

**HILLTOWN COMMUNITY HEALTH  
CENTERS FINANCE COMMITTEE MEETING**

**December 8, 2021  
1:00– 2:00 pm**

**Zoom Meeting**

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

**Passcode: 738165**

**AGENDA**

1. Review of the minutes from  
November Finance  
Committee meeting
2. Presentation of October  
2021 Financial Statements
3. 2022 Budget Review
4. Other items as needed

## Finance Committee Meeting

Date/Time: 11/10/2021 1:00PM

Zoom Meeting

**MEMBERS (all members present via teleconferencing):** Lee Manchester, Board Chair, 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 1:02PM.	N/A
Approval of Minutes 10/13/2021	The minutes from the October 13 <sup>th</sup> meeting were reviewed, no changes noted.  <b>Lee Manchester motioned to approve the October 13th and Eliza Lake seconded that motion.</b>	The Finance Committee unanimously approved the October 13 <sup>th</sup> minutes.
September Financials	<ul style="list-style-type: none"><li>John Melehov reported on the Interim Financial Statement for September. The net income was a positive \$176K. All patient revenues were up in September, total revenue over budget by \$295K. Financials are doing better on the clinical revenue then projected in the budget. There is a \$342K deficit (total across departments) in the difference in patient revenue in the comparison to 2019. Payroll has increased due to new hires, salary adjustments and overtime. It was a high spending month, \$40K of that due to the cost of goods sold for Pharmacy. Cash flow was a positive \$116K, mostly from the HRSA 330 billing due to the third payroll in the month (positive income) – the costs for the first payroll was accrued to August. The current ratio is still strong at 3.74, and liabilities are about the same.</li></ul>	
Other Items	<ul style="list-style-type: none"><li>John Melehov explained that the 2022 budget is taking form and will be presented next month after meeting</li></ul>	. The committee voted

	<p>with department heads for feedback and using the same methodology as used last year. The new rates for Medicaid may be factored in but may be done in aggregate (the full amount is still unknown).</p> <ul style="list-style-type: none"> <li>The Finance Committee unanimously approved the purchase requisition of Optometry equipment (Humphrey Field Analyzer from Zeiss) for \$35,590.</li> </ul> <p><b>Lee Manchester moved to approve the purchase order for the Optometry equipment and John Follet seconded the motion.</b></p> <ul style="list-style-type: none"> <li>The Committee also unanimously approved the purchase of engineering services for the HVAC upgrade in Worthington and Huntington. Of the total amount of \$157k, \$84,750 is a definite need and the electrical upgrades costing \$13k are likely to have to happen, but the fire protection and hydrant flow testing likely not going to be needed, which would be an additional \$60K if needed. There are three bids that were reviewed, and one bid was recommended by the architect, and had the highest level of response. Now that it has been approved, the engineers will present their plans before the end of the year, and a contractor could be chosen by Spring -the project is anticipated to take about six months.</li> </ul> <p><b>Lee Manchester moved to approve the purchase order for the engineering services to upgrade the HVAC systems in Worthington and Huntington and John Melehov seconded the motion.</b></p>	<p>unanimously to approve the purchase of the Optometry equipment.</p> <p>The committee voted unanimously to approve the purchase of the engineering services for the HVAC upgrades in Worthington and Huntington</p>
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 1:34pm.</b></p> <p>The next regular Finance Committee meeting is scheduled for December 8, 2021, at 1:00pm via Zoom.</p>	<p>The committee voted unanimously to adjourn.</p>

Submitted by,  
Tabitha Griswold, Executive Assistant



# Hilltown Community Health Center

## Interim Financial Statement Presentation

Oct 2021 - Presented 12/8/2021

# Highlights

- ▶ **(\$25K)** Net Income
  - ▶ Timing issue, grants billed in Sept for Oct expense
- ▶ **(\$32K)** cash flow
  - ▶ No cause for concern as grants billed when expense is incurred keeping us with a steady level of cash

