



HOPE Family Health  
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## ***FY2024 BUDGET SUMMARY AND ASSUMPTIONS***

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**Prepared by:** Rich Melke - CFO      **Date:** November 7, 2023

The FY2024 operating budget preparation involved several strategic sessions with the Leadership team. The FY2024 operating budget differs significantly from the BPR budget approved October 25 by the Board of Directors as it reflects HOPE’s fiscal period of January through December, includes depreciation expense and adjusts the revenue and expenses based on the three new expansion sites.

**Historical verses FY2024 Budget:** This compares the income statement from the previous two years and the FY2023 projection to the FY2024 budget. The increase in net patient revenue aligns with the FY2023 forecast at 65% of total revenue with grants and other revenue at 35%. Wages and benefits continue to increase each year with the increased FTE’s and are budgeted at \$6,313,520.

### **Fiscal 2024 Budget Goals & Guiding Principles**

1. HOPE Pillars: **Community Connection**
  - Volume projected to increase 6,000 visits from the current year
  - Foundation/contributions of \$666,000 for operating expenses and for capital reimbursement due to expansion in Gallatin, Hartsville and Lafayette.

**Visits:** Behavioral Health visits are budgeted at **10,085** with 7.70 FTE providers (2.9 Psych NP’s and 4.80 FTE therapists) and Medical visits are at 16,006 with 7.30 FTE providers for total patient visits at 26,090.

Location	Westmoreland	Westside	Gallatin	Lafayette	Hartsville	Total
Medical Providers	4.40	1.25	.90	.25	.50	7.30
Medical Visits	10,079	3,060	1,797	342	728	16,006
BH Providers	6.75	0	.55	.2	.2	7.70
BH Visits	8,553	0	1,004	324	203	<b>10,085</b>

Pharmacy is budgeted to fill 48,000 prescriptions with five Pharmacists.

**Payor Mix:** The payor mix (less Pharmacy) is 30% Commercial Insurance, 27% Self-Pay, 24% Medicare and 19% Medicaid. The collection rate is budgeted at 54.8% compared to a 53.6% collection rate year to date in FY2023.



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**Patient Revenue:** The medical and behavioral health net patient revenue is budgeted at \$2,809,278. This is an increase of an estimated \$1.0 million over the projection for FY2023. The increase of revenue is based on the following assumptions:

1. Increase of 6,000 visits generating an additional \$550,000 in net revenue
2. Increase of \$25,000 with the expansion of on-line bill pay and kiosks
3. Mammography/TBCSP services projecting an increase of \$225,000 in revenue
4. Improving the credentialing and provider licensing for an additional \$120,000
5. Increasing the fee structure 4.8% to generate an additional \$180,000
6. An increase in sliding fee adjustments with the expansion sites for \$100,000.

These 6 initiatives have patient revenue increasing by \$1,000,000.

2. HOPE Pillars: **Sustainability**

Continuous improvement efforts and efficiencies are necessary to offset wage, supplies and purchased service growth (CPI) and other external factors (legislative, etc.).

- The ongoing impacts of the COVID pandemic.
- Ongoing and sustainable improvements in Revenue Cycle Management
- Contract strategy with insurance payers
- Potential reduction in 340B Contract pharmacy
- Increasing the TennCare Medicaid PPS rate

Pharmacy is budgeted to generate \$4,011,518 in net revenue for a combined total net revenue of \$6,820,796 for HOPE Family Health Services.

**Grant Revenue:** The 330 HRSA grant is \$2,069,800. The other Federal grants will be fully spent in 2023. The Practice Transformation grant is budgeted in Year One at \$754,695, the Memorial Foundation \$85,000 and Carolyn Smith Foundation \$25,000.

