



**North Country Health Consortium  
Board of Directors Meeting  
December 11, 2020, 8:30-9:30- Zoom**

**AGENDA**

**Welcome**

- **New Board Members**
  - Michael Peterson
  - Maryanne Aldrich
- **NCHC Admin/HR Coordinator**
  - Carol Hemenway

**Consent Agenda**

- November 2020 Board Meeting Minutes
- October 2020 Financials

**Friendship House/Clinical SUD Services Update**

**Grant Updates**

GOFERR- YLTA

COVID Vaccine Campaign (12/1-7/31/21)

Tillotson

**Strategic Planning**

**Conflict of Interest Forms**

**Next BOD Meeting:** January 14th, 2020 8:30-9:30am, Zoom

**Attachments:** November 2020 Minutes, Program Updates, Conflict of Interest Form, Board Portal Access Instructions

**North Country Health Consortium  
Board of Directors Meeting  
November 20, 2020, 11-12pm, Zoom  
Minutes**

**Board present:** Ken Gordon, Mike Lee, Tara MacKillop, Ed Duffy, Jeanne Robillard, Karen Woods, Scott Colby, Suzanne Gaetjens-Oleson, Curtis Metzger

**Staff present:** Becky McEnany, Cathy Roy, April Mottram

Meeting called to order 11:05 a.m.

**Consent Agenda**

*Scott Colby made a motion to approve the Consent Agenda.*

*Suzanne Gaetjens-Oleson seconded the motion.*

*The motion passed to accept the Consent Agenda as presented, all in favor.*

• **October 2020 Board Meeting Minutes**

*Ed Duffy made a motion to approve the October 2020 Board meeting minutes.*

*Scott Colby seconded the motion.*

*The motion passed to accept the Board minutes as presented, all in favor.*

**Financials**

• **September 2020 Financials**

- Unaudited financials - looking at a loss of \$758,000 without recognition of Payroll Protection Program (PPP) funds. Forgiveness application being finalized then we will realize revenue in the appropriate funding streams with the majority of funds going to Friendship House.
- Programs still going strong. SUD services census for September 2020 was 7.96.
- Year to Date on major expenses:
  - Personnel is down mostly due to layoffs at the beginning of the pandemic
  - MOAs are in line, dues and subscription membership are down
  - 1.43 months of available cash at the end of September and have 67 active employees
  - Financial summary:
    - If the \$798,800 from the PPP is forgiven NCHC will have a surplus of \$40,700 at the end of the year.
    - There are still some utility expenses that need to be reallocated to Friendship House, so the total Friendship House loss with these allocated expenses is \$772,000. \$574,000 is allocated for Friendship House from the Payroll Protection Program. NCHC received \$156,600 in Medicaid MCO supplemental payments during June-September, without these supplements and the Payroll Protection Program Friendship House would have a loss of \$928,800. Friendship House is currently at a loss of \$198,000.
    - NH DHHS gave NCHC a grant to wind down operations of Friendship House. The grant will allow us to go back to March to cover losses not covered by the Payroll Protection Program.
    - Reserves of NCHC have been mostly depleted, have \$130,000 reserves in CDs. The \$550,000 grant received from NH DHHS to close down clinical services will show on a restricted cash line, and as they are used they will be drawn down and put into a

revenue account. \$43,000-\$44,000 will need to be written off before complete closure.

- Question was asked if NCHC has applied for provider relief funds to help cover losses. NCHC applied and received \$70,000 in the second round. There will be some expenses NCHC will not realize until January so Cathy is working with DHHS on how to address this.

*Curtis Metzger made a motion to accept the September financials as presented,  
Scott Colby seconded the motion.  
All in favor, the motion passed.*

- **FY 2021 Budget**

- Cathy has created the budget in 2 formats for review and shows all grants within program areas. All programs are break even.
- Organization wide there will be a surplus of \$21,500. The FY 20 budget reflects a surplus of \$19,000.
- Personnel expenses have decreased. There will be a big spenddown of IDN funds – have a little more than \$2,000,000 to go out to partners. These funds will be recognized as revenue but will be going straight to partners.
- Cost of Living Allowance (COLA): 3% COLA is included in grant proposals so it is included in the FY21 budget.
- Exploring reduction in other expenses like dues and rental agreements

*Scott Colby made a motion to approve NCHC's Fiscal Year 2021 budget.  
Karen Woods seconded the motion.  
All in favor, budget approved.*

- **Pecuniary Notices:** At the October Board meeting there was a discussion about Weeks Medical Center staff serving as the Medical Director for Friendship House, and what needed to occur related to pecuniary notices. Every January NCHC's Finance Department compiles a list of agencies who meet the pecuniary benefit requirement and post this list in the area newspapers.

- **COLA**

- Conversations related to COLA usually happen in October, after employee performance evaluations are completed in September. Staff evaluations have almost all been completed but COLA hasn't been discussed yet due to the financial challenges on the entire organization due to SUD clinical services. On the public health program side of NCHC, COLA is built in grant budgets but COLA cannot be considered org wide at this point as it cannot be supported by revenue generated from clinical services. COLA will be discussed during the January Board meeting including the feasibility of being retroactive to October. The question was asked if COLA is still happening in most industries. The conversation focused on how most industries who can afford to offer COLA are doing so to help with the significant shortage of workforce and the need to stay competitive in the market both from a recruitment and retention strategy. Briefly discussed performance-based COLA.

## **Nominating Committee Report**

- **Nomination and Election of Officers**

- There are officer vacancies because Curtis Metzger, Board Vice-President and Mike Counter, Board Treasurer will both be stepping down from the Board.
  - **Treasurer:** Suzanne Gaetjens-Oleson accepted the nomination to be Treasurer.  
*Scott Colby made a motion for Suzanne Gaetjens-Oleson to become the Treasurer of NCHC's Board of Directors.*  
*Tara MacKillop seconded the motion.*  
*All in favor, motion passed.*
  - **Vice-President:** Ken Gordon accepted the nomination to be Vice President.  
*Scott Colby made a motion for Ken Gordon to become the Vice President of NCHC's Board of Directors.*  
*Ed Duffy seconded the motion.*  
*All in favor, motion passed.*

**Bank Resolutions** *The Board resolves that effective November 20, 2020 the agents to sign at Mascoma Savings Bank will be Becky McEnany, Michael Lee, Ken Gordon, and Suzanne Gaetjens-Oleson. The Board resolves that effective November 15, 2020 the agents to sign at Passumpsic Savings Bank will be Becky McEnany, Michael Lee, Ken Gordon (pending official vote), and Suzanne Gaetjens-Oleson.*

NCHC needs to add Ken Gordon and Suzanne Gaetjens-Oleson as signers on the Mascoma Savings Bank account and the Passumpsic Savings Bank account – there is sometimes a need for checks to have 2 signatures based on the dollar amount.

