Hilltown Community Health Center Board of Directors Meeting February 11, 2021

https://hchcweb-org.zoom.us/j/97600369054?pwd=b2cyeUtmdHNlcGN1R2hINEpWUm90QT09

Meeting ID: 976 0036 9054 Passcode: 627611 5:30 p.m. – 7:30 p.m.

AGENDA

<u>Time</u>	<u>Topic</u>	<u>Purpose</u>	<u>Presenter</u>
5:30 PM	Call to Order and Approval of Minutes	Vote Needed	Lee Manchester
5:35 PM	Finance Committee Report	Vote Needed	John Follet John Melehov
5:50 PM	Staff Presentation		
	School-Based Health Center	Inform	Kiirsten Cooper SBHC Manager
6:05 PM	 Executive Committee Fundraising Committee Personnel Facilities Recruitment Orientation and Nomination Strategic Planning 	Vote Needed	Lee Manchester Nancy Brenner John Follet Alan Gaitenby Wendy Long Alan Gaitenby
6:25 PM	 Senior Management Reports Credentialing and Privileging Report Quality Improvement Report Risk Management CEO Report Employee Recognition 	Vote Needed Vote Needed Vote Needed Inform/Discussion Discussion	Michael Purdy Vickie Dempesy Michael Purdy Eliza Lake John Melehov and
6:50 PM	New Business FY2021 Budget Uniform Data Set (UDS) Submission	Vote Needed Vote Needed	Michael Purdy John Melehov Eliza Lake
7:05 PM	Old BusinessChange in Scope SubmissionChange in Scope Request	Inform Vote Needed	Eliza Lake Eliza Lake
7:10 PM	Executive Session	Discussion	Lee Manchester
7:30 PM	Adjourn	Vote Needed	Lee Manchester

Upcoming Meetings

- Thursday, March 11, 2021 at 5:30 PM via Zoom
- Thursday, April 8, 2021 at 5:30 PM via Zoom
- Thursday, May 13, 2021 at 5:30 PM via Zoom

HCHC BOARD OF DIRECTORS MEETING

Date/Time: 1/14/2021 5:30pm

Zoom Meeting

MEMBERS: Lee Manchester, President; John Follet, Vice President and Treasurer; Kathryn Jensen, Clerk; Alan Gaitenby; Nancy Brenner; Matt Bannister; Jennica Gallagher; Wendy

Long

STAFF: Eliza Lake, CEO; Michael Purdy, CCCSO; John Melehov, CFO; Vickie Dempsey, COO;

Tabitha Griswold, Executive Assistant **GUEST:** Jon Liebman, Medical Director

ABSENT: Seth Gemme;

Agenda Item	Summary of Discussion	Decisions/ Next Steps/ Person Responsible Due Date
Review of Minutes 12/10/2020	Lee Manchester called the meeting to order at 5:32 pm. Lee Manchester noted that in regard to staff recognition, Eliza Lake presented that discussion. Kathryn Jensen moved to approve the December minutes as	The Board voted unanimously to approve the December 10, 2020 Board
	amended. Nancy Brenner seconded the motion.	minutes as amended.
Finance Committee	 John Follet reported on the Interim Financial Statement for November. The financials showed \$1.2M in income which is due to the forgiven PPP grant, which also resulted in a YTD net gain of \$731K. Still seeing the 330-grant coming through as income, which affects cash on hand. This being shown through a \$192K increase due to the drawn down on the 330 grant funds for the month. Medical revenue is up slightly due to extra Medicare income from the flu vaccine. Salary expense is down as compared to last year by \$500K, and has been consistently lower through this year. Seeing the One America correction come through in fringe benefits. Liabilities went down as the PPP loan was forgiven, which resulted in a favorable ratio. John reported that the application for the second round of PPP funding is now open. With the current information, John is hopeful that the application can be 	

	 submitted for approximately the same amount of funds as requested last year. The application will be submitted as soon as possible. John reported that while the budget is still being worked on, he is hopeful to have it presented at next month's meeting. The increase in pharmacy revenue was mentioned. 	The Board voted unanimously to approve the Finance Committee report
	Nancy Brenner moved to approve the Finance Committee report. Jenicca Gallagher seconded the motion.	
Staff Presentation	 Jon Liebman, Medical Director presented on the COVID-19 vaccine. Jon presented a brief history of vaccines, an overview of the specific COVID-19 vaccines (Moderna, Pfizer, etc.), efficacy of the vaccine, vaccine reluctance, HCHC's role in vaccinations, and the planning for HCHC vaccination clinics. During the second phase, HCHC will be able to order doses (as opposed to them just showing up as they did in the first phase). Jon predicts that in about a month we will be moving to this phase. Eliza noted that senior management is currently working on communication (via mailing) to patients about the vaccine. 	
Executive Committee	 Lee Manchester reported that the committee has not met. However, Lee reported that the committee has started Eliza's performance evaluation and hope to have it complete by the end of this month to share with the rest of board before the next meeting. 	
Recruitment, Orientation & Nominating (RON) Committee	 Wendy Long reported that this committee has not met. However, the board number is down to the minimum number of members. Wendy reached out to previous board members, specifically Deb Leonczyk. Wendy reported that Deb is willing to be an interim board member at this time, starting in February, but cannot commit to long-term. Wendy Long recommend the nomination to appoint Deb Leonczyk to the board. Wendy Long moved to approve the acceptance of the new Board member. John Follet seconded the motion. 	The Board voted unanimously to approve the nomination of Deborah Leonczyk to the board.