Year	2018	2019	2020	2021	2022	2023 (Est.)	2024 Budget
BPHC Grants	1,818,474	1,984,891	1,367,286	3,203,271	3,315,858	2,841,539	2,069,800
Total Cost	4,337,965	4,479,886	6,059,637	6,316,922	7,876,577	8,831,335	10,377,452
Total Cost per Pt.	\$973.29	\$996.82	\$1,001.92	\$916.78	\$1,310.96	\$1,549.36	\$1,701.58

**Other Revenue:** Safety Net/Cost reports are budgeted at \$294,000, \$75,000 from TBCSP, Gift In Kind of \$50,000 from Sumner Regional Medical Center for occupancy expense, \$45,000 in interest income, \$9,000 from Workforce Development and miscellaneous income of \$10,000.



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**Contributions/Donations Revenue:** Donations/Support of \$250,000 from Sumner Regional Medical Center and \$250,000 yet to be determined, possibly Opioid grant.

**Total Revenue:** Total revenue is budgeted at \$10,377,452 for the year.

### 3: HOPE Pillars: **Staff & Provider Experience**

- All providers are now salaried and no longer hourly positions
- Hiring a full-time physician supported by Sumner Regional Health Center
- Use NACHC salary survey using “mixed” category verses rural or urban
- Expand on our existing benefit package by starting 403B retirement plan.

**Salaries and Benefits:** The head count is 91 with an FTE count of 82.35. Salaries amount to \$5,562,141 with 37% covered by the HRSA 330 grant. Benefits total \$751,379, or 14% of salary expense. Total salaries and benefits are 61% of total costs.

Year	2017	2018	2019	2020	2021	2022	2023 (Est.)	2024 Budget
Total Staff (FTE)	46.00	46.33	47.58	58.45	54.49	60.99	63.59	82.35

**Supply Expenses:** The cost of pharmaceuticals is budgeted at \$1,550,000.

### 4 : HOPE Pillars: **Quality Care**

- Budget includes efforts to “right size” the workforce, to address staffing coverage gaps.

**Depreciation Expenses:** The addition of the conference center, mammography and the numerous renovations increases depreciation expense to \$221,722.

### Major operational focus areas

- Major operational focus areas
  - A. Marketing and Outreach – hire Communications and Marketing position
  - B. Recruit Chief Medical Officer – replacing the retiring Dr. Samson
  - C. Expand Imaging with Mammography Services – Equipment installed Sept. 1
- Strategic Initiatives
  - HOPE of Gallatin – opening December 2023
  - HOPE of Lafayette – opening April 2024
  - HOPE of Hartsville – opening July 2024

# HOPE

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**Total Expenses:** The total expenses are budgeted at \$10,377,452 for a breakeven budget.

FY2024	Administration	Behavioral Health	Medical	Imaging	Dental	Pharmacy	Total
Pt. Net Revenue	0	727,901	1,754,377	327,000	0	4,011,518	<b>6,820,796</b>
Grant Revenue	1,092,908	803,355	1,108,278	114,454	39,728	397,934	<b>3,556,656</b>
Total Revenue	1,092,908	1,531,256	2,862,655	441,454	39,728	4,409,452	<b>10,377,452</b>
Total Expenses	2,034,722	1,696,089	3,046,200	208,619	249,313	3,142,509	<b>10,377,452</b>
Net Income	(941,815)	(164,834)	(183,545)	232,835	(209,585)	1,266,943	<b>(0)</b>

Please let me know if you have any questions concerning the FY2024 budget.

