$ (252,400)	
100			
101	Adjusted Total Surplus (Deficit)*	\$ 319,900	
102			
103			

104	One Time Expenditures Related to Covid-19 Pandemic that woul be covered by PPP funds after		
105	forgiveness		
106			
107	Staff:		
108	2 MA Float	\$ (81,557)	
109	1 CSR Float	\$ (41,005)	
110	2 Call Center Reps.	\$ (83,501)	
111	4 Greeters	\$ (134,101)	
112	Clinical Events Director	\$ (92,387)	
113	Others:		
114	Marketing Plan	\$ (100,000)	
115			
116	Additions Total	\$ (532,551)	
117			
118			
119	Adjusted Total Surplus (Deficit) after Additions	\$ (212,651)	

**Loc 01
Cayce Place Clinic
617 South 8th St
Nashville, TN 37206**

2021 Budget

Code	Description	2021 Total
Salaries & Fringe		
	Salaries	\$ 856,446.88
	Fringe Benefits	\$ 189,360.40
Total Salaries & Fringe		\$ 1,045,807.28
Consultants & Contract Services		
5223	Security	\$ 48,184.00
5226	Housekeeping	\$ 20,364.00
5230	Other	\$ 135.00
5231	Translation	\$ 12,563.00
Total Consultants & Contract Services		\$ 81,246.00
Professional Fees		
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 1,822.00
6725	Software Licenses	\$ 3,483.00
6910	Advertising/Outreach	
Total Professional Fees		\$ 6,085.00
Medical Supplies		
5410	Medical Supplies	\$ 11,524.98
Total Medical Supplies		\$ 11,524.98
Other Supplies		
5420	Pharmacy Supplies Dispensary	\$ 1,337.22
5430	Laboratory Supplies	\$ 8,271.18
5440	Dental Supplies Dental	\$ 3,211.98
5460	Office Supplies	\$ 4,314.54
5461	Kitchen Supplies	\$ 1,635.40
5465	Sanitary Supplies	\$ 388.62
5470	Housekeeping Supplies	\$ 6,655.50
5475	Minor Equip/Furniture	\$ 394.74
Total Other Supplies		\$ 26,209.18
Laboratory		
5310	Contracted Laboratory	\$ 5,427.00
Total Laboratory		\$ 5,427.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 40,638.38
5480	Donated Vaccines/Pharm Exp	\$ 93,816.00
Total Pharmaceutical		\$ 134,454.38
Occupancy		
5710	Building - Rent	\$ 4,014.00
5720	Utilities	\$ 20,968.00
5730	Building - Repair & Maint	\$ 7,072.00
5731	Waste Disposal	\$ 6,096.00
5732	Shredding	\$ 455.00
5740	Building - Security	\$ 516.00
Total Occupancy		\$ 39,121.00
Insurance		

5611	Employment Practices Liability	\$	1,415.90
5620	General Liability	\$	5,400.19
Total Insurance		\$	6,816.10

Equipment Rental & Maintenance

5505	Computer Equipment	\$	3,516.00
5510	Equipment - Repair & Maint	\$	3,021.00
5520	Equipment Rental	\$	4,323.00
Total Equipment Rental & Maintenance		\$	10,860.00

Telephone

5800	Internet	\$	11,660.00
5810	Telephone	\$	6,245.00
5815	Cable		
Total Telephone		\$	17,905.00

Travel

6410	Travel - Conferences	\$	1,251.00
6420	Mileage - Local Travel	\$	2,274.00
Total Travel		\$	3,525.00

Dues & Subscriptions

6120	Licenses & Fees	\$	459.00
6130	Membership Dues	\$	5,000.00
Total Dues & Subscriptions		\$	5,459.00

Printing, Postage & Freight

5910	Postage	\$	2,827.00
6210	Printing	\$	1,994.00
Total Printing, Postage & Freight		\$	4,821.00

CME & Staff Training

6510	Staff Training	\$	153.00
6520	Continuing Education	\$	6,989.00
Total CME & Staff Training		\$	7,142.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	50,725.00
Total Provision for Bad Debts		\$	50,725.00