	 Eliza noted that the committee is seeking input from staff and the DEI committee for another member nomination to grow diversity. This will be put to the top of the agenda in the next DEI committee meeting. 	
Facilities Committee	Alan Gaitenby reported that this committee has not met. John noted that the previous snowplow driver will continue to plow at last years rate.	
Personnel Committee	John Follet reported that this committee has not met.	
Strategic Planning	 Nancy Brenner reported that the committee has met. The committee discussed timelines related to completing the strategic plan this year and reset the goal to complete to June of 2021. Staff on the committee will working reaching out to stakeholders' community for their input next. 	
Fundraising Committee	 Nancy Brenner reported that this committee has met. Alex Niefer reported that there was \$98,300 in donations. The COVID appeal raised a chunk of money with two large donations, and the end of the year appeal with a large donor. A yearly calendar was discussed with plans for different appeals, and what those appeals would look like. The annual report is set to roll out by the end of the year. There is also opportunity for fundraising with the 70th anniversary, such as hosting a virtual guest speaker. The messaging for the 70th anniversary was also a big topic of discussion for the committee. 	
Committee Reports	Matt Bannister moved that the committee reports be approved. Kathryn Jensen seconded the motion.	The Board voted unanimously to approve the Committee Reports
Credentialing/ Privileging Report	Michael Purdy reported that there were no employees credentialed or privileged.	
Quality Improvement/ Risk Management	 Vickie reported in last month's QI committee meeting that the 2021 meeting schedule was discussed, and reporting calendar approved. Patient satisfaction, QI reports, dashboards and peer reviews are all included in the reporting calendar. Discussed December's peer review 	The Board voted unanimously to approve the Quality

	report for the medical department, with much praise given for safe and consistent patient care seen in that report. Identified QI projects regarding telehealth with appointment education for both billing department and reception staff. Completed a project that integrated SBHC student patients needing telehealth appointments with a tablet to connect with a provider off site. New medical providers are still on-boarding, two of the providers have hit the ground running and the third provider is taking a bit more time to get on-boarded. Their efficiency is increasing, as expected. Nancy Brenner moved to accept the Quality Improvement report, Matt Bannister seconded that motion. Michael Purdy reported on Risk Management. Michael echoed previous risk management reports with a significant up tick of employees being out due to COVID-19 exposure. Michael reported that to help mitigate some logistical issues with employee health, access to a rapid test on site has helped with staffing and some patients. Michael reported that much work is being done in getting the vaccine clinics up and running in a safe and efficient manner. Moving from vaccinating staff and partners in the community to patients soon. Numerous meeting still ongoing including twice weekly infection control meetings, once every two weeks COVID mangers meeting, and once every two weeks staff open forum. Also, meeting DPH every two weeks. John Follet moved to accept the Risk Management report, Wendy Long seconded that motion.	The Board voted unanimously to approve the Risk Management Report.
CEO Report	 Eliza noted that the staff appreciation letter will go out to all four staff members highlighted, two from last month and two from this month. John Melehov recognized Pat Kirouac, Finance Manager. He highlighted her dedicated work through the CFO transition and her knowledge of corporate protocol and grants are invaluable to the department. Vickie Dempesy recognizes Patti Igel, Reception Supervisor. She is described at dedicate, thoughtful, 	

	patient orientated and a true team player amongst other compliments.	
New Business	 Eliza presented the Budget Period Report/Non-Compete Continuation grant application for HRSA 330 funding. The application reports on similar numbers as the annual UDS report due in February, as well as a budget for our 2021- 2022 project year, and answers questions about compliance. Explanations of changes in usage numbers were mostly due to the pandemic. Matt Bannister motioned to approve the NCC grant and 	The Board voted unanimously to approve the NCC Grant application.
	Jenicca Gallagher seconded the motion.	The Board voted
	Eliza presented the Cares and Extended Capacity Grant reports, which are submitted quarterly on the spending on each of those grants. No further comments or questions made. Noney Branca metioned to approve the Cares and Extended.	unanimously to approve the Cares and Extended
	Nancy Brenner motioned to approve the Cares and Extended Capacity Grant reports and Alan Gaitenby seconded the motion.	Capacity Grant reports submitted.
	 Eliza presented the QI/RM report for January through June 2020, which is a summary of QI/RM committee activities. A grammatical correction was noted for page 4, 6th bullet down, changing from "despised" to "despite". Kathryn Jensen motioned to approve the 6- month Summary QI/RM summary report and Wendy Long seconded the motion. 	The Board voted unanimously to approve the QI/RM report for January through June 2020.
	 Lee Manchester presented the 2021 Board meeting schedule and policy/report schedule. Change recommended by Eliza, to move emergency preparedness to a later month such as July. That change will be reflected in final version of reporting schedule. Jenicca Gallagher motioned to approve meeting schedule and policy/report schedule as amended and Matt Bannister seconded the motion. 	The Board voted unanimously to approve the 2021 meeting schedule and policy/report schedule as amended.

Old Business	 The Financial Policy was re-presented with updated appendices and a change to the language re: inventorying of capital assets from annually to at least every two years. Nancy Brenner motioned to approve the Financial Policy and Kathryn Jensen seconded the motion. 	The Board voted unanimously to approve the revised Financial Policy.
Executive Session	No executive session called for by those present.	
Adjourn	Alan Gaitenby moved the meeting be adjourned. Nancy Brenner seconded the motion. The meeting was adjourned at 7:26 pm. The next scheduled	The Board voted unanimously to approve
	meeting will be February 11, 2021 via Zoom.	adjournment.

Tabitha Griswold, Executive Assistant	
Approved by Board of Directors:	
Chair, HCHC Board of Directors	 Date



Annual Financial Statement Presentation

December & Complete Year 2020 - Presented 2/11/2021

Highlights

- ▶ \$99K Net Income in December
 - ▶ \$429K billed to 330, catch-up from PPP coordination
- ▶ 2020 Annual Net \$831K
- ▶ \$8K positive cash flow in December

