

**Governing Board Meeting  
Health Services of North Texas  
February 15, 2017  
HSNT HQ Conference Room**

**Agenda** P.1

- |  |                           |       |
|--|---------------------------|-------|
| <b>I. Call to Order</b>  | <b>Glen McKenzie</b>      |       |
| <b>Introduction of Visitors</b>  |                           |       |
| <b>II. Board Training</b>  | <b>Doreen Rue</b>         |       |
| <b>III. Consent Agenda</b>   | <b>Glen McKenzie</b>      |       |
| *January 2017 Board Minutes  |                           | P. 2  |
| *January 2017 Financial Committee Minutes  |                           | P. 6  |
| *January 2017 Financials   |                           | P. 7  |
| *February Development Report (including approval of grants)                      |                           | P. 15 |
| <b>IV. CEO Report</b>  |                           | P. 19 |
| Annual Meeting - April 2017  |                           |       |
| Hearts & Heroes Nominations  |                           | P. 22 |
| <b>V. Committee Reports</b>  |                           |       |
| <b>Development Committee</b>   | <b>Randy Robinson</b>     |       |
| <b>Finance Committee</b>   | <b>Judge David Garcia</b> |       |
| <b>QM/QI Committee Review</b>  | <b>Louise Baldwin</b>     |       |
| *Quality Minutes   |                           |       |
| <b>Personnel Committee</b>   | <b>Gloria Herron</b>      |       |
| *Provider Credentialing files  |                           |       |
| <b>VI. Old Business/New Business</b>   | <b>Glen McKenzie</b>      |       |
| <b>VII. Important Dates and adjourn meeting</b>                                  | <b>Glen McKenzie</b>      |       |
| HSNT Governing Board Meeting - Wed., March 15, 2017 - Building 4310 Waiting Room |                           |       |
| Cuising for a Cure - March 26, 2017  |                           |       |
| Hearts & Heroes - Tentative October 5, 2017 - Denton Country Club                |                           |       |

**\* Items Requiring a Vote**



**Governing Board Meeting Minutes  
Health Services of North Texas  
January 18<sup>th</sup>, 2017**

Called to order at 6pm by President Glen McKenzie  
Location: HSNT HQ Conference Room

Attendees: Glen McKenzie, Michael Foster, Joe McCarley, Derrell Bulls, Gloria Herron, Jerry Garrett, Clara Sanchez, Judge David Garcia, Louise Baldwin, Trang Dang-Le, Justin Coury

Regrets: Dean Perkins, Herman Oosterwijk  
Leave of Absence: Cornelia Ikegwuoha

Staff/Guests: Doreen Rue, Larry Bisno, Pam Barnes, Jennifer Eaton  
Welcome JAE

Agenda Item II: Doreen handed out a chart & spreadsheet to show the progress of the new site. Both documents went through what will be done each month/quarter. It also showed the estimated construction costs for each month. A line graph was produced to show the construction costs as well as the expected fundraising amounts for each quarter. She pointed out that the construction costs will add up at a quicker rate than the fundraising money coming in and this was expected. The board discussed the need to be proactive with a plan to ensure that the project is not jeopardized.

Doreen reported on the meeting of the Capital Campaign last month and the attendance of Glen. The focus should be meeting with potential donors who have similar interests and to get money raised. Our goal is to connect HSNT needs with individuals who have interest and desire to support our mission. This culture of philanthropy will take time to build community engagement and shift our dependence on the grants. The board considered their individual relationships and connections with key businesses. Please reach out to anyone you know that may have a connection with any of the 3 large companies below:

- Peterbilt Motors Co.
- Burlington Northern Santa Fe Corporation (BNSF Railway)
- Sally Beauty Supply

There were no comments or questions after Doreen's discussion over Agenda Item II.

Agenda Item III: Approval of the Consent Agenda. December 2016 board minutes, Financial, QM/QI minutes, and development report.

**Motion to accept report on financials: *Derrell Bulls***  
**Seconded: *David Garcia***  
**Motion Passed: 11-0**

Agenda Item IV: Doreen went over the data sheet from the CEO report. The first page is the data sheet with all of HSNT's 2016 totals for each month, YTD totals, our overall goal and YTD goals. The Denton site did exceptionally well. The final accounting of 2016 incentive (stretch) goals were presented to the board. Despite challenges we ended the year with a 14% increase in patients and 22% increase in access over 2015.

