



**North Country Health Consortium
Board of Directors Meeting
February 12, 2021
8:30am-9:30am via Zoom**

AGENDA

Welcome and Call to Order

Approval of Consent Agenda

- January 2021 Board Meeting Minutes
- December 2020 Financials
- Program Updates

Finance Update

Financial Audit
COLA

CHI Survey

Grant Updates-Becky

Tillotson
SAMHSA
HRSA

Organizational Updates- Becky

HR Highlight-Francine

Executive Session:

CEO Discussion (Full Board stays/NCHC Sr. Leadership excused)

Adjournment:

- Next BOD Meeting: March 12th, 8:30-9:30am, Zoom
- Strategic Planning Kick-Off Meeting- March 12th, 1-4pm

Attachments: January 2021 Minutes, Program Updates



NCHCNH.org

**North Country Health Consortium Board of Directors Meeting
January 8, 2021 8:30am via Zoom
Meeting Minutes**

Board present: Mike Lee, Ken Gordon, Karen Woods, Suzanne Gaetjens-Oleson, Ed Duffy, Scott Colby, Maryanne Aldrich, Tara MacKillop, Mike Peterson, Jeanne Robillard

Absent: Greg Culley

Staff present: Becky McEnany, Cathy Roy, April Mottram, Jim Richardson

Notetaker: Carol Hemenway

Meeting called to order 8:30 a.m.

December 2020 Board Minutes

Motion to approve the December 2020 minutes was made by Scott Colby. Seconded by Karen Woods and carried by majority vote of the Board present.

November 2020 Financials

Finished the month with a surplus of 21k.

60 days cash on hand

Current ratio 1:1

Misc. income notes:

Received \$9700 in training revenue in Program 20 (future/past trainings)

Tillotson Fund Grant \$8300 (monthly allocation of 100k annual grant)

Received 3k in Up-To-Date software admin fees

Cathy reviewed the new report format from AccuFund and is looking for feedback. She will be uploading the budget by program, by month, and you will see those numbers next month.

550k from CARES Act monies for Friendship House: Some of the 550k was not expended on the cessation of clinical services and remainder will be used to cover additional losses (outside of the October through December time frame) from March 2020 through October 2020. This will allow us to begin replenishing reserves by recouping some of the clinical services losses during this period not covered by the Paychex Protection Program or other funding sources.

There is discussion about the formatting and information available for the new finance reports.

Mike Lee request that Cathy schedule a lunch and learn to review the new finance reports with any interested Board or Senior Leadership Staff.

Going forward the monthly reports will be attached to the Outlook invite as well as being emailed.

Motion to approve the November 2020 Finance Reports was made by Ken Gordon. Seconded by Suzanne Gaetjens-Oleson and carried by unanimous vote of the Board present.

Strategic Planning Update:

The Strategic planning Session (SPS) has been on the to-do agenda for a while but was pushed back due to Covid and Friendship House issues in 2020. In an effort to streamline the process, Mike Lee notes that he would like to have an initial SPS to build the framework of the SPS process. This kick-off meeting will be comprised of the Board Executive Committee and the NCHC Senior Leadership Staff. The kick-off meeting has been scheduled for March 12, 2021. If other Board would like to attend, please let Carol know.



Management Team Attendance at Board meetings:

Becky and Mike Lee proposed the idea to the BOD that the full NCHC SLT attend BOD meetings. The Board would like the SLT team to attend the BOD meetings going forward and feels that this will help with overall agency communication. This offers an opportunity to build relationships and the ability to discuss program overview reports. Any issues needing to be discussed at Board meetings where staff should not be present would be discussed in executive session.

There is discussion about the topic and the Board is in favor of the SLT members attending Board meetings going forward. There will still be a program report in the Board packet.

Motion to approve the inclusion of SLT in Board meetings was made by Dr. Duffy. Seconded by Karen Woods and carried by unanimous vote of the Board present.

