

HIGHLAND RIVERS HEALTH
BOARD OF DIRECTORS MEETING
April 28, 2015
Highland Rivers Health – Bartow Recovery Center
650 Joe Frank Harris Parkway, Cartersville, GA 30120

MINUTES

Members Present: Lori Rakes, Chantel Adams, Bonnie Moore, Jean Smilie, Linda Crawford, Faye Ward, Nancy Wood, Allen Wigington, Bill Fann
CEO Melanie Dallas

Members Absent: Donna Whitener, Carol Franklin, Jonathan Blackmon, Zab Mendez

Staff Present: Mark Phillips, Stephanie Collum, Rich Gonzalez, Dena Payne, Kathleen Varda, Candice Baldwin, Erica Ellen, Ansley Silvers, Melissa Stone

Legal Counsel: Jim Catanzaro

1. CALL TO ORDER

Vice Chairman Allen Wigington called the meeting to order at 10:35 AM.

2. OATH OF OFFICE FOR NEW BOARD MEMBER

The prospective board member to be sworn in was not in attendance. The oath was not performed.

3. APPROVAL OF AGENDA

Vice Chairman Allen Wigington made a motion that the agenda be revised to include a number "6a" to introduce the new Chief Administrative Officer for Highland Rivers Health, Rich Gonzalez. The agenda was amended as requested upon unanimous vote of motion by Linda Crawford and second by Nancy Wood.

4. APPROVAL OF MARCH 19, 2015, MINUTES

Minutes were approved as presented on unanimous vote of motion by Bonnie Moore and second by Faye Ward.

5. EXECUTIVE SESSION

On unanimous vote of motion by Bill Fann and second by Linda Crawford, the Board convened in executive session to discuss the future acquisition of real estate and to discuss or deliberate on the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation or rating of an employee.

Action: There was no action resulting from executive session.

6. RECONVENTION OF REGULAR SESSION

a. Introduction of Chief Administrative Officer

Melanie Dallas introduced Highland Rivers Health's new Chief Administrative Officer, Rich Gonzalez. Rich gave the Board an overview of his employment experience and background. He stated that he has a background in finance, accounting, process improvement, and process management. His goal is to improve the efficiency of Highland Rivers Health. Melanie stated that the Chief Administrative Officer position is an amalgamation of the vacant Director of Operations and Chief Operating Officer positions. She stated that Rich brings a fresh look to the organization's processes and workflows. The Board welcomed Rich to Highland Rivers Health.

7. NOMINATION OF FY15 OFFICERS

(*NOTE: The agenda contained an error on this item. It should be "Nominations for FY16 Officers.") A discussion was led by Treasurer Jean Smilie regarding the nomination of Officers for FY16. After discussion, nominations were made as follows: Allen Wigington for Chair, Chantel Adams for Vice Chair, Bill Fann for Secretary, and Zab Mendez as Treasurer. Elections will be held during the June 23, 2015, Board meeting.

8. DISCUSSION REGARDING MEETINGS

Vice Chairman Allen Wigington reviewed with the Board the results of input from Board Members concerning board meeting days and times. Based on the results, he stated that Wednesday from 10:00 a.m. to 1:00p seems to be the best time for these meetings to occur. Nancy Wood stated that the meetings are held during the 4th week of the month due to financials. He recommended that committee meetings continue to be held at 9:30 a.m. and the Board meetings continue to be held at 10:30 a.m. Hearing no objection from the Board, he asked that Melissa Stone draw up a draft calendar for FY16 meetings. The calendar will be reviewed at the June 23, 2015, Board meeting.

9. RATIFICATION OF DBHDD CONTRACTS

ACTION: The Department of Behavioral Health and Developmental Disabilities (DBHDD) FY15 contract 44100-026-0000063461 for the Georgia APEX Project (GAP) was approved on unanimous vote of motion by Lori Rakes and second by Bonnie Moore. The contract supports the creation of a state-wide infrastructure for school-based mental health programming. The term of the contract is from April 1, 2015, to June 30, 2016. The funding amount is \$330,000.

ACTION: The Department of Behavioral Health and Developmental Disabilities (DBHDD) contract 44100-026-0000063492 for the C&A Resiliency Support Clubhouse was approved on unanimous vote of motion by Linda Crawford and second by Faye Ward. The contract is designed to provide comprehensive and unique services for children and families coping with the isolation, stigma, and other challenges of mental health disorders. The term of the contract is April 1, 2015, to June 30, 2016. The funding amount is \$500,000.