The Medicaid changes for 2017 was brought up but at this point, a lot is still unknown. As more information comes out, more will be discussed. Doreen is heading to Austin the end of January for the TACHC legislative and policy training and is hoping to have more information to report back on. Justin also agreed and noted that there is uncertainty right now and it is a waiting game.

**Motion to approve the 2017 Operational Goals: *Derrell Bulls***

**Seconded: *David Garcia***

**Motion Passed: 11-0**

Agenda Item V: Larry Bisno requested approval for Development Committee:

**Motion to approve Dallas Women's Foundation, Women's Clinical Services (Gen. Fund) \$30,000: *Derrell Bulls***

**Seconded: *David Garcia***

**Motion Passed: 11-0**

Treasurer Judge David Garcia discussed his meeting with the Finance Committee regarding projected cash flow concerns due to construction costs and Medicaid changes in the future. Effective March 1<sup>st</sup>, reimbursement will be received in 2 payments- the MCO's will pay standard Medicaid rates in claims processing and quarterly the FQHC wrap payment will be reconciled for reimbursement. He explained that this essentially will mirror the grant reimbursement process we have for RW but will have a greater impact on cash flow as the reconciliation is quarterly. TACHC is working with the State Medicaid office to push for a solution that minimized the burden FQHCs will have with the new payment methodology. He explained that this, along with construction expenses, could seriously impact the cash flow needed to carry out the mission. He introduced the option for HSNT to apply for a line of credit loan to bridge the gap of capital fundraising and delay in Medicaid reimbursements.

The Judge asked Pam to present the options and terms for Line of Credit (LOC) in the amount of \$2.5 million. Two proposals were submitted by capital investment companies familiar and designed to serve FQHCs. HSNT is also considering local lenders, however, because the construction project has federal interest requirement (lien) and the FQHC business model is not common in our local market, traditional lending institutions may not be viable options. We can draw money as needed from LOC rather than taking out the full amount. Whatever amount we borrow is the amount we pay interest on. We are estimating that our first draw would be around April.

Questions:

Trang: How will we offset repayment?

- *Revenue generations- building will increase exam rooms and capacity to increase access to care.*

**Coming from the Finance Committee-Motion to approve the \$2.5 million for new site construction Line of Credit: *Judge David Garcia***

**Motion Passed: 11-0**

Personnel Committee: Gloria provided credentialing files on 2 providers:

- Dr. Kaushik – waiting on malpractice insurance to provide service at CCMC (site is out of FQHC Scope), she is able to provide care in covered site but requesting temporary privileges until policy is in place for CCMC.
- Dr. Kammerer – recommend approval

**Motion to approve Dr. Kammerer: *Gloria Herron***

**Seconded: *Louise Baldwin***

**Motion Passed: 11-0**

**Motion to approve temporary privileges of Dr. Kashick: *Gloria Herron***

**Seconded: *David Garcia***

**Motion Passed: 11-0**

Executive Session: CEO Evaluation (Doreen, Larry, Pam and Jennifer step out of the room during discussion)

**Motion to approve salary and bonus for CEO Doreen Rue: *Derrell Bulls***

**Seconded: *David Garcia***

**Motion Passed: 11-0**

Agenda Item VI: Glen McKenzie asked if any discussion was needed for old or new business but nothing at this time.

**Motion to adjourn: *Derrell Bulls***

**Seconded: *David Garcia***

**Motion Passed: 11-0**

Agenda Item VII: Important dates coming up and to remind everyone about:

- Next Governing Board Meeting - February 15<sup>th</sup>, 2017 at the HSNT HQ Conference Room
- **April Annual Meeting - DATCU office in Corinth**
- Cuisine for a Cure – March 26<sup>th</sup>, 2017

Meeting adjourned at 7:30pm

Board Secretary Approval \_\_\_\_\_ Date \_\_\_\_\_

Board President Approval \_\_\_\_\_ Date \_\_\_\_\_



## Finance Committee Minutes

Meeting Facilitator: Judge David Garcia

Meeting Date: ~~December 20, 2016~~ January 17, 2017 pcf

Time: 7:30 a.m.

