

**HILLTOWN COMMUNITY HEALTH  
CENTERS FINANCE COMMITTEE MEETING**

**October 13, 2021  
1:00– 2:00 pm**

**Zoom Meeting**

**[https://hchcweb-org.zoom.us/j/91783095735?  
pwd=RVVCUWlnWDBEUkd4eit1aUFiTU5rZz09](https://hchcweb-org.zoom.us/j/91783095735?pwd=RVVCUWlnWDBEUkd4eit1aUFiTU5rZz09)**

**Passcode: 738165**

**AGENDA**

1. Review of the minutes from  
September Finance  
Committee meeting
2. Presentation of August 2021  
Financial Statements
3. Discussion and approval of  
Rat Slab and Paving Projects
4. Mention applying for  
Provider Relief Funds
5. Other items as needed

## Finance Committee Meeting

Date/Time: 9/8/2021 12:00PM

Zoom Meeting

**MEMBERS (all members present via teleconferencing):** Lee Manchester, President, John Follet, Treasurer; Eliza Lake, CEO; John Melehov, CFO; Tabitha Griswold, Executive Assistant

**EXCUSED:** NONE

Agenda Item	Summary of Discussion	Decisions/ Next Steps/ Person Responsible Due Date
Meeting called to order.	Meeting called to order by John Follet at 12:03pm.	N/A
Approval of Minutes 8/11/2021	The minutes from the June meeting were reviewed.  <b>Lee Manchester motioned to approve the August 11<sup>th</sup> minutes and John Melehov seconded that motion. Eliza Lake abstained as she was not present.</b>	The Finance Committee unanimously approved the August 11 <sup>th</sup> minutes.
July Financials	<ul style="list-style-type: none"><li>John Melehov reported on the Interim Financial Statement for July. John Melehov briefly noted positive negative \$1.5K net income, the majority being attributed to the forgiven PPP loan (approximately \$1.2K) and \$321K positive cash flow, with the resumption of the 330-drawdown (normal amount). Patient revenue was mostly consistent with the last few months, and the pharmacy revenue remains strong. Finally receiving money from Wal-Mart, should see that in August or September financials. The 330-drawdown resumed as mentioned above, with \$288K billed in July. The dates for the 330-drawdown are from April 1, 2021, to March 21, 2023. The comparison from 2019 shows that we are still at a deficit in most patient services except for Behavioral Health and Pharmacy, trending essentially the same month to month. Discussed possibilities for increasing patient revenue and responding to hesitancy from the pandemic, especially in getting the revenues</li></ul>	

	back to 2019 numbers. Expenses are about 3% off budget, reasonably close to budget, a large portion of salaries are covered by grants. There has been a slight decrease in expenses this month, mostly from staff ordering less. The ratio had a slight increase to 3.4, remaining strong cash position.	
Other Items	<ul style="list-style-type: none"> <li>• Eliza noted that there are no other grants coming down the pipeline at this time.</li> <li>• She also noted, as of January 1<sup>st</sup> the MassHealth rates will increase dramatically (still to be negotiated with MassHealth), which will have an impact on patient revenue, but the roll out is still being discussed.</li> <li>• John provided an update on his first meeting with the new Auditors, Whittesley. The first thing they will do will be to look at salaries and grant revenue for tax savings.</li> </ul>	
Adjourn & Next Meeting	<p><b>A motion to adjourn the meeting was made first by Lee Manchester and seconded by John Melehov. The meeting adjourned at 12:30pm.</b></p> <p>The next regular Finance Committee meeting is scheduled for October 13, 2021, at 1:00pm via Zoom.</p>	The committee voted unanimously to adjourn.