Rich Melke - *Chief Financial Officer*



<b>Income Statement</b>	<b>FY2021 Actual</b>	<b>FY2022 Actual</b>	<b>FY2023 Budget</b>	<b>FY2023 Estimate</b>	<b>FY2024 Budget</b>	<b>Difference</b>
Net Revenue						
Medicaid Charges	\$ 1,144,442	\$ 1,175,370	\$ 1,795,061	\$ 1,211,377	\$ 1,461,647	\$ 250,271
Medicare Charges	2,421,223	2,158,136	2,751,337	2,575,139	2,814,311	239,172
Private Insurance Charges	1,738,926	3,087,234	3,300,531	3,661,540	3,974,614	313,074
Self Pay Charges	1,244,594	1,702,307	1,897,681	2,123,764	2,633,536	509,772
Employee Charges	22,739	1,578				0
Medicaid Contractual/Adj	(511,714)	(506,313)	(813,234)	(492,706)	(534,717)	(42,011)
Medicare Contractual/Adj	(791,028)	(745,815)	(1,046,354)	(915,603)	(994,585)	(78,982)
Private Ins Contractual/Adj	(765,968)	(1,371,194)	(1,514,441)	(1,493,300)	(1,622,187)	(128,887)
Sliding Fee Adjustments	(857,339)	(919,226)	(890,443)	(1,582,252)	(1,678,622)	(96,370)
Other Adjustments	(409,303)	(256,961)	(222,871)	(58,888)	(239,594)	(180,706)
Bad Debt Adjustment	1,465	(459,672)	(123,997)	(299,699)	(121,050)	178,649
<b>Net Patient Revenue</b>	<b>3,238,037</b>	<b>3,865,446</b>	<b>5,133,271</b>	<b>4,729,372</b>	<b>5,693,353</b>	<b>963,981</b>
Safety net	135,762	242,544	198,000	250,000	198,000	(52,000)
Medicaid PPS	55,877	168,000	45,636	70,000	96,000	26,000
Pharmacy 340B Revenue	218,441	272,843	261,000	334,255	351,041	16,786
Walgreens 340B Revenue	270,554	307,502	300,000	296,986	270,841	(26,146)
Wellpartner/CVS 340B Revenue	93,796	91,059	94,872	138,517	136,561	(1,956)
Pharmacy 340B Contract Revenue	582,791	671,405	655,872	769,758	758,443	(11,316)
<b>TOTAL NET PATIENT REVENUE</b>	<b>4,012,467</b>	<b>4,947,395</b>	<b>6,032,779</b>	<b>5,819,130</b>	<b>6,745,796</b>	<b>926,666</b>
	49%	59%	71%	67%	65%	54%
Grant - HHS 330 Grant	1,817,490	1,899,211	2,069,800	2,002,399	2,069,800	67,401
Grants	2,246,965	1,380,889	6,000	767,939	754,695	(13,244)
Donations	5,149	25,812	300,000	2,000	250,000	248,000
Sumner Regional Support					250,000	250,000
Grant-Memorial/C. Smith	38,000	54,950	25,000	0	110,000	110,000
Tn Breast Cancer Screening					75,000	75,000
Income - Medical Records	4,512	2,112	3,000	1,000	2,661	1,661
Other	3,180	15,982	50,400	62,000	63,500	1,500
Gifts in Kind (SMHC)	66,300	35,280			50,000	50,000
Donations Assistance Fund	16,840	15,019	6,000	8,000	6,000	(2,000)
<b>Other Income (Gifts &amp; Donations)</b>	<b>133,981</b>	<b>149,155</b>	<b>384,400</b>	<b>73,000</b>	<b>807,161</b>	<b>734,161</b>
<b>GRANTS AND DONATIONS</b>	<b>4,198,436</b>	<b>3,429,255</b>	<b>2,460,200</b>	<b>2,843,338</b>	<b>3,631,656</b>	<b>788,319</b>
	51%	41%	29%	33%	35%	46%
<b>Net Revenue</b>	<b>\$ 8,210,903</b>	<b>\$ 8,376,651</b>	<b>\$ 8,492,979</b>	<b>\$ 8,662,468</b>	<b>\$ 10,377,452</b>	<b>\$ 1,714,984</b>
Expenses						
Salaries & Wages - All	3,057,902	3,877,742	4,407,900	4,316,436	5,562,141	1,245,705
Payroll Tax Expense	207,974	330,321	361,080	303,789	443,185	139,396
Insurance-Health	0	258,759	281,340	263,719	308,195	44,476
Drugs: Pharmaceuticals	1,116,265	1,461,918	1,320,000	1,541,888	1,550,000	8,112
Contract Pharmacy Fees	161,539	172,605	240,000	376,630	360,000	(16,630)
Subcontractor Fees	273,565	316,566	280,800	356,936	396,675	39,739
Software - Other	140,647	212,449	179,040	81,892	78,000	(3,892)
Software - EMR/PM/EMDEON	91,104	79,452	106,200	141,975	160,000	18,025
Depreciation Expense	193,656	170,762	219,000	215,604	221,722	6,118
	5,242,652	6,880,573	7,395,360	7,598,867	9,079,917	1,481,050
	78%	84%	87%	88%	87%	
<b>Other Expenses</b>	<b>1,517,462</b>	<b>1,186,816</b>	<b>1,097,619</b>	<b>1,232,468</b>	<b>1,297,536</b>	<b>65,068</b>
<b>Total Expenses</b>	<b>6,760,114</b>	<b>8,067,390</b>	<b>8,492,979</b>	<b>8,831,335</b>	<b>10,377,453</b>	<b>1,546,118</b>
<b>Net Income</b>	<b>\$1,450,789</b>	<b>\$309,261</b>	<b>\$0</b>	<b>(\$168,867)</b>	<b>(\$0)</b>	<b>\$168,866</b>

