

Hilltown Community Health Center

Board of Directors Meeting

August 12, 2021

<https://hchcweb-org.zoom.us/j/97600369054?pwd=b2cyeUtmDHNIcGN1R2hINEpWUm90QT09>

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	Treasurer John Melehov
5:55 PM	Committee Reports <ul style="list-style-type: none">Executive CommitteeFundraising CommitteePersonnelFacilitiesRecruitment Orientation and NominationStrategic Planning	Vote Needed	Lee Manchester Nancy Brenner John Follet Alan Gaitenby Wendy Long Nancy Brenner
6:20 PM	Senior Management Reports <ul style="list-style-type: none">Credentialing and Privileging ReportQuality Improvement ReportRisk ManagementEmployee Recognitions<ul style="list-style-type: none">Ellen Degraives	Vote Needed Vote Needed Vote Needed Inform	Michael Purdy Vickie Dempsey Michael Purdy Vickie Dempsey
6:50 PM	New Business <ul style="list-style-type: none">COVID-19 Vaccine Mandate Update	Inform/Discussion	Michael Purdy
7:15 PM	Old Business <ul style="list-style-type: none">EPIC Update	Inform/Discussion	Michael Purdy
7:20 PM	Executive Session (if needed)	Discussion	Lee Manchester
7:30 PM	Adjourn	Vote Needed	Lee Manchester

Upcoming Meetings

- Thursday, September 9, 2021 at 5:30 PM via Zoom
- Thursday, October 14, 2021 at 5:30 PM via Zoom
- Thursday, November 11, 2021 at 5:30 PM via Zoom

HCHC BOARD OF DIRECTORS MINUTES

Date/Time: 7/29/2021 4:30pm

Zoom Meeting

MEMBERS: Lee Manchester, President; John Follet, Vice President; Kathryn Jensen, Clerk; Matt Bannister; Seth Gemme; Wendy Long

STAFF: Eliza Lake, CEO; John Melehov, CFO; Vickie Dempsey, COO; Tabitha Griswold, Executive Assistant

ABSENT: Jennica Gallagher; Alan Gaitenby; Nancy Brenner; Michael Purdy, CCCSO

Agenda Item	Summary of Discussion	Decisions/ Next Steps/ Person Responsible Due Date
Review of Minutes 6/8/2021	<p>Lee Manchester called the meeting to order at 4:34 pm.</p> <p>Lee reported that Deb Leonczyk submitted her resignation from the Board, there is a membership of nine currently.</p> <p>Notes from previous informational meeting will be reviewed and discussed as needed.</p> <p>John Follet moved to approve the June minutes as amended. Wendy Long seconded the motion.</p>	The Board unanimously approved to the June 8 th minutes as amended.
Finance Committee	<ul style="list-style-type: none">The notes from the Finance Committee report were reviewed, no further discussion. <p>Kathryn Jensen moved to approve the Finance Committee report. Wendy Long seconded the motion.</p>	The Board voted unanimously to approve the Finance Committee report.
Committee Reports	<ul style="list-style-type: none">Reviewed the notes of the July 8th meeting that included all the Committee reports.Discussed the possibility of meeting in person as discussed in the Executive Committee report, but agreed that the current state of transmission makes decisions impossible.Wendy provided an update to the RON Committee report on the several potential candidates in the	The Board voted unanimously to approve the Committee Reports.

	<p>pipeline. One of which is scheduled to meet with RON Committee members tomorrow.</p> <ul style="list-style-type: none"> • Eliza Lake noted that the staff satisfaction survey is going out next week • Eliza noted that Senior Management is looking into hiring a consultant to support the Board's Strategic Planning efforts, given the challenges and opportunities HCHC faces in the next few years. • Eliza reported that, as reported at the July 8th meeting, replacing the HVAC will be very expensive, and noted that she and John are working on fully understanding what the options may be. <p>Wendy Long moved that the Committee reports be approved. John Follet seconded the motion.</p>	
Credentialing/ Privileging Report	<ul style="list-style-type: none"> • There were no employees credentialed and privileged. 	
Quality Improvement/ Risk Management	<p>In addition to reviewing the notes from the July 8th meeting, Vickie Dempsey added that the Point of Care (POC) vaccination efforts are moving forward at all three sites. There will be a pop-up clinic in Chesterfield at the General Store on August 13th. There are also plans to do a clinic at the Cummington Fair on Saturday and Sunday, August 21st and 22nd.</p> <p>Kathryn Jensen moved to accept the Quality Improvement report, Seth Gemme seconded that motion.</p> <p>The Board reviewed the notes from Michael Purdy's report at the July 8th meeting. In Michael's absence, Eliza stated there were no further developments in Risk Management.</p> <p>Matt Bannister moved to accept the Risk Management report, Kathryn Jensen seconded that motion.</p>	<p>The Board voted unanimously to approve the Quality Improvement Report.</p> <p>The Board voted unanimously to approve the Risk Management Report.</p>
New Business	<p>John Melehov reviewed his presentation on the need to reprocur HCHC's auditing services, including cost and experience. He outlined how firms that bid were rated, and why the recommendation was to contract with Whittlesey Forward Advising based in Hartford, CT. There was unanimous support from the Finance Committee for Whittlesey, and it recommended that the Board support this choice.</p>	<p>The Board voted unanimously to approve the contracting with Whittlesey Forward Advising for auditing services</p>