10. CEO REPORT

Chief Executive Officer (CEO) Melanie Dallas presented the following highlights from her CEO report included in the board information packet:

- The first meeting of the planning group for the Leadership Academy will be after the Board meeting on April 28, 2015. The members of the planning group are representatives from different programs and areas of the organization.

- Mark Phillips has been putting budget meetings in place to begin the process for the FY16 budget. Melanie, Rich Gonzalez, and Stephanie Collum will also be a part of the budget meetings. The FY16 Budget will be presented to the Board in the June 23, 2015, Board meeting.
- Rich Gonzalez, Chief Administrative Officer, will be leading the Utilization Management, Information Technology, Human Resources, and Operations departments. He will be taking on most of the responsibilities Melanie previously had as the Chief Operating Officer.
- Trish Velasco will be filling the vacant position of Crisis Director starting May 18, 2015. She is currently employed by Cobb Wellstar in the emergency room. She has the credibility and integrity that we are looking for as an organization.
- Dr. Kelly Trusheim will be filling the vacant position of Clinical Director in June. She is from Connecticut and is a licensed psychologist. She will be able to provide testing and evaluation for some of the more severe cases. She will be charged with making system changes, ensuring an excellent clinical quality of care, and improving outcomes.
- Highland Rivers Health has been awarded two new contracts: the GA APEX Project and Mental Health Clubhouse. These programs will be in Bartow County. The decision to place both programs in Bartow County was based on 1) the most recent research performed designates this county as having one of the highest national averages of youth suicide, 2) both of the contracts work together to provide a package of care, and 3) this county has a strong system of care with stakeholders meetings and a juvenile judge who is active in the community. Jean Smilie asked how other counties could get programs such as these. Melanie stated that, once the programs show positive change in the community, the programs can be marketed to other counties. Bonnie Moore stated that she met with Carl Flatt and discussed what is needed in our communities to help others. She also stated that NAMI has some free services including "Ending the Silence" (school-based program about mental illness).
- The Cherokee Intellectual Disability/Developmental Disability homes have met the deadline for Healthcare Facility Regulation (HFR). Dena Payne stated that provider numbers should be issued very soon. Once the numbers are issued, Highland Rivers Health can back bill for some services.
- Melanie stated that the bids for the Highland Rivers Health section of One Door Polk have been received. She asked Bill Fann if he would like to give a report on the progress. Bill stated that four bids were received (Cheyenne Construction, Duffy Construction, Raker Construction, and Pinson Builders). The bids and contractors are currently being reviewed. Bill hopes for the selection to be presented to the Polk County Board of Commissioners on Monday, May 4, 2015.
- Melanie stated she has met with Director Bobby Cagle from the Department of Family and Children's Services. He is on board with beginning the Home Again Project. He would like it to be introduced all over the state. She received a call from Lynn Vellinga the Deputy Commissioner of the Department of Human Services (DHS). Mr. Vellinga is on board with writing off the debt Highland Rivers Health owes to DHS if Highland Rivers Health can find someone to fund the Home Again Project. This would allow for an exchange of services to pay off the debt.
- Melanie and Cheryl Lewis (Director of Outpatient and Community Based Services) gave a presentation to a panel appointed by the Gordon County Board of Commissioners regarding moving into the vacant building on Rivers Street in Calhoun and providing services out of that building. The panel was comprised of members of the community. There are 3

organizations bidding for the space and provision of services. Melanie hopes to hear something by the end of the week regarding the proposal.

11. CORPORATE COMPLIANCE REPORT

The Corporate Compliance Committee Chair, Allen Wigington, gave the floor to Corporate Compliance Officer Stephanie Collum. Stephanie reported that the NAVEX system has been rolled out. The system houses the policies, procedures, and program plans for Highland Rivers Health. Compliance has completed the baseline Health and Human Services (HHS) security assessment for HIPAA and Meaningful Use. Compliance Hotline calls are being monitored and evaluated. The Office of Investigator General issued guidance on April 20, 2015, regarding governing board oversight. The Compliance Department has started to review the guidelines.

Chair Allen Wigington commended the Compliance Department on recent efforts and completion of cataloging all risk management reports and other compliance documents in an electronic repository. These documents included items from several years ago. Highland Rivers Health now has a complete repository of this information. He pointed out that the accomplishment is even more amazing as there is only four staff in the department.