CEO Update:

Friendship House/Clinical SUD Services: Becky notes that FH closed all Substance Use Disorder services on 12/30/20 including Residential, IOP, IP, and IDCMP. All clients completed their programs or successfully transferred to programs of their choice. We have worked with 2 other agencies for the transferring of clients; The majority of IDCMP clients transferred to Blue Heron Neurofeedback & Counseling. AHEAD is working with Amatus Recovery Centers to continue offering SUD services at the Friendship House location. We have provided the potential incoming agency with policy & procedures to help with their licensure procedure. We have also reached out to their IT & marketing teams to offer assistance and are working to transfer the FB page to them. All incoming call for substance use disorder services are being routed to AskPETRA to find the appropriate services.

Staffing – all Friendship House have been laid off, except for 1 finance employee whose last day will be 1/15/21. Client charts are still in our custody from the last 7-10 years. NCHC will most likely retain these old charts.

Becky expresses her gratitude to the Board for their patience and consideration in regard to making sure that the process allowed the closure of the Friendship House to happen in a compassionate & ethical manner.

Mike notes that Becky and the SLT have really stepped up in the transitional time and applauded the team effort. We will reach out to AHEAD at some point to have them attend Board meeting to give an update.

Board Education - PHN Covid-19 Vaccine Campaign:

Becky introduces Jim & April who are heading the initiative. The Covid campaign staff includes an intern from Colby-Sawyer College and a VISTA Volunteer.

Initial efforts included helping with statewide PPE requests.

Jim outlined the vaccine strategy in the north country – barriers are remoteness & transportation.

The team has provided training to other area agencies.

In October, 3 PODS opened for influenza vaccines – free flu shots were given. They were able to identify areas to improve. They have increased volunteers by 50% since summer. Frontline workers are being vaccinated.

Emergency management for the town where the vaccines are stored have a well-defined protocol for storage.

CCFHS & UCVH staff have been vaccinated. Littleton POD opens tomorrow.

Currently have 5 closed PODS throughout the north country. Tiered process for vaccine distribution.

NCHC continues advocating at State level for North Country challenges: 75k has been received from State for funding this effort to date.

Following State mandates for vaccine administration.

There was discussion about the Covid-19 campaign and the Board thanks Jim and April for their thorough presentation.



Cost Of Living Adjustment:

Becky notes that performance evaluations are done in October and COLA's are typically made in Nov/Dec.

Requesting 3% COLA for all employees – we do not offer merit raises at this time.

Grants received do increase by 3% per year for salary costs. Cathy will disseminate what the overall costs of a 3% COLA would look like. This information will be sent to Board for electronic approval. Requesting that its retroactive to October if financially feasible. This expense was figured into the budget and would be a neutral expense.

Discussion about cost of health insurance once the renewal is due in July. There will be decreased personnel to enroll so may be a slight increase in the costs.

Grant updates:

Tillotson – applying for the large grant - due 1/14/21. This is a 3-year grant opportunity at 100k per year for unrestricted funds. Would use the funds for general operating costs that are not covered through other grants and to assist with IT infrastructure (remote work). The funds would also offer continued support in regional initiatives.

SAMHSA – Grant for mental health training being considered.

Other Business: none

Executive Session: not resolved into

Adjournment: Motion to adjourn was made by Mike Peterson Seconded by Dr. Duffy and carried by unanimous vote of the Board present.

