

**PHYSICIAN RECRUITMENT & RETENTION PROGRAM  
LTD CASH FLOW STATEMENT  
For the Period December 1, 2019 to November 30, 2020**

Run Date: 31Dec2020

	Jun/04 - Nov/19 (actuals)	Dec-19 (actuals)	Jan-20 (actuals)	Feb-20 (actuals)	Mar-20 (actuals)	Apr-20 (actuals)	May-20 (actuals)	Jun-20 (actuals)	Jul-20 (actuals)	Aug-20 (actuals)	Sep-20 (actuals)	Oct-20 (actuals)	Nov-20 (actuals)	Total
<b>BEGINNING BALANCE</b>	-	\$ 373,091	\$ 351,132	\$ 341,848	\$ 333,939	\$ 321,324	\$ 354,178	\$ 340,298	\$ 330,837	\$ 302,750	\$ 290,352	\$ 307,803	\$ 295,752	373,091
<b>REVENUE</b>														
City of Hamilton	915,800.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	75,000.00	75,000.00
McMaster University - Cust# 102644	316,668.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00	0.00	0.00	25,000.00
Department of Family Medicine - Cust# 107777	122,749.00	0.00	0.00	0.00	0.00	7,500.00	0.00	7,500.00	-7,500.00	0.00	0.00	0.00	7,500.00	15,000.00
Hamilton Health Sciences - Cust # 111058	418,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
St. Joseph's Hospital - Cust# 101131/104587	357,000.00	0.00	0.00	0.00	0.00	40,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40,000.00
St.Peters Hospital	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Community Foundation	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Family Health Team - Cust# 114291	150,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Human Resource Development Canada	90,669.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hamilton Physicians - Dec/15 overpayment	10,349.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Consulting	400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REVENUES</b>	<b>2,416,635.02</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>47,500.00</b>	<b>0.00</b>	<b>7,500.00</b>	<b>-7,500.00</b>	<b>0.00</b>	<b>25,000.00</b>	<b>0.00</b>	<b>82,500.00</b>	<b>155,000.00</b>
<b>OPERATING EXPENSES</b>														
Wages & Benefits	1,409,785.54	12,305.05	7,569.87	7,568.59	7,569.22	7,653.07	7,534.86	7,534.86	20,251.94	5,901.93	0.00	1,320.18	-660.09	84,549.48
Support Staff	346,513.33	9,185.99	1,535.67	-0.14	4,312.10	6,901.92	6,258.27	6,258.27	0.00	6,368.25	6,368.25	9,245.34	6,368.25	62,802.17
Office Expenses	82,067.31	377.68	178.08	340.90	503.08	91.58	65.03	3,135.04	270.57	50.88	377.72	1,350.88	248.82	6,990.26
Printing & Communications	29,557.15	0.00	0.00	0.00	223.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	223.87
Travel Costs	47,515.10	1.49	0.00	0.00	0.00	0.00	21.61	32.42	64.84	0.00	0.00	54.16	86.46	260.98
Promotional Packages	22,673.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Events, Functions & Meals	14,060.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Visit Program	1,109.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Medical Conferences & Job Fairs	66,970.99	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	803.33	0.00	0.00	803.33
Advertising/Public Relations	23,290.69	89.09	0.00	0.00	6.10	0.00	0.00	0.00	0.00	77.13	0.00	80.19	0.00	252.51
<b>TOTAL OPERATING EXPENSES</b>	<b>2,043,544.04</b>	<b>21,959.30</b>	<b>9,283.62</b>	<b>7,909.35</b>	<b>12,614.37</b>	<b>14,646.57</b>	<b>13,879.77</b>	<b>16,960.59</b>	<b>20,587.35</b>	<b>12,398.19</b>	<b>7,549.30</b>	<b>12,050.75</b>	<b>6,043.44</b>	<b>155,882.61</b>
<b>ENDING BALANCE</b>	<b>373,090.98</b>	<b>351,131.68</b>	<b>341,848.06</b>	<b>333,938.71</b>	<b>321,324.34</b>	<b>354,177.77</b>	<b>340,298.00</b>	<b>330,837.41</b>	<b>302,750.06</b>	<b>290,351.86</b>	<b>307,802.56</b>	<b>295,751.81</b>	<b>372,208.37</b>	<b>372,208.37</b>

\*NOTE: Physician Recruitment & Retention Program holds \$10,000 as a float provided by the City of Hamilton (Acct: 11515-000100)

-372,209.84  
(1.47)

<b>NOTE: Pending Invoices</b>	0	-
Total:	-	-