Melanie Dallas stated that Stephanie Collum has been appointed the Co-Chair of the Georgia Association of Community Service Boards' Compliance Committee. She stated that there is not another CSB in the state that can beat Highland Rivers Health's compliance coverage.

12. FINANCE COMMITTEE REPORT

Finance Committee Chair Lori Rakes gave the floor to Chief Financial Officer (CFO) Mark Phillips. Mark began by directing the Board to the Financial Summary in the board packet. He stated that the summary includes Year to Date performance through March 2015 and a breakdown of the month of March 2015. He stated that it has been a "great nine months." Highland Rivers Health has made \$1.6 million in profit and has a 5.27% margin. He asked the Board to review line item #3 which contains an unfavorable variance of \$7,692 to budget. He stated that this variance can be contributed to 1) the need to spend \$40,000 on building repair costs and 2) billing issues in Developmental Disabilities. The state is behind in approvals for medically fragile individuals with developmental disabilities. The state is currently holding about 90 approvals. This adds up to approximately \$120,000 through March 2015. Also included in the costs are the salaries for Developmental Disabilities' staff who are serving the individuals in Community Living Arrangement (CLA) homes even though Highland Rivers Health cannot bill the State for these individuals until the State grants a license for the new homes we are now operating. The state contract and contracts & grants lines have been updated as these amounts were left off the financials originally sent in the board packet. (Corrected Financial Summary is attached.) Mark reminded members that there will be an extra \$400,000 going out in April due to it being a three payroll month.

Mark, Melanie Dallas, Rich Gonzalez, and Stephanie Collum met to discuss the expense based community services (ex. Assertive Community Treatment). Highland Rivers Health has drawn down the money for these contracts early. This means that there will be less money to draw down at the end of the fiscal year. The group is doing an analysis on what the effect of this early draw down will be on the budget and finances.

Mark directed the Board to the Balance Sheet and Key Performance Indicators (KPIs). Item #1 is incorrect in the packet. The correct number for Item #1, Cash Days on Hand, is 5.3. (Corrected KPIs attached.) He stated that Highland Rivers Health is still under the 30 days required by the Department of Behavioral Health and Developmental Disabilities. He stated that the organization is doing "great" on item #2, the current ratio. This ratio measures the ability of the organization to pay vendors and other current liabilities. The results for item #3 have been corrected and the corrected results are 7.3. (Corrected KPIs attached.) The organization is not meeting item #3, days of net assets to total expenses. However, after the new properties are recorded on the balance sheet this will increase the net assets by \$2 million therefore improving this metric. The organization is meeting item #4, long term debt to net assets. Highland Rivers Health reported a positive net income in the 3rd quarter of FY15: January was \$32,000, February was \$206,000, and March was \$67,000.

13. ORGANIZATIONAL STRATEGIC PLAN EXTENSION

Kathleen Varda, Director of Strategy and Business Development, began by informing the Board that work on the extension of the current Strategic Plan is underway. Members of the Board and staff met and had a free flow of information to put together the plan for the extension of an additional six months to the current plan. As next steps, she reported, the Executive Team has met and is working on the financial and organizational plan for Highland Rivers Health to lay a foundation for the Strategic Plan. There will be stakeholder surveys, focus groups, and meetings to ensure that staff members are really engaged in the process. The staff members are the ones who will help the organization to complete the plan. They will be asked to help Highland Rivers Health define the one value that drives the organization.

Kathleen stated that the Executive Team would love feedback on ways to help engage the Board in marketing activities and outreach. New marketing materials are being completed with updated information.

14. BOARD WORKGROUP REPORTS

Vice Chairman Allen Wigington stated that the workgroups were suspended in the March 19, 2015, meeting until further notice.

15. REVISION OF BYLAWS

Vice Chairman Allen Wigington stated that there will be a committee meeting held on May 22, 2015, at the Fannin County Courthouse to begin review and revision of the bylaws. Allen, Donna Whitener, and Jean Smilie will be in attendance. Allen invited any members who are interested in being a part of the revision to come to the Courthouse.

16. PUBLIC COMMENT

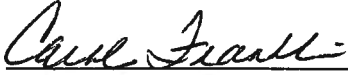
There was no public comment.

17. ADJOURNMENT

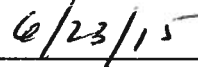
With no further discussion, the meeting was adjourned.

The next regularly scheduled meeting will be held on June 23, 2015.