Meeting adjourned at 9:47am

Action Register			
Follow-up Action Needed	Due Date	Responsible Person	Completed
Tillotson Grant Application	1/14/2021	Becky	
SAMHSA Grants	1/30/2021	Becky	
COLA figures to the Board for electronic vote	1/30/2021	Cathy Roy	
Finance lunch & learn	1/30/2021	Cathy Roy	
Invite SLT to Board meetings	1/30/2021	Becky	

Directors	Conflict Interest	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Scott Colby		X	X	X									
Ed Duffy		X	X	X									
Suzanne Gaetjens-Oleson		X	X	X									
Ken Gordon		X	X	X									
Mike Lee		X	X	X									
Tara MacKillop		X	X	X									
Nielson, Lars MD		AB	AB										
Jeanne Robillard		X	AB	X									
Karen Woods		X	X	X									
Greg Culley			AB	AB									
MaryAnne Aldrich			X	X									
Mike Peterson			AB	X									
Curtis Metzger		X											



February 2021 Board of Directors Program Updates

Human Resources

Current staffing:

- 31 Full Time employees
- 3 Part Time
- 2 Volunteers (VISTA/Intern)
- Changes this month:
 - Last clinical services employee completed work on 1/15/2021
 - Community Health Worker with Ways2Wellness- hired full-time
- Projects:
 - HR Policies and Employee Handbook updates
 - Wage Banding project

SUD Clinical Services

- All NCHC SUD clinical services were closed as of 12/30/2020.
- Final move out of Friendship House took place 12/30/2020.
- Conway office is closed and the Berlin office will be vacated by 3/1/2021.
- IDCMP- Of the 2 clients remaining after 12/31/2020, 1 client transferred and one will likely be closed due to no activity (pending state input).
- Ongoing communication with AHEAD, Amatus, and the state to support transition
- Cares Act financials submitted to state for FH expenses. Submission regarding the use of surplus funds to replenish addition losses post March 2020 underway.
- The new entity and the DHHS have declined to assume custody of charts from all programs. NCHC retains custody at this point. The majority of charts are from Tri-County CAP.

Drug Treatment Court

- Transfer of DTC clients to Blue Heron Neurofeedback and Counseling to ensure continued capacity to bill for services and provide expanded access to LADC and Mental Health Counselors is complete.
- Up to 15 clients (from 10 for a long stretch, due to closed court systems), with two more coming into the program this week.
- Coordination with WARM program, connecting CHW/RCS for those clients that live in the catchment area
- Ongoing problem-solving for UA collections in our rural area, a requirement for the Drug Court contract. Collectors with the lab company are considering not offering the service in our area due to lack of client volume since Friendship House closed.



- Weekly zoom meetings with clients have proved very successful in this time of reduced supervision

Public Health

- The North Country Public Health Network (NC PHN) used closed Point of Dispensing (POD) agreements with several EMS and hospital partners through the region to successfully conducted several Tier 1a vaccine clinics during the month of January. In total, 523 vaccines were distributed through these clinics in January.
- The NC PHN Lead Poisoning Prevention Implementation Team was convened for the first time in January. During the meeting, partners from the region received information from DHHS partners regarding new state rules for lead screening, and a review of lead screening statistics for the North Country.
- Through the assistance of the COVID Care Corps VISTA Volunteer, the PHN has increased the number of Medical Reserve Corps volunteers to 72 and is in the process of building out formalized protocols and mechanisms for credentialing, training and deploying the volunteers.

Region 7 Integrated Delivery Network (IDN)

- The month of January has been largely dedicated to the formation of the region's last Semi-Annual Report of the five-year demonstration. Data collection included conversations with many partner agencies across the region, as well as finalizing the Memoranda of Understanding (MOUs) for the transition plan funding opportunities approved by the partners at the final Quarterly Meeting in November.

Northern New Hampshire Area Health Education Center (NNH AHEC)

- Work is underway to renew accreditation as a provider of Certified Nursing Education through the Northeast Multi-State Division.
- The first of six virtual education sessions for substance use disorder treatment providers under a contract with the New Hampshire Alcohol & Drug Abuse Counselors Association (NHADACA) took place on January 28. The session was the first of a two-part series on behavioral health needs of seniors in rural settings.
- The NNH AHEC team continues to conduct research interviews and focus group discussions with academic institutions and local healthcare providers as part of the Community Placement Project.