	John Follet moved to accept the contracting with Whittlesey Forward Advising for 2021-2024, Wendy Long seconded that motion.	for the next three years.
Old Business	The Board approved acknowledged its approval via email on June 23 rd of the HRSA FTCA and C8F applications, as outlined in the July 8 th notes and as documented in emails that will be attached to the meeting minutes.	
Adjourn	The meeting was adjourned at 5:06 pm. The next scheduled meeting will be August 12, 2021 via Zoom. Wendy Long moved the meeting be adjourned. John Follet seconded the motion.	The Board voted unanimously to approve adjournment.

Respectfully submitted,
Tabitha Griswold, Executive Assistant

HCHC BOARD OF DIRECTORS Notes

Date/Time: 7/08/2021 5:30pm

Zoom Meeting

MEMBERS: Lee Manchester, President; John Follet, Vice President and Treasurer; Alan Gaitenby; Nancy Brenner; Wendy Long

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

ABSENT: Deb Leonczyk; Matt Bannister; Seth Gemme; Kathryn Jensen, Clerk; Jennica Gallagher

Agenda Item	Summary of Discussion	Decisions/ Next Steps/ Person Responsible Due Date
Review of Minutes 6/8/2021	Lee Manchester called the meeting to order at 5:36 pm. Page 4 grammatical correction from “moral” to “morale” needed for the June minutes.	
Finance Committee	<ul style="list-style-type: none">John Follet reported on the May financials. The highlights include a \$146K net income and cash position remains strong. There were no significant changes in patient revenues from the months prior. Pharmacy income was strong for the month of May. Compared to 2019 financials, there is still a deficit in Medical and Dental patient revenues. The salaries are down a little due to a loss of a provider in the month of May. Cash flow shows a gain of \$200K. Current assets are at 3.6M and the current liabilities at 1.2M with a favorable ratio. The PPP was not counted at all in these financials, the 330 Grant needed to be spent out by May.	
Staff Presentation	<ul style="list-style-type: none">Joanna Martin, Nutrition and QI Coordinator presented the three quality initiatives goals and interventions. Joanna reported that we have met our goal of the depression screening (PHQ2). The hypertension goal is 82% to have well controlled blood pressure, we are currently at 55%. 36.6% percent of patient with a patient of A1C or greater, we are moving in the right direction	

	with a goal of 20%. Another program is the care plan module for medical records to capture the work being done.	
Executive Committee	<ul style="list-style-type: none"> Lee Manchester reported that the committee met on June 23rd. The RON committee was invited to this meeting to discuss Board recruitment. The CEO salary range was discussed before January of 2022. Also discussed meeting in person and the likelihood of that happening by fall, which are contingent of the case numbers. 	
Recruitment, Orientation & Nominating (RON) Committee	<ul style="list-style-type: none"> Wendy Long reported that the committee met along with the Executive Committee. Wendy did reach out to Deb Leonczyk about her interest in continuing on the Board, this will be communicated with Lee. 	
Facilities Committee	<ul style="list-style-type: none"> Alan Gaitenby reported that this committee has not met. However, the committee has grown and Kathryn Jensen has joined. 	
Personnel Committee	<ul style="list-style-type: none"> John Follet reported that this committee has not met. The staff satisfaction will be going out soon. 	
Strategic Planning	<ul style="list-style-type: none"> Nancy Brenner reported that the committee has not met. 	
Fundraising Committee	<ul style="list-style-type: none"> Nancy Brenner reported that the committee has not met. Nancy did not get to speak to Alex before this meeting however the photography is complete and should have a draft soon. 	
Committee Reports		
Credentialing/Privileging Report	<ul style="list-style-type: none"> Michael Purdy reported that there were no employees credentialed and privileged. 	
Quality Improvement/Risk Management	<p>Vickie Dempsey reported on last month's QI Committee discussion of Quality Improvement:</p> <ul style="list-style-type: none"> An update on the vaccination efforts, and number of doses. Improved reporting will go into effect with a review of the dashboards. <p>Michael reported on the QI/RM Committee's Risk Management discussion:</p> <ul style="list-style-type: none"> There are no incidents to report. 	