# Income Statement

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	Sept Actual	Oct Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change
<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	\$181,349	\$186,305	\$1,695,846	\$1,482,281	\$213,565	14%
Patient Services - Dental	\$106,182	\$97,030	\$137,833	\$118,194	\$122,025	\$120,310	\$121,297	\$120,651	\$140,417	\$124,236	\$1,208,176	\$683,236	\$524,940	77%
Patient Services - Beh. Health	\$36,624	\$35,380	\$44,740	\$42,979	\$35,995	\$40,690	\$34,426	\$40,712	\$44,950	\$39,197	\$395,692	\$330,964	\$64,728	20%
Patient Services - Optometry	\$9,337	\$8,577	\$11,981	\$12,558	\$16,778	\$16,583	\$14,991	\$18,032	\$27,548	\$33,847	\$170,232	\$116,676	\$53,556	46%
Patient Services - Optometry Hardware	\$6,162	\$6,444	\$8,379	\$7,537	\$5,192	\$8,823	\$8,582	\$11,411	\$13,471	\$9,963	\$85,963	\$44,466	\$41,497	93%
Patient Services - Pharmacy	\$37,224	\$35,267	\$21,233	\$38,116	\$88,012	\$67,514	\$75,556	\$64,444	\$76,030	\$38,278	\$541,675	\$264,166	\$277,509	105%
Quality & Other Incentives	\$3,776	\$9,268	\$6,325	\$80	\$7,495	\$235	\$2,442	\$597	\$12,290	\$2,447	\$44,954	\$53,925	(\$8,971)	-17%
HRSA 330 & Other Grant	\$261,014	\$215,010	\$212,593	\$477,985	\$313,961	\$15,079	\$287,954	\$270,617	\$406,412	\$268,688	\$2,729,311	\$1,422,484	\$1,306,827	92%
Other Grants & Contracts	\$49,817	\$119,646	\$107,004	\$113,668	\$105,608	\$94,683	\$1,557,290	\$76,148	\$116,600	\$67,484	\$2,407,925	\$1,452,322	\$955,603	66%
Int., Dividends Gain /Loss Investmenst	(\$465)	\$11,231	\$9,823	\$16,568	\$3,452	\$7,501	\$3,151	\$10,718	(\$17,053)	\$22,737	\$67,663	\$4,194	\$63,469	-1513%
Rental & Misc. Income	\$2,577	\$2,567	\$2,577	\$2,938	\$4,632	\$2,587	\$4,137	\$1,352	\$2,583	\$2,577	\$28,529	\$29,416	(\$887)	-3%
<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>\$1,004,596</b>	<b>\$795,760</b>	<b>\$9,375,967</b>	<b>\$5,884,130</b>	<b>\$3,491,837</b>	<b>59%</b>

- Unremarkable, mostly lateral month...

# YTD vs Budget

	YTD Total Actual	YTD Budget	Variance	%
<b>OPERATING ACTIVITIES</b>				
<b>Revenue</b>				
Patient Services - Medical	\$1,695,846	\$1,603,693	\$92,153	6%
Patient Services - Dental	\$1,208,176	\$1,016,820	\$191,356	19%
Patient Services - Beh. Health	\$395,692	\$347,793	\$47,900	14%
Patient Services - Optometry	\$170,232	\$159,337	\$10,895	7%
Patient Services - Optometry Hardware	\$85,963	\$69,538	\$16,425	24%
Patient Services - Pharmacy	\$541,675	\$541,667	\$8	0%
Quality & Other Incentives	\$44,954	\$53,833	(\$8,879)	-16%
HRSA 330 & Other Grant	\$2,729,311	\$1,516,416	\$1,212,896	80%
Other Grants & Contracts	\$2,407,925	\$1,620,167	\$787,759	49%
Int., Dividends Gain /Loss Investmenst	\$67,663	\$29,470	\$38,193	130%
Rental & Misc. Income	\$28,529	\$12,606	\$15,923	126%
Total Operating Revenue	\$9,375,967	\$6,971,340	\$2,404,628	34%

- Other than grant funding, revenue budget close in dollar value



## YTD 2021 vs 2019

OPERATING ACTIVITIES				Jan - Oct 2021	Jan - Oct 2019	Difference	%
<b>Revenue</b>							
	Patient Services - Medical			\$1,695,846	\$2,165,681	(\$469,835)	-22%
	Patient Services - Dental			\$1,208,176	\$1,610,865	(\$402,689)	-25%
	Patient Services - Beh. Health			\$395,692	\$313,286	\$82,407	26%
	Patient Services - Optometry			\$170,232	\$175,033	(\$4,801)	-3%
	Patient Services - Optometry Hardware			\$85,963	\$77,560	\$8,403	11%
	Patient Services - Pharmacy			\$541,675	\$110,852	\$430,823	389%
	Quality & Other Incentives			\$44,954	\$44,910	\$44	0%
	HRSA 330 & Other Grant			\$2,729,311	\$1,489,072	\$1,240,240	83%
	Other Grants & Contracts			\$2,407,925	\$727,045	\$1,680,881	231%
	Int., Dividends Gain /Loss Investmenst			\$67,663	\$46,918	\$20,745	44%
	Rental & Misc. Income			\$28,529	\$26,187	\$2,342	9%
	Total Operating Revenue			\$9,375,967	\$6,787,410	\$2,588,558	38%

(\$356K) net service-related deficiency from 2019



	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	Sept Actual	Oct Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change
<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)	(\$504,781)	(\$503,612)	(\$4,677,740)	(\$4,013,215)	(\$664,525)	-17%
Payroll taxes	(\$33,016)	(\$32,472)	(\$34,730)	(\$40,583)	(\$31,419)	(\$32,596)	(\$34,238)	(\$33,317)	(\$37,823)	(\$36,297)	(\$346,490)	(\$372,742)	\$26,251	7%
Fringe benefits	(\$47,695)	(\$42,289)	(\$44,019)	(\$44,255)	(\$34,574)	(\$47,233)	(\$43,855)	(\$44,773)	(\$48,494)	(\$42,987)	(\$440,174)	(\$341,259)	(\$98,915)	-29%
Total Compensation & related exp	(\$523,873)	(\$508,115)	(\$533,645)	(\$603,101)	(\$506,002)	(\$516,958)	(\$549,516)	(\$549,201)	(\$591,099)	(\$582,896)	(\$5,464,404)	(\$4,727,215)	(\$737,188)	-16%

