



Hilltown Community Health Center

Administrative Offices
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Worthington, MA 01098
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www.hchcweb.org

BOARD MEETING
January 9, 2020
WORTHINGTON HEALTH CENTER
5:30 PM

AGENDA

1. Call to Order
2. Approval of the December 12, 2019 Meeting Minutes (Vote Needed)
3. Finance Committee Report for November (Vote Needed)
4. Committee Reports (as needed) (Vote Needed)
 - Executive Committee
 - Quality Improvement
 1. November Minutes
 - Fundraising
 - Credentialing/ Privileging
 1. New employee
 - Anthony Lecours, NP
 - Personnel
 - Facilities
 - Recruiting, Orientation, and Nominating (RON)
 - Strategic Planning
5. Chief Executive Officer / Senior Manager Reports
6. Old Business
 - HRSA CRO Period Update
7. New Business (Vote Needed)
 - Proposed schedule of 2020 BOD meetings and locations
8. Executive Session
9. Adjourn

BOARD MEETING MINUTES

Date/Time: 12/12/2019 5:30pm

Huntington Health Center

MEMBERS: John Follet, President (via teleconferencing); Alan Gaitenby; Deb Leonczyk, Treasurer; Seth Gemme; Kathryn Jensen, Clerk; Nancy Brenner, Vice President; Matt Bannister

STAFF: Eliza Lake, CEO; Frank Mertes, CFO; Michael Purdy, CCCSO; Tabitha Griswold, Executive Assistant

ABSENT: Maya Bachman; Wendy Long; Kate Albright-Hanna; Jenicca Gallagher; Lee Manchester

GUEST: Sony Bolton (via teleconference)

Agenda Item	Summary of Discussion	Decisions/ Next Steps/ Person Responsible Due Date
Review of Minutes 11/14/2019	<p>Nancy Brenner called the meeting to order at 5:35 pm.</p> <p>The minutes from the meeting of November 14, 2019 were reviewed.</p> <p>Deb Leonczyk moved to approve the November Board minutes as amended. Alan Gaitenby seconded the motion.</p>	November 14, 2019 Board minutes as amended were approved by all present
Finance Committee	<ul style="list-style-type: none">Deb Leonczyk reported that there was an operating surplus in the month of October. Specifically, there was a Net Operating Surplus of \$30,653 and an overall Surplus of \$31,051. This brought the YTD results to a Net Operating Loss to \$159,845 and our overall Surplus to \$89,848. For perspective, there was \$300K loss last year at this time. These results show stability and growth. The balance sheet is improving; fund balance is more than anticipated. Also noted the signed agreement with the Town of Amherst was finally received, which releases \$80K of liability and will show up on the bottom line. Frank Mertes is working on the budget for 2020, which is trending towards being aspirational and breaking even. This budget will incorporate projected support from Mass General and potential fundraising with a	The Board voted unanimously to approve the finance committee report.

	<p>new Development Director, understanding that there is a possibility that these will not materialize.</p> <p>Kathryn Jensen moved to approve the Finance Committee report, Deb Leonczyk seconded the motion.</p>	
CEO Report	<ul style="list-style-type: none"> • Eliza noted since her report yesterday, the amount of federal DSRIP funds that C3 will be providing HCHC is up by 80 cents or 36% per member per month, which will be more resources to focus on quality. • She also wanted to highlight all of Michael's efforts in his work on the medical provider shortage. His efforts have mitigated the effects felt by the loss of providers and he continues to focus on staffing, including negotiations with <i>locum tenens</i> providers for Worthington. • Applications are rolling in for COO and COM positions. Regardless of the outcome of the conversation with Mass General to support this change, there is some money put aside to help and this change is worth the investment. • Eliza noted that the wrinkle with the 340B program is that CVS will not provide prescriptions to uninsured patients. Frank continues to work with Gail on rolling this out. • The monthly managers meeting has continued to improve since the first meeting a couple months ago. This has been a constructive forum with trainings incorporated. • Eliza has sent out two months of the communications update to staff, sent out slightly later in the month and will go out slightly later in December. The managers have been asked to submit nominations for the MassLeague's health center staff award. The nomination form will be sent out to everyone for any nominations from the Board. • With the increased Valley membership on the Board, Eliza and Tabitha will work on a proposed 2020 schedule of Board meetings with locations in the Valley. 	<p>Tabitha will email nomination forms to members</p> <p>Propose schedule for 2020 with locations</p>
Executive Committee	<ul style="list-style-type: none"> • This committee has not met but will in the next month for CEO evaluation and Board self-evaluation. 	
Recruitment, Orientation	<ul style="list-style-type: none"> • The committee met with Sony Bolton on Monday. Sony introduced himself to the committee as an assistant 	