	<ul style="list-style-type: none"> • Onboarding new providers and the process of that recruitment. • Infection Control are using the State guidelines to develop. Working with Franklin Counties IC team to see what they are doing. • Implementing a-systemic testing and developing a protocol for systematic patient testing. • FTCA application was approved 6 days after the submission with no comments. • Strengthening training protocol as well as adding more protocols with Katie Kirouac, HR Generalist and Eliza. 	
CEO Report	<ul style="list-style-type: none"> • Eliza Lake provided a verbal CEO report presentation this month. • Eliza Stated that EPIC will have a packet ready for the August meeting, and get a sense of the Boards decision. There would be a vote in September. • MassHealth payment rates are still unknown, and based on January 2020 numbers. Estimated to be around \$800-1MIL a year. • The state supplement payment has come through at about \$300K as of today, this will be seen in next month finances. • The PCMH is still ongoing, with Alex driving that work. A change in hours is being determined currently. • Interviewing for a DEI Coordinator with a candidate with much more experience than we have seen. • The HVAC Assessment report came back in and is very expensive due to Huntington and Worthington being essentially “end of life.” Could cost up to \$1Mil to fix and would take 3-6 months to upgrade each site. Likely to go out to bid on three phase designs. • Do have a contract with Paragus to support the IT • The solar project will be up by September 	
Staff Recognition	<ul style="list-style-type: none"> • Due to time constraint, there were no employees recognized this month. 	
New Business	<ul style="list-style-type: none"> • Eliza presented the Bids for 2021-2023. There were three companies that submitted bids. The bids were ranked by price, and relevant experience as seen in the presentation. There was unanimous support from the Finance Committee for Whittlesey. 	

Old Business	<ul style="list-style-type: none"> FTA and C8F were voted electronically. Attached email string. 	
Executive Session	Executive session was called to order.	
Adjourn	The meeting ended at 7:00 pm. There will be a Doodle poll sent to all member for the best time to meet in nJuly for a quorum. The next scheduled meeting will be August 12, 2021 via Zoom.	

Respectfully submitted,
Tabitha Griswold, Executive Assistant



Hilltown Community Health Center

Interim Financial Statement Presentation

June 2021 - Presented 8/11/2021

Highlights

- ▶ **(\$219K)** Net Income
 - ▶ Grant billing temporarily suspended to allow for PPP coordination
- ▶ **(\$325K)** cash flow
 - ▶ Includes mortgage payoff
- ▶ Accrual Income Statement will be overwhelmingly positive after PPP applied on July statement
 - ▶ Forgiveness application submitted 7/27/21
- ▶ Cash position remains strong

