

AGENDA

BOARD OF DIRECTORS FINANCE AND FACILITIES COMMITTEE

June 28, 2022

12:00 – 1:00 PM



Zoom Meeting:

<https://zoom.us/j/96161703345?pwd=RGJQc24xQTNuNDIiVINyOFdiOXNVdz09>

Meeting ID: 961 6170 3345

Passcode: 970677

- I. WELCOME
- II. APPROVAL OF MINUTES (April MEETING)
- III. MAY 2022 FINANCIALS
- IV. 2021 RETIREMENT CONTRIBUTION APPROVAL
- V. INVESTMENT COMMITTEE UPDATE
- VI. CFO SEARCH UPDATE
- VII. ANNOUNCEMENTS

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

Everyone deserves to go home.

Health Care for the Homeless May 2022 Financial Results

General Performance:

- HCH is experiencing a YTD net operating shortfall of (\$824k) which is an unfavorable variance to budget of (\$567k). This unfavorable variance is driven primarily by patient revenue and contributions.

Revenue:

- YTD revenue is unfavorable to budget by (\$821K). All areas are below budget with Patient Billing Revenue and Contributions representing 80% if of the unfavorable variance.
- Patient Service Revenue – Net (PSR) unfavorable to budget (\$473k) YTD but equal to YTD 2021.
 - Continuing to stabilize AthenaOne EMR and processes.
 - Processes are continuing to be implemented within operations (including development of KPIs). Staffing levels do contribute to the capacity of available encounters.
- Contributions are unfavorable to budget (\$188k). Slower start to the year than expected, driven by a handful of very large gifts that came in late Q1/early Q2 in 2021, but have not come in yet in 2022. A very good May and June on pledges (more so than in 2021), so we expect see improvement in the pace of Contributions in the next couple months.
- Grants unfavorable to budget (\$60K) YTD May but favorable to 2021 YTD by \$295K.
- ACIS (supportive housing services pilot program) unfavorable to budget by (\$24k). Revenue accrued monthly based on previous experience, but final reconciliation done after quarterly reports are received, which could reverse this unfavorable variance.
- Other sources are favorability to budget \$77K.

Expenses:

- Total operating expenses are \$254k favorable to budget YTD May. This is driven by favorability in Salaries & Benefits and Client Assistance, offset by unfavorability in Contracted Services, Building Operations, Pharmacy and Medical Supplies.
 - Salaries & Employee Benefits – Favorable to budget \$509k
 - Client Assistance – Favorable to budget \$117K
 - Building Operations – Unfavorable to budget (\$118K)
 - Pharmacy - Unfavorable to budget (\$95K)
 - Contracted Services – Unfavorable to budget (\$93K)
 - Medical Supplies - Unfavorable to budget (\$67K)

Liquidity Management:

- All cash, including investments, equates to 141.9 DCOH. Operating cash on hand balances are 30.57 days. This reflects a trending decline in DCOH through May 22 YTD.

Month	DCOH (w/invest)	Operating DCOH
Jan-22	174.6	55.5

Feb-22	160.1	44.4
Mar-22	165.1	45.3
Apr-22	151.8	31.5
May-22	142.4	30.7

- The lower operating DCOH are being impacted by:
 - Grant billing and receivables being worked and reconciled. Expected to receive and catch up on outstanding YTD billing by end of July.
 - System conversion and catching up billings in the Athena system