Submitted by,  
 Tabitha Griswold, Executive Assistant



# Hilltown Community Health Center

## Interim Financial Statement Presentation

August 2021 - Presented 10/13/2021

# Highlights

- ▶ **\$48K** Net Income
- ▶ **\$57K** cash flow

# Income Statement

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change	YTD Budget	Variance	%
<b>OPERATING ACTIVITIES</b>															
<b>Revenue</b>															
Patient Services - Medical	\$135,440	\$144,778	\$192,632	\$202,177	\$169,384	\$167,088	\$147,433	\$169,260	\$1,328,192	\$1,174,211	\$153,981	13%	\$1,282,955	\$45,237	4%
Patient Services - Dental	\$106,182	\$97,030	\$137,833	\$118,194	\$122,025	\$120,310	\$121,297	\$120,651	\$943,523	\$484,847	\$458,676	95%	\$813,456	\$130,067	16%
Patient Services - Beh. Health	\$36,624	\$35,380	\$44,740	\$42,979	\$35,995	\$40,690	\$34,426	\$40,712	\$311,546	\$262,886	\$48,660	19%	\$278,234	\$33,312	12%
Patient Services - Optometry	\$9,337	\$8,577	\$11,981	\$12,558	\$16,778	\$16,583	\$14,991	\$18,032	\$108,837	\$81,947	\$26,889	33%	\$127,470	(\$18,633)	-15%
Patient Services - Optometry Hardware	\$6,162	\$6,444	\$8,379	\$7,537	\$5,192	\$8,823	\$8,582	\$11,411	\$62,529	\$32,685	\$29,844	91%	\$55,630	\$6,899	12%
Patient Services - Pharmacy	\$37,224	\$35,267	\$21,233	\$38,116	\$88,012	\$67,514	\$75,556	\$64,444	\$427,366	\$188,237	\$239,129	127%	\$433,333	(\$5,967)	-1%
Quality & Other Incentives	\$3,776	\$9,268	\$6,325	\$80	\$7,495	\$235	\$2,442	\$597	\$30,217	\$33,452	(\$3,234)	-10%	\$43,067	(\$12,849)	-30%
HRSA 330 & Other Grant	\$261,014	\$215,010	\$212,593	\$477,985	\$313,961	\$15,079	\$287,954	\$270,617	\$2,054,212	\$1,040,066	\$1,014,146	98%	\$1,213,133	\$841,079	69%
Other Grants & Contracts	\$49,817	\$119,646	\$107,004	\$113,668	\$105,608	\$94,683	\$1,557,290	\$76,148	\$2,223,865	\$1,173,494	\$1,050,371	90%	\$1,296,133	\$927,732	72%
Int., Dividends Gain /Loss Investmenst	(\$465)	\$11,231	\$9,823	\$16,568	\$3,452	\$7,501	\$3,151	\$10,718	\$61,979	\$15,449	\$46,530	-301%	\$23,576	\$38,403	163%
Rental & Misc. Income	\$2,577	\$2,567	\$2,577	\$2,938	\$4,632	\$2,587	\$4,137	\$1,352	\$23,368	\$22,462	\$906	4%	\$10,085	\$13,284	132%
<b>Total Operating Revenue</b>	<b>\$647,688</b>	<b>\$685,199</b>	<b>\$755,120</b>	<b>\$1,032,797</b>	<b>\$872,534</b>	<b>\$541,096</b>	<b>\$2,257,259</b>	<b>\$783,942</b>	<b>\$7,575,635</b>	<b>\$4,509,736</b>	<b>\$3,065,899</b>	<b>68%</b>	<b>\$5,577,072</b>	<b>\$1,998,563</b>	<b>36%</b>

- ▶ Similar results to previous months in 2021

## YTD 2021 vs 2019

OPERATING ACTIVITIES				Jan - Aug 2021	Jan - Aug 2019	Difference	%
<b>Revenue</b>							
	Patient Services - Medical			\$1,328,192	\$1,743,099	(\$414,907)	-24%
	Patient Services - Dental			\$943,523	\$1,290,078	(\$346,556)	-27%
	Patient Services - Beh. Health			\$311,546	\$242,004	\$69,543	29%
	Patient Services - Optometry			\$108,837	\$137,999	(\$29,162)	-21%
	Patient Services - Optometry Hardware			\$62,529	\$61,735	\$794	1%
	Patient Services - Pharmacy			\$427,366	\$83,490	\$343,876	412%
	Quality & Other Incentives			\$30,217	\$36,339	(\$6,121)	-17%
	HRSA 330 & Other Grant			\$2,054,212	\$1,228,701	\$825,511	67%
	Other Grants & Contracts			\$2,223,865	\$569,706	\$1,654,159	290%
	Int., Dividends Gain /Loss Investmenst			\$61,979	\$35,813	\$26,166	73%
	Rental & Misc. Income			\$23,368	\$22,427	\$941	4%
	<b>Total Operating Revenue</b>			<b>\$7,575,635</b>	<b>\$5,451,391</b>	<b>\$2,124,244</b>	<b>39%</b>

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change	YTD Budget	Variance	%
<b>Compensation and related expenses</b>															
Salaries and wages	(\$443,161)	(\$433,354)	(\$454,897)	(\$518,263)	(\$440,009)	(\$437,129)	(\$471,423)	(\$471,111)	(\$3,669,347)	(\$3,127,597)	(\$541,750)	-17%	(\$3,490,573)	(\$178,774)	-5%
Payroll taxes	(\$33,016)	(\$32,472)	(\$34,730)	(\$40,583)	(\$31,419)	(\$32,596)	(\$34,238)	(\$33,317)	(\$272,370)	(\$224,822)	(\$47,547)	-21%	(\$329,661)	\$57,291	17%
Fringe benefits	(\$47,695)	(\$42,289)	(\$44,019)	(\$44,255)	(\$34,574)	(\$47,233)	(\$43,855)	(\$44,773)	(\$348,693)	(\$276,140)	(\$72,553)	-26%	(\$315,741)	(\$32,952)	-10%
Total Compensation & related exp	(\$523,873)	(\$508,115)	(\$533,645)	(\$603,101)	(\$506,002)	(\$516,958)	(\$549,516)	(\$549,201)	(\$4,290,409)	(\$3,628,559)	(\$661,850)	-18%	(\$4,135,975)	(\$154,435)	-4%