& Nominating (RON) Committee	professor at Amherst College in Spanish Literature, and is from Illinois. He is interested in the being on the Board after being a patient for a year and a half and wanted to get involved in the community.	
Credentialing/ Privileging Committee	<ul style="list-style-type: none"> John Follet, on behalf of the Credentialing Committee, presented the following employees for re-credentialing and re-privileging: <ul style="list-style-type: none"> Jessica Mitchell, Medical Assistant Julia Cornwell, Dental Assistant Melissa Lodzieski, NP John Follet, on behalf of the Credentialing Committee presented the following initial credentialing and privileging: <ul style="list-style-type: none"> Anne Fine, RN, MSN, FNP <p>Matt Bannister moved to approve the credentialing and privileging for the slate of employees. Deb Leonczyk seconded the motion.</p>	<p>The Board voted unanimously to approve the credentialing and privileging of the entire slate of employees.</p> <p>Bridget Rida, HR Manager to notify employee(s) of the granted credentials/privileges.</p>
Facilities Committee	<ul style="list-style-type: none"> This committee has not met. 	
Personnel Committee	<ul style="list-style-type: none"> This committee has not met. 	
Strategic Planning	<ul style="list-style-type: none"> This committee has not met. 	
Fundraising Committee	<ul style="list-style-type: none"> Eliza reported that while the committee has not met, the annual report is ready to go when the 2019 data is finished. The new Development Director, Alex Niefer will start next week. He has a lot of experience with fundraising. 	
Quality Improvement/Risk Management Committee	<ul style="list-style-type: none"> Kathryn Jensen reported that this committee has not met since last board meeting. Kathryn reported that the November meeting discussed the medical dashboard, and looking at items that can be track and improve upon i.e. tobacco use. The committee talked briefly on incorporating the results of the 2019 needs assessment showing that Huntington has high lung and breast cancer rates, and maybe incorporate quality initiatives around those results. 	

Committee Reports	Kathryn Jensen moved that the committee reports be approved. Alan Gaitenby seconded the motion.	Committee reports presented at this meeting were approved unanimously.
Old Business	<ul style="list-style-type: none"> • No old business to report. 	
New Business	<ul style="list-style-type: none"> • The policies changes as a result of the HRSA OSV were presented by Eliza. <ul style="list-style-type: none"> ○ The Credentialing and Privileging Policy was presented and major changes were shown in the red line version of the policy. These include making the process much more efficient and timely. Specifically, there will no longer be a Credentialing and Privileging Committee, and Michael Purdy, the CCCSO, will be the final determiner of credentials and privileges. All newly credentialed and privileged staff, and all renewals, will be submitted to the Board for informational purposes in the future. ○ The Sliding Fee Scale Policy terminology was in the procedure and not in the policy, so language was moved up to the policy. Added language to the sliding fees scale for full cost of service not provided by the professional. Also added language to list specific examples of events that would enable HCHC to write off patients' bills. ○ The Financial Policy had slight language changes to include drawdown language as per the specific HRSA verbiage. ○ After Hours Policy to include changes to phone messaging during afterhours for more uniform language, and to include Spanish translation. <p>Deb Leonczyk motioned to slate of policies as written, and Kathryn Jensen seconded the motion.</p>	The Board voted unanimously to approve the two policies as presented.

Approval of new Membership	<ul style="list-style-type: none"> The RON Committee recommended the election of Sony Bolton as a new Board member. <p>Alan Gaitenby moved to approve the election of the new Board member. Deb Leonczyk seconded the motion.</p>	The Board voted unanimously to approve the election of Sony Bolton.
Dismissal of Member	<ul style="list-style-type: none"> Due to consistent noninvolvement over many months, Maya Bachmann was presented for dismissal from the Board by the Executive Committee. <p>Nancy Brenner moved that the Board remove Maya Bachmann from HCHC's Board of Directors. Kathryn Jensen seconded the motion.</p>	The Board voted unanimously to dismiss Maya Bachmann from the Board.
Executive Session	Alan Gaitenby moved that the Board move to executive session and Seth Gemme seconded the motion.	
Next Meeting	The meeting adjourned at 6:55pm. The next scheduled meeting is set for January 9, 2019 at 5:30pm in Worthington	