Income Statement

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change	YTD Feb Budget	Variance	%
OPERATING ACTIVITIES													
Revenue													
Patient Services - Medical	\$135,440	\$144,778	\$192,632	\$202,177	\$169,384	\$167,088	\$1,011,499	\$921,570	\$89,930	10%	\$962,216	\$49,283	5%
Patient Services - Dental	\$106,182	\$97,030	\$137,833	\$118,194	\$122,025	\$120,310	\$701,575	\$394,974	\$306,601	78%	\$610,092	\$91,483	15%
Patient Services - Beh. Health	\$36,624	\$35,380	\$44,740	\$42,979	\$35,995	\$40,690	\$236,408	\$193,649	\$42,759	22%	\$208,676	\$27,732	13%
Patient Services - Optometry	\$9,337	\$8,577	\$11,981	\$12,558	\$16,778	\$16,583	\$75,814	\$55,539	\$20,275	37%	\$95,602	(\$19,788)	-21%
Patient Services - Optometry Hardware	\$6,162	\$6,444	\$8,379	\$7,537	\$5,192	\$8,823	\$42,537	\$23,402	\$19,135	82%	\$41,723	\$814	2%
Patient Services - Pharmacy	\$37,224	\$35,267	\$21,233	\$38,116	\$88,012	\$67,514	\$287,366	\$95,122	\$192,244	202%	\$325,000	(\$37,634)	-12%
Quality & Other Incentives	\$3,776	\$9,268	\$6,325	\$80	\$7,495	\$235	\$27,179	\$32,934	(\$5,755)	-17%	\$32,300	(\$5,121)	-16%
HRSA 330 & Other Grant	\$261,014	\$215,010	\$212,593	\$477,985	\$313,961	\$15,079	\$1,495,641	\$927,349	\$568,292	61%	\$909,850	\$585,791	64%
Other Grants & Contracts	\$49,817	\$119,646	\$107,004	\$113,668	\$105,608	\$94,683	\$590,427	\$906,270	(\$315,843)	-35%	\$972,100	(\$381,673)	-39%
Int., Dividends Gain /Loss Investmenst	(\$465)	\$11,231	\$9,823	\$16,568	\$3,452	\$7,501	\$48,110	(\$16,922)	\$65,032	384%	\$17,682	\$30,428	172%
Rental & Misc. Income	\$2,577	\$2,567	\$2,577	\$2,938	\$4,632	\$2,587	\$17,879	\$16,301	\$1,578	10%	\$7,564	\$10,316	136%
Total Operating Revenue	\$647,688	\$685,199	\$755,120	\$1,032,797	\$872,534	\$541,096	\$4,534,435	\$3,550,186	\$984,248	28%	\$4,182,804	\$351,631	8%

- ▶ Patient revenue mostly lateral
- ▶ Pharmacy remains strong
- ▶ 330 not charged while expense is being accumulated to exhaust PPP
 - ▶ Catch-up billing will occur after PPP applied on July statement

Do not be alarmed. Revenue was intentionally suppressed to avoid double dipping with grant money.

YTD 2021 vs 2019

OPERATING ACTIVITIES				Jan - Jun 2021	Jan - Jun 2019	Difference	%
Revenue							
	Patient Services - Medical			\$1,011,499	\$1,315,706	(\$304,206)	-23%
	Patient Services - Dental			\$701,575	\$998,976	(\$297,401)	-30%
	Patient Services - Beh. Health			\$236,408	\$185,207	\$51,201	28%
	Patient Services - Optometry			\$75,814	\$109,217	(\$33,403)	-31%
	Patient Services - Optometry Hardware			\$42,537	\$47,214	(\$4,677)	-10%
	Patient Services - Pharmacy			\$287,366	\$53,932	\$233,434	433%
	Quality & Other Incentives			\$27,179	\$27,759	(\$579)	-2%
	HRSA 330 & Other Grant			\$1,495,641	\$825,739	\$669,902	81%
	Other Grants & Contracts			\$590,427	\$472,661	\$117,767	25%
	Int., Dividends Gain /Loss Investmenst			\$48,110	\$41,323	\$6,787	16%
	Rental & Misc. Income			\$17,879	\$15,851	\$2,028	13%
	Total Operating Revenue			\$4,534,435	\$4,093,583	\$440,851	11%

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change	YTD Feb Budget	Variance	%
Compensation and related expenses													
Salaries and wages	(\$443,161)	(\$433,354)	(\$454,897)	(\$518,263)	(\$440,009)	(\$437,129)	(\$2,726,813)	(\$2,403,331)	(\$323,482)	-13%	(\$2,617,930)	(\$108,883)	-4%
Payroll taxes	(\$33,016)	(\$32,472)	(\$34,730)	(\$40,583)	(\$31,419)	(\$32,596)	(\$204,816)	(\$178,297)	(\$26,518)	-15%	(\$247,246)	\$42,430	17%
Fringe benefits	(\$47,695)	(\$42,289)	(\$44,019)	(\$44,255)	(\$34,574)	(\$47,233)	(\$260,064)	(\$207,151)	(\$52,913)	-26%	(\$236,805)	(\$23,259)	-10%
Total Compensation & related exp	(\$523,873)	(\$508,115)	(\$533,645)	(\$603,101)	(\$506,002)	(\$516,958)	(\$3,191,693)	(\$2,788,779)	(\$402,914)	-14%	(\$3,101,981)	(\$89,712)	-3%

- ▶ Salaries reasonably close to budget
- ▶ A large portion of salaries covered by grant money
 - ▶ PPP, 330, additional HRSA funds...