Substance Misuse Prevention Program

- Final reports were submitted for the North Country Empowering Youth Initiative and GOFERR Youth Leadership Through Adventure (YLTA) project.
- Littleton Alcohol Tobacco and Other Drug (ATOD) Coalition and North Woods Action Committee/Community Management Team met on 1/21.



- North Country Youth Advisory Council met to work on podcast and video equipment distribution and training for North Country students and start Spring UP Conference planning which will be a virtual conference.
- Held Student Assistance Program (SAP) peer supervision meeting on 1/21. White Mountains Regional High School presented on their SAP program.
 - Berlin still without an SAP Counselor, but actively recruiting
 - All SAPs have been trained in the new NH Bureau of Drug & Alcohol Services (BDAS) reporting system.
- The expected release date for the Drug Free Communities (DFC) 6-year competitive grant is 2/15/2021, with a due date of 4/15/2021. A committee has been formed to discuss and respond to the funding opportunity.
- DFC Program Coordinator was trained in Mental Health First Aid on 1/27
- Haverhill Area Substance Misuse Prevention Coalition (HASMPC) is partnering with the Student Assistance Program Counselor from Woodsville High School to share information that will be distributed in a monthly newsletter to parents of Woodsville High School students.

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

- AskPETRA sent “COVID-friendly” mailings to Recovery Friendly Workplaces (RFW) with resources and outreach materials to complement their efforts and support their workforce, informed by ongoing engagement with the North Country RFW Advisory Group that AskPETRA is hosting bi-monthly. NCHC’s goal for this work is to provide training, education, and support to workforces and organizations to be most effective.
- NCHC has naloxone kits and promotional materials available for the “Save One Life” campaign to increase access to these life-saving tools. If your organization would like informative posters and materials to promote these FREE kits, and/or to request naloxone kits, please email AskPETRA@nchcnh.org or call 603-259-1729.
- NCHC’s AskPETRA program is working on promotion and programming for the new “WARM4Women” program that is an extension of the WARM program that aims to women of childbearing age, including expecting mothers and families, with their recovery needs in an effort to reduce Neonatal Abstinence Syndrome (NAS). WARM4Women is designing a Learning Collaborative series to engage health and human service organizations to learn about best-practices and to gain a better understanding of NAS and special care considerations.

- AskPETRA is promoting the overview/education “Meet PETRA” outreach and engagement presentation to include a virtual overview of the resources and services AskPETRA can offer, as well as an in-person presentation to be delivered once the pandemic period has ended. Open to all health and human service organizations in the region to increase awareness of the program and opportunities afforded to individuals and professionals in the region.

If your organization like to "Meet AskPETRA", contact Annette Carbonneau at acarbonneau@nchcnh.org to schedule a virtual presentation for your staff to learn more about how AskPETRA can be a resource or partner to support your work and the regional population.

Introducing...  **PETRA**

Prevention Education Treatment Recovery Assistance

OUTPATIENT TREATMENT	<div style="background-color: #8ebf42; color: white; padding: 5px;"> Providing Connections and Support to Your Adult Substance Use Disorder (SUD) Patients in the North Country </div>	RECOVERY SUPPORTS
RESIDENTIAL TREATMENT		RECOVERY HOUSING

Local Help For Local Needs

AskPETRA HELPS YOU HELP YOUR PATIENTS

Find out what AskPETRA can do for you!