During lunch, members were invited to stay for an educational session outlining Highland Rivers Health Residential Services. Erica Ellen, Program Manager, explained the different types of housing available to individuals. She outlined the requirements for individuals to be accepted and stay in the housing units. Upon completion of Erica's presentation, Ansley Silvers, Addictive Diseases Manager, stated that, per DBHDD, Highland Rivers Health is the fastest growing residential program in the State. Erica and Ansley were both thanked by participating Board members for a very informative educational session.



Carol Franklin, Board Chair



Date

**Highland Rivers Health
Financial Summary
March 31, 2015**

		<i>March YTD to Budget</i>			<i>March Current Month to Budget</i>		
		<i>YTD Actual</i>	<i>Budget</i>	<i>Variance</i>	<i>Month Actual</i>	<i>Budget</i>	<i>Variance</i>
1)	Total Revenue	30,394,162	29,754,102	640,060	3,414,537	3,306,010	108,527
2)	Total Expenses	28,793,395	29,086,270	292,875	3,348,028	3,231,809	(116,219)
3)	Net Income	1,600,767	667,832	932,935	66,509	74,201	(7,692)
4)	Margin %	5.27%	2.24%		1.95%	2.24%	

The first nine months of the year ending March 31st reflects a positive net income of **\$1.601 million** compared to the budgeted amount of \$667,832, a favorable variance of **\$932,935**. The month of March reflects a net income of **\$66,509**, an unfavorable variance of **\$7,692** when compared to the budget. This unfavorable variance is mainly due to lower Medicaid billing than usual, especially in Developmental Disabilities, and an addition capital repairs, primarily the Cedartown crisis facility.

The net income of **\$1.601 million** for the period can be attributed to all reporting units, with the exception of outpatient clinics, reporting a positive net income. See below for year to date (YTD) net income by primary reporting units at March 31, 2015.

Crisis	\$381K	TANF	\$755K	Residential	\$189K
DD	\$645K	Outpatient (clinics)	(\$1,177K)	Highland Recovery Center (HRC)	\$612K
Community Based Programs	\$168K				

YTD Revenue Variances to Budget = \$640,060:

- State Contract **\$411,684**
- Contracts & Grants **\$425,764**
- Medicaid **(\$125,164)**
- Medicaid Waiver **(\$479,937)**
- Medicare, Comm, VA **\$ 77,798**
- Managed Care Payers (CMOs) **\$164,260**
- Client Fees **\$148,212**

YTD Expense Variances to Budget = \$292,875:

- Personnel **\$108,907 (was \$466,970 in December)**
- DD - Direct Care **\$382,302**
- Pharmaceuticals **(\$56,917)**
- Supplies and Software **(\$162,813)**



Cash

- March 31th operating cash was \$2.1 million compared to \$1.2 million at December 30th. This \$900 thousand increase is primarily due to: 1). receiving five weeks of Medicaid billing in March, 2) higher cash receipts from Medicaid and Medicaid Waiver in March compared to the previous two and 3) timing of cash payments to the staffing agency that will dictate three payments in April (approximately \$450K).





Highland Rivers Health
Balance Sheet
As of March 2015 and 2014

Highland Rivers Health
Key Performance Indicators (KPIs)

	Mar-15	Mar-14	\$ Variance	% Var
Assets				
Current Assets				
Cash & Equivalents	(a) 2,528,586	\$98,022	2,430,564	96%
Restricted Cash	91,479	201,513	(110,034)	-120%
Deposits	20,243	14,678	5,565	27%
Prepaid Expenses	15,143	35,272	(20,129)	-133%
Accounts Receivable	3,509,676	3,327,904	181,772	5%
Total Current Assets	(c) 6,165,127	3,677,389	2,487,738	40%
Other Assets				
Fixed Assets	636,887	636,887	-	0%
Total Assets	(g) 6,802,014	4,314,276	2,487,738	37%
Liabilities & Net Asset Fund Balance				
Current Liabilities				
Payroll Liabilities	338,788	114,169	224,619	66%
Accounts Payable	1,551,286	1,085,847	465,439	30%
Other Current Liabilities	91,997	202,882	(110,885)	-121%
Due To DBHDD - Current	(b) 1,973,525	1,723,283	250,242	13%
Total Current Liabilities	(d) 3,955,596	3,126,181	829,415	-12%
Other Liabilities				
Notes Payable	389,128	3,254,721	(2,865,593)	-736%
Due To DDHDD - Long Term	1,431,530	1,431,530	-	0%
Total Long Term Liabilities (f)	1,820,658	4,686,251	(2,865,593)	-157%
Total Liabilities	5,776,254	7,812,432	(2,036,178)	-35%
Net Assets				
Unres. Net Assets (e)	763,242	(3,756,042)		
Res. Net Assets	262,518	257,886		
Total Net Assets	1,025,760	(3,498,156)	4,523,916	441%
Total Liabilities & Fund Balance	6,802,014	4,314,276	2,487,738	37%