Respectfully submitted,
Tabitha Griswold, Executive Assistant

QI-RISK MANAGEMENT COMMITTEE

Location: Huntington Health Center

Date/Time: 11/05/2019 9:15am

TEAM MEMBERS: Kathryn Jensen (chair), Board Representative; Jon Liebman, ANP; Franny Huberman, Behavioral Health Representative; Eliza Lake, CEO MaryLou Stuart, Dental Representative; Tabitha Griswold, Executive Assistant

ABSENT: Seth Gemme, Board Representative; Cynthia Magrath, Practice Manager; Kim Savery, Community Programs Representative; Michael Purdy, CCCSO

Agenda Item	Summary of Discussion	Decision/ Next Steps/ Person Responsible/ Due Date
Review of October 15, 2019 Minutes	<p>The meeting was called to order by Kathryn Jensen at 9:19 am.</p> <p>The minutes from October 15, 2019 meeting were reviewed.</p> <p>Kathryn Jensen motioned to approve the October minutes, Eliza Lake seconded the motion</p>	October 15, 2019 Minutes were approved unanimously.
Old Business	There was no old business to report.	
Risk Management	<ul style="list-style-type: none">Eliza Lake reported in Michael Purdy's absence on risk management. There are no incidents to report. The most concerning risk is ongoing understaffing, specifically with medical providers. However, four new providers signed contracts, all nurse practitioners (NP), potentially one more this week and another that will notify Jon Liebman by tomorrow. These recruitments all taking place in the past two months. This echoes the slowly changing the model of a primarily NP-dominated practice. The potential for a one of the newly recruited NPs to join the Amherst team would change any need to refer patients to other health centers, and is the best possible outcome of keeping them in house. However, a plan is place for potentially no medical providers in Amherst.	
Medical Department	<ul style="list-style-type: none">Jon Liebman reported on concerns with the plans for Amherst with the medical staffing shortage, echoing Eliza's report above.Eliza handed out the DRVS data chart developed by the MassLeague, based on 2018 UDS data. Eliza discussed potentially focusing on a few measures. Gail Mayeaux, HMA consultant, has offered a staff member on her team that knows eCW well, who has a short amount of availability to work on a quality project. HCHC's recent Community Needs Assessment highlights the high cancer rated in Huntington, finding the primary cancers to be lung and breast cancer. Therefore, focusing on tobacco use screening may be a helpful quality measure to focus on. If we improve on any of the measures in the handout, there is potential for increased quality awards in the future. The HMA staff member, as suggested by Gail, would work on the workflow processes on the specific measures HCHC chooses to focus on in the amount of time this person has to	

	offer. Once again, this would be to focus on the double-barreled measures, more specifically not the system but the implementation of the system.	
Community Programs Department	<ul style="list-style-type: none"> In Kim Savery's absence, the Community Programs reporting will be next month. 	
Dental Department	<ul style="list-style-type: none"> In Cynthia Magrath's absence, the dental department will report next month. 	
Other	<ul style="list-style-type: none"> Eliza followed-up on last month's Behavioral Health Department report to report on the posting of the new BH Care Coordinator position to job boards. The final job description was written to include a BSW for some crossover in patient care. Franny Huberman added that the Smith College intern is started this week, and that she just made an offer to a new clinician on this day. Lastly, Franny reported that the newest member on the team is slowly filling up his schedule. Eliza also reminded that committee that HRSA will be on site during November for three days from the 19th through the 21st. In preparation of the HRSA OSV, Eliza will be working on prepping everyone that the reviewers will be interviewing. A phone conversation with the Project Officer's will be on Friday, and this will help determine the staff and Board members that they would like to meet. 	
Adjourn	Kathryn Jensen moved that the meeting be adjourned, the meeting was adjourned at 10:02 am. The next meeting is scheduled for Tuesday, December 10, 2019 at 9:15am at the Huntington Health Center.	

Respectfully submitted,
Tabitha Griswold, Executive Assistant

HILLTOWN COMMUNITY HEALTH CENTERS
FINANCIAL SUMMARY FOR BOARD MEETING January 9, 2020

November 2019 Results

In November 2019 we had a Net Operating Surplus of deficit of \$50,523 and an overall deficit of \$9,296. This brought our YTD results to a Net Operating deficit to \$210,368 and our overall Surplus to \$80,552.