Events/Trainings:

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

Upcoming:

- NCHC’s Wellness And Recovery Model (WARM) Program is offering a virtual Certified Recovery Support (CRSW) training series including Recovery Coach Academy (RCA), Ethical Consideration, HIV/AIDS and Other Infectious Diseases, and Suicide Prevention. The series will run from February 11 through June 11, allowing participants to take one, some, or all



of the 4 trainings being offered. See the registration link for more information:

<http://bit.ly/CRSW-VirtualSeries2021>

- Mental Health First Aid (MHFA)- now being offering in a virtual format! NCHC's WARM program is hosting MHFA on two dates in March: 15 or 31. See the registration link for more information, including continuing education for your staff: <http://bit.ly/MHFA-March2021>

Save the Date:

Ways2Wellness CONNECT (W2W CONNECT)

- W2W CONNECT is currently teaching the second completely virtual CHW training that began on January 21, 2021. The training is free for Region 7 IDN partner organizations and limited scholarships were available for other non—IDN organization staff and community members.
- W2W CONNECT continues to receive direct service referrals for clients 18 and older from Coos, Grafton, and Carroll counties to support needs around unmanaged chronic illness. NCHC's CHWs are also examining opportunities to support COVID registration process needs for North Country residents, including NH Vaccine and VAMS system navigation for scheduling appointments.

Marketing and Communications:

- Weekly Press Releases in coordination with the public health team regarding Regional COVID Response, amplifying local partner's efforts, providing "what you need to know", and "shout-outs" to those working on the front lines of the effort.
- Continually creating and updating graphics, website and now a call-line promotion effort for COVID Response
- Updates to online platforms such as Google, Facebook, and more to tease out Friendship House marketing and provide accurate information online to those seeking treatment. Updated phone messages and auto attendant options to highlight AskPETRA resources.



Finance Committee Minutes

January 7, 2021

Board present: Mike Lee, Suzanne Gaetjens-Oleson, Tara MacKillop

Staff present: Cathy Roy, Becky McEnany

Notetaker: Carol Hemenway

Called to order at 12:05pm.

Review of last month's finance Committee minutes by Cathy. Tara's last name is misspelled – that will be corrected

Motion to approve the December 11, 2020 minutes with the noted name spelling correction was made by Mike. Motion was seconded by Tara and approved by unanimous consent of the Board present.

Finance report notes:

- Finished the month with a surplus of 21k.
- 60 days cash on hand
- Current ratio 1:1

Misc. income notes:

- Received 9700 in training revenue in Program 20 (future/past trainings)
- Tillotson Fund Grant 8300 (monthly allocation of 100k annual grant)

Unusual expenses:

- None. However, December will have a large payroll expense due to the payout of PTO and Retention bonuses for Friendship House staff that were laid off in December.

Report Discussion:

- The new summary report was appreciated by the committee, and Cathy is looking for input for any additions to the report.
- January's financials – program 40 will net out Friendship House Detail.
- Org-wide chart budget numbers needs to be populated; these should be in place for next month's reports.
- There is discussion about how the budget will appear on the AccuFund (P&L) reports. AccuFund reports are in the process of being structured to reflect correct budget numbers. IDN budget numbers will not be able to be simply divided by 12 because the majority of their spend is on the MOU/MOA line and typically happens mid-late year.
- The Balance Sheet has an added line for restricted cash – NH DHHS CARES Act funds. To date, 120k has come out of the 550k grant. We can use grant funds for expenses going back to March 2020 that were not covered by the PPP.
- Anticipate that 100% of PPP will be forgiven. However, any PPP money that may need to be repaid can be paid with the CARE Act grant funds.



CEO Update:

- Updated Board present on status of the closure of Friendship House. The facility officially closed on 12/30, all in-house layoffs are complete and went smoothly. One Friendship House finance employee remains on staff until 1/15/21. No clients were in house after 12/16/20. Amatus, the incoming service provider, spent time there meeting staff prior to the layoffs.
- Current NCHC staff are wrapping up the final IDCMP clients.
- Update on new IDCMP in the area (Conway, Berlin, Littleton).
- In process of applying for Tillotson large grant (100k per year) of unrestricted funds. We have previously received this grant 4 times. Grant application is due 1/14/21.

Other Business:

None

Motion to adjourn was made by Mike. The motion was seconded by Tara and approved by unanimous consent of the Board present.