*Karen Woods made a motion to add Ken Gordon and Suzanne Gaetjens-Oleson as signing agents for the Mascoma Savings Bank account and the Passumpsic Savings Bank account.*  
*Tara MacKillop seconded the motion.*  
*All in favor, motion passed.*

### **Friendship House Update**

- Based on the Board's decision to discontinue SUD clinical services, NCHC's transition team worked closely with NH DHHS to secure bridge funding in the amount of \$550,000 to allow services to slowly wind down as of the end of December instead of needing to cease operations at the end of October.
- Even though the contract wasn't quite finalized, NCHC leadership felt confident that the negotiations were going well, and the contract would be approved so on October 30<sup>th</sup> staff were notified about NCHC's discontinuation of SUD clinical services.
- Becky and Francine met with Friendship House staff mid-day on 10/30 to explain the situation, and let them know that NCHC was working closely with NH DHHS to secure bridge funding to continue services through the end of the year, and will work with the State to see if there are entities interested in assuming operations of clinical services. Part of the transition plan included an immediate reduction in force for 3 staff: 1 part-time Residential Support Staff, 1 clinician, and 1 intake coordinator, and most clinicians were reduced to a part-time status based on census. Becky and Francine met with every SUD Clinical Services staff member individually during the afternoon, and then Becky met with the staff in the Littleton office to share this news. 4pm on 10/30 the contract came from NH DHHS and then a press release was sent out sharing this news.
- Becky, Francine, Cathy and John Gilbert worked closely with NH DHHS to get a final transition plan in place which includes a timeline for how clinical services will ramp down to ensure clients

have a full 28 days to complete a residential treatment program. DHHS requires NCHC to submit a weekly transition update.

- NCHC has put together packets of information about SUD clinical services and non-disclosure agreements that can be shared with entities who express interest in taking over these services, and is working closely with AHEAD who has taken the lead in talking with the interested entities. Several organizations have expressed interest in the programs.
- The contract was set up to receive 50% of the payment upon execution of the agreement, with the second payment to follow. Both payments have been received by NCHC.
- The long-term care stabilization program was effective 10/16 and funds for applicable staff will be included in this pay period thru the end of December. In addition, there is a retention bonus strategy in place for Friendship House employees to keep them engaged as new entities explore taking over services.
- The plan is to send staff updates every 7-10 days to share information about the transition and be available for questions.
- If no organization takes over residential treatment services by 12/18 there will be another reduction in staff. Some will stay on to address medical records and building issues with full closure of NCHC clinical SUD services by 12/30/2020.

### **Grant Updates**

- HRSA Outreach: exploring ideas including looking at upstream for the CHW Program. Work with clients before they are significantly impacted by disease. Grant deadline is 12/1
- IDN CHW W2W 2-year Extension (\$550,000): waiting for IDN Steering Committee to give the final approval for this award
- DHHS Training Grant: we learned another organization has been doing this work so NCHC will not be applying for this opportunity
- COVID Vaccine Campaign (12/1-7/31/21): waiting to hear how much funding will be allotted to vaccination efforts
- GOEFFER Up and YLTA: still waiting to hear the status of funding

**Conflict of Interest Forms 2020-2021:** It is time for NCHC Board members to update conflict of interest forms. The form was included in the attachments and can be executed electronically. Please complete the fillable form and return it to Becky.

**Board Meeting Calendar Next BOD Meeting:** December 11, 2020 8:30-9:30am via Zoom

**Attachments:** September 2020 Minutes, 2019 Annual Meeting Minutes, Program Updates, Conflict of Interest Form, 2020-2021 Board Meeting Calendar

**Other:** Mike Lee is in the process of completing the CEO evaluation. He will be getting feedback from the Board Executive Committee and will look for other Board feedback also. Becky is also working on a self-evaluation.

11:48 a.m. asked for a motion to adjourn.

*Karen Woods approved the motion to adjourn*

*Suzanne Gaetjens-Oleson seconded the motion*

*Meeting adjourned 11:48 a.m.*





## December 2020 Board of Directors Program Updates

### Public Health

- Staff have been participating in state and local meetings to develop the regional COVID vaccination distribution plan.
- Staff was able to gather information regarding community perception of health priorities for the region during NCHC's Annual Meeting on November 20, 2020. Participants in breakout "Conversation Cafes" were asked to identify both health priorities and possible tactics for addressing those priorities. The information gathered during these sessions has been synthesized and will be used to inform the work of the North Country Community Health Committee as it develops the next Community Health Improvement Plan for the region.
- Oral health educational presentations for early childcare providers are being provided across the region.

### Region 7 Integrated Delivery Network (IDN)

- On Thursday, November 19, the Region 7 IDN held its final all-partner Quarterly meeting in a virtual format. The focus of the meeting was to celebrate the progress achieved by the region over the 5-year demonstration and included individual partner journey stories as well as a review of the region's final Site Self-Assessment results provided by the Citizens Health Initiative. Partners also reviewed and approved the Region 7 IDN Transition plan, which includes distribution of earned incentive payments to support expansion/continuation of Community Health Worker programs through 2022 and Workforce Development and Integration efforts by partner organizations that continue beyond the end of the demonstration.

### Northern New Hampshire Area Health Education Center (NNH AHEC)

- The NNH AHEC team met with New Hampshire Alcohol & Drug Abuse Counselors Association (NHADACA) staff to discuss training needs and start to create a training schedule for 2021 as part of NCHC's subcontract with NHADACA. Work is now underway to schedule a training in early 2021 regarding substance use disorder and mental health needs in older adults, the first of six trainings this contract year designed to strengthen the substance use disorder treatment infrastructure in the region.
- The NNH AHEC team has completed a round of focus group discussions and key informant interviews with academic institutions that use community placements as part of their health careers programs. These interviews and discussions are part of a statewide research project by the NH Legislative Commission on Interdisciplinary Primary Care Workforce to explore clinical and nonclinical placement processes.

### Substance Misuse Prevention Network

- North Country Empowering Youth Initiative Funding Award
  - Fall UP Conference: Between the original broadcast and the rebroadcasting have reached a total of 310 North Country youth to date. November rebroadcasts alone have reached

91 students. Several more rebroadcasts are scheduled in December. Deadline for scheduling a rebroadcast is December 18.