► Salaries reasonably close to budget



	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change	YTD Budget	Variance	%
<b>Other Operating Expenses</b>															
Advertising and marketing	(\$10)	(\$223)	\$0	(\$500)	(\$20,358)	(\$1,560)	(\$603)	(\$359)	(\$23,613)	(\$935)	(\$22,678)	-2425%	(\$4,937)	(\$18,676)	-378%
Bad debt	(\$10,871)	(\$7,853)	(\$8,793)	(\$11,750)	(\$4,063)	(\$17,971)	(\$11,814)	(\$11,018)	(\$84,133)	(\$16,771)	(\$67,362)	-402%	(\$53,201)	(\$30,932)	-58%
Computer support	(\$8,840)	(\$15,246)	(\$7,868)	(\$17,719)	(\$18,855)	(\$8,487)	(\$8,218)	(\$11,996)	(\$97,229)	(\$75,684)	(\$21,545)	-28%	(\$87,870)	(\$9,359)	-11%
Conference and meetings	(\$2,087)	(\$440)	(\$1,910)	(\$35)	(\$607)	(\$5,235)	(\$65)	(\$2,375)	(\$12,754)	(\$5,152)	(\$7,602)	-148%	(\$5,227)	(\$7,527)	-144%
Continuing education	(\$1,522)	(\$7,870)	(\$281)	(\$5,171)	(\$1,678)	(\$880)	(\$1,150)	(\$1,196)	(\$19,748)	(\$6,273)	(\$13,475)	-215%	(\$24,000)	\$4,252	18%
Contracts and consulting	(\$13,540)	(\$8,482)	(\$12,971)	(\$10,791)	(\$11,736)	(\$27,756)	(\$8,878)	(\$17,847)	(\$112,001)	(\$169,042)	\$57,042	34%	(\$88,800)	(\$23,201)	-26%
Depreciation and amortization	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$210,524)	(\$228,355)	\$17,831	8%	(\$228,355)	\$17,831	8%
Dues and membership	(\$6,731)	(\$1,857)	(\$4,579)	(\$4,841)	(\$7,571)	(\$3,181)	(\$4,111)	(\$2,849)	(\$35,719)	(\$30,780)	(\$4,939)	-16%	(\$32,484)	(\$3,235)	-10%
Equipment leases	(\$1,535)	(\$3,829)	(\$2,126)	(\$1,131)	(\$1,831)	(\$1,366)	(\$1,325)	(\$1,858)	(\$15,002)	(\$16,221)	\$1,219	8%	(\$17,777)	\$2,775	16%
Insurance	(\$2,206)	(\$2,319)	(\$2,330)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$18,677)	(\$17,491)	(\$1,186)	-7%	(\$17,571)	(\$1,106)	-6%
Interest	(\$354)	(\$350)	(\$313)	(\$342)	(\$327)	(\$2,240)	\$1,907	\$0	(\$2,019)	(\$10,370)	\$8,351	81%	(\$2,907)	\$888	31%
Legal and accounting	(\$2,630)	(\$4,167)	(\$2,501)	(\$2,508)	(\$2,433)	(\$4,620)	(\$8,833)	(\$2,908)	(\$30,602)	(\$20,689)	(\$9,913)	-48%	(\$27,905)	(\$2,698)	-10%
Licenses and fees	(\$5,283)	(\$1,628)	(\$2,347)	(\$6,149)	(\$5,744)	(\$6,208)	(\$5,377)	(\$4,583)	(\$37,318)	(\$32,001)	(\$5,317)	-17%	(\$31,400)	(\$5,918)	-19%
Medical & dental lab and supplies	(\$6,811)	(\$7,785)	(\$7,342)	(\$12,376)	(\$9,361)	(\$7,796)	(\$12,954)	(\$8,630)	(\$73,054)	(\$40,722)	(\$32,333)	-79%	(\$61,507)	(\$11,548)	-19%
Merchant CC Fees	(\$136)	(\$1,601)	(\$1,403)	(\$1,542)	(\$1,186)	(\$1,350)	(\$2,021)	(\$1,774)	(\$11,013)	(\$9,628)	(\$1,385)	-14%	(\$9,612)	(\$1,401)	-15%
Office supplies and printing	(\$4,214)	(\$1,759)	(\$6,798)	(\$1,340)	(\$2,352)	(\$3,393)	(\$2,900)	(\$2,943)	(\$25,698)	(\$44,643)	\$18,944	42%	(\$39,086)	\$13,388	34%
Postage	(\$2,189)	(\$1,701)	(\$165)	(\$63)	(\$2,190)	(\$450)	(\$2,067)	(\$1,801)	(\$10,627)	(\$9,371)	(\$1,256)	-13%	(\$11,200)	\$573	5%
Program supplies and materials	(\$15,432)	(\$10,809)	(\$31,160)	(\$31,302)	(\$38,363)	(\$44,685)	(\$21,324)	(\$22,122)	(\$215,198)	(\$118,146)	(\$97,052)	-82%	(\$154,000)	(\$61,198)	-40%
Pharmacy & Optometry COGS	\$426	(\$14,659)	(\$9,127)	(\$10,043)	(\$7,757)	(\$12,263)	(\$17,663)	(\$18,717)	(\$89,803)	(\$66,233)	(\$23,570)	-36%	(\$195,815)	\$106,013	54%
Recruitment	\$0	(\$5,040)	\$0	\$0	(\$105)	\$0	(\$50)	\$0	(\$5,195)	(\$4,666)	(\$529)	-11%	\$0	(\$5,195)	
Rent	(\$9,927)	(\$9,227)	(\$10,053)	(\$12,919)	(\$12,152)	(\$11,665)	(\$10,595)	(\$9,681)	(\$86,219)	(\$89,969)	\$3,751	4%	(\$68,796)	(\$17,422)	-25%
Repairs and maintenance	(\$17,864)	(\$17,421)	(\$15,978)	(\$21,441)	(\$13,492)	(\$16,237)	(\$13,532)	(\$20,242)	(\$136,207)	(\$119,919)	(\$16,288)	-14%	(\$117,140)	(\$19,067)	-16%
Small equipment purchases	(\$7,898)	(\$1,595)	(\$38,441)	(\$30,619)	(\$11,501)	(\$14,891)	(\$10,194)	(\$1,568)	(\$116,708)	(\$26,304)	(\$90,404)	-344%	(\$34,587)	(\$82,121)	-237%
Telephone	(\$11,151)	(\$13,513)	(\$14,943)	(\$13,888)	(\$14,759)	(\$14,179)	(\$11,218)	(\$14,383)	(\$108,033)	(\$112,032)	\$3,999	4%	(\$115,207)	\$7,173	6%
Travel	(\$619)	(\$572)	(\$1,258)	(\$2,971)	(\$1,222)	(\$1,327)	(\$2,379)	(\$2,723)	(\$13,070)	(\$8,498)	(\$4,572)	-54%	(\$16,000)	\$2,930	18%
Utilities	(\$5,193)	(\$7,258)	(\$4,052)	(\$3,808)	(\$4,576)	(\$6,304)	(\$3,861)	(\$3,746)	(\$38,798)	(\$30,887)	(\$7,911)	-26%	(\$38,000)	(\$798)	-2%
Total Other Operating Expenses	(\$162,934)	(\$173,520)	(\$213,057)	(\$231,929)	(\$222,897)	(\$242,724)	(\$187,906)	(\$193,998)	(\$1,628,964)	(\$1,310,783)	(\$318,182)	-24%	(\$1,483,383)	(\$145,581)	-10%
<b>NET OPERATING SURPLUS</b>	<b>(\$39,118)</b>	<b>\$3,564</b>	<b>\$8,418</b>	<b>\$197,767</b>	<b>\$143,635</b>	<b>(\$218,585)</b>	<b>\$1,519,837</b>	<b>\$40,744</b>	<b>\$1,656,261</b>	<b>(\$429,606)</b>	<b>\$2,085,867</b>	<b>486%</b>	<b>(\$42,286)</b>	<b>\$1,698,547</b>	<b>4017%</b>
<b>NON-OPERATING ACTIVITIES</b>															
Donations, Pledges & Contributions	\$1,870	\$1,549	\$640	\$50	\$2,755	\$150	\$175	\$7,000	\$14,189	\$86,730	(\$72,541)	-84%	\$70,000	(\$55,811)	-80%
<b>NET NON-OPERATING SURPLUS</b>	<b>\$1,870</b>	<b>\$1,549</b>	<b>\$640</b>	<b>\$50</b>	<b>\$2,755</b>	<b>\$150</b>	<b>\$175</b>	<b>\$7,000</b>	<b>\$14,189</b>	<b>\$86,730</b>	<b>(\$72,541)</b>	<b>-84%</b>	<b>\$70,000</b>	<b>(\$55,811)</b>	<b>-80%</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$37,248)</b>	<b>\$5,113</b>	<b>\$9,058</b>	<b>\$197,817</b>	<b>\$146,390</b>	<b>(\$218,435)</b>	<b>\$1,520,012</b>	<b>\$47,744</b>	<b>\$1,670,450</b>	<b>(\$342,876)</b>	<b>\$2,013,326</b>	<b>587%</b>	<b>\$27,714</b>	<b>\$1,642,736</b>	<b>5927%</b>