Meeting adjourned at 12:33pm

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North Country Health Consortium				
BALANCE SHEET				
Through December 31, 2020				
			FY 2021	FY 2020
ASSETS				
Current Assets:				
	Cash and Cash Equivalents		261,570	592,172
	Accounts Receivable		677,608	879,991
	Allowance for Doubtful Accounts		-25,000	-25,000
	Certificates of Deposit		127,499	127,357
	Prepaid Expenses		42,383	30,448
	Restricted Cash - NH DHHS Cares Act		497,972	0
	Restricted Cash - IDN		3,239,515	3,536,548
	Total Current Assets		4,821,548	5,141,516
Property and Equipment:				
	Accumulated Depreciation		-197,626	-195,673
	TOTAL ASSETS		4,830,851	5,152,773
LIABILITIES AND NET ASSETS				
Current Liabilities				
	Commercial Line of Credit		1,153	1,153
	Accounts Payable Accrued Expenses		111,174	374,523
	Accrued Wages and Related Liabilities		208,676	250,016
	Deferred Revenue		4,177,891	4,229,267
	Total Current Liabilities		4,498,894	4,854,960
	Total Beginning Net Assets		297,813	1,060,523
	Surplus/(Deficit)		34,144	(762,711)
	NET ASSETS		331,957	297,813
	TOTAL LIABILITIES AND NET ASSETS		4,830,851	5,152,773

NCHC ORGANIZATIONAL PERFORMANCE DASHBOARD

BALANCE IN BRIEF											FINANCIAL RATIOS			
12/31/2020	YTD (3-month) Actual	FY 2021 Budget	3 months = 25%	FY 2020 Budget	12/31/2020	October	November	December	3-Month Average					
Revenue	\$1,576,640	\$7,419,559	21%	\$ 7,101,154	Current Ratio (Current Asset/Total Liabilities)	1.1	1.1	1.1	1.1					
Expense	\$1,542,495	\$7,398,017	21%	\$ 7,082,124										
Surplus (Deficit)	\$34,144	\$21,543		\$19,030										

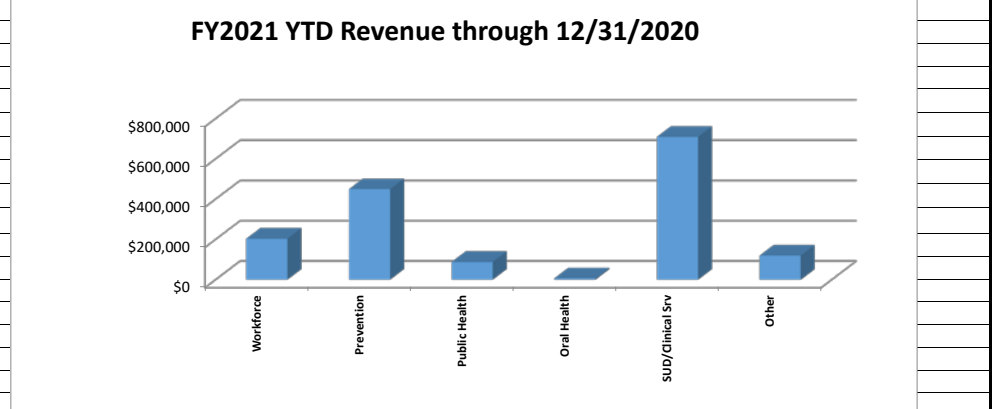
GRANT/CLINICAL SERVICES REVENUE	YTD (3-month) Actual	Grant Amount	Grant Award Period	Year
12/31/2020				
AHEC - Endowment 4 Health	\$4,720	\$25,000	7/1/2020 - 6/30/2021	One Year
AHEC - Cares Act	\$8,614	\$45,727	5/1/2020 - 4/30/2021	One Year
AHEC	\$20,867	\$111,176	9/1/2020 - 8/31/2021	Annual Review
Integrated Delivery Network (IDN)	\$129,199	\$2,412,615	7/1/2016 - 12/31/2021	Year 6 of 6
IDN CHW W2W	\$40,151	\$200,000	7/1/2020 - 6/30/2021	Year 1 of 3