- North Country Youth Advisory Council has been convened and is made up of 7 North Country high school students and 6 adults. They have met 3 times and will be meeting through December 18<sup>th</sup> as part of the NH Empower Youth Initiative.
- Art-inspired Learning Collaboratives have started. 72 students are registered for the six collaboratives which convene weekly for 6 weeks. The topic areas include: video production, podcast production, photography in social networking, theater production, drawing, and radio production
- Drug Free Communities (DFC)
  - Detera Bag/Mask Distribution: the Haverhill Area Substance Misuse Prevention Coalition has face masks with the coalition logo as part of their prevention messaging and are working to distribute these masks with along with Detera bags
- Student Assistance Programs (SAP)
  - Groveton has filled their SAP position and is in the process of orientation and training
- Youth Leadership Through Adventure (YLTA)
  - \$30,246 proposal for GOFERR funds distributed through NH Boys & Girls Club was awarded to NCHC to provide stipends to school-based YLTA advisors.
- Impaired Drivers Care Management Program (IDCMP)
  - Preparing to transfer program and pertinent files to another organization by 12/30/2020

#### **AskPETRA Program - Prevention, Education, Treatment, Recovery, Assistance (PETRA)/Wellness And Recovery Model (WARM)**

- AskPETRA is continuing to develop the outreach plan for behavioral health and physical health providers, including the “Meet PETRA” outreach and engagement presentation to include a virtual overview of the resources and services PETRA can offer, as well as an in-person presentation to be delivered once the pandemic period has ended. Additionally, the presentation will be offered/shared with health and human service organizations in the region to increase awareness of the program and opportunities afforded to individuals and professionals in the region. The program is also working on a provider mailing series regarding program materials, opportunities, and education.
- AskPETRA continues to engage NH Recovery Friendly Workplaces in the North Country to develop and evolve the regional advisory group. NCHC’s goal for this work is to provide training, education, and support to workforces and organizations to be most effective. The program is developing a page to be added to the AskPETRA.org website to include a toolkit to support these workplaces. The group will continue to serve in an advisory capacity to AskPETRA for all efforts moving forward.





## Events/Trainings:

See all flyers on NCHC's Events webpage: <https://nchcnh.org/events.php>

- AskPETRA launched the virtual HIV Town Hall Series on Sept. 29 that just wrapped up on December 1, 2020. The four-part series included expert speakers who provided brief education followed by a community conversation facilitated by NH Listens of UNH. The series was designed to engage community members and professionals from across the region. All educational segments have been recorded and will be available on demand soon. Summaries from each event will also be produced by NH Listens to inform AskPETRA's approach to increasing awareness and access to HIV testing in the North Country.

### Sessions:

- Session 1- September 29, 3-5pm: HIV Outbreak in Rural America
  - Session 2- October 20, 3-5pm: Syringe Service Programs (SSPs) and syringe disposal; Narcan availability and harm reduction
  - Session 3- November 17, 3-5pm: Medical Care- Treatment as Prevention and PrEP: An Effective Response for Rural Providers to HIV Prevention. PrEP is aimed at helping prevent a person without HIV from getting the virus from sex or injection drug use. Studies have shown that PrEP is highly effective for preventing HIV.
  - Session 4 to culminate on Dec. 1, 3-5pm- World AIDS Day- HIV Testing and Linkage to Medical Care; Increasing Access in Rural Communities.
- NCHC is wrapping up the first virtual Certified Recovery Support Worker (CRSW) training series, including Recovery Coach Academy (RCA) (ran in August), Ethical Consideration (ran in September), HIV/AIDS and Other Infectious Diseases (ran in October), and Suicide Prevention (to occur December 7-11).
    - The first virtual RCA occurred in August 2020 and ran for three weeks with a hybrid online and live virtual Zoom meetings three times a week. NCHC's trainer, Jennifer Goulet, co-trained this event with Tina Holmes from the Family Resource Center. 9 individuals completed this training and the evaluation feedback was very positive for this pilot for a virtual format.
    - The first virtual Ethical Considerations training ran for two weeks beginning September 14 with 15 completers.
    - HIV/AIDS and Other Infectious Diseases ran from October 26-30 with three 2-hour live Zoom sessions, for which 9 participants completed this training.
    - Suicide Prevention will run from December 7-11 with three 2-hour live Zoom sessions

## **Governor's Office for Emergency Relief and Recovery (GOFERR) through the Coronavirus Relief Fund appropriated in the CARES Act**

NCHC's community survey for developing a regional action plan to examine needs and opportunities around Substance Use Disorder, especially in light of the COVID-19 impact, acquired 86 responses which will be analyzed and included in the resulting summary report and regional action plan.

- AskPETRA mailing as part of GOFERR contract:



Additionally, an AskPETRA postcard was directly mailed to nearly 57,000 homes in Northern NH as a free opportunity to be connected with needed SUD and other services with mailing that began on 11/5/2020.

### **Other Updates for AskPETRA/WARM**

NCHC's WARM program is still receiving referrals for one-on-one direct services by the team of Community Health Worker/Recovery Coaches who are trained in resource connection, navigation, and ongoing recovery support. The program has transitioned to telehealth using phone, secure Zoom licenses, and DocuSign to operate in compliance with HIPAA and 42 CFR Part 2.

WARM/AskPETRA are collaborating with Friendship House to provide CRSW supervision for Community Health Worker/Recovery Coach (CHW/RC) staff until December 2020. This supervision, provided by a trained LADC at Friendship House, will allow NCHC to acquire reimbursement for recovery support services as part of a larger sustainability plan.

### **Ways2Wellness CONNECT (W2W CONNECT)**

- W2W CONNECT, through Region 7 IDN support, is working with partner organizations to for continuation and expansion of services to all adults 18+ and into Carroll County, in addition to Coos and Northern Grafton. W2W CONNECT has a team of 2 trained Community Health Workers (CHWs) who will work with interested IDN partners to select one or more options available to them, including:
  - Establishing a direct service referral relationship with Carroll County IDN partners; continuing to provide direct service referrals to current Coos and Northern Grafton IDN partners
  - Participating in virtual CHW training that is typically offered as an 80-hour in-person curriculum with a 12 hour Motivational Interviewing course
  - Receive technical assistance and/or mentoring to develop and support CHW programming on-site
- W2W CONNECT has created a completely virtual CHW training for the training that ran from September 24 and to November 12. The training was free for Region 7 IDN partner organizations and limited scholarships were available for other non—IDN organization staff and community members. The first virtual training was very well received by participants. The next CHW training is slated to begin January 21, 2021, for which a flyer and registration information will be released soon.
- W2W CONNECT CHWs are active members of the NH Community Health Worker Coalition. The Coalition is currently working with a newer sub-committee designed to explore and move closer to certification for this vital workforce in New Hampshire. NH CHW members have voted unanimously to move forward with certification for the State of New Hampshire. The sub-committee did a thorough examination of other state legislation and models to certify, integrate, and develop reimbursement and financing strategies to sustain this workforce as most CHW positions remain grant funded. NCHC is now working on a broader effort to engage key organizations and stakeholders to advance this certification effort. To learn more or join the NH CHW Coalition, visit [www.NHCHW.org](http://www.NHCHW.org).