	YTD Total Actual	YTD Budget	Variance	%
<b>Compensation and related expenses</b>				
Salaries and wages	(\$4,677,740)	(\$4,363,216)	(\$314,524)	-7%
Payroll taxes	(\$346,490)	(\$412,076)	\$65,586	16%
Fringe benefits	(\$440,174)	(\$394,676)	(\$45,498)	-12%
Total Compensation & related exp	(\$5,464,404)	(\$5,169,968)	(\$294,436)	-6%

- Payroll still at 6% over budget

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	Sept Actual	Oct Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change
<b>Other Operating Expenses</b>														
Advertising and marketing	(\$10)	(\$223)	\$0	(\$500)	(\$20,358)	(\$1,560)	(\$603)	(\$359)	(\$875)	(\$550)	(\$25,038)	(\$1,496)	(\$23,541)	-1573%
Bad debt	(\$10,871)	(\$7,853)	(\$8,793)	(\$11,750)	(\$4,063)	(\$17,971)	(\$11,814)	(\$11,018)	(\$10,519)	(\$16,021)	(\$110,672)	(\$6,761)	(\$103,911)	-1537%
Computer support	(\$8,840)	(\$15,246)	(\$7,868)	(\$17,719)	(\$18,855)	(\$8,487)	(\$8,218)	(\$11,996)	(\$11,991)	(\$14,545)	(\$123,765)	(\$98,528)	(\$25,237)	-26%
Conference and meetings	(\$2,087)	(\$440)	(\$1,910)	(\$35)	(\$607)	(\$5,235)	(\$65)	(\$2,375)	(\$664)	(\$2,084)	(\$15,501)	(\$5,595)	(\$9,907)	-177%
Continuing education	(\$1,522)	(\$7,870)	(\$281)	(\$5,171)	(\$1,678)	(\$880)	(\$1,150)	(\$1,196)	(\$828)	(\$2,492)	(\$23,069)	(\$7,021)	(\$16,048)	-229%
Contracts and consulting	(\$13,540)	(\$8,482)	(\$12,971)	(\$10,791)	(\$11,736)	(\$27,756)	(\$8,878)	(\$17,847)	(\$9,907)	(\$20,039)	(\$141,947)	(\$244,904)	\$102,957	42%
Depreciation and amortization	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$263,155)	(\$285,443)	\$22,289	8%
Dues and membership	(\$6,731)	(\$1,857)	(\$4,579)	(\$4,841)	(\$7,571)	(\$3,181)	(\$4,111)	(\$2,849)	(\$2,039)	(\$5,361)	(\$43,119)	(\$38,524)	(\$4,595)	-12%
Equipment leases	(\$1,535)	(\$3,829)	(\$2,126)	(\$1,131)	(\$1,831)	(\$1,366)	(\$1,325)	(\$1,858)	(\$1,452)	(\$1,772)	(\$18,227)	(\$21,768)	\$3,541	16%
Insurance	(\$2,206)	(\$2,319)	(\$2,330)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$23,406)	(\$21,874)	(\$1,532)	-7%
Interest	(\$354)	(\$350)	(\$313)	(\$342)	(\$327)	(\$2,240)	\$1,907	\$0	\$0	\$354	(\$1,665)	(\$10,881)	\$9,216	85%
Legal and accounting	(\$2,630)	(\$4,167)	(\$2,501)	(\$2,508)	(\$2,433)	(\$4,620)	(\$8,833)	(\$2,908)	(\$6,835)	(\$2,963)	(\$40,401)	(\$25,773)	(\$14,628)	-57%
Licenses and fees	(\$5,283)	(\$1,628)	(\$2,347)	(\$6,149)	(\$5,744)	(\$6,208)	(\$5,377)	(\$4,583)	(\$4,745)	(\$6,553)	(\$48,616)	(\$41,944)	(\$6,672)	-16%
Medical & dental lab and supplies	(\$6,811)	(\$7,785)	(\$7,342)	(\$12,376)	(\$9,361)	(\$7,796)	(\$12,954)	(\$8,630)	(\$10,056)	(\$10,459)	(\$93,569)	(\$56,343)	(\$37,226)	-66%
Merchant CC Fees	(\$136)	(\$1,601)	(\$1,403)	(\$1,542)	(\$1,186)	(\$1,350)	(\$2,021)	(\$1,774)	(\$1,892)	(\$1,534)	(\$14,439)	(\$12,181)	(\$2,258)	-19%
Office supplies and printing	(\$4,214)	(\$1,759)	(\$6,798)	(\$1,340)	(\$2,352)	(\$3,393)	(\$2,900)	(\$2,943)	(\$4,824)	(\$7,278)	(\$37,800)	(\$59,572)	\$21,772	37%
Postage	(\$2,189)	(\$1,701)	(\$165)	(\$63)	(\$2,190)	(\$450)	(\$2,067)	(\$1,801)	(\$2,342)	(\$1,568)	(\$14,537)	(\$12,087)	(\$2,450)	-20%
Program supplies and materials	(\$15,432)	(\$10,809)	(\$31,160)	(\$31,302)	(\$38,363)	(\$44,685)	(\$21,324)	(\$22,122)	(\$37,000)	(\$46,537)	(\$298,735)	(\$186,461)	(\$112,273)	-60%
Pharmacy & Optometry COGS	\$426	(\$14,659)	(\$9,127)	(\$10,043)	(\$7,757)	(\$12,263)	(\$17,663)	(\$18,717)	(\$57,767)	(\$10,832)	(\$158,402)	(\$123,024)	(\$35,378)	-29%
Recruitment	\$0	(\$5,040)	\$0	\$0	(\$105)	\$0	(\$50)	\$0	\$0	\$0	(\$5,195)	(\$4,741)	(\$454)	-10%
Rent	(\$9,927)	(\$9,227)	(\$10,053)	(\$12,919)	(\$12,152)	(\$11,665)	(\$10,595)	(\$9,681)	(\$10,727)	(\$9,377)	(\$106,323)	(\$118,393)	\$12,070	10%
Repairs and maintenance	(\$17,864)	(\$17,421)	(\$15,978)	(\$21,441)	(\$13,492)	(\$16,237)	(\$13,532)	(\$20,242)	(\$13,213)	(\$14,640)	(\$164,060)	(\$152,539)	(\$11,522)	-8%
Small equipment purchases	(\$7,898)	(\$1,595)	(\$38,441)	(\$30,619)	(\$11,501)	(\$14,891)	(\$10,194)	(\$1,568)	(\$30,166)	(\$27,980)	(\$174,854)	(\$31,221)	(\$143,633)	-460%
Telephone	(\$11,151)	(\$13,513)	(\$14,943)	(\$13,888)	(\$14,759)	(\$14,179)	(\$11,218)	(\$14,383)	(\$13,816)	(\$14,175)	(\$136,024)	(\$140,793)	\$4,769	3%
Travel	(\$619)	(\$572)	(\$1,258)	(\$2,971)	(\$1,222)	(\$1,327)	(\$2,379)	(\$2,723)	(\$1,044)	(\$1,036)	(\$15,150)	(\$10,617)	(\$4,533)	-43%
Utilities	(\$5,193)	(\$7,258)	(\$4,052)	(\$3,808)	(\$4,576)	(\$6,304)	(\$3,861)	(\$3,746)	(\$3,778)	(\$3,147)	(\$45,723)	(\$37,287)	(\$8,436)	-23%
Total Other Operating Expenses	(\$162,934)	(\$173,520)	(\$213,057)	(\$231,929)	(\$222,897)	(\$242,724)	(\$187,906)	(\$193,998)	(\$265,158)	(\$249,269)	(\$2,143,392)	(\$1,755,772)	(\$387,620)	-22%
<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>\$148,340</b>	<b>(\$36,405)</b>	<b>\$1,768,172</b>	<b>(\$598,857)</b>	<b>\$2,367,029</b>	<b>395%</b>
<b>NON-OPERATING ACTIVITIES</b>														
Donations, Pledges & Contributions	\$1,870	\$1,549	\$640	\$50	\$2,755	\$150	\$175	\$7,000	\$20,432	\$3,975	\$40,896	\$107,562	(\$66,666)	-62%
Capital Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,650	\$7,650	\$15,300	\$0	\$15,300	0%
<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>\$28,082</b>	<b>\$11,625</b>	<b>\$56,196</b>	<b>\$107,162</b>	<b>(\$51,366)</b>	<b>-48%</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>\$176,422</b>	<b>(\$24,780)</b>	<b>\$1,824,368</b>	<b>(\$491,696)</b>	<b>\$2,315,664</b>	<b>471%</b>

