

Hilltown Community Health Center  
**Board of Directors**  
Thursday, June 10, 2021  
Zoom link: <https://us02web.zoom.us/j/590224751>  
Meeting ID: 590 224 751 Phone: 1 312 626 6799  
6:50 p.m. – 7:30 p.m.

**ANNUAL MEETING AGENDA**

<b><u>Time</u></b>	<b><u>Topic</u></b>	<b><u>Purpose</u></b>	<b><u>Presenter</u></b>
6:50 PM	Call to Order and Approval of Minutes	Vote Needed	M. Lee Manchester
6:55 PM	<b>Election of Officers and Members</b> Proposed slate of officers and director nominations for the 2021-2022 Fiscal Year: <ul style="list-style-type: none"><li>• President: Lee Manchester</li><li>• Vice President: Vacant</li><li>• Treasurer: John Follet</li><li>• Clerk: Kathryn Jensen</li></ul> Director Renewals: <ul style="list-style-type: none"><li>• Alan Gaitenby</li><li>• John Follet</li></ul>	Vote Needed	Recruitment Orientation and Nomination - Wendy Long
7:05 PM	Staff Presentation – HCHC in Review	Inform	Eliza Lake and John Melehov
7:30 PM	Adjourn	Vote Needed	M. Lee Manchester

## HCHC BOARD OF DIRECTORS ANNUAL MEETING

Date/Time: 06/04/2020 7:00pm

Zoom Meeting

**MEMBERS:** John Follet, President; Nancy Brenner, Vice President; Kathryn Jensen, Clerk; Lee Manchester, Interim Treasurer; Alan Gaitenby; Jenicca Gallagher

**STAFF:** Eliza Lake, CEO; Jennifer Coscia, Interim CFO; Michael Purdy, CCCSO; Tabitha Griswold, Executive Assistant

**ABSENT:** Matt Bannister; Kate Albright-Hanna; Seth Gemme; Wendy Long

Agenda Item	Summary of Discussion	Decisions/ Next Steps/ Person Responsible Due Date
	John Follet called the meeting to order at 6:52pm.	
Approval of Annual Meeting Minutes 06/04/2019	<p>The June 4, 2019 minutes from the Annual Meeting were reviewed by the Board members present.</p> <p>A correction was noted to move former Board member, Deborah Leonczyk, to the members present listing as she was an active member at the time of the Annual meeting.</p> <p><b>A motion was made by Lee Manchester to approve the June 4, 2019 minutes as amended. The motion was seconded by Nancy Brenner.</b></p>	The Board voted unanimously to approve the June 4, 2019 minutes
Finance Committee	<ul style="list-style-type: none"><li>Eliza Lake presented the annual financial report, based on the FY2019 audited financials. Overall, the results were much more positive than they had been in FY2018 with a very small profit as opposed to FY2018's significant deficit. The percentage of net revenue spent on compensation and benefits dropped to 75% from 85% in FY2018, which was a dramatic improvement.</li></ul> <p><b>Nancy Brenner moved to approve the Financial Annual Report. Lee Manchester seconded the motion.</b></p>	The Board voted unanimously to approve the Financial Annual Report.
Annual Review	<ul style="list-style-type: none"><li>Eliza Lake presented an Annual Review of 2019, which reviewed HCHC's 2017-2020 Strategic Plan and the progress made in 2019 toward its goals and objectives.</li></ul>	