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change	YTD Feb Budget	Variance	%
Other Operating Expenses													
Advertising and marketing	(\$10)	(\$223)	\$0	(\$500)	(\$20,358)	(\$1,560)	(\$22,651)	(\$339)	(\$22,312)	-6582%	(\$3,702)	(\$18,948)	-512%
Bad debt	(\$10,871)	(\$7,853)	(\$8,793)	(\$11,750)	(\$4,063)	(\$17,971)	(\$61,302)	(\$25,927)	(\$35,375)	-136%	(\$39,901)	(\$21,401)	-54%
Computer support	(\$8,840)	(\$15,246)	(\$7,868)	(\$17,719)	(\$18,855)	(\$8,487)	(\$77,015)	(\$65,348)	(\$11,668)	-18%	(\$65,903)	(\$11,113)	-17%
Conference and meetings	(\$2,087)	(\$440)	(\$1,910)	(\$35)	(\$607)	(\$5,235)	(\$10,314)	(\$2,486)	(\$7,828)	-315%	(\$3,920)	(\$6,394)	-163%
Continuing education	(\$1,522)	(\$7,870)	(\$281)	(\$5,171)	(\$1,678)	(\$880)	(\$17,402)	(\$5,501)	(\$11,901)	-216%	(\$18,000)	\$598	3%
Contracts and consulting	(\$13,540)	(\$8,482)	(\$12,971)	(\$10,791)	(\$11,736)	(\$27,756)	(\$85,276)	(\$130,904)	\$45,628	35%	(\$66,600)	(\$18,676)	-28%
Depreciation and amortization	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$157,893)	(\$171,266)	\$13,373	8%	(\$171,266)	\$13,373	8%
Dues and membership	(\$6,731)	(\$1,857)	(\$4,579)	(\$4,841)	(\$7,571)	(\$3,181)	(\$28,760)	(\$20,840)	(\$7,919)	-38%	(\$24,363)	(\$4,397)	-18%
Equipment leases	(\$1,535)	(\$3,829)	(\$2,126)	(\$1,131)	(\$1,831)	(\$1,366)	(\$11,819)	(\$13,863)	\$2,044	15%	(\$13,333)	\$1,514	11%
Insurance	(\$2,206)	(\$2,319)	(\$2,330)	(\$2,364)	(\$2,364)	(\$2,364)	(\$13,949)	(\$13,107)	(\$841)	-6%	(\$13,179)	(\$770)	-6%
Interest	(\$354)	(\$350)	(\$313)	(\$342)	(\$327)	(\$2,240)	(\$3,926)	(\$7,460)	\$3,534	47%	(\$2,180)	(\$1,746)	-80%
Legal and accounting	(\$2,630)	(\$4,167)	(\$2,501)	(\$2,508)	(\$2,433)	(\$4,620)	(\$18,861)	(\$15,689)	(\$3,172)	-20%	(\$20,929)	\$2,068	10%
Licenses and fees	(\$5,283)	(\$1,628)	(\$2,347)	(\$6,149)	(\$5,744)	(\$6,208)	(\$27,358)	(\$24,433)	(\$2,926)	-12%	(\$23,550)	(\$3,808)	-16%
Medical & dental lab and supplies	(\$6,811)	(\$7,785)	(\$7,342)	(\$12,376)	(\$9,361)	(\$7,796)	(\$51,471)	(\$28,894)	(\$22,577)	-78%	(\$46,130)	(\$5,341)	-12%
Merchant CC Fees	(\$136)	(\$1,601)	(\$1,403)	(\$1,542)	(\$1,186)	(\$1,350)	(\$7,218)	(\$7,991)	\$773	10%	(\$7,209)	(\$9)	0%
Office supplies and printing	(\$4,214)	(\$1,759)	(\$6,798)	(\$1,340)	(\$2,352)	(\$3,393)	(\$19,856)	(\$23,610)	\$3,755	16%	(\$29,315)	\$9,459	32%
Postage	(\$2,189)	(\$1,701)	(\$165)	(\$63)	(\$2,190)	(\$450)	(\$6,759)	(\$8,832)	\$2,073	23%	(\$8,400)	\$1,641	20%
Program supplies and materials	(\$15,432)	(\$10,809)	(\$31,160)	(\$31,302)	(\$38,363)	(\$44,685)	(\$171,752)	(\$86,042)	(\$85,710)	-100%	(\$115,500)	(\$56,252)	-49%
Pharmacy & Optometry COGS	\$426	(\$14,659)	(\$9,127)	(\$10,043)	(\$7,757)	(\$12,263)	(\$53,423)	(\$40,134)	(\$13,290)	-33%	(\$146,862)	\$93,438	64%
Recruitment	\$0	(\$5,040)	\$0	\$0	(\$105)	\$0	(\$5,145)	(\$4,666)	(\$479)	-10%	\$0	(\$5,145)	
Rent	(\$9,927)	(\$9,227)	(\$10,053)	(\$12,919)	(\$12,152)	(\$11,665)	(\$65,942)	(\$62,179)	(\$3,763)	-6%	(\$51,597)	(\$14,345)	-28%
Repairs and maintenance	(\$17,864)	(\$17,421)	(\$15,978)	(\$21,441)	(\$13,492)	(\$16,237)	(\$102,433)	(\$93,282)	(\$9,151)	-10%	(\$87,855)	(\$14,578)	-17%
Small equipment purchases	(\$7,898)	(\$1,595)	(\$38,441)	(\$30,619)	(\$11,501)	(\$14,891)	(\$104,946)	(\$19,254)	(\$85,691)	-445%	(\$25,941)	(\$79,005)	-305%
Telephone	(\$11,151)	(\$13,513)	(\$14,943)	(\$13,888)	(\$14,759)	(\$14,179)	(\$82,433)	(\$83,472)	\$1,039	1%	(\$86,405)	\$3,972	5%
Travel	(\$619)	(\$572)	(\$1,258)	(\$2,971)	(\$1,222)	(\$1,327)	(\$7,967)	(\$6,277)	(\$1,690)	-27%	(\$12,000)	\$4,033	34%
Utilities	(\$5,193)	(\$7,258)	(\$4,052)	(\$3,808)	(\$4,576)	(\$6,304)	(\$31,191)	(\$24,318)	(\$6,873)	-28%	(\$28,500)	(\$2,691)	-9%
Total Other Operating Expenses	(\$162,934)	(\$173,520)	(\$213,057)	(\$231,929)	(\$222,897)	(\$242,724)	(\$1,247,061)	(\$986,113)	(\$260,948)	-26%	(\$1,112,537)	(\$134,523)	-12%
NET OPERATING SURPLUS	(\$39,118)	\$3,564	\$8,418	\$197,767	\$143,635	(\$218,585)	\$95,681	(\$224,706)	\$320,387	143%	(\$31,714)	\$127,396	402%
NON-OPERATING ACTIVITIES													
Donations, Pledges & Contributions	\$1,870	\$1,549	\$640	\$50	\$2,755	\$150	\$7,014	\$76,990	(\$69,976)	-91%	\$52,500	(\$45,486)	-87%
NET NON-OPERATING SURPLUS	\$1,870	\$1,549	\$640	\$50	\$2,755	\$150	\$7,014	\$76,990	(\$69,976)	-91%	\$52,500	(\$45,486)	-87%
NET SURPLUS/(DEFICIT)	(\$37,248)	\$5,113	\$9,058	\$197,817	\$146,390	(\$218,435)	\$102,695	(\$147,717)	\$250,412	170%	\$20,786	\$81,909	394%