The November 2019 Net Operating deficit is \$11,596 worse than budget, mostly due to higher than budgeted recruitment expenses. The Overall November 2019 deficit is \$29,631 better than budget. This is mostly due to dental capital grant revenue for new x-ray equipment from Mass Development (\$40,316).

The YTD Visit and Net Revenue per visit are summarized as follows:

<u>YTD Visits</u>	Act.	Bud.	Over (Under) Budget
Medical	16,375	15,958	417
Dental	15,182	16,830	(1,648)
Beh. Health	3,900	3,679	221
Optometry	2,189	2,202	(13)

<u>YTD Net Rev. Per Visits</u>	Act.	Bud.	Over (Under) Budget
Medical	143.35	143.07	.28
Dental	115.12	113.98	1.14
Beh. Health	89.07	85.54	3.53
Optometry	87.62	85.32	2.31

Please see detailed statements for more information regarding balance sheet, departmental net results, visits and ratios.

Hilltown CHC
Dashboard And Summary Financial Results
November 2019

	Actual YTD Nov. 2018	Actual YTD Mar. 2019	Actual YTD Jun. 2019	Actual YTD Sep 2019	Actual YTD Nov 2019	Notes on Trend	Cap Link TARGET	COMMENT
<u>Liquidity Measures</u>								
Operating Days Cash	5	10	5	11	7	Measures the number of days HCHC can cover daily operating cash needs.	> 30-45 Days	Not Meeting Benchmark
Current Ratio	0.83	0.73	0.81	0.96	0.97	Measures HCHC's ability to meet current obligations.	>1.25	Not Meeting Benchmark
Patient Services AR Days	39	36	33	35	32	Measures HCHC's ability to bill and collect patient receivables	< 60-75 Days	Doing Better than Benchmark
Accounts Payable Days	30	33	45	38	44	Measures HCHC's ability to pay bills	< 45 Days	Doing Better than Benchmark
<u>Profitability Measures</u>								
Net Operational Margin	-4.9%	-9.1%	-3.1%	-3.1%	-2.9%	Measures HCHC's Financial Health	> 1 to 3%	Not Meeting Benchmark
Bottom Line Margin	1.5%	-8.7%	-2.7%	1.0%	1.1%	Measures HCHC's Financial Health but includes non-operational activities	> 3%	Not Meeting Benchmark
<u>Leverage</u>								
Total Liabilities to Total Net Assets	30.4%	38.0%	34.3%	32.6%	28.3%	Measures HCHC's total Liabilities to total Net Assets	< 30%	Doing Better than Benchmark
<u>Operational Measures</u>								
Medical Visits	16,708	4,638	9,048	13,431	16,375			
Net Medical Revenue per Visit	\$ 143.80	\$ 140.35	\$ 145.41	\$ 146.08	\$ 143.35			
Dental Visits	14,318	4,272	8,681	12,376	15,182			
Net Dental Revenue per Visit	\$ 114.52	\$ 114.63	\$ 115.08	\$ 116.56	\$ 115.12			
Behavioral Health Visits	3,916	1,089	2,079	3,084	3,900			
Net BH Revenue per Visit	\$ 85.15	\$ 78.93	\$ 89.08	\$ 90.54	\$ 89.07			
Optometry Visits	2,156	592	1,178	1,735	2,189			
Net Optometry Revenue per Visit	\$ 87.01	\$ 83.62	\$ 92.71	\$ 94.20	\$ 87.62			

Hilltown Community Health Centers
Income Statement - All Departments
Period Ending Nov. 2019