Hope Family Health Services  
FY2024 Operating Budget

	01-31-2024	02-29-2024	03-31-2024	04-30-2024	05-31-2024	06-30-2024	07-31-2024	08-31-2024	09-30-2024	10-31-2024	11-30-2024	12-31-2024	FY2024
<b>Net Revenue</b>													
Medicaid Charges	\$ 118,522	\$ 113,179	\$ 107,836	\$ 120,430	\$ 120,430	\$ 109,488	\$ 131,733	\$ 131,733	\$ 120,377	\$ 139,919	\$ 121,098	\$ 126,902	\$1,461,647
Medicare Charges	238,844	227,672	216,500	239,417	239,417	216,866	248,954	248,954	226,142	260,269	219,897	231,379	2,814,311
Private Insurance Charges	336,120	320,321	304,523	337,196	337,196	305,375	351,592	351,592	319,161	370,685	312,222	328,632	3,974,614
Self Pay Charges	193,346	200,952	191,249	220,120	219,120	199,120	240,742	240,742	219,952	257,074	220,252	230,867	2,633,536
Medicaid Contractual/Adj	(42,759)	(40,915)	(39,072)	(43,448)	(43,448)	(39,660)	(48,431)	(48,431)	(44,466)	(51,491)	(45,280)	(47,316)	(534,717)
Medicare Contractual/Adj	(83,610)	(79,819)	(76,028)	(83,903)	(83,903)	(76,227)	(88,280)	(88,280)	(80,479)	(92,182)	(78,969)	(82,906)	(994,585)
Private Ins Contractual/Adj	(136,613)	(130,302)	(123,991)	(137,089)	(137,089)	(124,365)	(143,654)	(143,654)	(130,653)	(151,449)	(128,371)	(134,958)	(1,622,187)
Grants	49,324	49,098	49,324	58,812	58,924	58,812	71,771	71,771	71,658	71,771	71,658	71,771	754,695
TN Breast & Cancer Screening	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
Carolyn Smith Foundation	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000
Grant-Memorial Foundation	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	85,000
Grant - HHS 330 Grant	175,946	164,595	175,946	170,270	175,946	170,270	175,946	175,946	170,270	175,946	170,270	168,448	2,069,800
Incentives - Meeting Measures	150	150	150	150	150	150	150	150	150	150	150	350	2,000
Incentives - TN Workforce Developmen	750	750	750	750	750	750	750	750	750	750	750	750	9,000
PharmaForce/Capture Rx 340B Rev	30,589	29,132	27,675	30,589	30,589	27,675	30,589	30,589	27,675	32,045	26,219	27,675	351,041
Walgreens 340B Revenue	23,600	22,476	21,353	23,600	23,600	21,353	23,600	23,600	21,353	24,724	20,229	21,353	270,841
Wellpartner/CVS 340B Revenue	11,900	11,333	10,766	11,900	11,900	10,766	11,900	11,900	10,766	12,466	10,200	10,766	136,561
Medicare Cost Report Reimb	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	198,000
Medicaid PPS	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	96,000
Misc Income	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Student Supervision Income	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Income - Medical Records	1,561	100	100	100	100	100	100	100	100	100	100	100	2,661