- June would easily have been in the black had the 330 been billed

Cash Flow

Hilltown Community Health Centers					
Statement of Cash Flows					
June 2021					
CASH FLOWS FROM OPERATING ACTIVITIES					
	NET SURPLUS/(DEFICIT) FOR PERIOD	(218,435)			
	PROVIDED (USED) BY OPERATING ACTIVITIES	(125,452)			
	NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	(343,887)			
CASH FLOWS FROM INVESTING ACTIVITIES					
	NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	18,814			
	NET INCREASE/(DECREASE) IN CASH	(325,073)			
	CASH AND CASH EQUIVALENTS AS OF 5/1/2021	3,508,801			
	CASH AND CASH EQUIVALENTS AS OF 5/31/2021	3,183,728			

- Cash on hand decreased (\$325K)

Balance Sheet

ASSETS		
	Total Current Assets	\$3,246,719
	Net Property & Equipment	\$3,899,991
	Total Other Assets	\$403,875
	TOTAL ASSETS	\$7,550,585
Liabilities & Fund Balance		
	Total Current Liabilities	\$2,254,007
	Total Long Term Liabilities	\$0
	Total Liabilities	\$2,254,007
	Fund Balance / Equity	
	Fund Balance Prior Years	\$5,296,577
	Total Fund Balance / Equity	\$5,296,577
	Total Liabilities & Fund Balance	\$7,550,585

- ▶ Current Assets = **\$3.2 M**
- ▶ Current Liabilities = **\$1.1 M** (PPP improperly included as current in statement)
- ▶ Current Ratio = **3.0**