Income Statement

	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	YTD Total	PY YTD		
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	\$ Change	% Change
OPERATING ACTIVITIES																
Revenue																
Patient Services - Medical	\$194,733	\$157,776	\$162,144	\$127,027	\$132,581	\$147,308	\$105,190	\$147,451	\$147,640	\$160,430	\$173,038	\$137,348	\$1,792,667	\$2,495,491	(\$702,824	-28%
Patient Services - Dental	\$145,933	\$123,425	\$70,156	\$17,187	\$11,337	\$26,937	\$32,119	\$57,754	\$87,135	\$111,254	\$106,657	\$109,887	\$899,780	\$1,864,199	(\$964,418	-52%
Patient Services - Beh. Health	\$39,953	\$37,463	\$29,811	\$29,864	\$25,700	\$30,858	\$46,280	\$22,958	\$31,480	\$36,598	\$36,260	\$35,517	\$402,741	\$371,345	\$31,396	8%
Patient Services - Optometry	\$19,191	\$13,103	\$12,268	\$4,184	\$3,632	\$3,162	\$9,814	\$16,594	\$15,561	\$19,168	\$13,072	\$11,626	\$141,375	\$207,816	(\$66,441	-32%
Patient Services - Optometry Hard	\$10,443	\$4,945	\$2,446	\$998	\$996	\$3,574	\$3,894	\$5,390	\$6,201	\$ 5,5 7 9	\$9,081	\$4,503	\$58,050	\$84,762	(\$26,713	-32%
Patient Services - Pharmacy	\$7,260	\$6,065	\$11,596	\$18,350	\$24,126	\$27,724	\$13,829	\$79,287	\$41,854	\$34,076	\$49,395	\$34,275	\$347,836	\$135,034	\$212,802	158%
Quality & Other Incentives	\$475	\$324	\$24,149	\$277	\$25	\$7,684	\$279	\$238	\$337	\$20,137	\$22,769	\$8,975	\$85,669	\$75,268	\$10,401	14%
HRSA 330 & Other Grant	\$136,455	\$138,372	\$139,990	\$225,857	\$131,598	\$155,075	\$24,098	\$88,619	\$33,534	\$348,885	\$315,664	\$429,371	\$2,167,519	\$1,762,234	\$405,286	23%
Other Grants & Contracts	\$59,052	\$60,987	\$64,025	\$289,624	\$187,345	\$245,236	\$200,559	\$66,665	\$102,503	\$176,324	\$1,227,374	\$67,938	\$2,747,634	\$873,200	\$1,874,434	215%
Int., Dividends Gain /Loss Investme	(\$2,424)	(\$22,104)	(\$40,933)	\$27,765	\$13,531	\$7,243	\$15,548	\$16,824	(\$6,562)	(\$4,693)	\$35,483	\$16,137	\$55,813	\$64,937	(\$9,124	-14%
Rental & Misc. Income	\$4,002	\$3,700	\$1,132	\$2,333	\$2,567	\$2,567	\$4,002	\$2,159	\$2,567	\$4,387	\$1,132	\$2,567	\$33,115	\$31,590	\$1,526	5%
Total Operating Revenue	\$615,073	\$524,057	\$476,784	\$743,467	\$533,437	\$657,368	\$455,612	\$503,939	\$462,251	\$912,143	\$1,989,925	\$858,143	\$8,732,198	\$7,965,874	\$766,324	10%

- Patient revenue consistent with new normal
- ▶ 330 Grant payments playing catch-up \$429K
- ▶ \$16K in unrealized investment gain
- ► Full Year 2020 Patient Revenue down \$1.7M
 - ► Pharm up \$213K
 - ► Grant Revenue up \$2.3M

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Compensation and related expenses	5															
Salaries and wages	(\$481,077)	(\$448,425)	(\$386,453)	(\$256,747)	(\$481,227)	(\$349,402)	(\$380,723)	(\$343,543)	(\$432,333)	(\$453,285)	(\$423,347)	(\$448,822)	(\$4,885,384)	(\$5,445,237)	\$559,853	10%
Payroll taxes	(\$36,589)	(\$33,543)	(\$29,040)	(\$19,068)	(\$35,581)	(\$24,476)	(\$24,710)	(\$21,815)	(\$29,232)	(\$118,688)	(\$26,629)	(\$30,022)	(\$429,392)	(\$417,140)	(\$12,252)	-3%
Fringe benefits	(\$43,725)	(\$28,748)	(\$25,023)	(\$37,384)	(\$35,876)	(\$36,396)	(\$35,287)	(\$33,702)	(\$30,528)	(\$34,591)	(\$127,302)	(\$134,307)	(\$602,868)	(\$463,250)	(\$139,618)	-30%
Total Compensation & related exp	(\$561,390)	(\$510,716)	(\$440,516)	(\$313,198)	(\$552,684)	(\$410,274)	(\$440,720)	(\$399,060)	(\$492,093)	(\$606,563)	(\$577,278)	(\$613,151)	(\$5,917,644)	(\$6,325,627)	\$407,983	6%