	<p>There was discussion on the outcomes of some highlights in the strategic plan throughout the year. HCHC has addressed or met most of the goals, and is in the process of developing a new, 2020-2023 Strategic Plan. A PDF of the Annual Review will be distributed to members in the portal.</p>	
<p>Presentation and Election of Slate of Officers</p>	<p>The following slate of officers for the Board of Directors was presented by Alan Gaitenby, as a member of the Nominating Committee. Officers for one-year terms included:</p> <ul style="list-style-type: none"> <li>• Chair, Lee Manchester</li> <li>• Vice Chair, John Follet, MD</li> <li>• Clerk, Kathryn Jensen</li> <li>• Interim Treasurer, John Follet, MD</li> </ul> <p><b>A motion was made by Nancy Brenner and seconded by Jenicca Gallagher to approve the above slate of officers.</b></p> <p>The Board discussed the process for transitioning the Chair’s responsibilities to a new member, including the need to change the signatories on the bank account and in federal filings. The outgoing and incoming Chairs agreed to meet with the CEO to discuss these matters, and to complete the necessary paperwork.</p>	<p>The Board voted unanimously to approve the slate of officers for one-year terms</p>
<p>Presentation and Election of Slate of Directors</p>	<p>The directors for a three-year term was presented by Wendy long. The directors included:</p> <ul style="list-style-type: none"> <li>• Seth Gemme</li> <li>• Nancy Brenner</li> <li>• Matt Bannister</li> </ul> <p><b>A motion was made by Lee Manchester and seconded by Alan Gaitenby to approve another three-year term of service for the slate of directors.</b></p>	<p>The Board voted unanimously to approve the slate of directors for three-year terms</p>
	<p><b>With no further business to discuss, Nancy Brenner made a motion to adjourn this meeting and Alan Gaitenby seconded the motion. The motion was approved.</b></p> <p>The meeting adjourned at 7:32pm.</p>	<p>The motion to adjourn was approved unanimously.</p>

Respectfully submitted,  
Tabitha Griswold, Executive Assistant

# Hilltown Community Health Centers

## Income Statement

### OPERATING ACTIVITIES

Revenue	2020	2019	2018	2017	2016	2015
Patient Services - Medical	\$1,792,667	\$2,495,491	\$2,608,478	\$2,519,957	\$2,442,238	\$2,508,886
Patient Services - Dental	\$894,355	\$1,864,199	\$1,751,991	\$1,690,338	\$1,661,283	\$1,652,542
Patient Services - Beh. Health	\$402,741	\$371,345	\$377,787	\$364,524	\$305,436	\$298,774
Patient Services - Optometry	\$141,375	\$207,816	\$205,723	\$185,403	\$168,926	\$132,959
Patient Services - Optometry Hardware	\$58,050	\$84,762	\$83,791	\$78,083	\$80,800	\$79,812
Patient Services - Pharmacy	\$356,875	\$135,034	\$163,845	\$157,525	\$157,244	\$114,784
Patient Services - Other	\$0	\$0	\$0	\$0	\$0	\$2,713
Quality & Other Incentives	\$85,669	\$75,268	\$49,111	\$118,962	\$56,311	\$151,406
HRSA 330 & Other Grant	\$2,167,519	\$1,762,234	\$1,719,762	\$1,495,440	\$1,558,673	\$1,326,800
Other Grants & Contracts	\$2,749,288	\$873,200	\$877,929	\$904,409	\$898,731	\$595,251
Int., Dividends Gain /Loss Investment	\$55,813	\$64,937	(\$19,454)	\$96,788	\$41,974	(\$9,472)
Rental & Misc. Income	\$33,115	\$31,590	\$35,876	\$31,878	\$42,804	\$26,830
Total Operating Revenue	\$8,737,466	\$7,965,874	\$7,854,841	\$7,643,306	\$7,414,419	\$6,881,286

### Compensation and related expenses

Salaries and wages	(\$4,885,384)	(\$5,445,237)	(\$5,696,977)	(\$5,418,103)	(\$5,115,271)	(\$4,877,024)
Payroll taxes	(\$429,392)	(\$417,140)	(\$426,074)	(\$402,020)	(\$391,500)	(\$385,833)
Fringe benefits	(\$602,868)	(\$463,250)	(\$460,939)	(\$474,256)	(\$432,836)	(\$357,204)
Total Compensation & related expenses	(\$5,917,644)	(\$6,325,627)	(\$6,583,989)	(\$6,294,380)	(\$5,939,607)	(\$5,620,060)