Location: HSNT HQ Conference Room

Attendees: Judge Garcia, Dr. Bulls, Michael Foster and Glen McKenzie

Staff Present: Doreen Rue, Debra Layman and Pam Barnes

Regrets: none

**Agenda Item I:** Review December 2016 minutes for approval

Motion to accept: Dr. Bulls

Seconded: Michael Foster

Motion Passed: 4-0

**Agenda Item II:** Review December draft financial statements:

No additional questions concerning the draft financial that was not addressed in the notes to financials.

**Agenda Item III:** Discussion on loan line of credit options for capital activity:

The committee reviewed a summary of lending options. The maximum loan to value ratio is 90% based on an as-completed value of the Property. The committee discussed potential situations that could impact the organization due to changes medical care funding. The committee recommended and increase in the line of credit loan to 2.5 million. This is to provide a safety net for the organization if the needs arises due to unforeseen events in the construction process. This will also protect the agency cash flow during a time of changes to medical billing systems that could have an additional impact on cash. This will avoid additional work going back to the board for approval and to the lender for an increase.

**Agenda Item IV:** Meeting adjourned at 8:29 a.m.

Notes to the financials are attached and incorporated as part of the January minutes.

Prepared By Pamela Barnes, CFO

Approved By: 

Judge David Garcia, HSNT Board Treasurer

Health Services of North Texas, Inc.  
Statement of Financial Position  
As of 1/31/2017

	Current Period	Last Month	Prior Year End	\$ Chge	% Chge
<b>ASSETS</b>					
<b>Current Assets</b>					
Restricted - Retirement	93,143.48	86,013.97	86,013.97	7,129.51	8.29%
Overnight Investment	0.00	402,595.81	402,595.81	(402,595.81)	100.00%
Operating Cash	<u>934,714.57</u>	<u>548,916.35</u>	<u>548,916.35</u>	385,798.22	70.28%
Total Current Assets	1,027,858.05	1,037,526.13	1,037,526.13	(9,668.08)	-0.93%
<b>Other Current Assets</b>					
Grant Receivables	815,015.68	845,820.46	845,820.46	(30,804.78)	-3.64%
Medical Receivables	166,737.87	164,249.45	164,249.45	2,488.42	1.52%
Misc. Receivables	38,983.11	39,956.67	39,956.67	(973.56)	0.00%
Deposits	14,599.50	14,599.50	14,599.50	0.00	0.00%
Inventory	<u>18,195.92</u>	<u>18,195.92</u>	<u>18,195.92</u>	0.00	0.00%
Total Other Current Assets	1,053,532.08	1,082,822.00	1,082,822.00	(29,289.92)	-2.70%
<b>Short Term Investments</b>					
Investment CDs	<u>549,227.41</u>	<u>549,227.41</u>	<u>549,227.41</u>	0.00	0.00%
Total Short Term Investments	549,227.41	549,227.41	549,227.41	0.00	0.00%
<b>Long Term Assets</b>					
457b Retirement	7,704.51	7,704.51	7,704.51	0.00	0.00%
<b>Fixed Assets</b>					
Medical Equipment	48,065.05	48,065.05	48,065.05	0.00	0.00%
Building Improvements	121,993.56	121,993.56	121,993.56	0.00	0.00%
PCMC Building	689,712.19	689,712.19	689,712.19	0.00	0.00%
4308 Mesa Denton Office	9,639.00	9,639.00	9,639.00	0.00	100.00%
4304 Mesa Medical Center	397,713.87	314,069.03	314,069.03	83,644.84	100.00%
Software Applications	112,081.41	112,081.41	112,081.41	0.00	0.00%
Telephone Systems	95,499.55	95,499.55	95,499.55	0.00	0.00%
IT Equipment	137,337.42	137,337.42	137,337.42	0.00	0.00%
Vehicles	108,748.92	121,748.92	121,748.92	(13,000.00)	-10.68%
Accumulated Depreciation	<u>(329,337.23)</u>	<u>(336,687.40)</u>	<u>(336,687.40)</u>	7,350.17	-2.18%
Total Fixed Assets	<u>1,391,453.74</u>	<u>1,313,458.73</u>	<u>1,313,458.73</u>	77,995.01	5.94%
Total Long Term Assets	<u>1,399,158.25</u>	<u>1,321,163.24</u>	<u>1,321,163.24</u>	77,995.01	5.90%
Total ASSETS	<u>4,029,775.79</u>	<u>3,990,738.78</u>	<u>3,990,738.78</u>	39,037.01	0.98%
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Accounts Payable	146,406.45	126,192.37	126,192.37	20,214.08	16.02%
Accrued Payroll	190,207.73	176,873.73	176,873.73	13,334.00	7.54%
Accrued Retirement	93,143.48	86,013.97	86,013.97	7,129.51	8.29%
Payroll Liabilities	<u>11,933.57</u>	216.34	216.34	11,717.23	5416.12%
Total Current Liabilities	441,691.23	389,296.41	389,296.41	52,394.82	13.46%
<b>Long Term Liabilities</b>					
457b Retirement	<u>7,704.51</u>	<u>7,704.51</u>	<u>7,704.51</u>	0.00	0.00%
Total Long Term Liabilities	<u>7,704.51</u>	<u>7,704.51</u>	<u>7,704.51</u>	0.00	0.00%
Total LIABILITIES	<u>449,395.74</u>	<u>397,000.92</u>	<u>397,000.92</u>	52,394.82	13.20%
<b>NET ASSETS</b>					
<b>Fund Balances</b>					
Net Assets at Beginning of Year	3,593,737.86	3,770,658.13	3,770,658.13	(176,920.27)	-4.69%
Current Net Assets(Liabilities)	<u>(13,357.81)</u>	<u>(176,920.27)</u>	<u>(176,920.27)</u>	163,562.46	-92.45%
Total NET ASSETS	<u>3,580,380.05</u>	<u>3,593,737.86</u>	<u>3,593,737.86</u>	(13,357.81)	-0.37%
TOTAL LIABILITIES & NET ASSETS	<u>4,029,775.79</u>	<u>3,990,738.78</u>	<u>3,990,738.78</u>	39,037.01	0.98%