2021 Budget Grand Total - Cayce Place Loc 01 **\$ 1,457,127.92**

Budget Visits **10,688**

Budget Cost Per Visit **\$ 136.33**

**Loc 05
Napier Clinic
107 Charles E Davis
Nashville TN 37210**

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 643,578.12
	Fringe Benefits	\$ 142,295.12
Total Salaries & Fringe		\$ 785,873.24
Consultants & Contract Services		
5223	Security	\$ 50,433.00
5226	Housekeeping	\$ 16,596.00
5230	Other	\$ 190.00
5231	Translation	\$ 267.00
Total Consultants & Contract Services		\$ 67,486.00
Professional Fees		
5245	Professional Fees - Medical	\$ 180,000.00
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 1,156.00
6725	Software Licenses	\$ 3,314.00
6910	Advertising/Outreach	
Total Professional Fees		\$ 185,250.00
Medical Supplies		
5410	Medical Supplies	\$ 10,810.98
Total Medical Supplies		\$ 10,810.98
Other Supplies		
5420	Pharmacy Supplies	\$ 447.78
5430	Laboratory Supplies	\$ 3,879.06
5440	Dental Supplies	\$ 55,018.90
5460	Office Supplies	\$ 3,449.00
5461	Kitchen Supplies	\$ 2,603.80
5465	Sanitary Supplies	\$ 492.66
5470	Housekeeping Supplies	\$ 4,710.36
5475	Minor Equip/Furniture	\$ 7,158.36
Total Other Supplies		\$ 77,759.92
Laboratory		
5310	Contracted Laboratory	\$ 1,160.00
Total Laboratory		\$ 1,160.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 32,828.30
5480	Donated Vaccines/Pharm Exp	\$ 84,696.00
Total Pharmaceutical		\$ 117,524.30
Occupancy		
5720	Utilities	\$ 18,275.00
5730	Building - Repair & Maint	\$ 3,101.00
5731	Waste Disposal	\$ 4,608.00
5732	Shredding	\$ 420.00
5740	Building - Security	\$ 480.00
Total Occupancy		\$ 26,884.00
Insurance		

5611	Employment Practices Liability	\$	757.34
5620	General Liability	\$	3,852.58
Total Insurance		\$	4,609.92

Equipment Rental & Maintenance

5505	Computer Equipment - IT	\$	3,650.00
5510	Equipment - Repair & Maint	\$	1,950.00
5520	Equipment Rental	\$	5,035.00
5540	Vehicle Rental		
Total Equipment Rental & Maintenance		\$	10,635.00

Telephone

5800	Internet	\$	8,600.00
5810	Telephone	\$	260.00
5815	Cable	\$	456.00
Total Telephone		\$	9,316.00

Travel

6420	Mileage - Local Travel	\$	1,054.00
Total Travel		\$	1,054.00

Dues & Subscriptions

6100	Dues & Subscriptions		
6120	Licenses & Fees	\$	315.00
Total Dues & Subscriptions		\$	315.00

Printing, Postage & Freight

5910	Postage	\$	943.00
6210	Printing	\$	1,204.00
Total Printing, Postage & Freight		\$	2,147.00

CME & Staff Training

6511	Staff Meetings	\$	104.00
6520	Continuing Education	\$	7,791.00
Total CME & Staff Training		\$	7,895.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	136,460.00
Total Provision for Bad Debts		\$	136,460.00

Miscellaneous

9730	Late Fees & Penalties	\$	219.00
Total Miscellaneous		\$	219.00

2021 Budget Grand Total - Napier Loc 05 **\$ 1,445,399.36**

Budget Visits **8,745**

Budget Cost Per Visit **\$ 165.28**

**Loc 09
Madison Clinic
601 W Due West Ave
Madison, TN 37115**

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 1,214,615.88
	Fringe Benefits	\$ 268,551.57
Total Salaries & Fringe		\$ 1,483,167.45
Consultants & Contract Services		
5223	Security	\$ 70,127.00
5226	Housekeeping	\$ 15,324.00
5230	Other	\$ 237.00
5231	Translation	\$ 49,697.00
Total Consultants & Contract Services		\$ 135,385.00
Professional Fees		
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 2,257.00
6725	Software Licenses	\$ 3,471.00
Total Professional Fees		\$ 6,508.00
Medical Supplies		
5410	Medical Supplies	\$ 10,958.88
Total Medical Supplies		\$ 10,958.88
Other Supplies		
5420	Pharmacy Supplies	\$ 255.00
5430	Laboratory Supplies	\$ 9,902.16
5460	Office Supplies	\$ 5,473.38
5461	Kitchen Supplies	\$ 1,451.08
5465	Sanitary Supplies	\$ 156.05
5470	Housekeeping Supplies	\$ 5,733.42
5475	Minor Equip/Furniture	\$ 992.46
Total Other Supplies		\$ 23,963.55
Laboratory		
5310	Contracted Laboratory	\$ 14,693.00
Total Laboratory		\$ 14,693.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 26,057.38
5480	Donated Vaccines/Pharm Exp	\$ 101,100.00
Total Pharmaceutical		\$ 127,157.38
Occupancy		
5720	Building - Rent	\$ 20,163.00
5730	Building - Repair & Maint	\$ 5,730.00
5731	Wast Disposal	\$ 4,969.00
5732	Shredding	\$ 875.00
5740	Building - Security	\$ 2,160.00
Total Occupancy		\$ 33,897.00
Insurance		
5611	Employment Practices Liability	\$ 1,909.82
5620	General Liability	\$ 4,083.07
Total Insurance		\$ 5,992.90