TOP 3 MAJOR EXPENSES			
12/31/2020	YTD (3-month) Actual	FY 2021 (12-mo) Budget	3 months = 25%
Personnel	\$1,060,589	\$3,251,530	33%
MOA	\$150,300	\$3,299,104	5%
Dues, Memberships, Subscriptions	\$77,456	\$121,973	64%

CASH POSITION				
Monthly Average Cash Requirement		\$ 445,944		
Available Cash		\$ 876,283		includes FH cares act funds
Months of Cash Available for Expenses		1.97		
Line of Credit Borrowed		\$ -		

CURRENT STAFF: Active 56 - Layoff 0	
Positions Vacant: 2	FY20 Est. Benefit Rate: 22.5%

Community / Public Health	YTD (3-month) Actual	FY 2021 Budget	Grant Award Period	Year
NAMI	\$10,000	\$20,000	01/15/2020 - 01/14/2025	Year 1 of 5
Medical Reserve Corps	\$2,023	\$10,000	7/1/2019 - 6/30/2021	Year 2 of 2
Lead Grant	\$2,157	\$3,000	7/1/2019 - 6/30/2021	Year 2 of 2
Adult Immunizations	(\$309)	\$10,000	7/1/2020 - 6/30/2021	One-Time
School-Based Clinics	\$3,367	\$9,120	7/1/2019 - 6/30/2021	Year 4 of 4
Public Health Network	\$21,946	\$80,500	7/1/2019 - 6/30/2021	Year 4 of 4
PHEP Covid	\$14,114	\$50,000	7/1/2020 - 6/30/2021	One-Time
MRC-NACCHO	\$4,912	\$7,500	3/1/2020 - 8/3/2020	Annual Review
GOFERR - PHN Health Strategies	\$23,345	\$24,750	10/1/2020 - 12/31/2020	One Time Funding
PHAC	\$6,423	\$30,000	7/1/2019 - 6/30/2021	Year 4 of 4



NON-GRANT REVENUE				
12/31/2020	YTD (3-month) Actual	FY 2020 (12-month) Budget	Funding Period	
Oral Health				
HNH Foundation-II	\$6,468	\$20,000	7/1/2019	6/30/2022
			Year 2 of 3	
			Interest Income \$1,687 \$5,500 10/1/2019-9/30/2020	
			Member Dues \$0 \$11,000 10/1/2019-9/30/2020	
			Misc. Program Fees \$93,340	
			NHCF-Operations Support \$24,999 \$100,000 7/1/2020-6/30/2021 (YR 3 of 3)	
SUD Clinical				
SUD Clinical Services (includes Friendship House)	\$709,188			
			Funding Resources: Medicaid and MCOs	
			\$183,000 10/1/2020 - 12/31/2020 (BDAS)	
			\$550,000 NH DHHS Cares Act FH funding 10/1-12/31/20	
Average Daily Census	11/1/2020 - 11/30/2020		9.20	

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			\$183,000 10/1/2020 - 12/31/2020 (BDAS)	
			\$550,000 NH DHHS Cares Act FH funding 10/1-12/31/20	
Average Daily Census	11/1/2020 - 11/30/2020		9.20	