1). Days Cash on Hand	
Cash	(a) 2,528,586
Less: DBHDD Advance	(b) 1,973,525
Net Cash	(a - b) 555,061
Results at report data:	5.3
Standard:	30 days
2). Current Ratio	
Current Assets	(c) 6,165,127
Current Liabilities	(d) 3,955,596
Results at report data:	(c / d) 1.6
Standard:	1 to 1
3). Days of Net Assets to Total Expenses	
Unrestricted Net Assets	(e) 763,242
Total Expenditures / 365	104,272
Results at report data:	7.3
Standard:	60 days
4). Long Term Debt to Net Assets	
Total Long Term Debt	(f) 1,820,658
Total Net Assets.	(g) 6,802,014
Results at report data:	(f / g) 0.3
Standard:	2.5 to 1

Highland Rivers Health
Statement of Revenue and Expenses
For Year to Date Ending March 2015

Actual vs Budget Year to Date

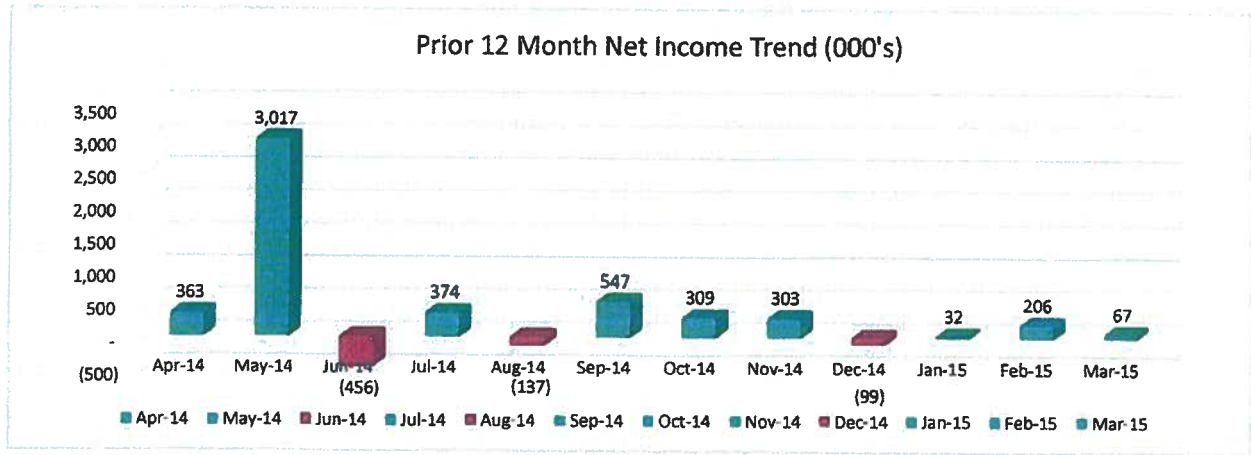
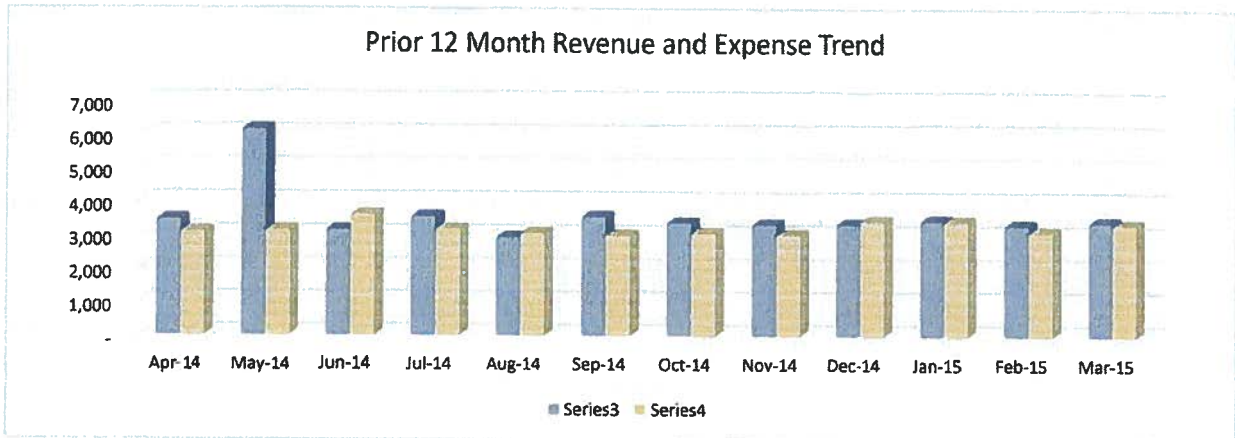
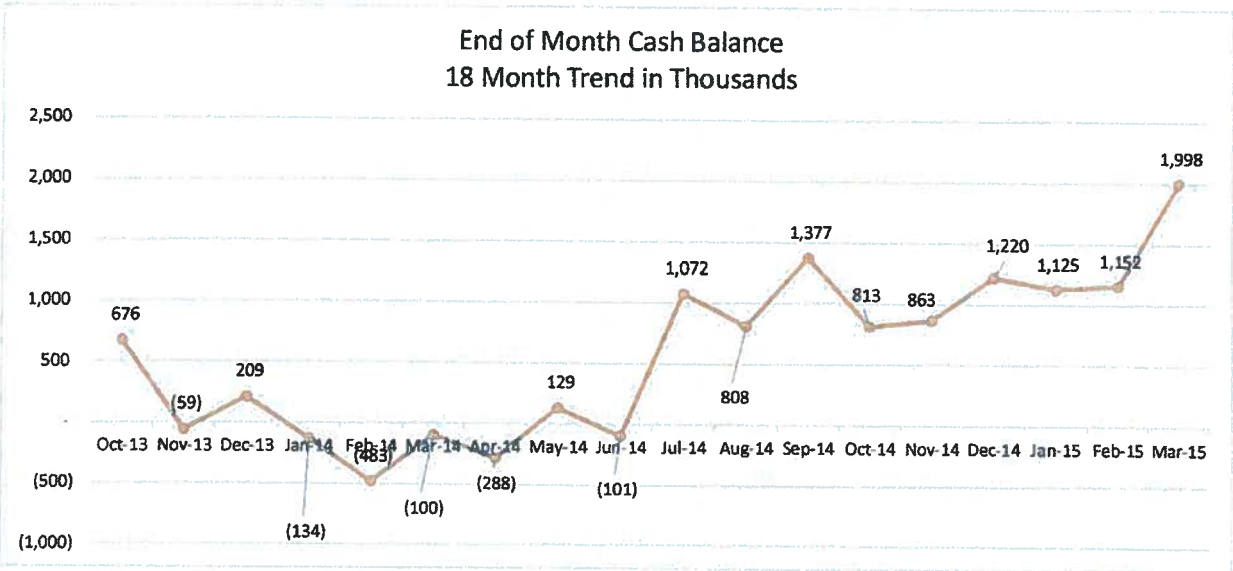
Current Year vs Prior Year to Date