- No single expense items of note
- Net loss due to offsetting revenue being booked in Sept



# Cash Flow

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
	NET SURPLUS/(DEFICIT) FOR PERIOD	(24,780)
	ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH	(3,385)
	NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	(28,166)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
	NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	(4,072)
	<b>NET INCREASE/(DECREASE) IN CASH</b>	<b>(32,238)</b>
	<b>CASH AND CASH EQUIVALENTS AS OF 10/1/2021</b>	<b>3,722,487</b>
	<b>CASH AND CASH EQUIVALENTS AS OF 10/31/2021</b>	<b>3,690,249</b>

- Cash on hand increased (\$32K)

# Balance Sheet

ASSETS		
	Total Current Assets	\$3,766,166
	Total Property and Equipment	\$7,248,429
	Less Accumulated Depreciation	(\$3,359,410)
	Net Property & Equipment	\$3,889,020
	Total Other Assets	\$423,428
	<b>TOTAL ASSETS</b>	<b>\$8,078,614</b>
<b>Liabilities &amp; Fund Balance</b>		
	Total Current Liabilities	\$1,016,033
	Total Long Term Liabilities	\$0
	<b>Total Liabilities</b>	<b>\$1,016,033</b>
	Fund Balance / Equity	
	Fund Balance Prior Periods	\$7,062,581
	<b>Total Liabilities &amp; Fund Balance</b>	<b>\$8,078,614</b>

- ▶ Current Assets = \$3.8 M
- ▶ Current Liabilities = \$1 M
- ▶ Current Ratio = 3.71
- ▶ Vanguard Investment up to \$414 K