**Neonatal Abstinence Syndrome Update:**

NCHC received the HRSA RCORP-Neonatal Abstinence Syndrome (NAS) three-year funding award for to support work in the North Country to reduce the prevalence and impact of NAS:

*Brief Synopsis:* “The North Country Neonatal Abstinence Syndrome Initiative (NCNASI) is NCHC’s innovative approach to address the substance use disorder/opioid use disorder crisis in Northern New Hampshire. The proposed project goal is to reduce the rate and impact of Neonatal Abstinence Syndrome through prevention, treatment and recovery interventions for pregnant women, mothers, and women of childbearing age who have a history of, or who are at risk for, SUD/ODU and their children, families, and caregivers who reside in HRSA-designated rural areas in northern New Hampshire.

The North Country Neonatal Abstinence Syndrome Initiative will expand on NCHC’s Prevention, Education, Treatment, Recovery Assistance (PETRA) program by collaborating across community organizations to develop an integrated system of health, social, and educational well-being to provide whole-person, whole-community health care. A multi-faceted approach will be the most effective for addressing NAS and should include strategies that directly impact the cycle of addiction, spanning the social determinants of health, including poverty and lack of access to healthcare and education.”

**North Country Health Consortium (NCHC)  
Conflict of Interest Form**

Name: \_\_\_\_\_

Organization Designating You as its Representative to NCHC: \_\_\_\_\_

**Organizations on which I serve as Director/Trustee, Officer, Committee Member, Staff**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Organizations (business or nonprofit) with which I have a direct or indirect financial interest (a “pecuniary interest”):**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

\_\_\_\_\_  
**Signature**

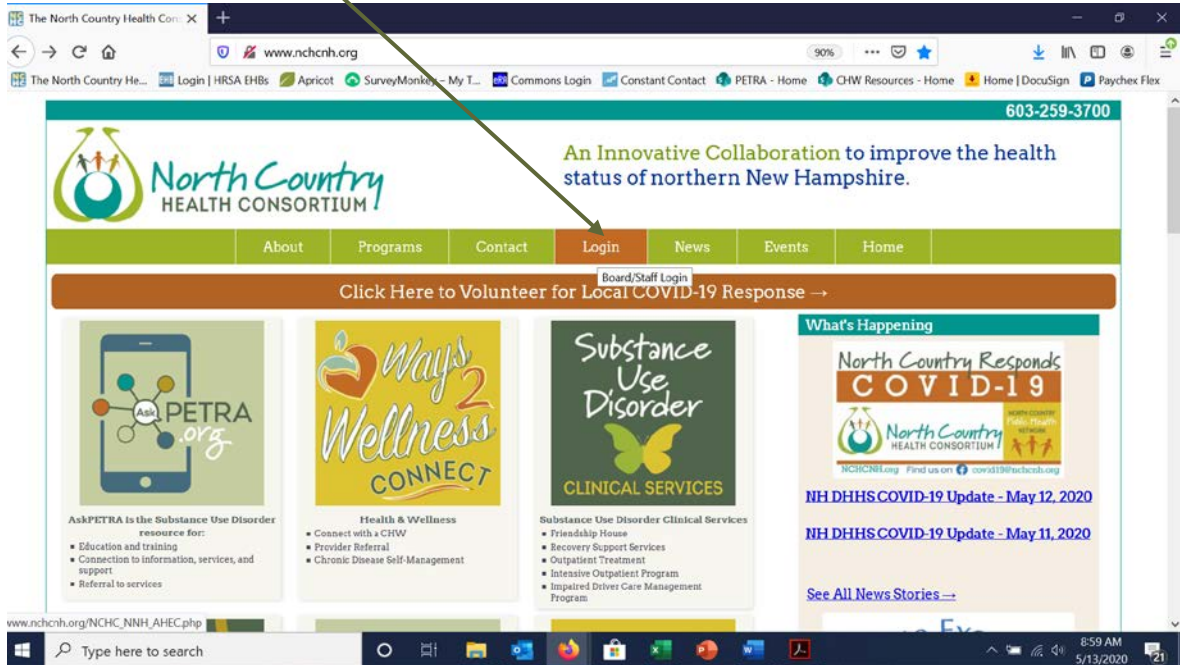
\_\_\_\_\_  
**Date**

Conflict of Interest means any financial interest, or the appearance of conflict of interest, on the part of Directors and officers that has not been disclosed to and approved by the Board of Directors in accordance with NH law (New Hampshire Revised Statutes Annotated Chapter 7, Section 19-a (IV)) and this Policy. A “conflict of interest” means any financial or other interest which may conflict with the service of an individual because: 1) it could impair the individual’s objectivity; or 2) it could create an unfair advantage for any person or organization.