	Actual vs Budget Year to Date		Current Year vs Prior Year to Date		
	Actual	Budget	2015 Current	2014 Prior	
		\$ Variance		\$ Variance	
		% Var.		% Var.	
Revenue:					
State Contracted Services	\$ 21,237,923	\$ 16,340,125	\$ 15,928,441	\$ 4,116,844	2.6%
Contracts and Grant Revenue	3,651,219	3,164,178	2,738,414	425,764	15.5%
County Contributions	247,431	203,016	185,573	17,443	9.4%
Medical	2,614,863	1,835,983	1,961,147	(125,164)	-6.4%
Care Management Organizations (CMOs)	633,361	639,280	475,020	164,260	34.6%
Medical Waiver Services	9,961,494	6,991,182	7,471,119	(479,937)	-6.4%
Other Insurance Payers	777,831	661,173	583,375	77,798	13.3%
Other	548,024	559,225	411,013	148,212	36.1%
Total Revenue	39,672,145	30,394,162	29,754,102	640,060	2.2%
Expenses:					
Personnel & Related	\$ 24,446,746	\$ 18,226,142	\$ 18,335,049	\$ 108,907	0.6%
Facility Expenses	2,013,743	1,577,786	1,510,302	(67,484)	-4.5%
Direct Care Expenses:					
Room & Board	371,703	166,056	278,777	112,721	40.4%
Direct Benefits to Clients	457,844	251,589	343,383	91,794	26.7%
Other Direct Care (Host Home Payments)	5,838,103	3,996,275	4,378,577	382,302	8.7%
Other (Respite, Transportation)	179,723	63,970	134,791	70,821	52.5%
Operating Expenses					
Supplies and Software	603,806	615,752	462,939	(162,813)	-35.9%
Food	605,210	372,832	453,908	81,076	17.9%
Motor Vehicle (Repairs, Maint. & Fuel)	310,277	203,866	232,704	29,048	12.5%
Insurance (WC, Unemploy, Property, etc.)	230,560	196,606	172,775	(23,831)	-13.8%
Travel	512,214	316,067	384,156	68,089	17.7%
Other Operating Expenses	2,483,950	2,300,745	1,963,120	(437,625)	-23.5%
Pharmaceuticals	308,845	288,547	231,630	(56,917)	-24.6%
Equipment and Vehicle Expense	398,589	203,102	298,942	95,840	32.1%
Total Operating Expense	38,761,413	28,779,125	29,071,053	291,928	1.0%
Operating Income (Loss)	910,732	1,615,037	683,049	931,988	136.4%
Interest Expense	20,289	14,270	15,217	947	6.2%
Net Profit (Loss), before Depreciation	890,443	1,600,767	667,832	932,935	139.7%
Margin%	2.24%	5.27%	2.24%	3.02%	