Hilltown Community Health Centers  
Income Statement 2021

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	Jul Actual	Aug Actual	Sept Actual	Oct 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	\$181,349	\$186,305	\$1,695,846	\$1,482,281	\$213,565	14%	\$1,603,693	\$92,153	6%
Patient Services - Dental	\$106,182	\$97,030	\$137,833	\$118,194	\$122,025	\$120,310	\$121,297	\$120,651	\$140,417	\$124,236	\$1,208,176	\$683,236	\$524,940	77%	\$1,016,820	\$191,356	19%
Patient Services - Beh. Health	\$36,624	\$35,380	\$44,740	\$42,979	\$35,995	\$40,690	\$34,426	\$40,712	\$44,950	\$39,197	\$395,692	\$330,964	\$64,728	20%	\$347,793	\$47,900	14%
Patient Services - Optometry	\$9,337	\$8,577	\$11,981	\$12,558	\$16,778	\$16,583	\$14,991	\$18,032	\$27,548	\$33,847	\$170,232	\$116,676	\$53,556	46%	\$159,337	\$10,895	7%
Patient Services - Optometry Hardware	\$6,162	\$6,444	\$8,379	\$7,537	\$5,192	\$8,823	\$8,582	\$11,411	\$13,471	\$9,963	\$85,963	\$44,466	\$41,497	93%	\$69,538	\$16,425	24%
Patient Services - Pharmacy	\$37,224	\$35,267	\$21,233	\$38,116	\$88,012	\$67,514	\$75,556	\$64,444	\$76,030	\$38,278	\$541,675	\$264,166	\$277,509	105%	\$541,667	\$8	0%
Quality & Other Incentives	\$3,776	\$9,268	\$6,325	\$80	\$7,495	\$235	\$2,442	\$597	\$12,290	\$2,447	\$44,954	\$53,925	(\$8,971)	-17%	\$53,833	(\$8,879)	-16%
HRSA 330 & Other Grant	\$261,014	\$215,010	\$212,593	\$477,985	\$313,961	\$15,079	\$287,954	\$270,617	\$406,412	\$268,688	\$2,729,311	\$1,422,484	\$1,306,827	92%	\$1,516,416	\$1,212,896	80%
Other Grants & Contracts	\$49,817	\$119,646	\$107,004	\$113,668	\$105,608	\$94,683	\$1,557,290	\$76,148	\$116,600	\$67,484	\$2,407,925	\$1,452,322	\$955,603	66%	\$1,620,167	\$787,759	49%
Int., Dividends Gain /Loss Investment	(\$465)	\$11,231	\$9,823	\$16,568	\$3,452	\$7,501	\$3,151	\$10,718	(\$17,053)	\$22,737	\$67,663	\$4,194	\$63,469	-1513%	\$29,470	\$38,193	130%
Rental & Misc. Income	\$2,577	\$2,567	\$2,577	\$2,938	\$4,632	\$2,587	\$4,137	\$1,352	\$2,583	\$2,577	\$28,529	\$29,416	(\$887)	-3%	\$12,606	\$15,923	126%
Total Operating Revenue	\$647,688	\$685,199	\$755,120	\$1,032,797	\$872,534	\$541,096	\$2,257,259	\$783,942	\$1,004,596	\$795,760	\$9,375,967	\$5,884,130	\$3,491,837	59%	\$6,971,340	\$2,404,628	34%
<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)	(\$504,781)	(\$503,612)	(\$4,677,740)	(\$4,013,215)	(\$664,525)	-17%	(\$4,363,216)	(\$314,524)	-7%
Payroll taxes	(\$33,016)	(\$32,472)	(\$34,730)	(\$40,583)	(\$31,419)	(\$32,596)	(\$34,238)	(\$33,317)	(\$37,823)	(\$36,297)	(\$346,490)	(\$372,742)	\$26,251	7%	(\$412,076)	\$65,586	16%
Fringe benefits	(\$47,695)	(\$42,289)	(\$44,019)	(\$44,255)	(\$34,574)	(\$47,233)	(\$43,855)	(\$44,773)	(\$48,494)	(\$42,987)	(\$440,174)	(\$341,259)	(\$98,915)	-29%	(\$394,676)	(\$45,498)	-12%
Total Compensation & related exp	(\$523,873)	(\$508,115)	(\$533,645)	(\$603,101)	(\$506,002)	(\$516,958)	(\$549,516)	(\$549,201)	(\$591,099)	(\$582,896)	(\$5,464,404)	(\$4,727,215)	(\$737,188)	-16%	(\$5,169,968)	(\$294,436)	-6%
<b>Other Operating Expenses</b>																	
Advertising and marketing	(\$10)	(\$223)	\$0	(\$500)	(\$20,358)	(\$1,560)	(\$603)	(\$359)	(\$875)	(\$550)	(\$25,038)	(\$1,496)	(\$23,541)	-1573%	(\$6,171)	(\$18,867)	-306%
Bad debt	(\$10,871)	(\$7,853)	(\$8,793)	(\$11,750)	\$4,063)	(\$17,971)	(\$11,814)	(\$11,018)	(\$10,519)	(\$16,021)	(\$110,672)	(\$6,761)	(\$103,911)	-1537%	(\$66,502)	(\$44,171)	-66%
Computer support	(\$8,840)	(\$15,246)	(\$7,868)	(\$17,719)	(\$18,855)	(\$8,487)	(\$8,218)	(\$11,996)	(\$11,991)	(\$14,545)	(\$123,765)	(\$98,528)	(\$25,237)	-26%	(\$109,838)	(\$13,928)	-13%
Conference and meetings	(\$2,087)	(\$440)	(\$1,910)	(\$35)	(\$607)	(\$5,235)	(\$65)	(\$2,375)	(\$664)	(\$2,084)	(\$15,501)	(\$5,595)	(\$9,907)	-177%	(\$6,533)	(\$6,968)	-137%
Continuing education	(\$1,522)	(\$7,870)	(\$281)	(\$5,171)	(\$1,678)	(\$880)	(\$1,150)	(\$1,196)	(\$828)	(\$2,492)	(\$23,069)	(\$7,021)	(\$16,048)	-229%	(\$30,000)	\$6,931	23%
Contracts and consulting	(\$13,540)	(\$8,482)	(\$12,971)	(\$10,791)	(\$11,736)	(\$27,756)	(\$8,878)	(\$17,847)	(\$9,907)	(\$20,039)	(\$141,947)	(\$244,904)	\$102,957	42%	(\$11,000)	(\$30,947)	-28%
Depreciation and amortization	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$26,315)	(\$263,155)	(\$285,443)	\$22,289	8%	(\$285,443)	\$22,289	8%
Dues and membership	(\$6,731)	(\$1,857)	(\$4,579)	(\$4,841)	(\$7,571)	(\$3,181)	(\$4,111)	(\$2,849)	(\$2,039)	(\$5,361)	(\$43,119)	(\$38,524)	(\$4,595)	-12%	(\$40,605)	(\$2,514)	-6%