Equipment Rental & Maintenance

5505	Computer Equipment	\$	1,420.00
5510	Equipment - Repair & Maint	\$	2,343.00
5520	Equipment Rental	\$	2,808.00
Total Equipment Rental & Maintenance		\$	6,571.00

Telephone

5800	Internet	\$	8,795.00
5810	Telephone	\$	830.00
5815	Cable	\$	1,440.00
Total Telephone		\$	11,065.00

Travel

6410	Travel - Conferences	\$	806.00
6420	Mileage - Local Travel	\$	1,318.00
Total Travel		\$	2,124.00

Dues & Subscriptions

6120	Licenses & Fees		
Total Dues & Subscriptions			

Printing, Postage & Freight

5910	Postage	\$	2,073.00
6210	Printing	\$	2,218.00
Total Printing, Postage & Freight		\$	4,291.00

CME & Staff Training

6511	Staff Meetings	\$	186.00
6512	Employee Recognition	\$	242.00
6520	Continuing Education	\$	7,357.00
Total CME & Staff Training		\$	7,785.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	27,771.00
Total Provision for Bad Debts		\$	27,771.00

2021 Budget Grand Total - Madison Loc 09 **\$ 1,901,330.15**

Budget Visits **16,855**

Budget Cost Per Visit **\$ 112.81**

**Loc 10
Mission Clinic
639 Lafayette St
Nashville, TN 37203**

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 259,308.32
	Fringe Benefits	\$ 57,333.07
Total Salaries & Fringe		\$ 316,641.39
Consultants & Contract Services		
5223	Security	\$ 48,077.00
5226	Housekeeping	\$ 13,788.00
5230	Other	\$ 1,261.00
Total Consultants & Contract Services		\$ 63,126.00
Professional Fees		
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 571.00
6725	Software Licenses	\$ 3,737.00
Total Professional Fees		\$ 5,088.00
Medical Supplies		
5410	Medical Supplies	\$ 4,772.58
Total Medical Supplies		\$ 4,772.58
Other Supplies		
5420	Pharmacy Supplies	\$ 186.66
5430	Laboratory Supplies	\$ 1,269.90
5440	Dental Supplies	\$ 15,650.88
5460	Office Supplies	\$ 1,019.32
5461	Kitchen Supplies	\$ 1,429.70
5465	Sanitary Supplies	\$ 131.58
5470	Housekeeping Supplies	\$ 3,523.08
5475	Minor Equip/Furniture	
Total Other Supplies		\$ 23,211.12
Laboratory		
5310	Contracted Laboratory	
Total Laboratory		\$ -
Pharmaceutical		
5320	Pharmaceuticals	\$ 2,363.12
Total Pharmaceutical		\$ 2,363.12
Occupancy		
5711	Donated Rent	\$ 67,080.00
5730	Building - Repair & Maint	\$ 922.00
5731	Waste Disposal	\$ 696.00
5732	Shredding	\$ 420.00
Total Occupancy		\$ 69,118.00
Insurance		
5611	Employment Practices Liability	\$ 493.92
5620	General Liability	\$ 1,300.66
Total Insurance		\$ 1,794.58
Equipment Rental & Maintenance		

5510	Equipment - Repair & Maint	\$	1,222.00
5520	Equipment Rental	\$	1,820.00
Total Equipment Rental & Maintenance		\$	3,042.00

Telephone

5800	Internet	\$	782.00
5810	Telephone		
5815	Cable	\$	3,084.00
Total Telephone		\$	3,866.00

Travel

6410	Travel - Conferences	\$	628.00
6420	Mileage - Local Travel		
Total Travel		\$	628.00

Dues and Subscriptions

6120	Licenses and Fees	\$	3,641.00
Total Printing, Postage & Freight		\$	3,641.00

Printing, Postage & Freight

6210	Printing	\$	791.00
Total Printing, Postage & Freight		\$	791.00

CME & Staff Training

6512	Employee Recognition	\$	395.00
6520	Continuing Education	\$	3,848.00
Total CME & Staff Training		\$	4,243.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	32,671.00
Total Provision for Bad Debts		\$	32,671.00