	Nov. 2019 Actual	Nov. 2019 Budget	Over (Under) Budget	YTD Total Actual	YTD Total Budget	Over (Under) Budget	YTD PY Actual	Over (Under) Cur. v. PY YTD
OPERATING ACTIVITIES								
Revenue								
Patient Services - Medical	181,687	226,700	(45,013)	2,347,368	2,283,061	64,307	2,402,553	(55,185)
Visits	1,199	1,570	(371)	16,375	15,958	417	16,708	(333)
Revenue/Visit	\$ 151.53	\$ 144.39	\$ 7.14	\$ 143.35	\$ 143.07	\$ 0.28	\$ 143.80	\$ (0.45)
Patient Services - Dental	136,891	179,307	(42,416)	1,747,757	1,918,278	(170,521)	1,639,626	108,131
Visits	1,301	1,566	(265)	15,182	16,830	(1,648)	14,318	864
Revenue/Visit	\$ 105.22	\$ 114.50	\$ (9.28)	\$ 115.12	\$ 113.98	\$ 1.14	\$ 114.52	\$ 0.61
Patient Services - Beh. Health	34,099	30,450	3,649	347,384	314,698	32,686	333,446	13,938
Visits	360	350	10	3,900	3,679	221	3,916	(16)
Revenue/Visit	\$ 94.72	\$ 87.00	\$ 7.72	\$ 89.07	\$ 85.54	\$ 3.53	\$ 85.15	\$ 3.92
Patient Services - Optometry	16,777	16,693	84	191,810	187,864	3,946	187,588	4,222
Visits	192	195	(3)	2,189	2,202	(13)	2,156	33
Revenue/Visit	\$ 87.38	\$ 85.61	\$ 1.78	\$ 87.62	\$ 85.32	\$ 2.31	\$ 87.01	\$ 0.62
Patient Services - Optometry Hardware	4,137	7,000	(2,863)	81,698	79,163	2,535	77,034	4,664
Patient Services - Pharmacy	8,355	16,000	(7,645)	119,206	147,717	(28,511)	127,007	(7,801)
Quality & Other Incentives	705	276	429	45,615	20,120	25,495	15,444	30,171
HRSA 330 Grant	132,921	120,479	12,442	1,621,993	1,676,943	(54,950)	1,585,626	36,367
Other Grants & Contracts	62,574	56,739	5,835	789,619	697,013	92,606	829,931	(40,312)
Int., Dividends Gain /(Loss) Investments	8,384	2,530	5,854	55,302	64,830	(9,528)	1,911	53,391
Rental & Misc. Income	5,157	2,567	2,590	31,345	27,947	3,398	33,863	(2,518)
Total Operating Revenue	591,687	658,741	(67,054)	7,379,097	7,417,634	(38,537)	7,234,029	145,068
Compensation and related expenses								
Salaries and wages	431,338	467,702	(36,364)	5,009,908	5,245,231	(235,323)	5,258,349	(248,441)
Payroll taxes	30,098	35,779	(5,681)	385,599	404,149	(18,550)	391,664	(6,065)
Fringe benefits	38,014	41,499	(3,485)	423,939	455,883	(31,944)	428,591	(4,652)
Total Compensation & related expenses	499,450	544,980	(45,530)	5,819,446	6,105,263	(285,817)	6,078,604	(259,158)
No. of week days	21	21	-	239	239	-	240	-
Staff cost per week day	\$ 23,783	\$ 25,951	\$ (2,168)	\$ 24,349	\$ 25,545	\$ (1,196)	\$ 25,328	\$ (978)

Hilltown Community Health Centers
Income Statement - All Departments
Period Ending Nov. 2019