▶ 6% or \$408K favorable to last year

Other Operating Expenses																
Advertising and marketing	\$0	\$0	(\$99)	\$0	\$0	(\$240)	(\$341)	(\$255)	(\$561)	\$0	\$0	(\$349)	(\$1,846)	(\$11,160)	\$9,314	83%
Bad debt	(\$1,307)	\$6,292	(\$9,288)	(\$8,831)	(\$4,411)	(\$8,382)	\$8,168	\$988	\$5,524	\$4,486	(\$2,360)	\$7,665	(\$1,456)	(\$103,639)	\$102,183	99%
Computer support	(\$7,088)	(\$6,199)	(\$21,428)	(\$9,589)	(\$12,655)	(\$8,388)	(\$8,388)	(\$1,948)	(\$8,027)	(\$14,818)	(\$10,107)	(\$7,295)	(\$115,930)	(\$77,679)	(\$38,251)	-49%
Conference and meetings	(\$248)	(\$1,350)	\$0	\$1,475	(\$1,882)	(\$480)	(\$30)	(\$2,636)	(\$358)	(\$85)	(\$200)	(\$5,622)	(\$11,417)	(\$11,245)	(\$171)	-2%
Continuing education	(\$2,368)	(\$1,092)	\$0	\$0	(\$308)	(\$1,733)	(\$275)	(\$496)	(\$218)	(\$530)	(\$900)	(\$3,953)	(\$11,874)	(\$29,349)	\$17,475	60%
Contracts and consulting	(\$2,713)	(\$17,931)	(\$28,137)	(\$20,701)	(\$38,786)	(\$22,638)	(\$19,439)	(\$18,699)	(\$36,352)	(\$39,509)	(\$18,922)	(\$33,911)	(\$297,736)	(\$74,450)	(\$223,287)	-300%
Depreciation and amortization	(\$27,651)	(\$29,438)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$28,544)	(\$342,532)	(\$339,219)	(\$3,313)	-1%
Dues and membership	(\$2,355)	(\$3,243)	(\$2,355)	(\$2,530)	(\$2,405)	(\$7,955)	(\$3,247)	(\$6,692)	(\$1,850)	(\$5,894)	(\$3,865)	(\$2,538)	(\$44,927)	(\$34,127)	(\$10,799)	-32%
Equipment leases	(\$2,580)	(\$1,877)	(\$2,273)	(\$1,735)	(\$2,911)	(\$2,487)	(\$945)	(\$1,413)	(\$2,529)	(\$3,018)	(\$1,120)	(\$50)	(\$22,937)	(\$27,328)	\$4,391	16%
Insurance	(\$2,128)	(\$2,202)	(\$2,202)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,192)	(\$2,206)	(\$2,206)	(\$26,286)	(\$25,329)	(\$957)	-4%
Interest	(\$1,289)	(\$1,279)	(\$1,187)	(\$1,258)	(\$1,209)	(\$1,238)	(\$1,187)	(\$1,723)	(\$156)	(\$355)	(\$363)	\$559	(\$10,685)	(\$15,799)	\$5,114	32%
Legal and accounting	(\$2,500)	(\$2,500)	(\$2,626)	(\$2,500)	(\$2,895)	(\$2,668)	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,584)	(\$12,440)	(\$508)	(\$38,722)	(\$34,667)	(\$4,055)	-12%
Licenses and fees	(\$4,115)	(\$6,952)	(\$4,006)	(\$2,898)	(\$2,959)	(\$3,504)	(\$3,794)	(\$3,775)	(\$4,525)	(\$5,418)	(\$4,262)	(\$2,924)	(\$49,130)	(\$46,029)	(\$3,101)	-7%
Medical & dental lab and supplies	(\$10,442)	(\$9,416)	(\$6,226)	(\$897)	(\$283)	(\$1,630)	(\$3,256)	(\$8,571)	(\$7,997)	(\$7,624)	(\$7,444)	(\$7,985)	(\$71,772)	(\$117,585)	\$45,814	39%
Merchant CC Fees	(\$1,576)	(\$1,690)	(\$2,037)	(\$1,492)	(\$633)	(\$564)	(\$571)	(\$1,067)	(\$1,368)	(\$1,185)	(\$1,052)	(\$1,135)	(\$14,368)	(\$19,296)	\$4,928	26%
Office supplies and printing	(\$2,304)	(\$3,052)	(\$1,899)	(\$7,188)	(\$1,530)	(\$7,637)	(\$7,234)	(\$13,799)	(\$7,334)	(\$7,595)	\$271	(\$1,753)	(\$61,053)	(\$40,100)	(\$20,953)	-52%
Postage	(\$117)	(\$2,051)	(\$2,240)	(\$151)	(\$2,233)	(\$2,040)	(\$511)	(\$28)	(\$2,066)	(\$650)	(\$2,358)	(\$146)	(\$14,591)	(\$17,615)	\$3,024	17%
Program supplies and materials	(\$19,372)	(\$17,012)	(\$14,163)	(\$2,688)	(\$15,733)	(\$17,073)	(\$13,480)	(\$18,625)	(\$30,784)	(\$37,531)	(\$28,274)	(\$12,905)	(\$227,641)	(\$222,587)	(\$5,054)	-2%
Pharmacy & Optometry COGS	(\$7,980)	(\$10,963)	(\$4,699)	(\$3,785)	(\$3,420)	(\$9,287)	(\$6,308)	(\$19,791)	(\$30,040)	(\$26,752)	(\$15,389)	(\$11,570)	(\$149,983)	(\$125,323)	(\$24,660)	-20%
Recruitment	(\$4,049)	(\$527)	(\$90)	\$0	\$0	\$0	\$0	\$0	\$0	(\$75)	(\$25)	\$0	(\$4,766)	(\$38,125)	\$33,359	87%
Rent	(\$6,964)	(\$8,584)	(\$10,064)	(\$6,964)	(\$15,758)	(\$13,843)	(\$16,052)	(\$11,738)	(\$20,683)	(\$7,741)	(\$9,603)	(\$7,141)	(\$135,137)	(\$62,143)	(\$72,995)	-117%
Repairs and maintenance	(\$13,597)	(\$18,942)	(\$15,221)	(\$11,565)	(\$12,108)	(\$21,849)	(\$15,799)	(\$10,838)	(\$15,690)	(\$16,930)	(\$11,308)	(\$13,776)	(\$177,622)	(\$168,090)	(\$9,532)	-6%
Small equipment purchases	\$0	(\$1,669)	\$0	(\$1,299)	(\$4,240)	(\$12,046)	(\$7,050)	\$0	(\$1,704)	(\$3,213)	(\$8,053)	(\$719)	(\$39,993)	(\$26,760)	(\$13,233)	-49%
Telephone	(\$10,928)	(\$13,895)	(\$14,263)	(\$15,336)	(\$14,707)	(\$14,343)	(\$13,859)	(\$14,701)	(\$14,258)	(\$14,503)	(\$14,441)	(\$17,197)	(\$172,431)	(\$161,640)	(\$10,792)	-7%
Travel	(\$1,947)	(\$1,348)	(\$940)	(\$639)	(\$327)	(\$1,076)	(\$1,171)	(\$1,050)	(\$1,184)	(\$935)	(\$536)	(\$1,720)	(\$12,873)	(\$31,761)	\$18,888	59%
Utilities	(\$3,234)	(\$5,499)	(\$3,312)	(\$4,481)	(\$4,838)	(\$2,955)	(\$3,467)	(\$3,102)	(\$3,643)	(\$2,757)	(\$7,116)	(\$4,656)	(\$49,060)	(\$53,241)	\$4,182	8%
Total Other Operating Expenses	(\$138,848)	(\$162,418)	(\$177,298)	(\$135,788)	(\$176,969)	(\$194,792)	(\$151,474)	(\$173,195)	(\$219,038)	(\$225,951)	(\$190,617)	(\$160,377)	(\$2,106,766)	(\$1,914,286)	(\$192,480)	-10%
NET OPERATING SURPLUS	(\$85,166)	(\$149,077)	(\$141,031)	\$294,481	(\$196,216)	\$52,302	(\$136,583)	(\$68,317)	(\$248,881)	\$79,629	\$1,222,030	\$84,615	\$707,788	(\$274,039)	\$981,826	358%

• Year over Year 10% increase in spending, dictated by purpose-specific grants

Net Income

NET OPERATING SURPLUS	(\$85,166)	(\$149,077)	(\$141,031)	\$294,481	(\$196,216)	\$52,302	(\$136,583)	(\$68,317)	(\$248,881)	\$79,629	\$1,222,030	\$84,615	\$707,788	(\$274,039)	\$981,826	358%
NON_OPERATING ACTIVITIES																
Donations, Pledges & Contribution	\$120	\$9,800	\$20,725	\$40,211	\$4,657	\$1,476	\$7,740	\$2,000	\$20,432	\$400	\$700	\$14,546	\$122,808	\$172,550	(\$49,742)	-29%
Capital Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$177,502	(\$177,502)	-100%
NET NON-OPERATING SURPLU	\$120	\$9,800	\$20,725	\$40,211	\$4,657	\$1,476	\$7,740	\$2,000	\$20,432	\$400	\$700	\$14,546	\$122,808	\$350,052	(\$227,244)	-65%
NET SURPLUS/(DEFICIT)	(\$85,046)	(\$139,277)	(\$120,306)	\$334,692	(\$191,559)	\$53,778	(\$128,843)	(\$66,317)	(\$228,449)	\$80,029	\$1,222,730	\$99,161	\$830,595	\$76,013	\$754,582	993%
_																