- August may be an example of a typical month
  - No extra income or expense
  - Grants being charged at the regular intervals

# Cash Flow

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
	NET SURPLUS/(DEFICIT) FOR PERIOD	47,744
	PROVIDED (USED) BY OPERATING ACTIVITIES	(5,873)
	NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	41,871
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
	NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	15,597
	<b>NET INCREASE/(DECREASE) IN CASH</b>	57,468
	<b>CASH AND CASH EQUIVALENTS AS OF 8/1/2021</b>	<b>3,513,115</b>
	<b>CASH AND CASH EQUIVALENTS AS OF 8/31/2021</b>	<b>3,570,583</b>

- ▶ Cash on hand increased **\$57K**

# Balance Sheet

ASSETS		
	Total Current Assets	\$3,635,300
	Net Property & Equipment	\$3,847,360
	Total Other Assets	\$417,744
	<b>TOTAL ASSETS</b>	<b>\$7,900,404</b>
Liabilities & Fund Balance		
	Total Current Liabilities	\$1,073,434
	Total Long Term Liabilities	\$0
	<b>Total Liabilities</b>	<b>\$1,073,434</b>
	Fund Balance / Equity	
	Fund Balance Prior Years	\$6,826,970
	Total Fund Balance / Equity	\$6,826,970
	<b>Total Liabilities &amp; Fund Balance</b>	<b>\$7,900,404</b>