2021 Budget Grand Total - Mission Loc 10 **\$ 534,996.78**

Budget Visits **1,280**

Budget Cost Per Visit **\$ 417.97**

**Loc 11
DTC Clinic
526 8th Ave South
Nashville, TN 37203**

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 1,337,605.51
	Fringe Benefits	\$ 295,744.58
Total Salaries & Fringe		\$ 1,633,350.09
Healthcare Consultants		
5220	Contract Svcs	\$ 2,323.00
5221	Health Care	\$ 43,502.00
Total Healthcare Consultants		\$ 45,825.00
Consultants & Contract Services		
5223	Security	\$ 53,588.00
5226	Housekeeping	\$ 14,676.00
5230	Other	\$ 880.00
5231	Translation	\$ 538.00
Total Consultants & Contract Services		\$ 69,682.00
Professional Fees		
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 2,140.00
6720	Data Processing	\$ 7,048.00
6725	Software Licenses	\$ 4,682.00
6810	Patient Transportation	
6910	Advertising/Outreach	
Total Professional Fees		\$ 14,650.00
Medical Supplies		
5410	Medical Supplies	\$ 22,140.12
Total Medical Supplies		\$ 22,140.12
Other Supplies		
5420	Pharmacy Supplies	\$ 502.86
5430	Laboratory Supplies	\$ 10,109.22
5440	Dental Supplies	\$ 1,286.22
5460	Office Supplies	\$ 4,507.00
5461	Kitchen Supplies	\$ 1,045.80
5465	Sanitary Supplies	\$ 450.84
5470	Housekeeping Supplies	\$ 5,553.90
5475	Minor Equip/Furniture	\$ 1,282.14
Total Other Supplies		\$ 24,737.98
Laboratory		
5310	Contracted Laboratory	\$ 752.00
Total Laboratory		\$ 752.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 42,629.88
5480	Donated Vaccines/Pharm Exp	\$ 305,656.26
Total Pharmaceutical		\$ 348,286.14
Occupancy		
5710	Building - Rent	\$ 1,620.00
5711	Donated Rent	\$ 150,000.00

5720	Utilities	\$	13,934.00
5730	Building - Repair & Maint	\$	4,646.00
5731	Waste Disposal	\$	4,720.00
5732	Shredding	\$	455.00
5740	Building - Security	\$	960.00
Total Occupancy			\$ 176,335.00

Insurance

5611	Employment Practices Liability	\$	2,058.00
5620	General Liability	\$	3,457.44
5629	Auto Insurance	\$	16,661.57
Total Insurance			\$ 22,177.01

Equipment Rental & Maintenance

5505	Computer Equipment	\$	1,488.00
5510	Equipment - Repair & Maint	\$	1,351.00
5515	Vehicles - Repair & Maint		
5520	Equipment Rental	\$	2,609.00
Total Equipment Rental & Maintenance			\$ 5,448.00

Telephone

5800	Internet	\$	9,517.00
5810	Telephone	\$	3,003.00
5815	Cable	\$	5,088.00
Total Telephone			\$ 17,608.00

Travel

6420	Mileage - Local Travel	\$	2,807.00
Total Travel			\$ 2,807.00

Dues and Subscriptions

6120	Licenses and Fees	\$	130.00
Total Dues and Subscriptions			\$ 130.00

Printing, Postage & Freight

5910	Postage	\$	333.00
6210	Printing	\$	1,490.00
Total Printing, Postage & Freight			\$ 1,823.00

CME & Staff Training

6510	Staff Training		
6511	Staff Meetings	\$	226.00
6512	Employee Recognition	\$	100.00
6520	Continuing Education	\$	4,653.00
Total CME & Staff Training			\$ 4,979.00