Sliding Fee Adjustments	(122,778)	(126,761)	(120,613)	(139,532)	(139,532)	(126,808)	(153,998)	(153,998)	(140,727)	(164,752)	(141,168)	(147,955)	(1,678,622)
Other Adjustments	(15,005)	(16,747)	(15,957)	(19,193)	(19,193)	(17,506)	(22,809)	(22,809)	(20,986)	(24,751)	(21,843)	(22,793)	(239,594)
Bad Debts Expense	(9,700)	(9,700)	(9,700)	(9,950)	(9,950)	(9,950)	(10,350)	(10,350)	(10,350)	(10,350)	(10,350)	(10,350)	(121,050)
Interest Income	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
Donations - Assistance Fund	21,337	21,333	21,333	21,333	21,333	21,333	21,333	21,333	21,333	21,333	21,333	21,333	256,000
Gift in Kind	30,000	30,000	30,000	30,000	30,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000	300,000
<b>Net Revenue</b>	<b>865,816</b>	<b>831,138</b>	<b>816,435</b>	<b>875,843</b>	<b>880,631</b>	<b>821,834</b>	<b>905,929</b>	<b>905,929</b>	<b>846,318</b>	<b>936,549</b>	<b>832,687</b>	<b>858,342</b>	<b>10,377,452</b>
<b>Expenses</b>													
Accounting & Payroll	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Outreach/Marketing/Fnd	584	584	584	624	624	624	678	678	678	678	678	700	7,717
Answering Service Expense	738	738	738	738	738	738	738	738	738	738	738	738	8,861
Billing Service Expense	36,800	11,800	11,800	12,500	12,500	12,500	12,834	12,834	12,834	12,834	12,834	12,834	174,904
Bank Charges	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Bank Merchant Fees	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,330	2,370	28,000
Contract Pharmacy Fees	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000
Continuing Medical Education	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,337	16,000
Consulting Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Cleaning/Janitorial	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	16,800
Copier Service	3,300	3,300	3,300	3,600	3,600	3,600	3,900	3,900	3,900	3,900	3,900	3,900	44,100
Depreciation Expense	17,965	17,967	17,967	17,967	17,967	17,967	18,987	18,987	18,987	18,987	18,987	18,987	221,722
Dues and Subscriptions Exp	175	1,175	175	175	775	175	175	2,475	175	175	175	175	6,000
Employee Benefit Programs Exp	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Drugs: Pharmaceuticals	135,062	128,631	122,199	135,062	135,062	122,199	135,062	135,062	122,199	141,494	115,768	122,200	1,550,000
Fees & Licenses	1,325	1,325	1,325	1,325	1,325	1,325	1,325	1,325	1,325	1,325	1,325	1,425	16,000
Equipment/Furniture	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,920	46,995