▶ Current Assets = \$3.6 M

▶ Current Liabilities = \$1.1 M

▶ Current Ratio = 3.4

Hilltown Community Health Centers  
Income Statement 2021

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<b>OPERATING ACTIVITIES</b>																
<b>Revenue</b>																
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Other Grants & Contracts	\$49,817	\$119,646	\$107,004	\$113,668	\$105,608	\$94,683	\$1,557,290	\$76,148	\$2,223,865	\$1,173,494	\$1,050,371	90%	\$1,296,133	\$927,732	72%	
Int., Dividends Gain /Loss Investment	(\$465)	\$11,231	\$9,823	\$16,568	\$3,452	\$7,501	\$3,151	\$10,718	\$61,979	\$15,449	\$46,530	-301%	\$23,576	\$38,403	163%	
Rental & Misc. Income	\$2,577	\$2,567	\$2,577	\$2,938	\$4,632	\$2,587	\$4,137	\$1,352	\$23,368	\$22,462	\$906	4%	\$10,085	\$13,284	132%	
Total Operating Revenue	\$647,688	\$685,199	\$755,120	\$1,032,797	\$872,534	\$541,096	\$2,257,259	\$783,942	\$7,575,635	\$4,509,736	\$3,065,899	68%	\$5,577,072	\$1,998,563	36%	
<b>Compensation and related expenses</b>																
Salaries and wages	(\$443,161)	(\$433,354)	(\$454,897)	(\$518,263)	(\$440,009)	(\$437,129)	(\$471,423)	(\$471,111)	(\$3,669,347)	(\$3,127,597)	(\$541,750)	-17%	(\$3,490,573)	(\$178,774)	-5%	
Payroll taxes	(\$33,016)	(\$32,472)	(\$34,730)	(\$40,583)	(\$31,419)	(\$32,596)	(\$34,238)	(\$33,317)	(\$272,370)	(\$224,822)	(\$47,547)	-21%	(\$329,661)	\$57,291	17%	
Fringe benefits	(\$47,695)	(\$42,289)	(\$44,019)	(\$44,255)	(\$34,574)	(\$47,233)	(\$43,855)	(\$44,773)	(\$348,693)	(\$273,140)	(\$72,553)	-26%	(\$315,741)	(\$32,952)	-10%	
Total Compensation & related exp	(\$523,873)	(\$508,115)	(\$533,645)	(\$603,101)	(\$506,002)	(\$516,958)	(\$549,516)	(\$549,201)	(\$4,290,409)	(\$3,628,559)	(\$661,850)	-18%	(\$4,135,975)	(\$154,435)	-4%	
<b>Other Operating Expenses</b>																
Advertising and marketing	(\$10)	(\$223)	\$0	(\$500)	(\$20,358)	(\$1,560)	(\$603)	(\$359)	(\$23,613)	(\$935)	(\$22,678)	-2425%	(\$4,937)	(\$18,676)	-378%	
Bad debt	(\$10,871)	(\$7,853)	(\$8,793)	(\$11,750)	(\$4,063)	(\$17,971)	(\$11,814)	(\$11,018)	(\$84,133)	(\$16,771)	(\$67,362)	-402%	(\$53,201)	(\$30,932)	-58%	
Computer support	(\$8,840)	(\$15,246)	(\$7,868)	(\$17,719)	(\$18,855)	(\$8,487)	(\$8,218)	(\$11,996)	(\$97,229)	(\$75,684)	(\$21,545)	-28%	(\$87,870)	(\$9,359)	-11%	
Conference and meetings	(\$2,087)	(\$440)	(\$1,910)	(\$35)	(\$607)	(\$5,235)	(\$65)	(\$2,375)	(\$12,754)	(\$5,152)	(\$7,602)	-148%	(\$5,227)	(\$7,527)	-144%	
Continuing education	(\$1,522)	(\$7,870)	(\$281)	(\$5,171)	(\$1,678)	(\$880)	(\$1,150)	(\$1,196)	(\$19,748)	(\$19,748)	(\$6,273)	-215%	(\$24,000)	\$4,252	18%	
Contracts and consulting	(\$13,540)	(\$8,482)	(\$12,971)	(\$10,791)	(\$11,736)	(\$27,756)	(\$8,878)	(\$17,847)	(\$112,001)	(\$169,042)	\$57,042	34%	(\$88,800)	(\$23,201)	-26%	
Depreciation and amortization	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$210,524)	(\$228,355)	\$17,831	8%	(\$228,355)	\$17,831	8%	
Dues and membership	(\$6,731)	(\$1,857)	(\$4,579)	(\$4,841)	(\$7,571)	(\$3,181)	(\$4,111)	(\$2,849)	(\$35,719)	(\$30,780)	(\$4,939)	-16%	(\$32,484)	(\$3,235)	-10%	
Equipment leases	(\$1,535)	(\$3,829)	(\$2,126)	(\$1,131)	(\$1,831)	(\$1,366)	(\$1,325)	(\$1,858)	(\$15,002)	(\$16,221)	\$1,219	8%	(\$17,777)	\$2,775	16%	
Insurance	(\$2,206)	(\$2,319)	(\$2,330)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$18,677)	(\$17,491)	(\$1,186)	-7%	(\$17,571)	(\$1,106)	-6%	
Interest	(\$354)	(\$350)	(\$313)	(\$342)	(\$327)	(\$2,240)	\$1,907	\$0	(\$2,019)	(\$10,370)	\$8,351	81%	(\$2,907)	\$888	31%	