Equipment leases	(\$1,535)	(\$3,829)	(\$2,126)	(\$1,131)	(\$1,831)	(\$1,366)	(\$1,325)	(\$1,858)	(\$1,452)	(\$1,772)	(\$18,227)	(\$21,768)	\$3,541	16%	(\$22,221)	\$3,994	18%
Insurance	(\$2,206)	(\$2,319)	(\$2,330)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$2,364)	(\$23,406)	(\$21,874)	(\$1,532)	-7%	(\$21,964)	(\$1,442)	-7%
Interest	(\$354)	(\$350)	(\$313)	(\$342)	(\$327)	(\$2,240)	\$1,907	\$0	\$0	\$354	(\$1,665)	(\$10,881)	\$9,216	85%	(\$3,633)	\$1,969	54%
Legal and accounting	(\$2,630)	(\$4,167)	(\$2,501)	(\$2,508)	(\$2,433)	\$4,620)	(\$8,833)	(\$2,908)	(\$6,835)	(\$2,963)	(\$40,401)	(\$25,773)	(\$14,628)	-57%	(\$34,881)	(\$5,520)	-16%
Licenses and fees	(\$5,283)	(\$1,628)	(\$2,347)	(\$6,149)	(\$5,744)	(\$6,208)	(\$5,377)	\$4,583)	(\$4,745)	(\$6,553)	(\$48,616)	(\$41,944)	(\$6,672)	-16%	(\$39,250)	(\$9,366)	-24%
Medical & dental lab and supplies	(\$6,811)	(\$7,785)	(\$7,342)	(\$12,376)	(\$9,361)	(\$7,796)	(\$12,954)	(\$8,630)	(\$10,056)	(\$10,459)	(\$93,569)	(\$56,343)	(\$37,226)	-66%	(\$76,884)	(\$16,686)	-22%
Merchant CC Fees	(\$136)	(\$1,601)	(\$1,403)	(\$1,542)	(\$1,186)	(\$1,350)	(\$2,021)	(\$1,774)	(\$1,892)	(\$1,534)	(\$14,439)	(\$12,181)	(\$2,258)	-19%	(\$12,015)	(\$2,424)	-20%
Office supplies and printing	(\$4,214)	(\$1,759)	(\$6,798)	(\$1,340)	(\$2,352)	(\$3,393)	(\$2,900)	(\$2,943)	(\$4,824)	(\$7,278)	(\$37,800)	(\$59,572)	\$21,772	37%	(\$48,858)	\$11,058	23%
Postage	(\$2,189)	(\$1,701)	(\$165)	(\$63)	(\$2,190)	(\$450)	(\$2,067)	(\$1,801)	(\$2,342)	(\$1,568)	(\$14,537)	(\$12,087)	(\$2,450)	-20%	(\$14,000)	(\$537)	-4%
Program supplies and materials	(\$15,432)	(\$10,809)	(\$31,160)	(\$31,302)	(\$38,363)	(\$44,685)	(\$21,324)	(\$22,122)	(\$37,000)	(\$46,537)	(\$298,735)	(\$186,461)	(\$112,273)	-60%	(\$192,500)	(\$106,235)	-55%
Pharmacy & Optometry COGS	\$426	(\$14,659)	(\$9,127)	(\$10,043)	(\$7,757)	(\$12,263)	(\$17,663)	(\$18,717)	(\$57,767)	(\$10,832)	(\$158,402)	(\$123,024)	(\$35,378)	-29%	(\$244,769)	\$86,367	35%
Recruitment	\$0	(\$5,040)	\$0	\$0	(\$105)	\$0	(\$50)	\$0	\$0	\$0	(\$5,195)	(\$4,741)	(\$454)	-10%	\$0	(\$5,195)	
Rent	(\$9,927)	(\$9,227)	(\$10,053)	(\$12,919)	(\$12,152)	(\$11,665)	(\$10,595)	(\$9,681)	(\$10,727)	(\$9,377)	(\$106,323)	(\$118,393)	\$12,070	10%	(\$85,995)	(\$20,328)	-24%
Repairs and maintenance	(\$17,864)	(\$17,421)	(\$15,978)	(\$21,441)	(\$13,492)	(\$16,237)	(\$13,532)	(\$20,242)	(\$13,213)	(\$14,640)	(\$164,060)	(\$152,539)	(\$11,522)	-8%	(\$146,425)	(\$17,636)	-12%
Small equipment purchases	(\$7,898)	(\$1,595)	(\$38,441)	(\$30,619)	(\$11,501)	(\$14,891)	(\$10,194)	(\$1,568)	(\$30,166)	(\$27,980)	(\$174,854)	(\$31,221)	(\$143,633)	-460%	(\$43,234)	(\$131,620)	-304%
Telephone	(\$11,151)	(\$13,513)	(\$14,943)	(\$13,888)	(\$14,759)	(\$14,179)	(\$11,218)	(\$14,383)	(\$13,816)	(\$14,175)	(\$136,024)	(\$140,793)	\$4,769	3%	(\$144,008)	\$7,984	6%
Travel	(\$619)	(\$572)	(\$1,258)	(\$2,971)	(\$1,222)	(\$1,327)	(\$2,379)	(\$2,723)	(\$1,044)	(\$1,036)	(\$15,150)	(\$10,617)	(\$4,533)	-43%	(\$20,000)	\$4,850	24%
Utilities	(\$5,193)	(\$7,258)	(\$4,052)	(\$3,808)	(\$4,576)	(\$6,304)	(\$3,861)	(\$3,746)	(\$3,778)	(\$3,147)	(\$45,723)	(\$37,287)	(\$8,436)	-23%	(\$47,500)	\$1,777	4%
Total Other Operating Expenses	(\$162,934)	(\$173,520)	(\$213,057)	(\$231,929)	(\$222,897)	(\$242,724)	(\$187,906)	(\$193,998)	(\$265,158)	(\$249,269)	(\$2,143,392)	(\$1,755,772)	(\$387,620)	-22%	(\$1,854,229)	(\$289,162)	-16%
<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>\$148,340</b>	<b>(\$36,405)</b>	<b>\$1,768,172</b>	<b>(\$598,857)</b>	<b>\$2,367,029</b>	<b>395%</b>	<b>(\$52,857)</b>	<b>\$1,821,030</b>	<b>3445%</b>
<b>NON-OPERATING ACTIVITIES</b>																	
Donations, Pledges & Contributions	\$1,870	\$1,549	\$640	\$50	\$2,755	\$150	\$175	\$7,000	\$20,432	\$3,975	\$40,896	\$107,562	(\$66,666)	-62%	\$87,500	(\$46,604)	-53%
Capital Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,650	\$7,650	\$15,300	\$0	\$0	0%	\$0	\$7,650	24%
<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>\$28,082</b>	<b>\$11,625</b>	<b>\$56,196</b>	<b>\$107,162</b>	<b>(\$51,366)</b>	<b>-48%</b>	<b>\$87,500</b>	<b>(\$31,304)</b>	<b>-36%</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>\$176,422</b>	<b>(\$24,780)</b>	<b>\$1,824,368</b>	<b>(\$491,696)</b>	<b>\$2,315,664</b>	<b>471%</b>	<b>\$34,643</b>	<b>\$1,789,725</b>	<b>5166%</b>