▶ \$831K 2020 Surplus

Cash Flow

I and the second		
CASH FLOWS FROM OPERATING ACT	IVITIES	
	NET SURPLUS/(DEFICIT) FOR PERIOD	\$99,161
ADJUSTMENTS TO RECONCILE NET	INCOME TO NET CASH	
PROVIDED (USED) BY OPERATII	NG ACTIVITIES	
	NET CHANGE:	
	DIFFERENCE BETWEEN OPENING AND CLOSING BALANCE OF OPERATING ACCOUNTS	(\$173,176)
	NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	(\$74,015)
CASH FLOWS FROM INVESTING ACTIV	VITIES	
	ADD BACK NON-CASH EXPENSE:	
	DEPRECIATION AND UNREALIZED LOSS (GAINS ARE SUBTRACTED)	
	NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	\$81,776
	NET INCREASE/(DECREASE) IN CASH	\$7,761
	CASH AND CASH EQUIVALENTS AS OF 12/1/2020	\$2,128,617
	CASH AND CASH EQUIVALENTS AS OF 12/31/2020	\$2,136,378

► Cash on hand increased \$8K

Balance Sheet (as of 12/31/20)

ASSETS		
	Total Current Assets	\$2,128,215
	Net Property & Equipment	\$4,007,908
	Total Other Assets	\$355,760
	TOTAL ASSETS	\$6,491,884
Liabilities & F	und Balance	
	Total Current Liabilities	\$1,160,391
	Total Long Term Liabilities	\$131,951
	Total Liabilities	\$1,292,342
Fund Ba	lance / Equity	
	Fund Balance Prior Years	5,199,541
	Total Liabilities & Fund Balance	6,491,884

- Current Assets = \$2.1 M
- Current Liabilities = \$1.2 M
- Current Ratio = 1.83

Other Items

- ▶ PPP round 2 funding received \$1.17M
- ► Cash only balance reached \$2.7M, not including investments or AR
- Cash on Hand good for 130 Days
- Current Ratio for Feb 2021 = 3.6 (enjoy while it lasts)
- Cash Flow Projections indicate stability until early 2023 (reference weekly cash report in Excel)



2021 Budget

Key Assumptions and Methodology:

- ▶ 2020 lacked consistency (clinics were not fully open, provider count varied, transition to telehealth).
- ► The last quarter of 2020 saw the hire of 3 new NP's and the development of a new normal.
- ▶ 2021 Budget based on this latter period in 2020 extrapolated over 12 months with a deviation factor to account for normal seasonal fluctuations in patient volume.
- ▶ We are operating under the assumption that the current state will continue for the next 12 months.

(Budget created prior to December 2020 financial results)

Revenue Highlights:

- ▶ Medical Revenue down 23% from 2019 (normal year used for comparison)
- Dental Revenue down 35% from 2019
- ► Behavioral Health up 12% from 2019
- Optometry down 8% from 2019
- Pharmacy up 381% from 2019 (serious up-tick seen in 2020, should grow even more due to 340B enhancement efforts).
- ▶ PPP grant obtained for \$1.17M

Expense Highlights:

- Payroll expense returns near 2019 levels.
- ▶ 340B Pharmacy expense increase relative to new revenues.
- Consulting and contracts projected to remain high due to anticipated challenges with remote work, 340B consultant, and ongoing projects.
- Travel and education expense should normalize upward as people catch up on CPE and our offices increase on-site presence.
- PPE projected to remain high through 2021.

Net Income:

- ▶ \$41K budgetary projection for Net Surplus
- ▶ PPP loan allows us to operate through early 2023 without fear of imminent insolvency.

Revenue

		Incomplete Jan -Dec 2020	\$2,019	\$2,021	% Change
		Actual	Actual	Budget	from 2019
OPERATING ACTIVITIES					
Revenue					
Patient Services - Medical					
	Total	\$1,655,185	\$2,495,491	\$1,924,432	-23%
Patient Services - Dental					
	Total	\$788,937	\$1,864,199	\$1,220,184	-35%
Patient Services - Beh. Heal	th				
	Total	\$367,224	\$371,345	\$417,351	12%
Patient Services - Optometr	у				
	Total	\$129,632	\$207,816	\$191,205	-8%
Patient Services - Optometr	y Hardware				
	Total Optometry Hardware	\$53,547	\$84,762	\$83,446	-2%
Patient Services - Pharmacy					
	Total Pharmacy	\$335,066	\$135,034	\$650,000	381%
Quality & Other Incentives					
	Total	\$85,509	\$75,268	\$64,600	-14%
HRSA 330 & Other Grant					
	Total	\$1,933,348	\$1,762,234	\$1,819,699	3%
Other Grants & Contracts					
	Total	\$2,679,696	\$873,200	\$1,944,200	123%
Int., Dividends Gain /Loss In	vestment				
	Total	\$39,677	\$64,937	\$35,364	-46%
Rental & Misc. Income					
	Total Rental & Misc. Income	\$30,548	\$31,590	\$15,127	-52%
	Total Operating Revenue	\$8,098,369	\$7,965,874	\$8,365,608	5%

Payroll

			Incomplete Jan -Dec 2020	\$2,019	\$2,021	% Change
			Actual	Actual	Budget	from 2019
Compensation and related ex	rpenses					
Salaries and wages						
	Salaries and wages		-\$4,885,384	-\$5,445,237	-\$5,235,859	4%
Payroll taxes						
	Payroll taxes		-\$427,663	-\$417,140	-\$494,491	-19%
Fringe benefits						
	Fringe benefits		-\$542,953	-\$463,250	-\$473,611	-2%
	Total Compensation & related expenses	_	-\$5,855,999	-\$6,325,627	-\$6,203,962	2%
		_				

