

**BOARD OF DIRECTORS
FINANCE AND FACILITIES COMMITTEE**

March 21, 2022

3:00 – 4:30 PM



Zoom Meeting:

<https://zoom.us/j/96161703345?pwd=RGJQc24xQTNuNDIiVlNyOFdiOXNVdz09>

Meeting ID: 961 6170 3345

Passcode: 970677

- I. WELCOME
- II. APPROVAL OF MINUTES (FEB MEETING)
- III. FEBRUARY 2022 FINANCIALS
- IV. ANNOUNCEMENTS

Next Meeting: Tuesday, April 19th 5:30 – 6:30 pm

Everyone deserves to go home.

Health Care for the Homeless

February 2022 Financial Results

General Performance:

- HCH is experiencing a YTD operating shortfall of (\$295k) which is an unfavorable variance to budget of (\$450k). This unfavorable variance is driven by primarily by revenue.
 - Grant unfavourability associated with FTE vacancies but offsetting favorable salary expenses. This is not a one-for-one factor but highly correlated.
 - Patient volumes YTD are lower than budgeted.
 - YTD contribution collections lower than budgeted.

Revenue:

- YTD revenue is unfavorable to budget by (\$469k) driven by Patient Billing Revenue, Grants and Contributions.
- Patient Service Revenue – Net (PSR) unfavorable to budget (\$163k) YTD but favorable to 2021 \$113k.
 - Continuing to stabilize AthenaOne EMR and processes.
- Grants unfavorable to budget (\$113k) YTD February but favorable to 2021 by \$166k.
- Contributions unfavorable to budget by (\$193k) driven by variance in Chocolate Affair revenue which is expected through March.
- ACIS (supportive housing services pilot program) unfavorable to budget by (\$9k). Revenue accrued monthly based on previous experience, but final reconciliation done after quarterly reports are received, which could reverse this unfavorable variance.
- Other Sources favorable to budget \$10k driven by Pharmacy rebates.

Expenses:

- Overall, expenses \$20k favorable for the month to budget driven primarily by Salaries and Business Operations but is being offset by an increase in Pharmacy, Staff Development, and Utility expenses.
- Salaries – Favorable to budget \$151k
 - Current active agency headcount of 218 vs. budget of 256
 - Approximately 35 open positions being actively recruited
- Business Operations – Favorable to budget \$38k due to timing of expenses being incurred.
- Pharmacy – Unfavorable to budget (\$79k) driven by higher number of total scripts
- Staff Development – Unfavorable to budget (\$40k) because of timing of tuition reimbursement and professional development submissions
- Utilities – Unfavorable to budget (\$16k) large water bill. The water bill is being investigated as it is much larger than usual.

Liquidity Management:

- All cash, including investments, equates to 160 DCOH. Operating cash on hand balances are 44.37 days.
- The lower operating DCOH are being impacted by

- System conversion and catching up billings in the Athena system – have additional bandwidth helping work down the backlog
- Grant receivables being worked as most city grant balances are experiencing end of year cyclical highs. These are starting to resolve in March.

Health Care for the Homeless
Statement of Activities
Feb-22

	<u>Jan 22 YTD</u>	<u>Feb 22 YTD</u>	<u>Feb 22 YTD</u>			<u>Feb 21 YTD</u>		
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Bud Var (\$)</u>	<u>Bud Var (%)</u>	<u>PY Actual</u>	<u>PY Var (\$)</u>	<u>PY Var (%)</u>
Grants	\$ 1,093,177	\$ 2,094,695	\$ 2,208,003	\$ (113,308)	-5%	\$ 1,928,743	\$ 165,952	9%
Patient Services, Net	\$ 574,728	\$ 1,134,558	\$ 1,297,850	\$ (163,292)	-13%	\$ 1,021,696	\$ 112,862	11%
Contributions	\$ 124,285	\$ 340,034	\$ 533,497	\$ (193,463)	-36%	\$ 147,289	\$ 192,745	131%
ACIS	\$ 85,000	\$ 170,000	\$ 179,424	\$ (9,424)	-5%	\$ 170,000	\$ -	0%
Other Sources	\$ 531,074	\$ 719,003	\$ 708,696	\$ 10,307	1%	\$ 648,097	\$ 70,906	11%
Developer Fees	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Total Revenue	\$ 2,408,264	\$ 4,458,289	\$ 4,927,470	\$ (469,181)	-10%	\$ 3,915,826	\$ 542,463	14%
Salaries	\$ 1,245,790	\$ 2,423,037	\$ 2,574,049	\$ (151,012)	-6%	\$ 2,335,116	\$ 87,920	4%
Employee Benefits	\$ 351,079	\$ 656,872	\$ 665,001	\$ (8,129)	-1%	\$ 564,760	\$ 92,112	16%
Purchased Services	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Contract Services	\$ 30,651	\$ 83,884	\$ 78,365	\$ 5,519	7%	\$ 58,802	\$ 25,083	43%
Office Supplies	\$ 6,398	\$ 35,413	\$ 26,252	\$ 9,161	35%	\$ 12,195	\$ 23,218	190%
Client Assistance	\$ 316,360	\$ 494,995	\$ 486,742	\$ 8,253	2%	\$ 313,543	\$ 181,452	58%
Pharmacy	\$ 192,557	\$ 398,229	\$ 319,651	\$ 78,578	25%	\$ 272,597	\$ 125,632	46%
Medical Supplies	\$ 50,102	\$ 65,581	\$ 55,121	\$ 10,460	19%	\$ 119,603	\$ (54,021)	-45%
Business Operations	\$ 49,127	\$ 114,946	\$ 153,348	\$ (38,402)	-25%	\$ 130,180	\$ (15,234)	-12%
Staff Development	\$ 53,030	\$ 64,861	\$ 25,165	\$ 39,696	158%	\$ 19,638	\$ 45,224	230%
Building Operations	\$ 66,250	\$ 139,903	\$ 129,193	\$ 10,710	8%	\$ 91,459	\$ 48,444	53%
Utilities	\$ 17,466	\$ 77,483	\$ 61,425	\$ 16,058	26%	\$ 34,981	\$ 42,502	122%
Equipment	\$ 32,291	\$ 92,561	\$ 79,370	\$ 13,191	17%	\$ 38,972	\$ 53,588	138%
Fundraising Events	\$ 11,954	\$ 23,255	\$ 26,105	\$ (2,850)	-11%	\$ -	\$ 23,255	0%
In-Kind Expense	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Interest Expense	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Depreciation	\$ 41,003	\$ 81,923	\$ 92,664	\$ (10,741)	-12%	\$ 79,876	\$ 2,047	3%
Total Operating Expenses	\$ 2,464,057	\$ 4,752,944	\$ 4,772,451	\$ (19,507)	0%	\$ 4,071,720	\$ 681,224	16.7%
Net Operating Surplus (Shortfall)	\$ (55,793)	\$ (294,654)	\$ 155,019	\$ (449,673)	-290%	\$ (155,894)	\$ (138,761)	89%
Unrealized Gain (Loss) Investments	\$ (361,331)	\$ (530,618)	\$ -	\$ (530,618)		\$ 145,715	\$ (676,334)	-464%
Net Surplus (Deficit)	\$ (417,124)	\$ (825,273)	\$ 155,019	\$ (572,143)	-369%	\$ (10,178)	\$ (815,094)	8008%