Health Care for the Homeless
Statement of Activities
May-22

	<u>Jan 22 YTD</u>	<u>Feb 22 YTD</u>	<u>Mar 22 YTD</u>	<u>Apr 22 YTD</u>	<u>May 22 YTD</u>	<u>May 22 YTD</u>				<u>May 21 YTD</u>		
	<u>Actual</u>	<u>Actual</u>	<u>Actual</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	\$ 3,193,500	\$3,887,849	\$5,590,827	\$ 5,650,991	\$ (60,164)	-1%		\$ 5,295,416	\$ 295,411	6%
Patient Services, Net	\$ 574,728	\$ 1,134,558	\$ 1,787,858	\$2,322,252	\$2,858,741	\$ 3,331,404	\$ (472,663)	-14%		\$ 2,849,618	\$ 9,123	0%
Contributions	\$ 124,285	\$ 340,034	\$ 436,955	\$503,065	\$645,376	\$ 833,081	\$ (187,705)	-23%		\$ 907,590	\$ (262,214)	-29%
ACIS	\$ 85,000	\$ 170,000	\$ 255,000	\$340,000	\$425,000	\$ 448,560	\$ (23,560)	-5%		\$ 467,114	\$ (42,114)	-9%
Other Sources	\$ 531,074	\$ 719,003	\$ 1,140,061	\$1,479,525	\$1,735,755	\$ 1,812,664	\$ (76,909)	-4%		\$ 1,789,351	\$ (53,596)	-3%
Developer Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -	\$ -	0%
Total Revenue	\$ 2,408,264	\$ 4,458,289	\$ 6,813,375	\$ 8,532,691	\$ 11,255,699	\$ 12,076,700	\$ (821,001)	-7%		\$ 11,309,089	\$ (53,390)	0%
Salaries	\$ 1,245,790	\$ 2,423,037	\$ 3,773,211	\$ 4,966,465	\$ 6,476,184	\$ 6,650,308	\$ (174,124)	-3%		\$ 5,895,276	\$ 580,908	10%
Employee Benefits	\$ 351,079	\$ 656,872	\$ 871,013	\$ 841,705	\$ 1,424,195	\$ 1,759,265	\$ (335,070)	-19%		\$ 1,356,815	\$ 67,380	5%
Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -	\$ -	0%
Contract Services	\$ 30,651	\$ 83,884	\$ 144,234	\$ 167,469	\$ 293,638	\$ 200,562	\$ 93,076	46%		\$ 231,173	\$ 62,465	27%
Office Supplies	\$ 6,398	\$ 35,413	\$ 50,874	\$ 53,046	\$ 79,429	\$ 67,187	\$ 12,242	18%		\$ 45,436	\$ 33,993	75%
Client Assistance	\$ 316,360	\$ 494,995	\$ 702,398	\$ 892,013	\$ 1,128,362	\$ 1,245,729	\$ (117,367)	-9%		\$ 1,103,789	\$ 24,573	2%
Pharmacy	\$ 192,557	\$ 398,229	\$ 471,784	\$ 691,776	\$ 912,673	\$ 818,089	\$ 94,584	12%		\$ 743,229	\$ 169,444	23%
Medical Supplies	\$ 50,102	\$ 65,581	\$ 116,303	\$ 125,339	\$ 208,140	\$ 141,072	\$ 67,068	48%		\$ 159,457	\$ 48,683	31%
Business Operations	\$ 49,127	\$ 114,946	\$ 198,348	\$ 244,717	\$ 431,344	\$ 392,467	\$ 38,877	10%		\$ 330,157	\$ 101,187	31%
Staff Development	\$ 53,030	\$ 64,861	\$ 72,129	\$ 79,102	\$ 95,600	\$ 64,371	\$ 31,229	49%		\$ 53,355	\$ 42,245	79%
Building Operations	\$ 66,250	\$ 139,903	\$ 226,205	\$ 274,233	\$ 448,557	\$ 330,646	\$ 117,911	36%		\$ 360,989	\$ 87,568	24%
Utilities	\$ 17,466	\$ 77,483	\$ 104,947	\$ 149,623	\$ 149,161	\$ 157,206	\$ (8,045)	-5%		\$ 138,569	\$ 10,592	8%
Equipment	\$ 32,291	\$ 92,561	\$ 135,260	\$ 183,680	\$ 189,427	\$ 203,133	\$ (13,706)	-7%		\$ 213,486	\$ (24,059)	-11%
Fundraising Events	\$ 11,954	\$ 23,255	\$ 33,415	\$ 33,415	\$ 35,371	\$ 66,811	\$ (31,440)	-47%		\$ 62,262	\$ (26,891)	-43%
In-Kind Expense	\$ -	\$ -	\$ -	\$ -	\$ 11,675	\$ -	\$ 11,675	0%		\$ -	\$ 11,675	#DIV/0!
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		\$ -	\$ -	0%
Depreciation	\$ 41,003	\$ 81,923	\$ 115,818	\$ 152,623	\$ 196,330	\$ 237,158	\$ (40,828)	-17%		\$ 202,268	\$ (5,938)	-3%
Total Operating Expenses	\$ 2,464,057	\$ 4,752,944	\$ 7,015,938	\$ 8,855,206	\$ 12,080,086	\$ 12,334,004	\$ (253,917)	-2%		\$ 10,896,261	\$ 1,183,825	10.9%
Net Operating Surplus (Shortfall)	\$ (55,793)	\$ (294,654)	\$ (202,563)	\$ (322,516)	\$ (824,387)	\$ (257,304)	\$ (567,084)	220%		\$ 412,827	\$ (1,237,215)	-300%
Unrealized Gain (Loss) Investments	\$ (361,331)	\$ (530,618)	\$ (535,842)	\$ (992,106)	\$ (934,518)	\$ -	\$ (934,518)			\$ 634,207	\$ (1,568,725)	-247%
Net Surplus (Deficit)	\$ (417,124)	\$ (825,273)	\$ (738,405)	\$ (1,314,622)	\$ (1,758,905)	\$ (257,304)	\$ (1,501,602)	584%		\$ 1,047,034	\$ (2,805,940)	-268%