Health Services of North Texas, Inc.  
Statement of Operations  
From 1/1/2017 Through 1/31/2017

	Current Month	Last Month (12/01/2016 - 12/31/2016)	Prior YTD	FY2017 Budget	YTD Difference	Total Budget Percent
<b>Patient Revenue</b>						
Net Patient Rev	360,818.19	347,425.78	367,325.74	6,856,836.00	(6,507.55)	0.05
Uncollectible	<u>0.00</u>	<u>0.00</u>	<u>(8,038.55)</u>	<u>(161,085.00)</u>	<u>8,038.55</u>	<u>0.05</u>
Total Patient Revenue	360,818.19	347,425.78	359,287.19	6,695,751.00	1,531.00	0.05
<b>Other Revenue</b>						
Grants	373,511.67	500,424.26	314,479.22	4,659,143.00	59,032.45	0.07
Other	<u>27,485.78</u>	<u>25,177.59</u>	<u>13,986.19</u>	<u>483,975.00</u>	<u>13,499.59</u>	<u>0.03</u>
Total Other Revenue	400,997.45	525,601.85	328,465.41	5,143,118.00	72,532.04	0.06
<b>TOTAL Revenue</b>	<u>761,815.64</u>	<u>873,027.63</u>	<u>687,752.60</u>	<u>11,838,869.00</u>	<u>74,063.04</u>	<u>0.06</u>
<b>Expenses</b>						
Personnel	515,934.90	516,538.16	453,838.52	7,407,392.00	62,096.38	0.06
Medical Services	64,156.01	78,785.74	77,079.60	1,183,200.00	(12,923.59)	0.07
Patient Care	57,682.56	56,307.40	51,609.97	616,436.00	6,072.59	0.08
IT	43,914.78	53,447.29	39,285.85	591,141.00	4,628.93	0.07
Occupancy	35,928.53	38,921.91	63,360.30	574,000.00	(27,431.77)	0.11
Operating Costs	<u>114,283.49</u>	<u>238,021.71</u>	<u>94,395.65</u>	<u>1,466,700.00</u>	<u>19,887.84</u>	<u>0.06</u>
Total Expenses	<u>831,900.27</u>	<u>982,022.21</u>	<u>779,569.89</u>	<u>11,838,869.00</u>	<u>52,330.38</u>	<u>0.07</u>
<b>Operating Income (Loss)</b>	<u>(70,084.63)</u>	<u>(108,994.58)</u>	<u>(91,817.29)</u>	<u>0.00</u>	<u>21,732.66</u>	
<b>Capital Activity</b>						
Campaign Revenue	56,762.05	82,424.98	0.00	2,150,000.00	56,762.05	
Campaign Expense	<u>(35.23)</u>	<u>(11,993.00)</u>	<u>0.00</u>	<u>3,075,284.00</u>	<u>(35.23)</u>	
Total Capital Activity	<u>56,726.82</u>	<u>70,431.98</u>	<u>0.00</u>	<u>(925,284.00)</u>	<u>56,726.82</u>	
<b>Net Assets</b>	<u>(13,357.81)</u>	<u>(38,562.60)</u>	<u>(91,817.29)</u>	<u>(925,284.00)</u>	<u>78,459.48</u>	