Legal and accounting	(\$2,630)	(\$4,167)	(\$2,501)	(\$2,508)	(\$2,433)	(\$4,620)	(\$8,833)	(\$2,908)	(\$30,602)	(\$20,689)	(\$9,913)	-48%	(\$27,905)	(\$2,698)	-10%	
Licenses and fees	(\$5,283)	(\$1,628)	(\$2,347)	(\$6,149)	(\$5,744)	(\$6,208)	(\$5,377)	(\$4,583)	(\$37,318)	(\$32,001)	(\$5,317)	-17%	(\$31,400)	(\$5,918)	-19%	
Medical & dental lab and supplies	(\$6,811)	(\$7,785)	(\$7,342)	(\$12,376)	(\$9,361)	(\$7,796)	(\$12,954)	(\$8,630)	(\$73,054)	(\$40,722)	(\$32,333)	-79%	(\$61,507)	(\$11,548)	-19%	
Merchant CC Fees	(\$136)	(\$1,601)	(\$1,403)	(\$1,542)	(\$1,186)	(\$1,350)	(\$2,021)	(\$1,774)	(\$11,013)	(\$9,628)	(\$1,385)	-14%	(\$9,612)	(\$1,401)	-15%	
Office supplies and printing	(\$4,214)	(\$1,759)	(\$6,798)	(\$1,340)	(\$2,352)	(\$3,393)	(\$2,900)	(\$2,943)	(\$25,698)	(\$44,643)	\$18,944	42%	(\$39,086)	\$13,388	34%	
Postage	(\$2,189)	(\$1,701)	(\$1,165)	(\$63)	(\$2,190)	(\$450)	(\$2,067)	(\$1,801)	(\$10,627)	(\$9,371)	(\$1,256)	-13%	(\$11,200)	\$573	5%	
Program supplies and materials	(\$15,432)	(\$10,809)	(\$31,160)	(\$31,302)	(\$38,363)	(\$44,685)	(\$21,324)	(\$22,122)	(\$215,198)	(\$118,146)	(\$97,052)	-82%	(\$154,000)	(\$61,198)	-40%	
Pharmacy & Optometry COGS	\$426	(\$14,659)	(\$9,127)	(\$10,043)	(\$7,757)	(\$12,263)	(\$17,663)	(\$18,717)	(\$89,803)	(\$66,233)	(\$23,570)	-36%	(\$195,815)	\$106,013	54%	
Recruitment	\$0	(\$5,040)	\$0	\$0	(\$105)	\$0	(\$50)	\$0	(\$5,195)	(\$4,666)	(\$529)	-11%	\$0	(\$5,195)		
Rent	(\$9,927)	(\$9,227)	(\$10,053)	(\$12,919)	(\$12,152)	(\$11,665)	(\$10,595)	(\$9,681)	(\$86,219)	(\$89,969)	\$3,751	4%	(\$68,796)	(\$17,422)	-25%	
Repairs and maintenance	(\$17,864)	(\$17,421)	(\$15,978)	(\$21,441)	(\$13,492)	(\$16,237)	(\$13,532)	(\$20,242)	(\$136,207)	(\$119,919)	(\$16,288)	-14%	(\$117,140)	(\$19,067)	-16%	
Small equipment purchases	(\$7,898)	(\$1,595)	(\$38,441)	(\$30,619)	(\$11,501)	(\$14,891)	(\$10,194)	(\$1,568)	(\$116,708)	(\$26,304)	(\$90,404)	-344%	(\$34,587)	(\$82,121)	-237%	
Telephone	(\$11,151)	(\$13,513)	(\$14,943)	(\$13,888)	(\$14,759)	(\$14,179)	(\$11,218)	(\$14,383)	(\$108,033)	(\$112,032)	\$3,999	4%	(\$115,207)	\$7,173	6%	
Travel	(\$619)	(\$572)	(\$1,258)	(\$2,971)	(\$1,222)	(\$1,327)	(\$2,379)	(\$2,723)	(\$13,070)	(\$8,498)	(\$4,572)	-54%	(\$16,000)	\$2,930	18%	
Utilities	(\$5,193)	(\$7,258)	(\$4,052)	(\$3,808)	(\$4,576)	(\$6,304)	(\$3,861)	(\$3,746)	(\$38,798)	(\$30,887)	(\$7,911)	-26%	(\$38,000)	(\$798)	-2%	
Total Other Operating Expenses	(\$162,934)	(\$173,520)	(\$213,057)	(\$231,929)	(\$222,897)	(\$242,724)	(\$187,906)	(\$193,998)	(\$1,628,964)	(\$1,310,783)	(\$318,182)	-24%	(\$1,483,383)	(\$145,581)	-10%	
<b>NET OPERATING SURPLUS</b>	<b>(\$39,118)</b>	<b>\$3,564</b>	<b>\$8,418</b>	<b>\$197,767</b>	<b>\$143,635</b>	<b>(\$218,585)</b>	<b>\$1,519,837</b>	<b>\$40,744</b>	<b>\$1,656,261</b>	<b>(\$429,606)</b>	<b>\$2,085,867</b>	<b>486%</b>	<b>(\$42,286)</b>	<b>\$1,698,547</b>	<b>4017%</b>	
<b>NON-OPERATING ACTIVITIES</b>																
Donations, Pledges & Contributions	\$1,870	\$1,549	\$640	\$50	\$2,755	\$150	\$175	\$7,000	\$14,189	\$86,730	(\$72,541)	-84%	\$70,000	(\$55,811)	-80%	
<b>NET NON-OPERATING SURPLUS</b>	<b>\$1,870</b>	<b>\$1,549</b>	<b>\$640</b>	<b>\$50</b>	<b>\$2,755</b>	<b>\$150</b>	<b>\$175</b>	<b>\$7,000</b>	<b>\$14,189</b>	<b>\$86,730</b>	<b>(\$72,541)</b>	<b>-84%</b>	<b>\$70,000</b>	<b>(\$55,811)</b>	<b>-80%</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$37,248)</b>	<b>\$5,113</b>	<b>\$9,058</b>	<b>\$197,817</b>	<b>\$146,390</b>	<b>(\$218,435)</b>	<b>\$1,520,012</b>	<b>\$47,744</b>	<b>\$1,670,450</b>	<b>(\$342,876)</b>	<b>\$2,013,326</b>	<b>587%</b>	<b>\$27,714</b>	<b>\$1,642,736</b>	<b>5927%</b>	