Provision For Bad Debts

9730	Bad Debt Expense	\$	39,723.00
Total Provision for Bad Debts			\$ 39,723.00

2021 Budget Grand Total - DTC Clinic Loc 11 **\$ 2,430,453.34**

Budget Visits **10,505**

Budget Cost Per Visit **\$ 231.36**

**Loc 12
East Side Clinic
905 Main St
Nashville, TN 37206**

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 644,317.95
	Fringe Benefits	\$ 142,458.70
Total Salaries & Fringe		\$ 786,776.64
Consultants & Contract Services		
5223	Security	\$ 23,185.00
5226	Housekeeping	\$ 17,465.00
5230	Other	\$ 280.00
5231	Translation	\$ 5,553.00
Total Consultants & Contract Services		\$ 46,483.00
Professional Fees		
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 1,232.00
6725	Software Licenses	\$ 6,574.00
6910	Advertising/Outreach	
Total Professional Fees		\$ 8,586.00
Medical Supplies		
5410	Medical Supplies	\$ 4,952.10
Total Medical Supplies		\$ 4,952.10
Other Supplies		
5420	Pharmacy Supplies	\$ 162.18
5430	Laboratory Supplies	\$ 4,060.62
5460	Office Supplies	\$ 4,370.70
5461	Kitchen Supplies	\$ 1,639.14
5465	Sanitary Supplies	\$ 268.26
5470	Housekeeping Supplies	\$ 7,206.30
5475	Minor Equip/Furniture	\$ 1,022.04
Total Other Supplies		\$ 18,729.24
Laboratory		
5310	Contracted Laboratory	\$ 2,736.00
Total Laboratory		\$ 2,736.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 31,333.38
5480	Donated Vaccines/Pharm Exp	\$ 102,690.00
Total Pharmaceutical		\$ 134,023.38
Occupancy		
5710	Building - Rent	\$ 7,800.00
5720	Utilities	\$ 14,670.00
5730	Building - Repair & Maint	\$ 9,858.00
5731	Waste Disposal	\$ 3,757.00
5732	Shredding	\$ 440.00
5740	Building - Security	\$ 980.00
Total Occupancy		\$ 37,505.00
Insurance		
5611	Employment Practices Liability	\$ 1,629.94

5620	General Liability	\$	6,816.10
Total Insurance		\$	8,446.03

Equipment Rental & Maintenance

5505	Computer Equipment	\$	5,176.00
5510	Equipment - Repair & Maint	\$	1,769.00
5520	Equipment Rental	\$	3,402.00
5540	Vehicle Rental		
Total Equipment Rental & Maintenance		\$	10,347.00

Telephone

5800	Internet	\$	5,380.00
5810	Telephone	\$	2,973.00
5815	Cable	\$	2,310.00
Total Telephone		\$	10,663.00

Travel

6410	Travel - Conferences	\$	646.00
6420	Mileage - Local Travel	\$	1,304.00
Total Travel		\$	1,950.00

Dues & Subscriptions

6120	Dues & Subscriptions		
Total Dues & Subscriptions		\$	-

Printing, Postage & Freight

5910	Postage	\$	781.00
6210	Printing	\$	962.00
Total Printing, Postage & Freight		\$	1,743.00

CME & Staff Training

6510	Staff Training		
6511	Staff Meetings	\$	213.00
6512	Employee Recognition	\$	183.00
6520	Continuing Education	\$	6,600.00
Total CME & Staff Training		\$	6,996.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	25,334.00
Total Provision for Bad Debts		\$	25,334.00

2021 Budget Grand Total - East Side Clinic Loc 12 **\$ 1,105,270.39**

Budget Visits **1,916**

Budget Cost Per Visit **\$ 576.86**

Loc 14
Cleveland Park Clinic
1223 Dickerson Pike
Nashville, TN 37207

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 1,452,463.62
	Fringe Benefits	\$ 321,139.71
Total Salaries & Fringe		\$ 1,773,603.32
Consultants & Contract Services		
5223	Security	\$ 43,166.00
5226	Housekeeping	\$ 12,276.00
5230	Other	\$ 260.00
5231	Translation	\$ 6,206.00
Total Consultants & Contract Services		\$ 61,908.00
Professional Fees		
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 1,587.00
6725	Software Licenses	\$ 3,314.00
Total Professional Fees		\$ 5,681.00
Medical Supplies		
5410	Medical Supplies	\$ 10,931.34
Total Medical Supplies		\$ 10,931.34
Other Supplies		
5420	Pharmacy Supplies	\$ 208.08
5430	Laboratory Supplies	\$ 2,588.76
5440	Dental Supplies	\$ 60,064.74
5460	Office Supplies	\$ 4,124.12
5461	Kitchen Supplies	\$ 1,650.66
5465	Sanitary Supplies	
5470	Housekeeping Supplies	\$ 5,308.08
5475	Minor Equip/Furniture	
Total Other Supplies		\$ 73,944.44
Laboratory		
5310	Contracted Laboratory	\$ 5,173.00
Total Laboratory		\$ 5,173.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 77,152.80
5480	Donated Vaccines/Pharm Exp	\$ 61,728.00
Total Pharmaceutical		\$ 138,880.80
Occupancy		
5720	Utilities	\$ 23,350.00
5730	Building - Repair & Maint	\$ 11,910.00
5731	Waste Disposal	\$ 6,318.00
5732	Shredding	\$ 455.00
5740	Building - Security	\$ 360.00
Total Occupancy		\$ 42,393.00
Insurance		
5611	Employment Practices Liability	\$ 1,070.16