Other Expenses

		Incomplete Jan -Dec 2020	\$2,019	\$2,021	% Change
		Actual	Actual	Budget	from 2019
Other Operating Expenses					
	Advertising and marketing	-\$1,826	-\$11,160	-\$7,405	34%
	Bad debt	-\$8,790	-\$103,639	-\$79,802	23%
	Computer support	-\$115,429	-\$77,679	-\$131,805	-70%
	Conference and meetings	-\$11,345	-\$11,245	-\$7,840	30%
	Continuing education	-\$10,977	-\$29,349	-\$36,000	-23%
	Contracts and consulting	-\$288,101	-\$74,450	-\$133,200	-79%
	Depreciation and amortization	-\$342,532	-\$339,219	-\$342,532	-1%
	Dues and membership	-\$43,902	-\$34,127	-\$48,726	-43%
	Equipment leases	-\$22,416	-\$27,328	-\$26,665	2%
	Insurance	-\$26,286	-\$25,329	-\$26,357	-4%
	Interest	-\$10,685	-\$15,799	-\$4,360	72%
	Legal and accounting	-\$38,213	-\$34,667	-\$41,857	-21%
	Licenses and fees	-\$46,263	-\$46,029	-\$47,100	-2%
	Total Medical lab and supplies	-\$71,772	-\$117,585	-\$92,260	22%
	Merchant CC Fees	-\$13,233	-\$19,296	-\$14,418	25%
	Office supplies and printing	-\$60,317	-\$40,100	-\$58,630	-46%
	Postage	-\$14,591	-\$17,615	-\$16,800	5%
	Program supplies and materials	-\$220,501	-\$222,587	-\$231,000	-4%
	Total Pharmacy & Optometry COGS	-\$141,365	-\$125,323	-\$293,723	-134%
	Rent	-\$135,137	-\$62,143	-\$103,194	-66%
	Repairs and maintenance	-\$174,989	-\$168,090	-\$175,710	-5%
	Small equipment purchases	-\$39,274	-\$26,760	-\$51,881	-94%
	Telephone	-\$168,535	-\$161,640	-\$172,810	-7%
	Travel	-\$11,641	-\$31,761	-\$24,000	24%
	Utilities	-\$48,240	-\$53,241	-\$57,000	-7%
	Total Other Operating Expenses	-\$2,071,128	-\$1,914,286	-\$2,225,075	-16%

Donations & Net Surplus

		Incomplete Jan -Dec 2020	\$2,019	\$2,021	% Change
		Actual	Actual	Budget	from 2019
	NET OPERATING SURPLUS (DEFICIT)	\$171,241	-\$274,039	-\$63,429	77%
NON_OPERATING ACTIV	ITIES				
Donations, Pledges & Contrib	utions				
	Total	\$122,808	\$172,550	\$105,000	-39%
Capital Grants					
	Total Capital Grants	\$0	\$124,590	\$0	-100%
	NET NON-OPERATING SURPLUS (DEFICIT)	\$122,808	\$350,052	\$105,000	-70%
	NET SURPLUS/(DEFICIT)	\$294,049	\$76,013	\$41,571	-45%

Credentialing and Privileging Update for HCHC BOD

Month: January

Name	Position/ Credentials	Start date	Date Credentialed	Special Certifications	Privileging Requests	Special Privileging Requests
			1/21/2021- re-			
			credentialing/re-		re-privileging request	
Tammy Sciartilli	Dental Assistant	n/a	privileging	None	completed	none

Cc: Tabitha Griswold <tgriswold@hchcweb.org>; Michael Purdy, OD, MPH <mpurdy@hchcweb.org>; Vickie Dempesy <vdempesy@hchcweb.org>; John Melehov <jmelehov@hchcweb.org>

Subject: Change in Scope Request

Importance: High

[EXTERNAL] THIS MESSAGE ORIGINATED FROM OUTSIDE OF PEOPLESBANK AND MAY BE A PHISHING ATTEMPT

Good afternoon -

As we prepare for vaccination of our patients and perhaps the larger community, I checked our current scope of activities related to conducting vaccination clinics outside of our sites. While this is a minor change, I believe that it would be appropriate to change the definition of the **Portable Clinical Care** that we current provide from:

- 1. <u>Frequency of Activity</u>: The health center has mobile clinic services that are provided about once/week during the school year, depending on the service. Portable clinical services telehealth, home visiting, BP clinics, <u>flu shot clinics</u>, dental clinics, and health fairs are provided on a monthly, annual, or as needed basis.
- 2. <u>Description of Activity</u>: Services include: telehealth via telephone or video conferencing a dental clinic that does exams, imaging, hygiene, and restorative care to school-aged children in a room provided by the school; a behavioral health provider that provides services in community locations such as schools, community center(s), and immigrant education programs. a medical clinic to provide annual physicals and childhood immunizations on-site nurses conduct BP clinics and flu clinics for local elders nurses and PCPs provide occasional home visits for patients due to transportation barriers or other barriers to accessing care staff participate in occasional health fairs and provide basic primary care

And instead have the description say:

- 1. <u>Frequency of Activity</u>: The health center has mobile clinic services that are provided about once/week during the school year, depending on the service. Portable clinical services telehealth, home visiting, BP clinics, <u>vaccination clinics</u>, dental clinics, and health fairs are provided on a monthly, annual, or as needed basis.
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I ask that the Board call for a motion, move, second, and vote on this motion via email, so

that we can get this filed and approved prior to our commencing vaccinations at an off-site location.

Thank you! Eliza

Eliza Lake, MSW Chief Executive Officer Hilltown Community Health Centers, Inc.

P: (413) 238-4128 F: (413) 238-5570 elake@hchcweb.org

Pronoun: She/Her/Hers









Socially distance

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From: Alan Gaitenby

To: Bannister, Matthew; Eliza Lake; Jennica Gallagher (jgallagher@greenfieldcoopbank.com); John Follet; Kathryn

Jensen; Lee Manchester; Nancy Brenner (nbrenner5311@gmail.com); Seth Gemme; Wendy Long

Cc: <u>Tabitha Griswold</u>

Subject: Re: Change in Scope Request

Date: Friday, January 22, 2021 2:03:10 PM

Attachments: <u>image002.png</u>

Second

From: "Bannister, Matthew" < MBannister@bankatpeoples.com>

Date: Friday, January 22, 2021 at 2:02 PM

To: 'Eliza Lake' <elake@hchcweb.org>, Alan Gaitenby <gaitenby@legal.umass.edu>, "Jennica Gallagher (jgallagher@greenfieldcoopbank.com)" <jgallagher@greenfieldcoopbank.com>, John Follet <jfollet@hchcweb.org>, Kathryn Jensen <kjens3@icloud.com>, Lee Manchester <lmanchester@uww.umass.edu>, "Nancy Brenner (nbrenner5311@gmail.com)" <nbrenner5311@gmail.com>, Seth Gemme <sgemme@gmail.com>, Wendy Long <wvlong@comcast.net>

Cc: Tabitha Griswold <tgriswold@hchcweb.org>, "Michael Purdy, OD, MPH" <mpurdy@hchcweb.org>, Vickie Dempesy <vdempesy@hchcweb.org>, John Melehov <jmelehov@hchcweb.org>

Subject: RE: Change in Scope Request

I move that we accept Eliza's proposed recommended edits as written below.