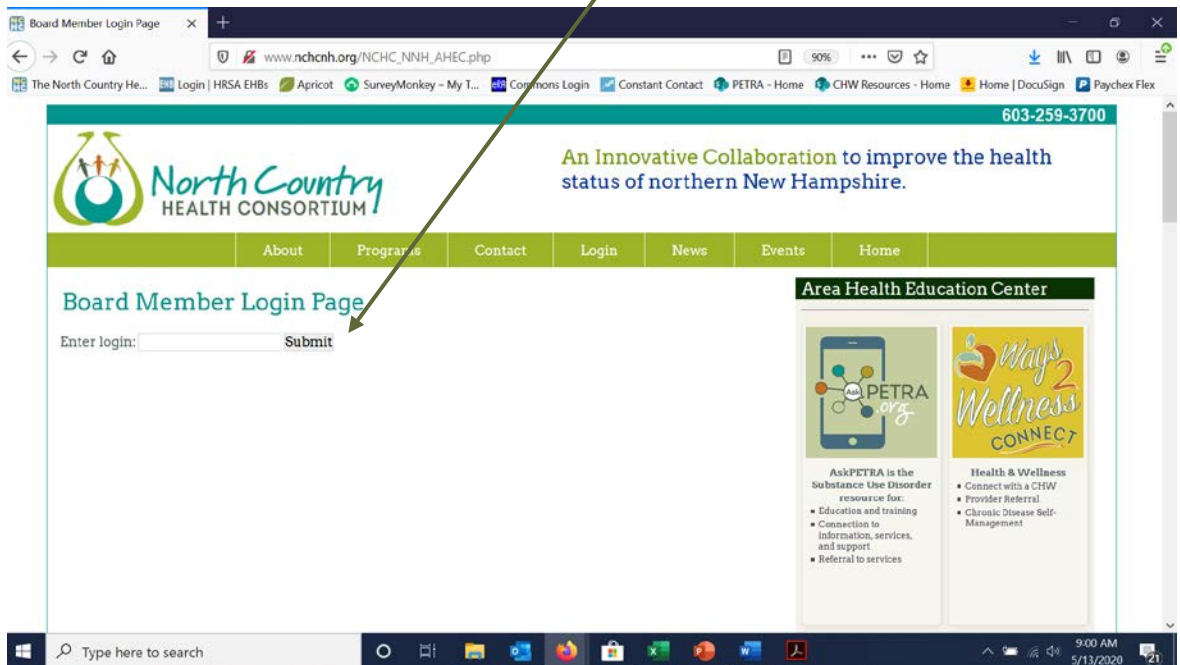


### NCHC Board of Directors Login- Quick Instructions:

1. Go to NCHC's website at: [www.NCHCNH.org](http://www.NCHCNH.org)
2. Click on the "Login" tab



3. Enter the following password and click "Submit": nchc\*589



# Finance Committee – Conference Call Meeting

Thursday, December 11<sup>th</sup>  
8:00 am

Join Zoom Meeting

<https://zoom.us/j/93734177384?pwd=cG1vM1RkM0VPekJjVytGTnlZR1pOZz09>

## Agenda

- I. Review November 18th, 2020 Meeting Minutes
- II. Review October 2020 Dashboards and Financials
- III. FH Grant & Transition plan update-Becky
- IV. Other Business – discuss grant/loan application status for all other NCHC programs – FEMA update.
- V. Adjournment

# Finance Committee – Meeting Minutes

Wednesday, November 18<sup>th</sup>  
8:00 a.m.

By Zoom: Becky McEnany, Cathy Roy, Mike Lee, Suzanne Gaetjens-Oleson

## *Minutes by Agenda Item*

- I. **Minutes:** Mike Lee made a motion to approve the September meeting minutes – Suzanne seconded.
- II. **Financials:** Review September 2020 Dashboards and Financials – Cathy provided an overview:
  - a. All programs continue to do well. FH has a total loss of \$772k but with PPP and other Medicaid COVID related additional funds – actual loss at end of September is \$198k. Noted we are approx. the same as were prior to COVID-19 in March of this year.
  - b. Cathy shared draft of the annual budget. She will provide it in a formal format by Thursday to the Board. The board packet will be sent out earlier.
  - c. Finance team will receive the budget in excel format.

**Other Business:** Karen asked for an update regarding how Friendship House staff are handling the cessation of services. Becky provided an update. Becky also shared an update on grants being considered.

III. Mike asked for a motion to adjourn – Tara made a motion and Suzanne seconded. Adjournment 8:31 am.



NORTH COUNTRY HEALTH CONSORTIUM  
REVENUE AND EXPENSE SUMMARY  
THROUGH 10/31/2020

Line #	NCHC ORGANIZATION-WIDE				Line #	WORKFORCE PROGRAM				Line #	PUBLIC HEALTH PROGRAM				Line #
	FY2020 Actual Pre-Audit	FY2021 Actual through 10/31/2020	FY2021 Month-To-Date Budget	FY2021 Annual Budget		FY2020 Actual Pre-Audit	FY2021 Actual through 10/31/2020	FY2021 Month-To-Date Budget	FY2021 Annual Budget		FY2020 Actual Pre-Audit	FY2021 Actual through 10/31/2020	FY2021 Month-To-Date Budget	FY2021 Annual Budget	
	<b>REVENUE</b>	5,451,095	471,841	618,297	7,419,559		1,644,359	125,096	304,398	3,652,775		182,217	41,349	45,794	549,529
	<b>EXPENSES</b>														
	<b>Personnel:</b>														
1	Salary and Wages	3,425,541	214,293	221,529	2,658,346	1	522,776	25,742	36,271	435,248	1	111,244	11,026	20,233	242,791
2	Payroll Taxes & Employee Benefits	735,484	59,551	49,432	593,185	2	104,940	7,072	8,161	97,931	2	20,039	2,888	4,552	54,628
	Subtotal	<b>4,161,024</b>	<b>273,845</b>	<b>270,961</b>	<b>3,251,530</b>		<b>627,716</b>	<b>32,814</b>	<b>44,432</b>	<b>533,179</b>		<b>131,283</b>	<b>13,914</b>	<b>24,785</b>	<b>297,419</b>
	<b>Site Expenses:</b>														
3	Internet Connectivity	58,238	5,322	3,580	42,959	3	5,848	1,262	920	11,038	3	777	290	152	1,826
4	MOA	944,596	4,750	272,822	3,273,860	4	626,061	0	239,683	2,876,193	4	6,850	4,750	6,712	80,541
5	Media	33,365	178	2,104	25,244	5	4,020	0	833	9,994	5	0	0	0	0
6	Office Supplies	53,564	5,298	10,601	127,216	6	2,930	81	1,224	14,693	6	547	2,579	3,471	41,651
	Subtotal	<b>1,089,763</b>	<b>15,549</b>	<b>289,107</b>	<b>3,469,279</b>		<b>638,859</b>	<b>1,343</b>	<b>242,660</b>	<b>2,911,917</b>		<b>8,174</b>	<b>7,619</b>	<b>10,335</b>	<b>124,018</b>
	<b>General:</b>														
7	Bad debts	0	0	0	0	7	0	0	0	0	7	0	0	0	0
8	Depreciation	14,666	651	0	0	8	0	0	0	0	8	0	0	0	0
9	Dues, memberships, subscriptions	185,070	82,826	10,998	131,973	9	163,930	81,688	3,630	43,558	9	0	0	0	0
10	Education and training	3,284	180	836	10,029	10	225	180	0	0	10	0	0	356	4,267
11	Equipment and maintenance	11,514	935	686	8,229	11	148	27	272	3,263	11	1,458	11	1,200	14,400
12	Rent and occupancy	324,178	23,323	12,249	146,982	12	14,336	54	0	0	12	2,348	28	0	0
13	Insurance	25,195	2,039	1,471	17,657	13	3,200	209	236	2,831	13	1,039	85	114	1,367
14	Miscellaneous	15,054	1,246	3,208	38,500	14	1,503	0	0	0	14	0	0	0	0
15	Payroll processing fees	16,467	1,324	724	8,688	15	0	0	0	0	15	108	106	0	0
16	Postage	4,236	134	442	5,304	16	709	0	148	1,777	16	82	0	46	553
17	Printing	14,261	21	915	10,979	17	1,551	3	206	2,470	17	251	1	96	1,155
18	Professional fees	91,949	1,597	3,382	40,588	18	5,436	0	347	4,162	18	895	0	181	2,177
19	Events, Training fees and Supplies	85,898	41,993	7,636	91,635	19	15,776	676	1,056	12,667	19	3,912	12,491	71	847
20	Travel	51,230	2,530	9,992	119,900	20	8,744	435	2,144	25,726	20	1,966	653	2,600	31,205
21	Telephone	47,335	2,802	1,811	21,731	21	3,270	276	430	5,158	21	219	6	148	1,772
22	Vehicle expense	4,033	224	77	925	22	0	0	0	0	22	65	0	0	0
23	Food - Friendship House only	44,205	1,884	802	9,629	23	0	0	0	0	23	0	0	0	0
24	Direct Program Supplies/Svcs (Clinical/Drug Court)	19,765	4,192	1,205	14,459	24	0	0	0	0	24	243	221	0	0
	Subtotal	<b>958,339</b>	<b>167,901</b>	<b>56,434</b>	<b>677,207</b>		<b>218,826</b>	<b>83,548</b>	<b>8,468</b>	<b>101,611</b>		<b>12,584</b>	<b>13,602</b>	<b>4,812</b>	<b>57,742</b>
	Administrative Allocation (Indirect)						83,376	5,380		106,069		15,494	2,170		70,136
	<b>Total Expenses</b>	<b>6,209,126</b>	<b>457,295</b>	<b>616,501</b>	<b>7,398,017</b>		<b>\$1,568,776</b>	<b>\$123,085</b>	<b>295,559</b>	<b>\$3,652,775</b>		<b>\$167,535</b>	<b>\$37,304</b>	<b>39,932</b>	<b>\$549,315</b>
	<b>Surplus (Deficit)</b>	<b>-\$758,031</b>	<b>\$14,546</b>	<b>\$1,795</b>	<b>\$21,543</b>		<b>\$75,582</b>	<b>\$2,011</b>	<b>\$8,839</b>	<b>\$0</b>		<b>\$14,682</b>	<b>\$4,045</b>	<b>\$5,863</b>	<b>\$214</b>
							Total Prog. 20					Total Prog. 50			
							<u>October Highlights</u>					<u>October Highlights</u>			
							Revenue:					Revenue:			
							●No Remarks					●No Remarks			
							Expense Bullets:					Expense Bullets:			