### Other Operating Expenses

Advertising and marketing	(\$1,846)	(\$11,160)	(\$4,687)	(\$4,145)	(\$11,177)	(\$23,513)
Bad debt	\$21,201	(\$103,639)	(\$58,489)	(\$78,253)	(\$41,080)	(\$69,222)
Computer support	(\$114,730)	(\$77,679)	(\$84,529)	(\$108,575)	(\$116,031)	(\$103,757)
Conference and meetings	(\$11,417)	(\$11,245)	(\$4,660)	(\$15,368)	(\$19,669)	(\$15,969)
Continuing education	(\$11,874)	(\$29,349)	(\$24,628)	(\$28,972)	(\$18,724)	(\$21,471)
Contracts and consulting	(\$297,736)	(\$74,450)	(\$34,149)	(\$58,983)	(\$78,952)	(\$123,126)
Depreciation and amortization	(\$342,272)	(\$339,219)	(\$244,859)	(\$164,337)	(\$171,829)	(\$169,948)
Dues and membership	(\$44,927)	(\$34,127)	(\$30,754)	(\$83,754)	(\$29,377)	(\$30,582)
Equipment leases	(\$22,937)	(\$27,328)	(\$24,892)	(\$24,178)	(\$21,812)	(\$12,824)
Insurance	(\$26,286)	(\$25,329)	(\$23,556)	(\$14,472)	(\$12,280)	(\$12,069)
Interest	(\$10,685)	(\$15,799)	(\$17,858)	(\$18,611)	(\$22,397)	(\$23,669)
Legal and accounting	(\$38,722)	(\$34,667)	(\$31,964)	(\$34,044)	(\$38,834)	(\$40,889)
Licenses and fees	(\$49,310)	(\$46,029)	(\$55,530)	(\$49,637)	(\$49,765)	(\$42,260)
Medical & dental lab and supplies	(\$72,706)	(\$117,585)	(\$134,183)	(\$127,574)	(\$122,810)	(\$147,856)
Merchant CC Fees	(\$15,155)	(\$19,296)	(\$17,921)	(\$13,861)	(\$10,090)	(\$8,435)
Office supplies and printing	(\$61,053)	(\$40,100)	(\$43,172)	(\$32,700)	(\$48,776)	(\$41,114)
Postage	(\$14,591)	(\$17,615)	(\$18,009)	(\$16,819)	(\$16,971)	(\$19,692)
Program supplies and materials	(\$227,752)	(\$222,587)	(\$238,837)	(\$198,373)	(\$194,239)	(\$194,557)
Pharmacy & Optometry COGS	(\$156,647)	(\$125,323)	(\$119,361)	(\$116,892)	(\$107,991)	(\$125,117)
Recruitment	(\$4,766)	(\$38,125)	(\$340)	(\$4,119)	(\$2,891)	(\$10,698)
Rent	(\$135,137)	(\$62,143)	(\$102,057)	(\$37,192)	(\$38,850)	(\$26,750)
Repairs and maintenance	(\$177,860)	(\$168,090)	(\$180,955)	(\$156,024)	(\$175,905)	(\$152,576)
Small equipment purchases	(\$65,622)	(\$26,760)	(\$10,080)	(\$13,557)	(\$25,329)	(\$13,395)
Telephone	(\$172,431)	(\$161,640)	(\$141,729)	(\$114,555)	(\$92,844)	(\$66,043)
Travel	(\$12,873)	(\$31,761)	(\$24,079)	(\$46,901)	(\$45,153)	(\$39,903)
Utilities	(\$49,060)	(\$53,241)	(\$54,003)	(\$46,955)	(\$40,628)	(\$55,199)
Loss on Disposal of Assets	(\$701)	\$0	\$0	\$0	(\$52)	\$0
Total Other Operating Expenses	(\$2,117,893)	(\$1,914,286)	(\$1,725,279)	(\$1,608,848)	(\$1,554,455)	(\$1,590,634)

NET OPERATING SURPLUS (DEFICIT)	\$701,929	(\$274,039)	(\$454,427)	(\$259,922)	(\$79,643)	(\$329,408)
---------------------------------	-----------	-------------	-------------	-------------	------------	-------------

### NON-OPERATING ACTIVITIES

Donations, Pledges & Contributions	\$123,008	\$172,550	\$65,594	\$402,687	\$510,091	\$93,217
Loan Forgiveness	\$0	\$52,912			\$39,000	\$52,004
Capital Grants	\$0	\$124,590	\$404,993	\$671,526	\$16,382	\$0
NET NON-OPERATING SURPLUS (DEFICIT)	\$123,008	\$350,052	\$470,587	\$1,074,213	\$565,472	\$145,221

NET SURPLUS(DEFICIT)	\$824,936	\$76,013	\$16,160	\$814,290	\$485,830	(\$184,187)
----------------------	-----------	----------	----------	-----------	-----------	-------------