**OPERATING ACTIVITIES****Revenue**

	Jan - Oct 2021	Jan - Oct 2019	Difference	%
Patient Services - Medical	\$1,695,846	\$2,165,681	(\$469,835)	-22%
Patient Services - Dental	\$1,208,176	\$1,610,865	(\$402,689)	-25%
Patient Services - Beh. Health	\$395,692	\$313,286	\$82,407	26%
Patient Services - Optometry	\$170,232	\$175,033	(\$4,801)	-3%
Patient Services - Optometry Hardware	\$85,963	\$77,560	\$8,403	11%
Patient Services - Pharmacy	\$541,675	\$110,852	\$430,823	389%
Quality & Other Incentives	\$44,954	\$44,910	\$44	0%
HRSA 330 & Other Grant	\$2,729,311	\$1,489,072	\$1,240,240	83%
Other Grants & Contracts	\$2,407,925	\$727,045	\$1,680,881	231%
Int., Dividends Gain /Loss Investmenst	\$67,663	\$46,918	\$20,745	44%
Rental & Misc. Income	\$28,529	\$26,187	\$2,342	9%
Total Operating Revenue	\$9,375,967	\$6,787,410	\$2,588,558	38%

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

**CASH FLOWS FROM OPERATING ACTIVITIES**

NET SURPLUS/(DEFICIT) FOR PERIOD (24,780)

ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH

PROVIDED (USED) BY OPERATING ACTIVITIES

01-11102-00	Increase in ECW/AR PAYMENT	(16,111)
01-11103-00	Decrease in DENTRIX/AR PAYMENT	2,991
01-13200-00	Decrease in PREPAID EXPENSES	1,751
01-13210-00	Decrease in PREPAID INSURANCE	2,364
01-13410-00	Increase in PREPAID VISION INSURANCE	(32)
01-13700-00	Decrease in PREPAID WORKMANS' COMP	1,984
01-22100-00	Decrease in ACCOUNTS PAYABLE	(30,392)
01-22350-00	Decrease in NOTES PAYABLE	(19,410)
01-23000-00	Increase in ACCRUED EXPENSES - CREDIT CARD	1,085
01-24400-00	Decrease in TSA WITHDRAWALS	(8,928)
01-24450-00	Decrease in 403B EMPLOYEE LOAN	(235)
01-24500-00	Increase in FLEXIBLE SPENDING BENEFIT	513
01-25900-01	Decrease in SALES TAX PAYABLE	(8)
01-25900-02	Decrease in SALES TAX PAYABLE	(5)
01-26000-00	Increase in ACCRUED EXPENSES	7,237
01-26010-00	Increase in ACCRUED SALARIES/PAYROLL	25,174
01-26020-00	Increase in ACCRUED FICA PAYABLE	1,630
01-26030-00	Increase in ACCRUED VACATION	17,035
01-26040-00	Increase in ACCRUED VACATION FICA	1,304
01-29400-00	Decrease in DEFERRED REVENUE	(2,573)
01-29405-00	Increase in DENTRIX SUSPENDED CREDITS	11,241

NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES (28,166)

**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
01-16300-01	BUILDING IMPROVEMENTS	(7,650)
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	(22,737)

NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES (4,072)

NET INCREASE/(DECREASE) IN CASH (32,238)

CASH AND CASH EQUIVALENTS AS OF 10/1/2021 3,722,487

CASH AND CASH EQUIVALENTS AS OF 10/31/2021 3,690,249



**Hilltown Community Health Centers**  
**Balance Sheet**  
**as of 10/31/2021**

**ASSETS**

Current Assets

Cash - Operating Fund	\$2,876,888
Patient Receivables	\$1,014,378
Less Allow. for Doubtful Accounts	(\$142,751)
Less Allow. for Contractual Allowances	(\$375,292)
A/R 340B-Pharmacist	\$17,531
A/R 340B-State	\$11,034
Contracts & Grants Receivable	\$331,089
Prepaid Expenses	\$33,290
Total Current Assets	<u>\$3,766,166</u>

Property & Equipment

Land	\$204,506
Buildings	\$2,613,913
Improvements	\$962,283
Leasehold Improvements	\$1,933,674
Equipment	\$1,534,054
Total Property and Equipment	<u>\$7,248,429</u>
Less Accumulated Depreciation	<u>(\$3,359,410)</u>
Net Property & Equipment	<u>\$3,889,020</u>

Other Assets

Restricted Cash	\$4
Pharmacy 340B and Optometry Inventory	\$9,863
Investment - Vanguard	\$413,561
Total Other Assets	<u>\$423,428</u>

**TOTAL ASSETS**

**\$8,078,614**

**Liabilities & Fund Balance**

Current & Long Term Liabilities

Current Liabilities

Accounts Payable	\$173,836
Notes Payable	\$313,607
Sales Tax Payable	\$10
Accrued Expenses	\$7,341
Accrued Payroll Expenses	\$442,158
Payroll Liabilities	\$13,956
Deferred Contract Revenue	\$65,125
Total Current Liabilities	<u>\$1,016,033</u>

Long Term Liabilities

Total Long Term Liabilities	<u>\$0</u>
-----------------------------	------------

**Total Liabilities**

**\$1,016,033**

Fund Balance / Equity

Fund Balance Prior Periods	\$7,062,581
----------------------------	-------------

**Total Liabilities & Fund Balance**

**\$8,078,614**

**From:** [Lee Manchester](#)  
**To:** [Eliza Lake](#)  
**Cc:** [John Follet](#); [John Melehov](#); [Tabitha Griswold](#); [Pat Kirouac](#)  
**Subject:** Re: VOTE NEEDED: Purchase Requisition Approval  
**Date:** Friday, November 12, 2021 12:03:18 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)

---

I'll make a motion to approve the purchase of medical equipment from Mass Surgical Supply.  
Lee

On Fri, Nov 12, 2021 at 10:32 AM Eliza Lake <[elake@hchcweb.org](mailto:elake@hchcweb.org)> wrote:

Good morning, Finance Committee members –

As promised, we need Finance Committee approval for another purchase of equipment funded by the state PAIGP grant. The total amount needing approval is \$45,300.94. The PAIGP grants will cover \$42,036.64. We will receive a \$1000 rebate because we are ordering three vision screeners. The Health Center will cover the remaining \$2,264.30. Please see attached.

Thank you,

Eliza

---

*Eliza B. Lake, MSW*

*Preferred Pronouns: She/Her/Hers*

*Chief Executive Officer*

*Hilltown Community Health Center*

*58 Old North Road*

*Worthington, MA 01098*

*Phone: 413-238-4128*

[elake@hchcweb.org](mailto:elake@hchcweb.org)

[www.hchcweb.org](http://www.hchcweb.org)



Cover your  
face



Wash your  
hands



Socially  
distance