Hope Family Health Services  
FY2024 Operating Budget

	01-31-2024	02-29-2024	03-31-2024	04-30-2024	05-31-2024	06-30-2024	07-31-2024	08-31-2024	09-30-2024	10-31-2024	11-30-2024	12-31-2024	FY2024
Gifts Expense	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	50,600
Hope Assistance Fund	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Insurance - General	833	833	833	916	916	916	1,027	1,027	1,027	1,027	1,027	1,039	11,419
Insurance-Health	22,953	25,276	25,276	25,276	25,276	25,276	26,476	26,476	26,476	26,476	26,476	26,476	308,195
Insurance - Work Comp	500	500	500	500	500	500	500	4,500	500	500	500	500	10,000
Insurance - D & O	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Interest Expense	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	48,000
Translation Services	1,100	1,100	1,100	1,100	1,200	1,200	1,300	1,300	1,300	1,300	1,300	1,300	14,600
Lab Fees	7,050	6,840	7,050	7,540	7,540	7,540	7,607	8,740	8,740	8,740	8,740	8,740	94,867
Legal & Professional	833	833	833	833	833	833	833	833	833	833	833	837	10,000
Accounting/Audit/990	8,500	0	0	10,000	12,000	2,000	0	0	0	0	0	0	32,500
Licenses & Taxes	0	0	0	0	0	0	1,200	0	0	0	0	0	1,200
Maintenance/Repairs	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Membership Dues - Organization	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Membership Dues - Providers	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Medical Supplies	8,050	7,840	8,050	8,540	8,540	8,540	9,740	9,740	9,740	9,740	9,740	9,740	108,000
Miscellaneous Expense	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Payroll Tax Expense	34,012	32,104	34,012	34,992	35,946	34,992	39,737	39,737	38,787	39,737	38,787	40,344	443,185
Immunization Expense	3,400	3,400	3,400	3,500	3,500	3,500	3,600	3,600	3,600	3,600	3,600	3,600	42,300
Software - eCW	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,333	13,337	160,000
Office Expense	4,990	4,990	4,990	5,573	5,573	5,573	6,351	6,351	6,351	6,351	6,351	6,359	69,801
Meals and Hospitality	333	333	333	333	333	333	333	333	333	333	333	337	4,000
Postage Expense	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Rent or Lease Expense	2,385	2,385	2,385	3,481	3,481	3,481	4,943	4,943	4,943	4,943	4,943	4,951	47,265
Employee Morale	458	458	458	458	458	458	458	458	458	458	458	462	5,500
Payroll - Employee Bonus	3,667	3,667	7,667	3,667	3,667	7,667	3,667	3,667	7,667	3,667	3,667	37,663	90,000
Salaries & Wages - ALL	424,889	421,352	449,392	445,550	458,838	445,550	475,723	475,723	461,839	475,723	461,839	475,723	5,472,140
Staff Training/Hiring	2,250	2,250	2,250	2,875	2,875	5,375	3,708	3,708	3,708	3,708	3,708	3,708	40,125
Software - Prescription Assist	330	330	330	330	330	330	330	330	330	330	330	370	4,000
Software - Other	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000
Seminars/Continuing Ed	333	333	333	333	333	333	333	333	333	333	333	337	4,000
Subcontractor Fees	31,817	31,817	31,817	32,692	32,692	32,692	33,859	33,859	33,859	33,859	33,859	33,855	396,675
Supplies - Other	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Taxes & Licenses	25	2,125	25	25	25	25	25	25	25	25	25	25	2,400
Telephone Expense	5,305	5,305	5,305	5,373	5,373	5,373	5,465	5,465	5,465	5,465	5,465	5,461	64,820
Security Services	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Travel Expense	1,221	1,221	1,221	1,498	1,498	1,498	1,867	1,867	1,867	1,867	1,867	1,867	19,361
Utilities	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,833	2,837	34,000
Waste Disposal-Biohazard	225	225	225	225	225	225	225	225	225	225	225	325	2,800
Waste Disposal-Other	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Total Expenses	848,821	808,449	833,285	855,013	871,956	840,750	890,419	896,652	866,654	896,784	856,223	912,447	10,377,452
Net Income	\$16,995	\$22,689	(\$16,850)	\$20,830	\$8,675	(\$18,916)	\$15,510	\$9,277	(\$20,336)	\$39,766	(\$23,536)	(\$54,105)	(\$0)