	Nov. 2019 Actual	Nov. 2019 Budget	Over (Under) Budget	YTD Total Actual	YTD Total Budget	Over (Under) Budget	YTD PY Actual	Over (Under) Cur. v. PY YTD
Other Operating Expenses								
Advertising and marketing	133	350	(217)	8,139	12,753	(4,614)	4,587	3,552
Bad debt	(9,720)	5,075	(14,795)	107,284	70,272	37,013	59,954	47,330
Computer support	5,435	6,537	(1,102)	72,785	71,589	1,197	80,155	(7,370)
Conference and meetings	2,471	405	2,066	10,255	4,134	6,121	4,475	5,780
Continuing education	131	3,870	(3,739)	26,356	37,730	(11,373)	18,684	7,672
Contracts and consulting	2,094	3,470	(1,376)	66,295	36,333	29,961	27,127	39,168
Depreciation and amortization	27,651	27,651	-	304,156	304,156	-	215,774	88,382
Dues and membership	1,782	3,134	(1,352)	29,843	33,155	(3,312)	28,015	1,828
Equipment leases	2,594	2,107	487	25,516	23,138	2,378	23,318	2,198
Insurance	2,107	2,119	(12)	23,202	23,298	(97)	21,487	1,715
Interest	1,310	1,328	(18)	14,693	15,049	(356)	16,679	(1,986)
Legal and accounting	4,804	2,888	1,917	29,862	30,363	(500)	29,797	65
Licenses and fees	2,408	4,660	(2,252)	42,124	49,323	(7,199)	51,049	(8,925)
Medical & dental lab and supplies	9,909	12,100	(2,191)	110,932	128,339	(17,407)	125,061	(14,129)
Merchant CC Fees	1,743	1,515	228	17,624	16,633	991	16,706	918
Office supplies and printing	2,211	3,586	(1,374)	36,140	37,437	(1,298)	41,450	(5,310)
Postage	2,100	1,575	525	15,435	17,271	(1,836)	15,958	(523)
Program supplies and materials	13,805	19,500	(5,695)	208,182	211,226	(3,045)	223,504	(15,322)
Pharmacy & Optometry COGS	5,233	10,340	(5,107)	114,734	109,842	4,892	112,709	2,025
Recruitment	17,650	225	17,425	33,610	1,125	32,485	340	33,270
Rent	5,879	5,538	341	84,319	62,370	21,949	57,976	26,343
Repairs and maintenance	15,184	14,064	1,119	151,036	149,128	1,908	162,879	(11,843)
Small equipment purchases	645	175	470	20,810	5,524	15,286	7,722	13,088
Telephone/Internet	13,842	13,697	145	144,593	150,582	(5,990)	129,218	15,375
Travel	6,022	2,280	3,742	26,351	23,014	3,338	21,616	4,735
Utilities	5,335	4,500	835	45,742	51,540	(5,798)	47,819	(2,077)
Loss on Disposal of Assets	-	-	-	-	-	-	-	-
Total Other Operating Expenses	142,760	152,688	(9,928)	1,770,019	1,675,325	94,694	1,544,059	225,960
Net Operating Surplus (Deficit)	(50,523)	(38,927)	(11,596)	(210,368)	(362,954)	152,586	(388,634)	178,266
NON-OPERATING ACTIVITIES								
Donations, Pledges & Contributions	911	-	911	166,330	430	165,900	57,569	108,761
Loan Forgiveness	-	-	-	-	-	-	-	-
Capital Grants	40,316	-	40,316	124,590	115,234	9,356	404,993	(280,403)
Net Non-operating Surplus (Deficit)	41,227	-	41,227	290,920	115,664	175,256	462,562	(171,642)
NET SURPLUS/(DEFICIT)	(9,296)	(38,927)	29,631	80,552	(247,290)	327,842	73,928	6,624

Hilltown Community Health Centers
Bad Debt as Percent of Revenue
YTD Ending November 2019

	Medical 1/1/2019 to 11/30/2019	Dental 1/1/2019 to 11/30/2019	BH 1/1/2019 to 11/30/2019	Optometry 1/1/2019 to 11/30/2019	Total 1/1/2019 to 11/30/2019	Total 1/1/2018 to 11/30/2018
Revenue						
Patient Services	\$2,347,368.00	\$1,747,757.00	\$347,384.00	\$191,810.00	\$4,634,319.00	\$4,640,247.00
Patient Services - Optometry Hardware	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$81,698.00</u>	<u>\$81,698.00</u>	<u>\$59,954.00</u>
Total Patient Revenue	\$2,347,368.00	\$1,747,757.00	\$347,384.00	\$273,508.00	\$4,716,017.00	\$4,700,201.00
Bad debt	\$54,149.00 2.3%	\$40,200.00 2.3%	\$6,319.00 1.8%	\$6,616.00 2.4%	\$107,284.00 2.3%	\$59,954.00 1.3%

Note Bad Debt expense includes current reserves for bad debt allowances and dirrect write off.

Hilltown CHC
Summary of Net Results By Dept.
November 2019
Net Results Gain (Deficit)