Highland Rivers Health
Statement of Revenue and Expenses
For the Current Month Ending March 2015

	Actual vs Budget Current Month				Current Year vs Prior Current Month				
	Annual Budget	Actual	Budget	Fav/(Unfav) \$ Variance	2015 Current	2014 Prior	Fav/(Unfav) \$ Variance	% Var.	
Revenue:									
State Contracted Services	\$ 21,237,923	\$ 1,850,693	\$ 1,769,827	\$ 80,866	4.6%	\$ 1,850,693	\$ 2,041,311	\$ (190,618)	-9.3%
Contracts and Grant Revenue	3,651,219	466,293	304,268	162,025	53.3%	466,293	261,777	204,516	78.1%
County Contributions	247,431	5,057	20,619	(15,562)	-75.5%	5,057	5,057	-	0.0%
Medicalid	2,614,863	233,729	217,905	15,824	7.3%	233,729	263,080	(29,351)	-11.2%
Care Management Organizations (CMOs)	633,361	99,777	52,780	46,997	89.0%	99,777	63,981	35,796	55.9%
Medicalid Waiver Services	9,961,494	599,547	830,124	(230,577)	-27.8%	599,547	785,536	(185,989)	-23.7%
Other Insurance Payers	777,831	76,245	64,819	11,426	17.6%	76,245	66,671	9,574	14.4%
Other	548,024	83,196	45,668	37,528	82.2%	83,196	47,216	35,980	76.2%
Total Revenue	39,672,145	3,414,537	3,306,010	108,527	3.3%	3,414,537	3,534,629	(120,092)	-3.4%
Expenses:									
Personnel & Related	\$ 24,446,746	\$ 2,179,797	\$ 2,037,228	\$ (142,569)	-7.0%	\$ 2,179,797	\$ 1,901,244	\$ (278,553)	-14.7%
Facility Expenses	2,013,743	177,029	167,811	(9,218)	-5.5%	177,029	161,176	(15,853)	-9.8%
Direct Care Expenses:									
Room & Board	371,703	17,975	30,975	13,000	42.0%	17,975	16,840	(1,135)	-6.7%
Direct Benefits to Clients	457,844	23,363	38,154	14,791	38.8%	23,363	42,445	19,082	45.0%
Other Direct Care (Host Home Payments)	5,838,103	360,122	486,509	126,387	26.0%	360,122	414,449	54,327	13.1%
Other (Respite, Transportation)	179,723	3,885	14,977	11,092	74.1%	3,885	10,666	6,781	63.6%
Operating Expenses									
Supplies and Software	603,906	79,765	50,327	(29,438)	-58.5%	79,765	34,843	(44,922)	-128.9%
Food	605,210	54,633	50,434	(4,199)	-8.3%	54,633	31,976	(22,657)	-70.9%
Motor Vehicle (Repairs, Maint. & Fuel)	310,277	21,789	25,856	4,067	15.7%	21,789	23,684	1,895	8.0%
Insurance (WC, Unemploy, Property, etc.)	230,560	22,111	19,197	(2,914)	-15.2%	22,111	17,798	(4,313)	-24.2%
Travel	512,214	42,176	42,684	508	1.2%	42,176	38,120	(4,056)	-10.6%
Other Operating Expenses	2,483,950	312,172	207,013	(105,159)	-50.8%	312,172	147,096	(165,076)	-112.2%
Pharmaceuticals	308,845	28,471	25,737	(2,734)	-10.6%	28,471	34,990	6,519	18.6%
Equipment and Vehicle Expense	398,589	23,191	33,216	10,025	30.2%	23,191	24,137	946	3.9%
Total Operating Expense	38,761,413	3,346,479	3,230,118	(116,361)	-3.6%	3,346,479	2,899,464	(447,015)	-15.4%
Operating Income (Loss)	910,732	68,058	75,892	(7,834)	-10.3%	68,058	635,165	(567,107)	-89.3%
Interest Expense	20,289	1,549	1,691	142	8.4%	1,549	9,484	7,935	83.7%
Net Profit (Loss), before Depreciation	890,443	66,509	74,201	(7,692)	-10.4%	66,509	625,681	(559,172)	-89.4%
Margin%	2.24%	1.95%	2.24%	-0.30%	1.95%	17.70%	-15.75%		