5620	General Liability	\$	2,716.56
Total Insurance		\$	3,786.72

Equipment Rental & Maintenance

5510	Equipment - Repair & Maint	\$	4,407.00
5520	Equipment Rental	\$	2,575.00
Total Equipment Rental & Maintenance		\$	6,982.00

Telephone

5800	Internet	\$	6,581.00
5810	Telephone	\$	457.00
5815	Cable	\$	4,896.00
Total Telephone		\$	11,934.00

Travel

6420	Mileage - Local Travel	\$	293.00
Total Travel		\$	293.00

Dues & Subscriptions

6120	Licenses & Fees	\$	595.00
Total Dues & Subscriptions		\$	595.00

Printing, Postage & Freight

6210	Printing	\$	1,334.00
Total Printing, Postage & Freight		\$	1,334.00

CME & Staff Training

6510	Staff Training		
6511	Staff Meetings	\$	111.00
6520	Continuing Education	\$	8,031.00
Total CME & Staff Training		\$	8,142.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	48,194.00
Total Provision for Bad Debts		\$	48,194.00

2021 Budget Grand Total - Cleveland Pk Loc 14		\$	2,193,775.62
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Budget Visits	10,814
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Budget Cost Per Visit	\$ 202.86
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Loc 16
Welshwood Clinic
419 Welshwood Dr
Nashville, TN 37211

2021 Budget

Code	Sub Account	2020 Total
Salaries & Fringe		
	Salaries	\$ 671,088.78
	Fringe Benefits	\$ 148,377.73
Total Salaries & Fringe		\$ 819,466.51
Consultants & Contract Services		
5226	Housekeeping	\$ 21,732.00
5230	Contractual Services - Other	\$ 856.00
5231	Translation	\$ 11,044.00
Total Consultants & Contract Services		\$ 33,632.00
Professional Fees		
6610	Uniforms & Services	\$ 602.00
6725	Software Licenses	\$ 3,314.00
Total Professional Fees		\$ 3,916.00
Medical Supplies		
5410	Medical Supplies	\$ 11,434.20
Total Medical Supplies		\$ 11,434.20
Other Supplies		
5430	Laboratory Supplies	\$ 2,630.58
5460	Office Supplies	\$ 3,687.28
5461	Kitchen Supplies	\$ 2,555.10
5465	Sanitary Supplies	
5470	Housekeeping Supplies	\$ 5,080.62
5475	Minor Equip/Furniture	\$ 1,257.60
Total Other Supplies		\$ 15,211.18
Laboratory		
5310	Contracted Laboratory	\$ 219.00
Total Laboratory		\$ 219.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 9,510.48
Total Pharmaceutical		\$ 9,510.48
Occupancy		
5720	Utilities	\$ 9,391.00
5730	Building - Repair & Maint	\$ 7,709.00
5731	Waste Disposal	\$ 4,221.00
5732	Shredding	\$ 420.00
5740	Building - Security	\$ 720.00
Total Occupancy		\$ 22,461.00
Insurance		
5611	Employment Practices Liability	\$ 460.99
5620	General Liability	\$ 4,988.59
Total Insurance		\$ 5,449.58
Equipment Rental & Maintenance		
5505	Computer Equipment	\$ 5,971.00
5510	Equipment - Repair & Maint	\$ 477.00

5520	Equipment Rental	\$	3,027.96
Total Equipment Rental & Maintenance		\$	9,475.96
Telephone			
5800	Internet	\$	6,430.00
5810	Telephone	\$	317.00
5815	Cable	\$	1,317.00
Total Telephone		\$	8,064.00
Travel			
6420	Mileage - Local Travel	\$	128.00
Total Dues and Subscriptions		\$	128.00
Printing, Postage & Freight			
5910	Postage	\$	246.00
6210	Printing	\$	1,022.00
Total Printing, Postage & Freight		\$	1,268.00
CME & Staff Training			
6520	Continuing Education	\$	2,909.00
Total CME & Staff Training		\$	2,909.00
Provision for Bad Debts			
9730	Bad Debt Expense	\$	68,002.00
Total Provision for Bad Debts		\$	68,002.00
Miscellaneous			
9820	Late Fees and Penalties	\$	207.00
Total Provision for Bad Debts		\$	207.00
2021 Budget Grand Total - Southern Hills Loc 16		\$	1,011,353.92
Budget Visits			9,048
Budget Cost Per Visit		\$	111.78