	Nov.	Nov. Budget	Over (Under) Budget	YTD	YTD Budget	Over (Under) Budget	PY YTD	Cur. v. PY YTD
<u>Operating</u>								
Medical	\$ (30,148)	\$ (33,229)	\$ 3,081	\$ (282,734)	\$ (460,563)	\$ 177,829	\$ (209,913)	\$ (72,821)
Dental	(26,424)	(809)	(25,615)	(182,078)	(93,510)	(88,568)	(266,971)	\$ 84,893
Behavioral Health	13,975	(929)	14,904	78,383	16,757	61,626	24,880	\$ 53,503
Optometry	(234)	(1,341)	1,107	(11,436)	(24,225)	12,789	(10,024)	\$ (1,412)
Pharmacy	8,717	14,859	(6,142)	113,399	136,803	(23,404)	118,452	\$ (5,053)
Community	738	(2,604)	3,342	182	(27,010)	27,192	(21,000)	\$ 21,182
Fundraising	(288)	(4,770)	4,482	(33,249)	(54,405)	21,156	(62,692)	\$ 29,443
Admin. & OH	(16,859)	(10,104)	(6,755)	107,165	143,199	(36,034)	38,634	\$ 68,531
Net Operating Results	\$ (50,523)	\$ (38,927)	\$ (11,596)	\$ (210,368)	\$ (362,954)	\$ 152,586	\$ (388,634)	\$ 178,266
<u>Non Operating</u>								
Donations	\$ 911	\$ -	\$ 911	\$ 166,330	\$ 430	\$ 165,900	\$ 57,569	\$ 108,761
Capital Project Revenue	40,316	-	40,316	124,590	115,234	9,356	404,993	\$ (280,403)
Total	\$ 41,227	\$ -	\$ 41,227	\$ 290,920	\$ 115,664	\$ 175,256	\$ 462,562	\$ (171,642)
Net	\$ (9,296)	\$ (38,927)	\$ 29,631	\$ 80,552	\$ (247,290)	\$ 327,842	\$ 73,928	\$ 6,624

Hilltown Community Health Centers
Balance Sheet - Monthly Trend

	Actual Dec 2018	Actual Mar 2019	Actual Jun 2019	Actual Sep 2019	Actual Oct 2019	Actual Nov 2019	Budget Nov 2019	Over (Under) Nov 2019
Assets								
Current Assets								
Cash - Operating Fund	\$ 197,997	\$ 242,277	\$ 127,634	\$ 247,021	\$ 109,125	\$ 151,342	\$ -	\$ 151,342
Cash - Internally Restricted	6,152	12,404	16,974	115,136	118,323	118,850	3,402	115,448
Patient Receivables	945,217	1,013,085	1,003,848	1,047,726	1,103,634	968,723	950,000	18,723
Less Allow. for Doubtful Accounts	(109,786)	(133,664)	(182,145)	(187,240)	(175,188)	(160,856)	(110,000)	(50,856)
Less Allow. for Contractual Allowances	(317,200)	(351,978)	(322,364)	(341,228)	(405,338)	(340,270)	(325,000)	(15,270)
A/R 340B-Pharmacist	32,188	11,707	27,251	17,410	15,258	15,853	5,000	10,853
A/R 340B-State	1,827	1,827	1,827	1,827	1,827	1,827	1,827	-
Contracts & Grants Receivable	69,673	63,523	135,003	103,962	131,653	105,044	65,000	40,044
Prepaid Expenses	14,866	20,962	71,882	30,204	26,714	22,392	11,521	10,871
A/R Pledges Receivable	28,828	15,360	15,360	16,360	13,610	13,985	7,500	6,485
Total Current Assets	869,761	895,504	895,270	1,051,178	939,618	896,890	609,250	287,640
Property & Equipment								
Land	204,506	204,506	204,506	204,506	204,506	204,506	204,506	-
Buildings	2,613,913	2,613,913	2,613,913	2,613,913	2,613,913	2,613,913	2,613,913	-
Improvements	911,848	929,483	929,483	929,483	929,483	929,483	911,848	17,635
Leasehold Improvements	1,933,674	1,933,674	1,933,674	1,933,674	1,933,674	1,933,674	1,933,674	-
Equipment	1,288,156	1,293,868	1,293,868	1,370,069	1,370,069	1,410,385	1,288,156	122,229
Construction in Progress	-	-	-	-	-	-	115,234	(115,234)
Total Property and Equipment	6,952,096	6,975,444	6,975,444	7,051,644	7,051,644	7,091,960	7,067,330	24,630
Less Accumulated Depreciation	(2,430,365)	(2,513,317)	(2,596,269)	(2,679,220)	(2,706,871)	(2,734,521)	(2,734,521)	-
Net Property & Equipment	4,521,731	4,462,127	4,379,175	4,372,424	4,344,774	4,357,439	4,332,809	24,630
Other Assets								
Restricted Cash	53,713	53,721	53,748	53,780	53,789	53,794	53,712	82
Pharmacy 340B and Optometry Inventory	11,811	13,494	13,540	14,723	11,466	12,772	11,909	863
Investments Restricted	6,661	7,446	7,861	8,088	8,088	8,088	6,661	1,426
Investment - Vanguard	227,889	258,439	267,882	268,784	274,672	283,009	292,680	(9,671)
Total Other Assets	300,074	333,100	343,031	345,374	348,015	357,662	364,962	(7,300)
Total Assets	\$ 5,691,566	\$ 5,690,731	\$ 5,617,476	\$ 5,768,976	\$ 5,632,406	\$ 5,611,991	\$ 5,307,022	\$ 304,970
Liabilities & Fund Balance								
Current & Long Term Liabilities								
Current Liabilities								
Accounts Payable	\$ 164,918	\$ 208,209	\$ 299,353	\$ 251,991	\$ 267,858	\$ 287,499	\$ 225,000	\$ 62,499
Notes Payable	300,000	300,000	237,270	189,963	175,563	161,163	125,000	36,163
Sales Tax Payable	56	44	66	32	17	28	-	28
Accrued Expenses	60,334	51,693	54,879	84,056	75,640	75,450	55,000	20,450
Accrued Payroll Expenses	386,764	511,383	371,976	436,649	294,164	320,513	267,550	52,963
Payroll Liabilities	20,702	13,947	17,152	19,861	22,486	21,686	16,000	5,686
Unemployment Escrow	826	826	826	826	826	826	826	-
Line of Credit (\$100,000 Limit)	-	-	-	-	-	-	135,196	(135,196)
Deferred Contract Revenue	120,296	143,579	123,018	112,271	94,114	54,991	118,693	(63,702)
Total Current Liabilities	1,053,896	1,229,681	1,104,540	1,095,650	930,668	922,156	943,265	(21,109)
Long Term Liabilities								
Mortgage Payable United Bank	167,900	163,512	159,117	154,684	153,190	151,706	152,407	(700)
Mortgages Payable USDA Huntington	176,837	173,542	170,253	166,912	165,766	164,644	165,707	(1,063)
Total Long Term Liabilities	344,737	337,054	329,370	321,596	318,957	316,350	318,114	(1,763)
Total Liabilities	1,398,633	1,566,735	1,433,910	1,417,246	1,249,624	1,238,506	1,261,379	(22,872)
Fund Balance / Equity								
Fund Balance Prior Period	4,292,933	4,123,996	4,183,566	4,351,730	4,382,781	4,373,485	4,045,643	327,842
Total Fund Balance / Equity	4,292,933	4,123,996	4,183,566	4,351,730	4,382,781	4,373,485	4,045,643	327,842
Total Liabilities & Fund Balance	\$ 5,691,566	\$ 5,690,731	\$ 5,617,476	\$ 5,768,976	\$ 5,632,406	\$ 5,611,991	\$ 5,307,022	\$ 304,970
Current Ratio	0.83	0.73	0.81	0.96	1.01	0.97	0.65	(13.63)