**Health Services of North Texas, Inc.**

Statement of Cash Flows

As of 1/31/2017

	<u>Current Period</u>	<u>Current Year</u>	<u>Prior Year YTD</u>
Cash Flows from Operating Activities			
Medicaid	276,466.57	276,466.57	242,375.91
Medicare	22,802.04	22,802.04	4,978.81
Private/Commercial	7,083.20	7,083.20	4,382.31
Self Pay	51,692.96	51,692.96	42,041.78
Program Income	285.00	285.00	382.83
Grants	394,833.45	394,833.45	220,394.60
Receipts from Contributors	37,462.78	37,462.78	18,069.83
Change in Inventory	0.00	0.00	(945.55)
Interest Received	23.00	23.00	83.03
Payments to Employees & Suppliers	<u>(773,399.06)</u>	<u>(773,399.06)</u>	<u>(653,580.27)</u>
Total Cash Flows from Operating Activities	<u>17,249.94</u>	<u>17,249.94</u>	<u>(121,816.72)</u>
Cash Flows from Capital Activities			
Capital Activity/Disposal of Assets	<u>(26,918.02)</u>	<u>(26,918.02)</u>	<u>(61,388.14)</u>
Total Cash Flows from Capital Activities	<u>(26,918.02)</u>	<u>(26,918.02)</u>	<u>(61,388.14)</u>
Beginning Cash & Cash Equivalents			
	<u>1,586,753.54</u>	<u>1,586,753.54</u>	<u>2,275,252.91</u>
Ending Cash & Cash Equivalents	<u>1,577,085.46</u>	<u>1,577,085.46</u>	<u>2,092,048.05</u>

Health Services of North Texas, Inc.

Financial Ratios

January 2017

	FY2017 Goals	Fiscal Year 2017	Fiscal Year 2016
Quick Ratio Current Assets/Current Liabilities	9:1	5.88 :1	6.77 :1
Debt/Equity Total Liabilities/Total Net Assets	13.0%	12.3%	10.8%
Working Capital to Expense Ratio CA/CL divided by Expense/# month in Period	3 : 1	2.63 : 1	2.79 : 1
Long Term Debt to Equity Ratio	25%	7.0%	6.9%
Percentage of Admin & Fundraising	12.0%	10.6%	9.2%
Number of Days - Cash	30	59	59
Accounts Receivable Days (Medical AR Collection Period)	50	14	14
Change In Net Assets to Expense (Net Assets/Total Expense)	3.0%	-1.6%	-1.5%
Cash Flow	1.5%	-0.6%	-30.3%
	<b>FY2017 YTD</b>	<b>FY2016 YTD</b>	
Cost per Employee this month	\$6,454.83	\$6,077.60	
Cost per Employee YTD	\$6,454.83	\$68,334.96	
Average Hourly Rate YTD	\$36.05	\$33.54	
Cost Per Medical Encounter * <sub>3,211</sub>	\$252.80	\$231.66*	
Cost Per Medical Patient * <sub>2559</sub>	\$329.16	\$778.62*	

\* Cost per Medical Encounter and Cost per Patient is calculated based on the entire agency operations which includes services in Collin County that are not included in the FQHC scope of services. HSNT provides a number of enabling services such as housing, insurance premium payments and transportation that are not traditional FQHC services that drives our cost per pateint and encounter higher than the average. Additionally, FY2017 cost per patient and cost per encounter are now based on a rolling twelve (12) months.