# Hilltown Community Health Center

## 6 Year Retrospective

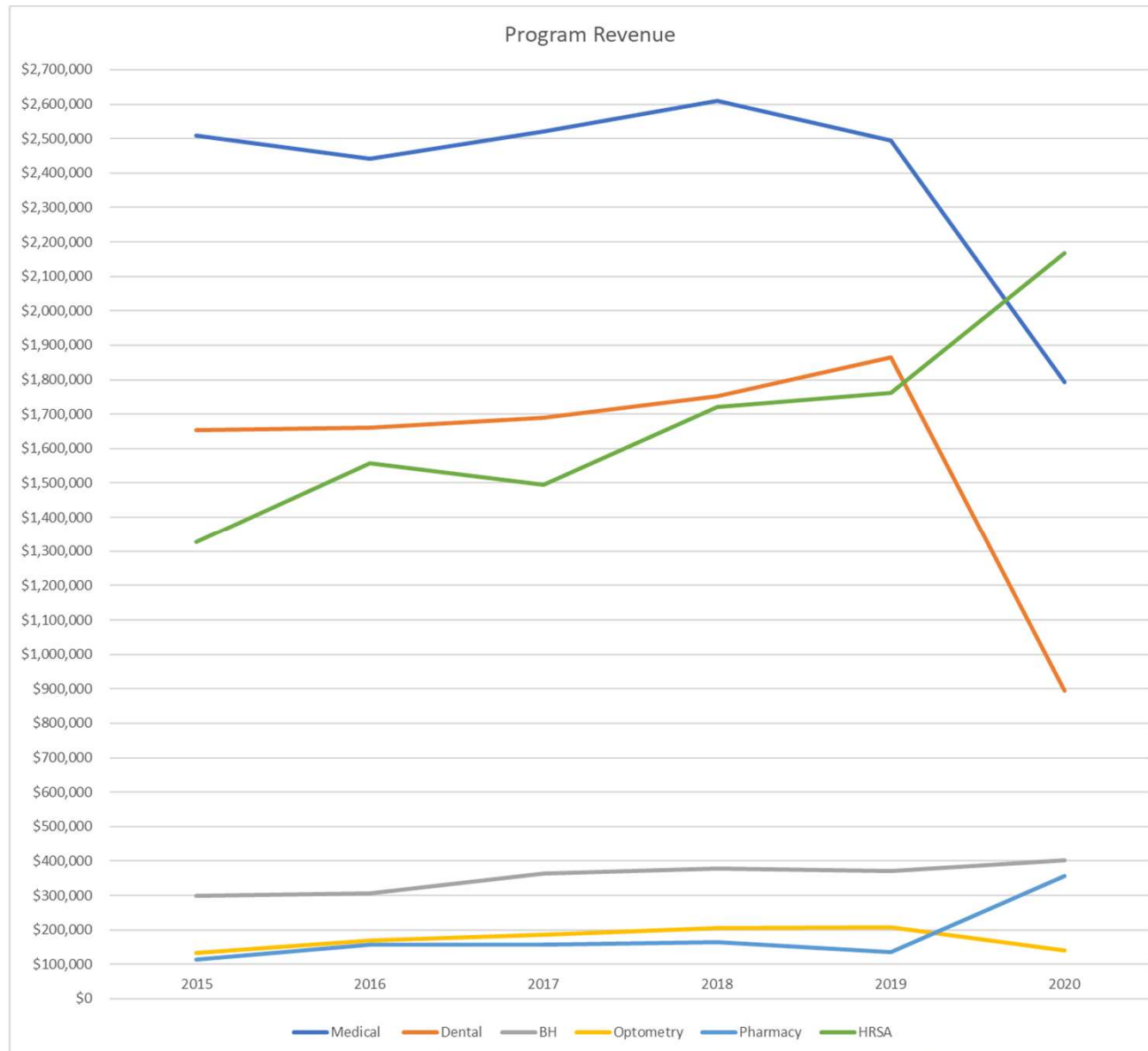
April 2021 - Presented 6/10/2021

# Revenue

Revenue					2015	2016	2017	2018	2019	2020
Patient Services - Medical					\$2,508,886	\$2,442,238	\$2,519,957	\$2,608,478	\$2,495,491	\$1,792,667
Patient Services - Dental					\$1,652,542	\$1,661,283	\$1,690,338	\$1,751,991	\$1,864,199	\$894,355
Patient Services - Beh. Health					\$298,774	\$305,436	\$364,524	\$377,787	\$371,345	\$402,741
Patient Services - Optometry					\$132,959	\$168,926	\$185,403	\$205,723	\$207,816	\$141,375
Patient Services - Optometry Hardware					\$79,812	\$80,800	\$78,083	\$83,791	\$84,762	\$58,050
Patient Services - Pharmacy					\$114,784	\$157,244	\$157,525	\$163,845	\$135,034	\$356,875
Patient Services - Other					\$2,713	\$0	\$0	\$0	\$0	\$0
Quality & Other Incentives					\$151,406	\$56,311	\$118,962	\$49,111	\$75,268	\$85,669
HRSA 330 & Other Grant					\$1,326,800	\$1,558,673	\$1,495,440	\$1,719,762	\$1,762,234	\$2,167,519
Other Grants & Contracts					\$595,251	\$898,731	\$904,409	\$877,929	\$873,200	\$2,749,288
Int., Dividends Gain /Loss Investmenst					(\$9,472)	\$41,974	\$96,788	(\$19,454)	\$64,937	\$55,813
Rental & Misc. Income					\$26,830	\$42,804	\$31,878	\$35,876	\$31,590	\$33,115
Total Operating Revenue					\$6,881,286	\$7,414,419	\$7,643,306	\$7,854,841	\$7,965,874	\$8,737,466

- ▶ Overall steady year over year increase
- ▶ Medical revenue lost some ground in 2019

- ▶ HRSA funding steadily climbing
- ▶ Medical has a few ups and downs (presumably provider turnover)
- ▶ Pharmacy was mostly lateral until 2020
- ▶ Although poorly displayed on this chart BH had an 8.5% increase in 2020