**Loc 26
Casa Clinic
2195 Nolensville Pk
Nashville, TN 37211**

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 203,176.66
	Fringe Benefits	\$ 44,922.36
Total Salaries & Fringe		\$ 248,099.01
Consultants & Contract Services		
5226	Housekeeping	\$ 12,576.00
5231	Translation	\$ 4,433.00
Total Consultants & Contract Services		\$ 17,009.00
Professional Fees		
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 302.00
6725	Software Licenses	\$ 3,314.00
6910	Advertising/Outreach	
Total Professional Fees		\$ 4,396.00
Medical Supplies		
5410	Medical Supplies	\$ 4,645.08
Total Medical Supplies		\$ 4,645.08
Other Supplies		
5430	Laboratory Supplies	\$ 5,396.82
5456	Educational Materials	
5460	Office Supplies	\$ 1,215.86
5461	Kitchen Supplies	\$ 2,177.82
5465	Sanitary Supplies	\$ 186.66
5470	Housekeeping Supplies	\$ 3,153.84
5475	Minor Equip/Furniture	
Total Other Supplies		\$ 12,131.00
Laboratory		
5310	Contracted Laboratory	\$ 4,876.00
Total Laboratory		\$ 4,876.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 41,533.82
Total Pharmaceutical		\$ 41,533.82
Occupancy		
5710	Building - Rent	\$ 36,540.00
5730	Building - Repair & Maint	\$ 1,218.00
5731	Waste Disposal	\$ 1,908.00
5732	Shredding	\$ 420.00
5740	Building Security	\$ 1,440.00
Total Occupancy		\$ 41,526.00
Insurance		
5611	Employment Practices Liability	\$ 724.42
5620	General Liability	\$ 1,168.94
Total Insurance		\$ 1,893.36
Equipment Rental & Maintenance		

5505	Computer Equipment	\$	797.00
5510	Equipment - Repair & Maint	\$	205.00
5520	Equipment Rental	\$	2,013.00
Total Equipment Rental & Maintenance		\$	3,015.00

Telephone

5800	Internet	\$	6,041.00
5810	Telephone Service	\$	120.00
5815	Cable	\$	938.00
Total Telephone		\$	7,099.00

Dues & Subscriptions

6100	Dues and Subscriptions	\$	1,200.00
6120	Licenses & Fees	\$	1,542.00
Total Dues & Subscriptions		\$	2,742.00

Printing, Postage & Freight

5910	Postage	\$	404.00
6210	Printing	\$	1,195.00
Total Printing, Postage & Freight		\$	1,599.00

CME & Staff Training

6520	Continuing Education	\$	4,035.00
Total CME & Staff Training		\$	4,035.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	43,856.00
Total Provision for Bad Debts		\$	43,856.00

2021 Budget Grand Total - Casa Loc 26 **\$ 438,455.27**

Budget Visits **3,698**

Budget Cost Per Visit **\$ 118.57**

**Loc 27
Inglewood Clinic
3904 Gallatin Pike
Nashville, TN 37215**

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 551,516.59
	Fringe Benefits	\$ 121,940.32
Total Salaries & Fringe		\$ 673,456.91
Consultants & Contract Services		
5226	Housekeeping	\$ 13,020.00
5230	Other	\$ 1,340.00
5231	Translation	\$ 2,246.00
Total Consultants & Contract Services		\$ 16,606.00
Professional Fees		
5251	Professional Services - IT	\$ 780.00
6610	Uniforms & Services	\$ 1,532.00
6725	Software Licenses	\$ 3,314.00
Total Professional Fees		\$ 5,626.00
Medical Supplies		
5410	Medical Supplies	\$ 4,656.30
Total Medical Supplies		\$ 4,656.30
Other Supplies		
5420	Pharmacy Supplies	\$ 125.46
5430	Laboratory Supplies	\$ 3,633.24
5460	Office Supplies	\$ 2,354.32
5461	Kitchen Supplies	\$ 940.92
5465	Sanitary Supplies	
5470	Housekeeping Supplies	\$ 4,045.72
5475	Minor Equip/Furniture	\$ 930.24
Total Other Supplies		\$ 12,029.90
Laboratory		
5310	Contracted Laboratory	\$ 5,966.00
Total Laboratory		\$ 5,966.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 3,215.88
Total Pharmaceutical		\$ 3,215.88
Occupancy		
5720	Utilities	\$ 32,543.00
5730	Building - Repair & Maint	\$ 7,260.00
5731	Waste Disposal	\$ 5,461.00
5732	Shredding	\$ 455.00
5740	Building - Security	\$ 720.00
Total Occupancy		\$ 46,439.00
Insurance		
5611	Employment Practices Liability	\$ 921.98
5620	General Liability	\$ 2,749.49
Total Insurance		\$ 3,671.47
Equipment Repair & Maintenance		