Thanks.

Matt

Matthew Bannister | Senior Vice President | Marketing and Corporate Responsibility **PeoplesBank** | 413.493.8704 | <u>bankatpeoples.com</u>



From: Eliza Lake <elake@hchcweb.org> Sent: Friday, January 22, 2021 1:37 PM

To: alan gaitenby <gaitenby@legal.umass.edu>; Bannister, Matthew <MBannister@bankatpeoples.com>; Jennica Gallagher (jgallagher@greenfieldcoopbank.com) <jgallagher@greenfieldcoopbank.com>; John Follet <jfollet@hchcweb.org>; Kathryn Jensen <kjens3@icloud.com>; Lee Manchester <lmanchester@uww.umass.edu>; Nancy Brenner (nbrenner5311@gmail.com) <nbrenner5311@gmail.com>; Seth Gemme <sgemme@gmail.com>; Wendy Long <wvlong@comcast.net>

From: Lee Manchester To: Jenicca R. Gallagher

Nancy Brenner; Eliza Lake; alan gaitenby; Bannister, Matthew; John Follet; Kathryn Jensen; Lee Manchester; Seth Gemme; Wendy Long; Tabitha Griswold; Michael Purdy, OD, MPH; Vickie Dempesy; John Melehov Cc:

Subject: Re: Change in Scope Request Date: Friday, January 22, 2021 3:16:02 PM

I vote yes.

Lee

On Fri, Jan 22, 2021 at 3:00 PM Jenicca R. Gallagher < <u>igallagher@greenfieldcoopbank.com</u>> wrote:

I vote yes.

Jenicca R. Gallagher

Branch Manager/AVP

390 College Street

Amherst MA 01002

(413) 658-0073

Fax (413) 658-0076 NMLS ID# 454531



Your actual rate, payment and costs could be higher.

Get an official Loan Estimate before choosing a loan.

From: Nancy Brenner [mailto:<u>nbrenner5311@gmail.com</u>]

Sent: Friday, January 22, 2021 2:16 PM **To:** Eliza Lake <<u>elake@hchcweb.org</u>>

Cc: alan gaitenby <gaitenby@legal.umass.edu>; Bannister, Matthew

< MBannister@bankatpeoples.com>; Jennica Gallagher (igallagher@greenfieldcoopbank.com)

<jgallagher@greenfieldcoopbank.com>; John Follet <jfollet@hchcweb.org>; Kathryn Jensen

< kjens3@icloud.com >; Lee Manchester < lmanchester@uww.umass.edu >; Seth Gemme

<sgemme@gmail.com>; Wendy Long <<u>wvlong@comcast.net</u>>; Tabitha Griswold

<tgriswold@hchcweb.org>; Michael Purdy, OD, MPH <mpurdy@hchcweb.org>; Vickie Dempesy

<<u>vdempesy@hchcweb.org</u>>; John Melehov <<u>imelehov@hchcweb.org</u>>

Subject: Re: Change in Scope Request

Importance: High

I vote yea

On Jan 22, 2021, at 1:37 PM, Eliza Lake <<u>elake@hchcweb.org</u>> wrote:

Good afternoon –

As we prepare for vaccination of our patients and perhaps the larger community, I checked our current scope of activities related to conducting vaccination clinics outside of our sites. While this is a minor change, I believe that it would be appropriate to change the definition of the **Portable Clinical Care** that we current provide from:

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From: Jenicca R. Gallagher

To: Nancy Brenner; Eliza Lake

Cc: alan gaitenby; Bannister, Matthew; John Follet; Kathryn Jensen; Lee Manchester; Seth Gemme; Wendy Long;

Tabitha Griswold; Michael Purdy, OD, MPH; Vickie Dempesy; John Melehov

Subject: RE: Change in Scope Request

Date: Friday, January 22, 2021 3:00:47 PM

I vote yes.

Jenicca R. Gallagher

Branch Manager/AVP 390 College Street Amherst MA 01002 (413) 658-0073 Fax (413) 658-0076 NMLS ID# 454531



Your actual rate, payment and costs could be higher. Get an official Loan Estimate before choosing a loan.

From: Nancy Brenner [mailto:nbrenner5311@gmail.com]

Sent: Friday, January 22, 2021 2:16 PM **To:** Eliza Lake <elake@hchcweb.org>

Cc: alan gaitenby <gaitenby@legal.umass.edu>; Bannister, Matthew

<MBannister@bankatpeoples.com>; Jennica Gallagher (jgallagher@greenfieldcoopbank.com)

<jgallagher@greenfieldcoopbank.com>; John Follet <jfollet@hchcweb.org>; Kathryn Jensen

<kjens3@icloud.com>; Lee Manchester <lmanchester@uww.umass.edu>; Seth Gemme

<sgemme@gmail.com>; Wendy Long <wvlong@comcast.net>; Tabitha Griswold

<tgriswold@hchcweb.org>; Michael Purdy, OD, MPH <mpurdy@hchcweb.org>; Vickie Dempesy

<vdempesy@hchcweb.org>; John Melehov <jmelehov@hchcweb.org>

Subject: Re: Change in Scope Request

Importance: High

I vote yea

From: <u>Kathryn Jensen</u>
To: <u>Tabitha Griswold</u>

Cc: alan gaitenby; Bannister, Matthew; Jennica Gallagher (jgallagher@greenfieldcoopbank.com); John Follet; Lee

Manchester; Nancy Brenner (nbrenner5311@gmail.com); Seth Gemme; Wendy Long; Michael Purdy, OD, MPH;

<u>Vickie Dempesy</u>; <u>John Melehov</u>

Subject: Re: Change in Scope Request

Date: Friday, January 22, 2021 2:13:13 PM

Importance: High

I vote we accept the proposed edits to the HCHC scope as proposed by Eliza Lake. Kathryn Jensen

On Jan 22, 2021, at 1:37 PM, Eliza Lake <<u>elake@hchcweb.org</u>> wrote:

Good afternoon -

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- **Description of Activity**: Services include: telehealth via telephone or video conferencing a dental clinic that does exams, imaging, hygiene, and restorative care to school-aged children in a room provided by the school; a behavioral health provider that provides services in community locations such as schools,

From: Wendy Long

To: Eliza Lake; alan gaitenby; Bannister, Matthew; Jennica Gallagher (jgallagher@greenfieldcoopbank.com); John

Follet; Kathryn Jensen; Lee Manchester; Nancy Brenner (nbrenner5311@gmail.com); Seth Gemme

Cc: Tabitha Griswold; Michael Purdy, OD, MPH; Vickie Dempesy; John Melehov

Subject: Re: Change in Scope Request

Date: Friday, January 22, 2021 9:06:23 PM

Attachments: <u>image003.png</u>

I vote yes.