- ▶ Medical & Dental lost 2020 revenue would have been catastrophic without PPP



					2015	2016	2017	2018	2019	2020
<b>Compensation and related expenses</b>										
	Salaries and wages				(\$4,877,024)	(\$5,115,271)	(\$5,418,103)	(\$5,696,977)	(\$5,445,237)	(\$4,885,384)
	Payroll taxes				(\$385,833)	(\$391,500)	(\$402,020)	(\$426,074)	(\$417,140)	(\$429,392)
	Fringe benefits				(\$357,204)	(\$432,836)	(\$474,256)	(\$460,939)	(\$463,250)	(\$602,868)
	Total Compensation & related expenses				(\$5,620,060)	(\$5,939,607)	(\$6,294,380)	(\$6,583,989)	(\$6,325,627)	(\$5,917,644)

- ▶ 2019 dip in salaries corresponds with decreased Medical revenue
- ▶ 2020 wages lowest since 2015





# Net

	2015	2016	2017	2018	2019	2020
<b>NET OPERATING SURPLUS (DEFICIT)</b>	<b>(\$329,408)</b>	<b>(\$79,643)</b>	<b>(\$259,922)</b>	<b>(\$454,427)</b>	<b>(\$274,039)</b>	<b>\$701,929</b>
<b>NON-OPERATING ACTIVITIES</b>						
Donations, Pledges & Contributions	\$93,217	\$510,091	\$402,687	\$65,594	\$172,550	\$123,008
Loan Forgiveness	\$52,004	\$39,000			\$52,912	\$0
Capital Grants	\$0	\$16,382	\$671,526	\$404,993	\$124,590	\$0
<b>NET NON-OPERATING SURPLUS (DEFICIT)</b>	<b>\$145,221</b>	<b>\$565,472</b>	<b>\$1,074,213</b>	<b>\$470,587</b>	<b>\$350,052</b>	<b>\$123,008</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$184,187)</b>	<b>\$485,830</b>	<b>\$814,290</b>	<b>\$16,160</b>	<b>\$76,013</b>	<b>\$824,936</b>

- ▶ 2017 & 2016 were very good years for donations
- ▶ Large capital grants in 2018 & 2017
  - ▶ While any funding is welcome, this money was spent on capitalized items and did not increase cash reserves
- ▶ 2020 was our “best year ever”