5505	Computer Equipment	\$	1,335.00
5510	Equipment - Repair & Maint	\$	386.00
5520	Equipment Rental	\$	1,502.00
Total Equipment Repair & Maintenance		\$	3,223.00

Telephone

5800	Internet	\$	11,856.00
5810	Telephone	\$	300.00
5815	Cable	\$	3,483.00
Total Telephone		\$	15,639.00

Travel

6420	Mileage - Local Travel	\$	2,579.00
Total Travel		\$	2,579.00

Dues & Subscriptions

6120	Licenses & Fees		
Total Dues & Subscriptions		\$	-

Printing, Postage & Freight

5910	Postage	\$	2,922.00
6210	Printing	\$	1,618.00
Total Printing, Postage & Freight		\$	4,540.00

CME & Staff Training

6511	Staff Meetings	\$	109.00
6520	Continuing Education	\$	5,122.00
Total CME & Staff Training		\$	5,231.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	42,468.00
Total Provision for Bad Debts		\$	42,468.00

2021 Budget Grand Total - Inglewood Loc 27 **\$ 845,347.46**

Budget Visits **5,730**

Budget Cost Per Visit **\$ 147.53**

**Loc 29
Lebanon Clinic
217 E High St Ste 220
Lebanon, TN 37087**

2021 Budget

Code	Sub Account	2021 Total
Salaries & Fringe		
	Salaries	\$ 703,890.48
	Fringe Benefits	\$ 155,630.19
Total Salaries & Fringe		\$ 859,520.67
Consultants & Contract Services		
5223	Security	
5226	Housekeeping	\$ 10,668.00
5230	Other	\$ 135.00
5231	Translation	\$ 5,623.00
Total Consultants & Contract Services		\$ 16,426.00
Professional Fees		
5251	Professional Fees - IT	\$ 780.00
6610	Uniforms & Services	\$ 1,313.00
6725	Software Licenses	\$ 3,314.00
Total Professional Fees		\$ 5,407.00
Medical Supplies		
5410	Medical Supplies	\$ 4,047.54
Total Medical Supplies		\$ 4,047.54
Other Supplies		
5430	Laboratory Supplies	\$ 2,180.76
5440	Dental Supplies	\$ 41,707.64
5460	Office Supplies	\$ 2,048.82
5461	Kitchen Supplies	\$ 532.58
5465	Sanitary Supplies	
5470	Housekeeping Supplies	\$ 2,943.92
5475	Minor Equip/Furniture	\$ 600.78
Total Other Supplies		\$ 50,014.50
Laboratory		
5310	Contracted Laboratory	\$ 14,997.00
Total Laboratory		\$ 14,997.00
Pharmaceutical		
5320	Pharmaceuticals	\$ 5,472.82
Total Pharmaceutical		\$ 5,472.82
Occupancy		
5710	Building - Rent	\$ 62,103.24
5720	Utilities	\$ 7,116.00
5730	Building - Repair & Maint	\$ 1,211.00
5731	Waste Disposal	\$ 1,836.00
5732	Shredding	\$ 420.00
5740	Building - Security	\$ 480.00
Total Occupancy		\$ 73,166.24
Insurance		
5611	Employment Practices Liability	\$ 971.38
5620	General Liability	\$ 2,650.70
Total Insurance		\$ 3,622.08

Equipment Rental & Maintenance

5510	Equipment - Repair & Maint	\$	3,818.00
5512	Furniture Repair/Maintenance		
5520	Equipment Rental	\$	2,238.00
Total Equipment Rental & Maintenance		\$	6,056.00

Telephone

5800	Internet	\$	18,729.00
5810	Telephone	\$	1,419.00
Total Telephone		\$	20,148.00

Travel

6410	Travel Conferences	\$	648.00
6420	Mileage - Local Travel	\$	7,186.00
Total Travel		\$	7,834.00

Dues & Subscriptions

6120	Licenses & Fees	\$	170.00
6130	Membership Dues	\$	445.00
Total Dues & Subscriptions		\$	615.00

Printing, Postage & Freight

5910	Postage	\$	165.00
6210	Printing	\$	1,224.00
Total Printing, Postage & Freight		\$	1,389.00

CME & Staff Training

6510	Staff Training	\$	350.00
6520	Continuing Education	\$	4,457.00
Total CME & Staff Training		\$	4,807.00

Provision for Bad Debts

9730	Bad Debt Expense	\$	76,078.00
Total Provision for Bad Debts		\$	76,078.00

2021 Budget Grand Total - Lebanon Loc 29 **\$ 1,149,600.85**

Budget Visits **6,621**

Budget Cost Per Visit **\$ 173.63**