HIGHLAND RIVERS BEHAVIORAL HEALTH
Cash Flow as of: March 31, 2015

Billing Weeks	4	4	5	4	4	5	4	4	4
FCS Payroll Weeks	3	2	2	2	2	2	2	3	2

Operating Account Balance:

	2014		2014		2015		2015		2015	
	Oct Actual	Nov Proj	Dec Proj	Jan Actual	Feb Actual	Mar Actual	Apr Est	May Est	June Est	
Projected Revenue										
GIA	1,706,544	1,706,544	1,706,544	1,894,940	1,856,661	1,855,952	1,855,952	1,855,952	1,855,952	
Medicaid	163,799	175,102	261,201	193,014	192,721	231,716	190,000	190,000	190,000	
Waiver	682,470	718,096	840,502	636,656	644,682	1,045,650	700,000	800,000	700,000	
Medicare	34,253	21,938	31,154	15,043	10,009	18,274	18,000	18,000	18,000	
CMO	73,797	61,922	73,047	48,777	67,583	69,660	63,000	63,000	63,000	
Private Pay Insurance	17,381	17,429	17,429	42,170	46,147	47,816	45,000	25,000	25,000	
Contracts	200,966	269,761	516,444	276,843	87,935	456,444	325,000	300,000	200,000	
Rep Payee/Client R&B	-	-	-	-	-	-	-	-	-	
New Revenue Strategies	-	-	-	-	-	-	-	-	-	
All Other Deposit	170,237	169,025	195,615	167,780	209,563	234,913	175,000	175,000	175,000	
Sub Total	3,049,447	3,139,817	3,641,936	3,275,223	3,115,301	3,960,425	3,371,952	3,426,952	3,226,952	

	2014		2014		2015		2015		2015	
	Oct Actual	Nov Proj	Dec Proj	Jan Actual	Feb Actual	Mar Actual	Apr Est	May Est	June Est	
Projected Expense										
Personnel (incl. Travel)	713,421	820,369	671,777	727,265	756,671	734,741	740,000	750,000	760,000	
SHBP	235,418	235,418	208,251	216,306	202,011	209,755	229,400	232,500	235,600	
Flex	14,635	14,635	14,635	14,863	13,988	13,709	15,000	15,000	15,000	
Health Care Staffing	1,276,483	888,707	918,090	998,632	949,696	983,629	1,475,000	985,000	985,000	
Rent	111,095	109,146	109,146	137,880	137,954	130,991	130,991	130,991	130,991	
Home Providers	455,043	464,060	442,082	459,306	445,827	402,975	402,975	402,975	402,975	
Repairs-One time	21,570		185,000	9,899	8,725	5,538	50,000	10,000	10,000	
All Other Exp	785,769	556,790	736,766	805,984	572,789	635,600	675,000	675,000	675,000	
Sub Total	3,613,434	3,089,125	3,285,747	3,370,135	3,087,661	3,116,938	3,718,366	3,201,466	3,214,566	

	(563,987)	50,692	356,189	(94,912)	27,640	843,487	(346,414)	225,486	12,386
roj. Cumulative Cash Balance	812,742	863,436	1,219,628	1,124,713	1,152,349	1,995,838	1,649,426	1,874,914	1,887,302