**OPERATING ACTIVITIES**

	Jan - Aug 2021	Jan - Aug 2019	Difference	%
<b>Revenue</b>				
Patient Services - Medical	\$1,328,192	\$1,743,099	(\$414,907)	-24%
Patient Services - Dental	\$943,523	\$1,290,078	(\$346,556)	-27%
Patient Services - Beh. Health	\$311,546	\$242,004	\$69,543	29%
Patient Services - Optometry	\$108,837	\$137,999	(\$29,162)	-21%
Patient Services - Optometry Hardware	\$62,529	\$61,735	\$794	1%
Patient Services - Pharmacy	\$427,366	\$83,490	\$343,876	412%
Quality & Other Incentives	\$30,217	\$36,339	(\$6,121)	-17%
HRSA 330 & Other Grant	\$2,054,212	\$1,228,701	\$825,511	67%
Other Grants & Contracts	\$2,223,865	\$569,706	\$1,654,159	290%
Int., Dividends Gain /Loss Investmenst	\$61,979	\$35,813	\$26,166	73%
Rental & Misc. Income	\$23,368	\$22,427	\$941	4%
Total Operating Revenue	<u>\$7,575,635</u>	<u>\$5,451,391</u>	<u>\$2,124,244</u>	<u>39%</u>

**Hilltown Community Health Centers  
Statement of Cash Flows  
August 2021**

**CASH FLOWS FROM OPERATING ACTIVITIES**

NET SURPLUS/(DEFICIT) FOR PERIOD 47,744

ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH

PROVIDED (USED) BY OPERATING ACTIVITIES

01-11102-00	Increase in ECW/AR PAYMENT	(11,691)
01-11103-00	Increase in DENTRIX/AR PAYMENT	(1,916)
01-13200-00	Increase in PREPAID EXPENSES	(6,489)
01-13210-00	Decrease in PREPAID INSURANCE	2,364
01-13410-00	Decrease in PREPAID VISION INSURANCE	6
01-13700-00	Decrease in PREPAID WORKMANS' COMP	2,133
01-22100-00	Increase in ACCOUNTS PAYABLE	16,708
01-23000-00	Decrease in ACCRUED EXPENSES - CREDIT CARD	(8,855)
01-24500-00	Increase in FLEXIBLE SPENDING BENEFIT	371
01-25900-01	Increase in SALES TAX PAYABLE	3
01-25900-02	Increase in SALES TAX PAYABLE	3
01-26000-00	Decrease in ACCRUED EXPENSES	(8,201)
01-26010-00	Increase in ACCRUED SALARIES/PAYROLL	46,366
01-26020-00	Increase in ACCRUED FICA PAYABLE	3,333
01-26030-00	Decrease in ACCRUED VACATION	(18,680)
01-26040-00	Decrease in ACCRUED VACATION FICA	(1,429)
01-29400-00	Decrease in DEFERRED REVENUE	(18,171)
01-29401-00	Decrease in HSN - DEFERRED REVENUE (INTERIM PAYMENTS)	(825)
01-29405-00	Decrease in DENTRIX SUSPENDED CREDITS	(905)

NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES 41,871

**CASH FLOWS FROM INVESTING ACTIVITIES**

01-16250-01	LESS ACCUM DEPR	1,817
01-16250-02	LESS ACCUM DEPR	2,484
01-16252-02	ACCUM. AMORTIZATION	27
01-16350-01	LESS ACCUM DEPR	877
01-16350-02	LESS ACCUM DEPR	1,979
01-16450-04	LESS ACCUM DEPR LEASEHLD IMP	10,743
01-16550-00	LESS ACCUM DEPR FURN & EQUIP	369
01-16550-01	LESS ACCUM DEPR FURN & EQUIP	1,365
01-16550-02	LESS ACCUM DEPR FURN & EQUIP	325
01-16550-03	LESS ACCUM DEPR FURN & EQUIP	838
01-16550-04	LESS ACCUM DEPR FURN & EQUIP	5,279
01-16550-05	LESS ACCUM DEPR FURN & EQUIP	88
01-16560-01	LESS ACCUM DEPR STATE	126
01-18220-00	INVESTMENT VANGUARD	(10,718)

NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES 15,597

**NET INCREASE/(DECREASE) IN CASH** 57,468

**CASH AND CASH EQUIVALENTS AS OF 8/1/2021** 3,513,115

**CASH AND CASH EQUIVALENTS AS OF 8/31/2021** 3,570,583

**Hilltown Community Health Centers  
Balance Sheet  
as of 8/31/2021**

**ASSETS**

Current Assets

Cash - Operating Fund	\$2,894,045
Patient Receivables	\$843,459
Less Allow. for Doubtful Accounts	(\$125,269)
Less Allow. for Contractual Allowances	(\$313,026)
A/R 340B-Pharmacist	\$18,434
A/R 340B-State	\$11,034
Contracts & Grants Receivable	\$266,422
Prepaid Expenses	\$40,203
<b>Total Current Assets</b>	<b>\$3,635,300</b>

Property & Equipment

Land	\$204,506
Buildings	\$2,613,913
Improvements	\$946,983
Leasehold Improvements	\$1,933,674
Equipment	\$1,455,063
<b>Total Property and Equipment</b>	<b>\$7,154,139</b>
Less Accumulated Depreciation	(\$3,306,779)
<b>Net Property &amp; Equipment</b>	<b>\$3,847,360</b>

Other Assets

Restricted Cash	\$4
Pharmacy 340B and Optometry Inventory	\$9,863
Investment - Vanguard	\$407,876
<b>Total Other Assets</b>	<b>\$417,744</b>

**TOTAL ASSETS**

**\$7,900,404**

**Liabilities & Fund Balance**

Current & Long Term Liabilities

Current Liabilities

Accounts Payable	\$90,860
Notes Payable	\$333,017
Sales Tax Payable	\$19
Accrued Expenses	(\$7,487)
Accrued Payroll Expenses	\$582,191
Payroll Liabilities	\$11,692
Deferred Contract Revenue	\$63,143
<b>Total Current Liabilities</b>	<b>\$1,073,434</b>

Long Term Liabilities

Total Long Term Liabilities	\$0
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**Total Liabilities**

**\$1,073,434**

Fund Balance / Equity

Fund Balance Prior Years	\$6,826,970
Total Fund Balance / Equity	\$6,826,970

**Total Liabilities & Fund Balance**

**\$7,900,404**

**From:** [Eliza Lake](#)  
**To:** [Tabitha Griswold](#); [John Melehov](#)  
**Subject:** Fwd: Finance Committee Approval Required  
**Date:** Wednesday, September 29, 2021 10:25:57 PM

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For your records and to be noted on Fin Com agenda for October.

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*Eliza Lake, MSW*  
*Chief Executive Officer*  
*Hilltown Community Health Center*  
*Office: 413-238-4128*

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**From:** Lee Manchester <[martinm@umass.edu](mailto:martinm@umass.edu)>  
**Sent:** Wednesday, September 29, 2021 9:00:38 PM  
**To:** John Follet <[jfollet@hchcweb.org](mailto:jfollet@hchcweb.org)>  
**Cc:** John Melehov <[jmelehov@hchcweb.org](mailto:jmelehov@hchcweb.org)>; Lee Manchester <[lmanchester@umass.edu](mailto:lmanchester@umass.edu)>; Eliza Lake <[elake@hchcweb.org](mailto:elake@hchcweb.org)>; Russ Jordan <[rjordan@hchcweb.org](mailto:rjordan@hchcweb.org)>; Pat Kirouac <[pkirouac@hchcweb.org](mailto:pkirouac@hchcweb.org)>  
**Subject:** Re: Finance Committee Approval Required

If a formal vote is needed on this I will vote aye.  
Lee

On Wed, Sep 29, 2021 at 5:11 PM John Follet <[jfollet@hchcweb.org](mailto:jfollet@hchcweb.org)> wrote:  
I'll authorize spending \$82,413 for driveways in Huntington and Worthington.

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**From:** John Melehov <[jmelehov@hchcweb.org](mailto:jmelehov@hchcweb.org)>  
**Sent:** Wednesday, September 29, 2021 10:21 AM  
**To:** John Follet <[jfollet@hchcweb.org](mailto:jfollet@hchcweb.org)>; Lee Manchester <[martinm@umass.edu](mailto:martinm@umass.edu)>; Lee Manchester <[lmanchester@umass.edu](mailto:lmanchester@umass.edu)>; Eliza Lake <[elake@hchcweb.org](mailto:elake@hchcweb.org)>  
**Cc:** Russ Jordan <[rjordan@hchcweb.org](mailto:rjordan@hchcweb.org)>; Pat Kirouac <[pkirouac@hchcweb.org](mailto:pkirouac@hchcweb.org)>  
**Subject:** Finance Committee Approval Required

Dear Finance Committee,

We would like authorization to spend \$82,413 on new driveways for Huntington and Worthington. This money is being provided by our new Capital Grant so there is no negative financial impact to the center.

The contractor broke the bid out into three separate quotes so there are 3 documents attached. The next closest bid was over \$10K more expensive and we had several companies quote.

We asked for protective bollards for Huntington to be included in the quote but they forgot. When these are added on I will update the committee but I do not expect them to add significantly to



the project.

Thank you,

John Melehov, CFO

Hilltown Community Health Center

413-238-4116

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