NORTH COUNTRY HEALTH CONSORTIUM  
REVENUE AND EXPENSE SUMMARY  
THROUGH 10/31/2020

		DENTAL PROGRAM				PREVENTION PROGRAM				SUD Clinical Services (includes FH)					
Line #		FY2020 Actual Pre-Audit	FY2021 Actual through 10/31/2020	FY2021 Month-To-Date Budget	FY2021 Annual Budget	Line #	FY2020 Actual Pre-Audit	FY2021 Actual through 10/31/2020	FY2021 Month-To-Date Budget	FY2021 Annual Budget	Line #	FY2020 Actual Pre-Audit	FY2021 Actual through 10/31/2020	FY2021 Month-To-Date Budget	FY2021 Annual Budget
	<b>REVENUE</b>	41,237	3,280	1,976	23,716		1,951,993	127,623	175,479	2,105,748		1,505,594	163,413	66,130	793,562
	<b>EXPENSES</b>														
	<b>Personnel:</b>														
1	Salary and Wages	19,826	821	1,107	13,290	1	1,020,060	55,018	82,892	994,709	1	1,012,388	105,138	45,211	542,527
2	Payroll Taxes & Employee Benefits	4,046	223	249	2,990	2	205,686	14,544	18,239	218,866	2	238,973	30,232	10,172	122,069
	Subtotal	23,871	1,044	1,357	16,280		1,225,746	69,562	101,131	1,213,575		1,251,362	135,371	55,383	664,595
	<b>Site Expenses:</b>														
3	Internet Connectivity	644	23	18	214	3	16,972	1,703	1,199	14,382	3	12,735	1,545	0	0
4	MOA	0	0	0	0	4	304,726	0	26,290	315,476	4	5,947	0	138	1,650
5	Media	0	0	0	0	5	25,329	122	1,125	13,500	5	3,236	56	63	750
6	Office Supplies	157	2	0	0	6	18,263	302	5,815	69,781	6	26,964	2,290	260	3,125
	Subtotal	801	25	18	214		365,290	2,127	34,428	413,139		48,881	3,891	460	5,525
	<b>General:</b>														
7	Bad debts	0	0	0	0	7	0	0	0	0	7	0	0	0	0
8	Depreciation	0	0	0	0	8	0	0	0	0	8	0	0	0	0
9	Dues, memberships, subscriptions	-5	0	0	0	9	386	35	250	3,000	9	3,271	428	58	700
10	Education and training	0	0	0	0	10	2,335	0	397	4,762	10	0	0	0	0
11	Equipment and maintenance	6	1	0	0	11	2,401	99	247	2,966	11	3,748	780	167	2,000
12	Rent and occupancy	771	2	0	0	12	26,376	146	0	0	12	124,121	12,160	4,176	50,111
13	Insurance	130	7	6	78	13	6,419	448	523	6,282	13	5,902	848	167	2,000
14	Miscellaneous	52	0	0	0	14	3,247	1,201	3,125	37,500	14	752	0	0	0
15	Payroll processing fees	0	0	0	0	15	100	0	0	0	15	430	0	16	188
16	Postage	44	0	1	17	16	1,023	78	105	1,258	16	1,069	57	25	300
17	Printing	83	0	6	68	17	3,567	5	303	3,636	17	7,294	10	104	1,250
18	Professional fees	180	0	11	129	18	8,948	0	1,103	13,231	18	66,863	1,597	1,174	14,090
19	Events, Training fees and Supplies	59	0	0	0	19	49,112	28,761	5,302	63,622	19	6,994	65	125	1,500
20	Travel	1,028	50	100	1,200	20	29,260	3,147	4,272	51,268	20	6,803	98	125	1,500
21	Telephone	42	1	8	95	21	5,780	713	627	7,525	21	9,717	583	417	5,000
22	Vehicle expense	0	0	0	0	22	0	0	0	0	22	3,968	224	77	925
23	Food - Friendship House only	0	0	0	0	23	0	0	0	0	23	44,205	1,884	802	9,629
24	Direct Program Supplies/Svcs (Clinical/Drug Court)	6,607	1,860	310	3,716	24	6,086	2,066	645	7,743	24	6,829	45	250	3,000
	Subtotal	8,997	1,920	442	5,303		145,042	36,699	16,899	202,793		291,965	18,779	7,683	92,192
	Administrative Allocation (Indirect)	3,463	172		1,818		164,561	11,505		262,775		111,524	5,372		31,250
	<b>Total Expenses</b>	<b>\$37,133</b>	<b>\$3,161</b>	<b>1,816</b>	<b>\$23,615</b>		<b>1,900,639</b>	<b>119,893</b>	<b>152,459</b>	<b>\$2,092,282</b>		<b>1,703,732</b>	<b>163,413</b>	<b>63,526</b>	<b>793,563</b>
	<b>Surplus (Deficit)</b>	<b>\$4,104</b>	<b>\$119</b>	<b>\$160</b>	<b>\$102</b>		<b>\$51,354</b>	<b>\$7,730</b>	<b>\$23,020</b>	<b>\$13,466</b>		<b>-\$198,139</b>	<b>\$0</b>	<b>\$2,604</b>	<b>\$0</b>
	Total Prog. 30						Total Prog. 40								
	<u>October Highlights</u>						<u>October Highlights</u>					<u>October Highlights</u>			
	Revenue:						Revenue:					Revenue:			
	●No Remarks						●No Remarks					●No Remarks			
	Expense:						Expense:					Expense:			