Wendy

On 01/22/2021 1:37 PM Eliza Lake <elake@hchcweb.org> wrote:

Good afternoon –

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- **<u>Description of Activity</u>**: Services include: telehealth via telephone or

From: Seth Gemme
To: Wendy Long

Cc: <u>Eliza Lake; alan gaitenby; Bannister, Matthew; Jennica Gallagher (jgallagher@greenfieldcoopbank.com); John</u>

Follet; Kathryn Jensen; Lee Manchester; Nancy Brenner (nbrenner5311@gmail.com); Tabitha Griswold; Michael

Purdy, OD, MPH; Vickie Dempesy; John Melehov

Subject: Re: Change in Scope Request

Date: Friday, January 22, 2021 10:17:54 PM

Yes

Sent from my iPhone

On Jan 22, 2021, at 9:06 PM, Wendy Long wvlong@comcast.net> wrote:

I vote yes.

Wendy

On 01/22/2021 1:37 PM Eliza Lake <elake@hchcweb.org> wrote:

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From: Lee Manchester
To: Eliza Lake

Cc: <u>alan gaitenby</u>; <u>Bannister, Matthew</u>; <u>Jennica Gallagher (jgallagher@greenfieldcoopbank.com)</u>; <u>John Follet</u>; <u>Kathryn</u>

Jensen; Lee Manchester; Nancy Brenner (nbrenner5311@gmail.com); Seth Gemme; Wendy Long; Tabitha

Griswold; Michael Purdy, OD, MPH; Vickie Dempesy; John Melehov

Subject: Re: Change in Scope Request

Date: Tuesday, January 26, 2021 2:04:40 PM

Attachments: <u>image003.png</u>

I think we can consider this change in scope of activities to be approved by the board. Moved by Matt, seconded by Alan; Yes votes from Kathryn, Nancy, Jenn, Lee, Wendy and Seth. We can reflect the vote in our next meeting minutes.

regards, Lee

On Fri, Jan 22, 2021 at 1:37 PM Eliza Lake <<u>elake@hchcweb.org</u>> wrote:

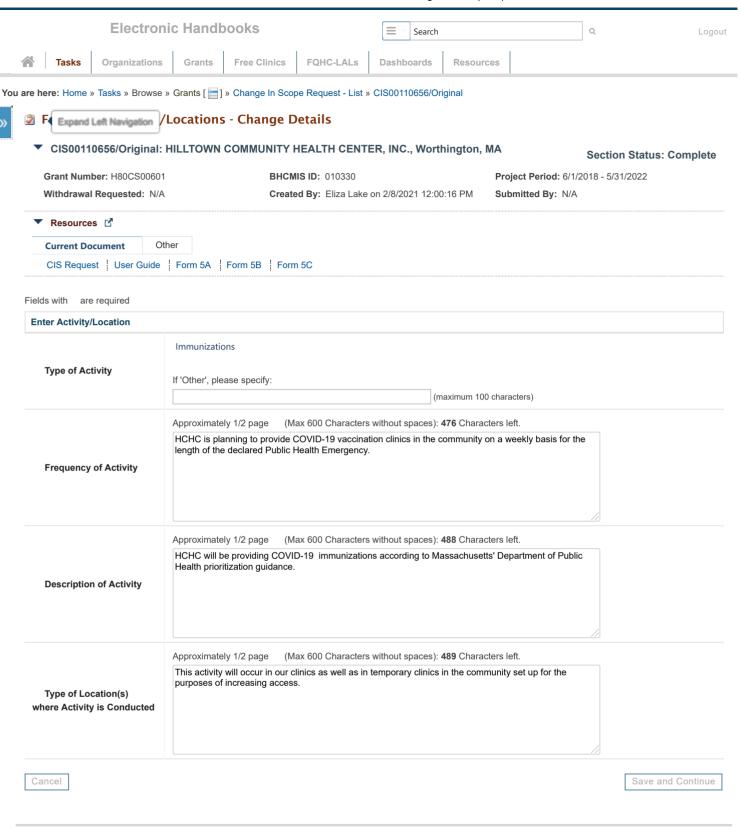
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As we prepare for vaccination of our patients and perhaps the larger community, I checked our current scope of activities related to conducting vaccination clinics outside of our sites. While this is a minor change, I believe that it would be appropriate to change the definition of the **Portable Clinical Care** that we current provide from:

- <u>Frequency of Activity</u>: The health center has mobile clinic services that are provided about once/week during the school year, depending on the service. Portable clinical services telehealth, home visiting, BP clinics, <u>flu shot clinics</u>, dental clinics, and health fairs are provided on a monthly, annual, or as needed basis.
- Description of Activity: Services include: telehealth via telephone or video conferencing a dental clinic that does exams, imaging, hygiene, and restorative care to school-aged children in a room provided by the school; a behavioral health provider that provides services in community locations such as schools, community center(s), and immigrant education programs. a medical clinic to provide annual physicals and childhood immunizations on-site nurses conduct BP clinics and flu clinics for local elders nurses and PCPs provide occasional home visits for patients due to transportation barriers or other barriers to accessing care staff participate in occasional health fairs and provide basic primary care

And instead have the description say:

- **Frequency of Activity:** The health center has mobile clinic services that are provided about once/week during the school year, depending on the service. Portable clinical services telehealth, home visiting, BP clinics, **vaccination clinics**, dental clinics, and health fairs are provided on a monthly, annual, or as needed basis.
- <u>Description of Activity</u>: Services include: telehealth via telephone or video conferencing a dental clinic that does exams, imaging, hygiene, and restorative care to school-aged children in a room provided by the school; a behavioral health



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