	Months To Date	NCHC FINANCIAL SUMMARY THROUGH DECEMBER 31, 2020																	
	FY2021 Annual	NCHC ORGANIZATION-WIDE					Program 20 Workforce						Program 30 Dental						
		Month Ending 12/31/2020	Monthly Budget	YTD through 12/31/2020	YTD Budget	Var. YTD	FY21 Budget	Month Ending 12/31/2020	Monthly Budget	YTD through 12/31/2020	YTD Budget	Var. YTD	FY21 Budget	Month Ending 12/31/2020	Monthly Budget	YTD through 12/31/2020	YTD Budget	Var. YTD	
Revenue	7,419,559	692,616	618,297	1,576,640	1,854,890	-278,250	3,652,775	74,872	304,398	294,388	913,194	-618,806	23,716	1,654	1,976	6,468	5,929	539	
Expenses																			
Salary & Fringe	3,251,530	487,503	270,961	1,060,589	812,883	-247,706	533,180	37,796	44,432	108,626	133,295	24,669	16,280	1,203	1,357	3,445	4,070	625	
Other Expenses	4,146,486	191,018	345,541	481,907	1,036,622	554,715	3,013,529	23,294	251,127	150,479	753,382	602,903	5,517	325	460	2,659	1,379	-1,280	
Indirect Expenses		0	0	0	0	0	106,069	7,946	8,839	21,196	26,517	5,322	1,818	260	152	701	455	-247	
Total Expenses	7,398,017	678,521	616,501	1,542,495	1,849,504	307,009	3,652,778	69,036	304,398	280,300	913,195	632,894	23,615	1,788	1,968	6,805	5,904	-901	
Surplus (Deficit)	21,543	14,094	1,795	34,144	5,386	28,759	-3	5,836	0	14,087	-1	14,088	101	-135	8	-338	25	-363	
December Highlights							revenues from Training/Sponsorship IDN MOU spend flat-lined in budget - short thru Dec.												
Program 40 Substance Misuse Program							Program 50 Public Health						001 Administration						
	FY21 Budget	Month Ending 12/31/2020	Monthly Budget	YTD through 12/31/2020	YTD Budget	Var. YTD	FY21 Budget	Month Ending 12/31/2020	Monthly Budget	YTD through 12/31/2020	YTD Budget	Var. YTD	FY21 Budget	Month Ending 12/31/2020	Monthly Budget	YTD through 12/31/2020	YTD Budget	Var. YTD	
Revenue	2,105,748	206,618	175,479	449,428	526,437	-77,009	549,529	27,428	45,794	87,978	137,382	-49,404	294,229	9,294	24,519	29,190	73,557	-44,367	
Expenses																			
Salary & Fringe	1,213,575	91,198	101,131	242,803	303,394	60,591	297,419	16,289	24,785	46,690	74,355	27,665	526,483	22,466	43,874	66,988	131,621	64,633	
Other Expenses	622,397	95,512	51,866	151,050	155,599	4,549	181,761	4,235	15,147	27,444	45,440	17,996	252,466	9,426	21,039	20,492	63,117	42,624	
Indirect Expenses	262,775	19,990	21,898	49,419	65,694	16,275	70,136	3,378	5,845	9,131	17,534	8,403	-498,951	-26,659	-41,579	-80,994	-124,738	-43,744	
Total Expenses	2,098,748	206,700	174,896	443,272	524,687	81,415	549,316	23,902	45,776	83,265	137,329	54,064	279,998	5,233	23,333	6,486	69,999	63,513	
Surplus (Deficit)	7,000	-82	583	6,156	1,750	4,406	213	3,526	18	4,713	53	4,660	14,231	4,061	1,186	22,704	3,558	19,146	
Program 40 SMP-Friendship House																			
	FY21 Budget	Month Ending 12/31/2020	Monthly Budget	YTD through 12/31/2020	YTD Budget	Var. YTD													
Revenue	793,562	372,750	264,521	709,188	793,562	510,797													
Expenses																			
Salary & Fringe	664,595	318,551	592,036	592,036	664,595	-425,888													
Other Expenses	97,717	26,967	32,572	50,662	97,717	-26,233													
Indirect Expenses	31,250	26,342	10,417	66,465	31,250	-58,653													
Total Expenses	793,563	371,860	264,521	709,164	793,563	-510,773													
Surplus (Deficit)	0	890	0	24	0	24													