Hilltown Community Health Center

Administrative Offices
58 Old North Road
Worthington, MA 01098
413-238-5511
www.hchcweb.org

2020 Board of Directors Meetings/Finance Committee Meetings

January 9th – Worthington

Finance Committee 4:30pm
Board Meeting 5:30pm

**February 13th –Bangs Center
Lower Meeting Room**

Finance Committee 4:30pm
Board Meeting 6:00pm ***room will be occupied until then

March 12th – Huntington

Finance Committee 4:30pm
Board Meeting 5:30pm

**April 9th – Cooley Dickinson
Room TBD**

Finance Committee 4:30pm
Board Meeting 5:30pm

May 14th – Worthington

Finance Committee 4:30pm
Board Meeting 5:30pm

**June 11th –Annual Meeting
Location TBD**

Annual Meeting 6pm
TBD

July 9th – Bangs Center-Lower Meeting Room

Finance Committee 4:30pm
Board Meeting 5:30pm

August 13th – Huntington

Finance Committee 4:30pm
Board Meeting 5:30pm

September 10th – Cooley Dickinson- Room TBD

Finance Committee 4:30pm
Board Meeting 5:30pm

October 8th– Worthington

Finance Committee 4:30pm
Board Meeting 5:30pm

November 12th – Bangs Center-Lower Meeting Room

Finance Committee 4:30pm
Board Meeting 5:30pm

December 10th– Huntington

Finance Committee 4:30pm
Board Meeting 5:30pm