Health Care for the Homeless
FTE Rollforward
2/28/2022

[illegible]

Encounters by Department

2022 Encounters Agency Team Stats	YTD						Prior Month
	2019	2020	2021	2022	Diff	+/-	
Addictions	1,860	1,422	308	637			
Dental	810	843	15	-			
Housing Services	2,285	2,671	2,832	3,726			
Medical	3,669	3,877	1,915	4,031			
Nursing	1,176	1,054	555	1,773			
Behavioral Health	2,710	2,451	1,346	1,433			
Psychiatry	714	831	639	1,095			
Pediatrics	466	630	176	402			
Occupational Therapy	216	248	79	207			
Convalescent Care	1,081	846	485	-			
Case Management	2,013	1,772	1,488	184			
Supportive Services	946	685	304	2,850			
Benefits	391	214	27	125			
Total Encounters	18,337	17,544	10,169	16,463			

Fallsway	15080	14601	81,240	14,780		
Baltimore County	617	784	2,142	428		
ODB Dental	206	228	-	-		
Mobile Clinic	213	100	206	-		
CCP	1101	866	2,046	244		
West Baltimore	1120	965	3,966	1,011		

AGENCY ENCOUNTERS																			
2019		YTD	2020					YTD	YTD Diff	2021		YTD	YTD Diff	2022		YTD	YTD Diff		
Jan	9,918	9,918	Jan	9,283	9,283	(635)	-6%		Jan	7,518	7,518	(1,765)	-19.0%		Jan	8,468	8,468	950	12.6%
Feb	8,460	18,378	Feb	8,261	17,544	(834)	-5%		Feb	7,042	14,560	(2,984)	-17.0%		Feb	7,995	16,463	1,903	13.1%
Mar	9,534	27,912	Mar	7,783	25,327	(2,585)	-9%		Mar	9,226	23,786	(1,541)	-6.1%		Mar	-	16,463		
Apr	10,355	38,267	Apr	6,803	32,130	(6,137)	-16%		Apr	8,851	32,637	507	1.6%		Apr	-	16,463		
May	10,265	48,532	May	6,847	38,977	(9,555)	-20%		May	7,494	40,131	1,154	3.0%		May	-	16,463		
Jun	9,049	57,581	Jun	7,491	46,468	(11,113)	-19%		Jun	8,138	48,269	1,801	3.9%		Jun	-	16,463		
Jul	10,087	67,668	Jul	7,649	54,117	(13,551)	-20%		Jul	7,704	55,973	1,856	3.4%		Jul	-	16,463		
Aug	9,750	77,418	Aug	6,909	61,026	(16,392)	-21%		Aug	4,197	60,170	(856)	-1.4%		Aug	-	16,463		
Sep	8,993	86,411	Sep	7,385	68,411	(18,000)	-21%		Sep	6,408	66,578	(1,833)	-2.7%		Sep	-	16,463		
Oct	10,338	96,749	Oct	7,784	76,195	(20,554)	-21%		Oct	6,965	73,543	(2,652)	-3.5%		Oct	-	16,463		
Nov	8,381	105,130	Nov	6,952	83,147	(21,983)	-21%		Nov	8,052	81,595	(1,552)	-1.9%		Nov	-	16,463		
Dec	8,406	113,536	Dec	6,504	89,651	(23,885)	-21%		Dec	8,005	89,600	(51)	-0.1%		Dec	-	16,463		
Total	113,536		Total	89,651					Total	89,600				Total	16,463				