NORTH COUNTRY HEALTH CONSORTIUM  
REVENUE AND EXPENSE SUMMARY  
THROUGH 10/31/2020

Line #	MANAGEMENT AND GENERAL - 001			PPP - 002			
	FY2020 Actual Pre- Audit	FY2021 Actual through 10/31/2020	FY2021 Annual Budget		FY2020 Actual Pre- Audit	FY2021 Actual through 10/31/2020	FY2021 Annual Budget
	<b>REVENUE</b>	125,695	11,079	766,277	0	0	0
	<b>EXPENSES</b>						
	<b>Personnel:</b>						
1	Salary and Wages	195,611	16,548	429,782	1	543,636	0
2	Payroll Taxes & Employee Benefits	115,196	4,592	96,701	2	46,603	0
	Subtotal	<b>310,807</b>	<b>21,140</b>	<b>526,482</b>		<b>590,240</b>	<b>0</b>
	<b>Site Expenses:</b>						
3	Internet Connectivity	5,083	499	15,500	3	16,179	0
4	MOA	1,013	0	0	4	0	0
5	Media	780	0	1,000	5	0	0
6	Office Supplies	3,560	45	4,000	6	1,144	0
	Subtotal	<b>10,435</b>	<b>544</b>	<b>20,500</b>		<b>17,323</b>	<b>0</b>
	<b>General:</b>						
7	Bad debts	0	0	0	7	0	0
8	Depreciation	14,666	651	0	8	0	0
9	Dues, memberships, subscriptions	9,312	675	84,715	9	8,176	0
10	Education and training	724	0	1,000	10	0	0
11	Equipment and maintenance	669	18	0	11	3,085	0
12	Rent and occupancy	101	0	96,871	12	145,972	10,839
13	Insurance	8,505	443	5,100	13	0	0
14	Miscellaneous	2,090	45	1,000	14	6,410	0
15	Payroll processing fees	15,829	1,218	8,500	15	0	0
16	Postage	769	0	1,400	16	540	0
17	Printing	1,516	2	2,400	17	0	0
18	Professional fees	9,627	0	6,800	18	0	0
19	Events, Training fees and Supplies	10,045	0	13,000	19	0	0
20	Travel	3,323	31	9,000	20	106	0
21	Telephone	7,785	1,223	2,180	21	20,523	0
22	Vehicle expense	0	0	0	22	0	0
23	Food - Friendship House only	0	31	0	23	0	0
24	Direct Program Supplies/Svcs (Clinical/Drug Court)	0	0	0	24	0	0
	Subtotal	<b>84,960</b>	<b>4,336</b>	<b>231,966</b>		<b>184,811</b>	<b>10,839</b>
	Administrative Allocation (Indirect)	-378,419	-24,599		25	0	0
	<b>Total Expenses</b>	<b>\$27,783</b>	<b>\$1,421</b>	<b>\$778,949</b>		<b>\$792,374</b>	<b>\$10,839</b>
	<b>Surplus (Deficit)</b>	<b>\$97,912</b>	<b>\$9,659</b>	<b>-\$12,671</b>		<b>-\$792,374</b>	<b>-\$10,839</b>

**NCHC ORGANIZATIONAL PERFORMANCE DASHBOARD**

**BALANCE IN BRIEF**

**FINANCIAL RATIOS**

	10/31/2020	YTD (1-month) Actual	FY 2021 Budget	12 months = 8.3%	FY 2020 Budget
1 Revenue		\$471,841	\$7,419,559	6%	\$ 7,101,154
Expense		\$457,295	\$7,398,017	6%	\$ 7,082,124
<b>Surplus (Deficit)</b>		<b>\$14,546</b>	<b>\$21,543</b>		<b>\$19,029</b>

	10/31/2020	August	September	October	3-Month Average
Current Ratio (Current Asset/Total Liabilities)		1.1	1.1	1.1	1.1

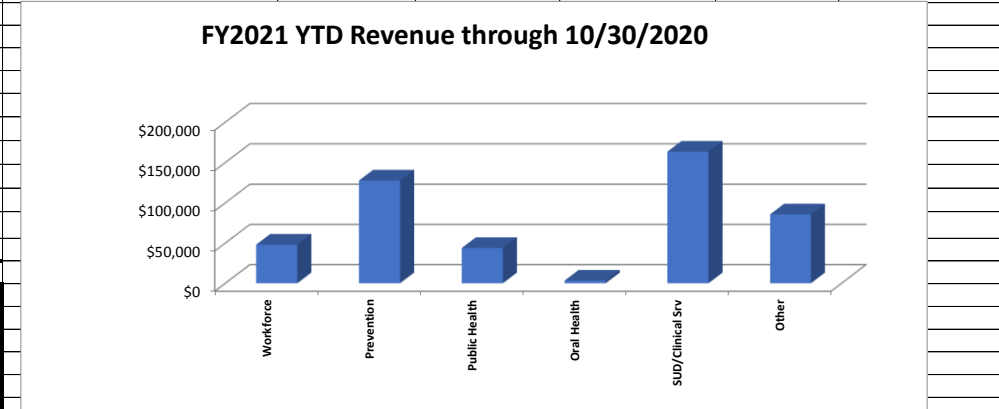
	GRANT/CLINICAL SERVICES REVENUE			
	10/31/2020	YTD (1-month) Actual	Grant Amount	Grant Award Period
AHEC - Endowment 4 Health	\$1,443	\$25,000	7/1/2020 - 6/30/2021	One Year
AHEC - Cares Act	\$2,766	\$45,727	5/1/2020 - 4/30/2021	One Year
AHEC	\$5,607	\$111,176	9/1/2020 - 8/31/2021	Annual Review
Integrated Delivery Network (IDN)	\$27,007	\$2,412,615	7/1/2016 - 12/31/2021	Year 6 of 6
IDN CHW W2W	\$11,183	\$200,000	7/1/2020 - 6/30/2021	Year 1 of 3