Health Care for the Homeless
FTE Rollforward
5/31/2022

	Jan	Feb	Mar	Apr	May
Actual					
Beginning balance	229	223	218	215	214
Hired	1	2	4	4	3
Terminated	-7	-7	-7	-5	-6
Ending balance	223	218	215	214	211
Budgeted FTEs:	254	256	259	260	260
FTE Variance to Budget:	31	38	44	46	49
Vacany Rate	12.1%	14.7%	16.9%	17.6%	18.7%

2022 Encounters Agency Team Stats	YTD						Prior Month
	2019	2020	2021	2022	Diff	+/-	
Additions	2,720	1,944	577	1,855			
Dental	1,255	1,026	34	36			
Housing Services	3,530	4,244	5,064	7,362			
Medical	5,665	5,672	4,665	10,047			
Nursing	1,754	1,471	905	4,268			
Behavioral Health	4,110	3,432	2,555	3,737			
Psychiatry	1,103	1,255	1,110	2,793			
Pediatrics	720	858	544	945			
Occupational Therapy	355	370	154	454			
Convalescent Care	1,567	1,298	730	458			
Case Management	2,988	2,593	2,870	430			
Supportive Services	1,405	882	657	6,271			
Benefits	689	286	70	318			
Total Encounters	27,861	25,331	19,935	38,974			

Fallsway	23027	21186	18,117	35,104		
Baltimore County	954	1095	398	1,085		
ODB Dental	306	271	-	-		
Mobile Clinic	354	132	1	-		
CCP	1596	1327	752	458		
West Baltimore	1624	1320	667	2,330		

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	9,408	25,871	2,085 8.8%
Apr	10,355	38,267	Apr	6,803	32,130	(6,137)	-16%	Apr	8,851	32,637	507	1.6%		Apr	8,648	34,519	1,882 5.8%
May	10,265	48,532	May	6,847	38,977	(9,555)	-20%	May	7,494	40,131	1,154	3.0%		May	4,422	38,941	(1,190) -3.0%
Jun	9,049	57,581	Jun	7,491	46,468	(11,113)	-19%	Jun	8,138	48,269	1,801	3.9%		Jun	-	38,941	
Jul	10,087	67,668	Jul	7,649	54,117	(13,551)	-20%	Jul	7,704	55,973	1,856	3.4%		Jul	-	38,941	
Aug	9,750	77,418	Aug	6,909	61,026	(16,392)	-21%	Aug	4,197	60,170	(856)	-1.4%		Aug	-	38,941	
Sep	8,993	86,411	Sep	7,385	68,411	(18,000)	-21%	Sep	6,408	66,578	(1,833)	-2.7%		Sep	-	38,941	
Oct	10,338	96,749	Oct	7,784	76,195	(20,554)	-21%	Oct	6,965	73,543	(2,652)	-3.5%		Oct	-	38,941	
Nov	8,381	105,130	Nov	6,952	83,147	(21,983)	-21%	Nov	8,052	81,595	(1,552)	-1.9%		Nov	-	38,941	
Dec	8,406	113,536	Dec	6,504	89,651	(23,885)	-21%	Dec	8,005	89,600	(51)	-0.1%		Dec	-	38,941	
Total	113,536		Total	89,651				Total	89,600				Total	38,941			