TOP 3 MAJOR EXPENSES			
10/31/2020	YTD (1-month) Actual	FY 2021 (12-mo) Budget	12 months = 8.3%
Personnel	\$275,168	\$3,260,218	8%
MOA	\$4,928	\$3,299,104	0%
Dues, Memberships, Subscriptions	\$82,826	\$131,973	63%

	CASH POSITION			
	10/31/2020	YTD (1-month) Actual	FY 2021 (12-mo) Budget	12 months = 8.3%
Monthly Average Cash Requirement		\$ 354,823		
Available Cash		\$ 684,265		
Months of Cash Available for Expenses		1.93		

CASH POSITION	
Line of Credit Borrowed	\$ -
<b>CURRENT STAFF: Active 67 - Layoff 0</b>	
Positions Vacant: 2	FY20 Est. Benefit Rate: 22.5%

	Prevention Program			
	10/31/2020	YTD (1-month) Actual	Grant Amount	Grant Award Period
Substance Misuse Program	\$2,598	\$77,776	7/1/2019 - 6/30/2021	Year 3 of 4
SAP -7 Schools/1 College	\$6,427	\$300,000	7/1/2020 - 6/30/2021	Year 2 of 2
NHCF Strategy Plan	\$2,327	\$125,000	7/1/2019 - 6/30/2020	Annual Review
GOFERR - YLTA	\$0	\$30,247	10/1/2020 - 12/31/2020	One Time Funding
NH Empowering Youth	\$31,495	\$95,708	9/1/2020 - 12/30/2020	One Time Funding
Continuum of Care	\$1,111	\$80,873	7/1/2019 - 6/30/2021	Year 2 of 2
DFC	\$6,911	\$125,000	9/30/2019 - 9/29/2021	Year 5 of 5
YA Strategies	\$1,441	\$90,000	7/1/2019 - 6/30/2021	Year 4 of 4
Outreach - Opioid	\$10,365	\$200,000	5/1/2019 - 4/30/2021	Year 3 of 3
Drug Court	\$23,386	\$300,000	7/1/2020 - 6/30/2021	Annual Review
Opioid RH Program	\$13,232	\$450,000	9/30/2020 - 9/29/2021	Year 3 of 3
Drug Court - CARES Act (supplies)	\$2,326	\$27,775	9/1/2020 - 12/31/2020	One Time Funding
PETRA Implementation	\$20,550	\$278,445	9/1/2019 - 8/31/2022	Year 2 of 3
Neonatal Abstinence Syndrome	\$5,453	\$166,812	9/30/2020 - 9/29/2021	Year 1 of 3



	Community / Public Health			
	10/31/2020	YTD (1-month) Actual	Grant Amount	Grant Award Period
NAMI	\$5,000	\$20,000	01/15/2020 - 01/14/2025	Year 1 of 5
Medical Reserve Corps	\$616	\$10,000	7/1/2019 - 6/30/2021	Year 2 of 2
Lead Grant	\$656	\$3,000	7/1/2019 - 6/30/2021	Year 2 of 2
Adult Immunizations	\$1,250	\$10,000	7/1/2020 - 6/30/2021	One-Time
School-Based Clinics	\$1,756	\$9,120	7/1/2019 - 6/30/2021	Year 4 of 4
Public Health Network	\$6,799	\$80,500	7/1/2019 - 6/30/2021	Year 4 of 4
PHEP Covid	\$3,851	\$50,000	7/1/2020 - 6/30/2021	One-Time
MRC-NACCHO	\$4,275	\$7,500	3/1/2020 - 8/3/2020	Annual Review
GOFERR - PHN Health Strategies	\$17,457	\$24,750	10/1/2020 - 12/31/2020	One Time Funding
PHAC	\$2,189	\$30,000	7/1/2019 - 6/30/2021	Year 4 of 4

NON-GRANT REVENUE			
10/31/2020	YTD (1-month) Actual	FY 2020 (12-month) Budget	Funding Period
Interest Income	\$482	\$5,500	10/1/2019-9/30/2020
Member Dues	\$0	\$11,000	10/1/2019-9/30/2020
Misc. Program Fees	\$76,855		
NHCF-Operations Support	\$8,333	\$100,000	7/1/2020-6/30/2021 (YR 3 of 3)

	SUD Clinical			
	10/31/2020	YTD (1-month) Actual	FY 2021 (12-mo) Budget	12 months = 8.3%
Oral Health				
HNH Foundation-II	\$3,280	\$20,000	7/1/2019 - 6/30/2022	Year 2 of 3
SUD Clinical Services (includes Friendship House)	\$163,413	\$550,000	7/1/2020 - 6/30/2021	Year 3 of 3
Average Daily Census	9/01/2020 - 9/30/2020	9.96		

FUNDING RESOURCES			
10/31/2020	YTD (1-month) Actual	FY 2021 (12-mo) Budget	Funding Period
Medicaid and MCOs	\$183,000		10/1/2020 - 12/31/2020 (BDAS)
NH DHHS Cares Act FH funding	\$550,000		10/1-12/31/20

North Country Health Consortium					
BALANCE SHEET					
Through October 31, 2020					
				FY 2021	FY 2020
<b>ASSETS</b>					
Current Assets:					
	Cash and Cash Equivalents			570,744	591,098
	Accounts Receivable			880,557	863,565
	Allowance for Doubtful Accounts			-25,000	-25,000
	Certificates of Deposit			127,357	127,357
	Prepaid Expenses			19,999	30,448
	Restricted Cash - IDN			3,537,008	3,536,548
Total Current Assets				5,110,665	5,124,016
Property and Equipment:					
	Accumulated Depreciation			-196,324	-195,673
<b>TOTAL ASSETS</b>				<b>5,121,271</b>	<b>5,135,273</b>
<b>LIABILITIES AND NET ASSETS</b>					
Current Liabilities					
	Commercial Line of Credit			1,153	1,153
	Accounts Payable Accrued Expenses			439,249	374,523
	Accrued Wages and Related Liabilities			195,578	250,016
	Deferred Revenue			4,190,431	4,229,267
Total Current Liabilities				4,826,411	4,854,960
Total Beginning Net Assets				1,060,523	1,060,523
Surplus/(Deficit)				14,546	(755,211)
<b>NET ASSETS</b>				<b>1,075,070</b>	<b>305,313</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>				<b>5,901,481</b>	<b>5,160,273</b>