**Health Services of North Texas, Inc.**  
**Statement of Financial Position**  
**As of 12/31/2016**

	Current Period	Last Month	Prior Year	\$ Chge	% Chge
<b>ASSETS</b>					
<b>Current Assets</b>					
Restricted - Retirement	86,013.97	76,266.36	56,590.42	29,423.55	51.99
Overnight Investment	402,595.81	943,814.20	1,353,991.86	(951,396.05)	(70.27)
Operating Cash	548,916.35	596,100.63	318,019.22	230,897.13	72.60
Total Current Assets	<u>1,037,526.13</u>	<u>1,616,181.19</u>	<u>1,728,601.50</u>	<u>(691,075.37)</u>	<u>(39.98)</u>
<b>Other Current Assets</b>					
Grant Receivables	845,820.46	540,159.84	577,388.59	268,431.87	46.49
Medical Receivables	164,249.45	204,608.82	230,511.49	(66,262.04)	(28.75)
Campaign Receivables	39,956.67	29,809.33	10,000.00	29,956.67	299.57
Deposits	14,599.50	14,599.50	14,599.50	0.00	0.00
Inventory	18,195.92	31,483.11	42,500.73	(24,304.81)	(57.19)
Total Other Current Assets	<u>1,082,822.00</u>	<u>820,660.60</u>	<u>875,000.31</u>	<u>207,821.69</u>	<u>23.75</u>
<b>Short Term Investments</b>					
Investment CDs	549,227.41	546,651.41	546,651.41	2,576.00	0.47
Total Investment CDs	<u>549,227.41</u>	<u>546,651.41</u>	<u>546,651.41</u>	<u>2,576.00</u>	<u>0.47</u>
Total Short Term Investments	<u>549,227.41</u>	<u>546,651.41</u>	<u>546,651.41</u>	<u>2,576.00</u>	<u>0.47</u>
<b>Long Term Assets</b>					
457b Retirement	7,704.51	7,703.21	20,295.66	(12,591.15)	(62.04)
<b>Fixed Assets</b>					
Medical Equipment	48,065.05	48,065.05	41,462.89	6,602.16	15.92
Building Improvements	121,993.56	175,851.75	107,025.56	14,968.00	13.99
PCMC Building	689,712.19	635,854.00	635,854.00	53,858.19	8.47
4308 Mesa Denton Office	9,639.00	9,639.00	0.00	9,639.00	100.00
4304 Mesa Medical Center	314,069.03	256,095.02	0.00	314,069.03	100.00
Software Applications	112,081.41	112,081.41	112,081.41	0.00	0.00
Telephone Systems	95,499.55	95,499.55	63,524.64	31,974.91	50.33
IT Equipment	137,337.42	137,337.42	137,337.42	0.00	0.00
Vehicles	121,748.92	154,357.53	154,357.53	(32,608.61)	(21.13)
Accumulated Depreciation	<u>(336,687.40)</u>	<u>(359,298.53)</u>	<u>(314,436.60)</u>	<u>(22,250.80)</u>	<u>7.08</u>
Total Fixed Assets	<u>1,313,458.73</u>	<u>1,265,482.20</u>	<u>937,206.85</u>	<u>376,251.88</u>	<u>40.15</u>
Total Long Term Assets	<u>1,321,163.24</u>	<u>1,273,185.41</u>	<u>957,502.51</u>	<u>363,660.73</u>	<u>37.98</u>
<b>Total ASSETS</b>	<u><u>3,990,738.78</u></u>	<u><u>4,256,678.61</u></u>	<u><u>4,107,755.73</u></u>	<u><u>(117,016.95)</u></u>	<u><u>(2.85)</u></u>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Accounts Payable	126,192.37	248,579.96	111,195.09	14,997.28	13.49
Accrued Payroll	176,873.73	292,053.80	145,379.80	31,493.93	21.66
Accrued Retirement	86,013.97	76,266.36	56,590.42	29,423.55	51.99
Payroll Liabilities	216.34	(225.18)	3,636.63	(3,420.29)	(94.05)
Total Current Liabilities	<u>389,296.41</u>	<u>616,674.94</u>	<u>316,801.94</u>	<u>72,494.47</u>	<u>22.88</u>
<b>Long Term Liabilities</b>					
457b Retirement	7,704.51	7,703.21	20,295.66	(12,591.15)	(62.04)
Total LIABILITIES	<u>397,000.92</u>	<u>624,378.15</u>	<u>337,097.60</u>	<u>59,903.32</u>	<u>17.77</u>
<b>NET ASSETS</b>					
<b>Fund Balances</b>					
Net Assets at Beginning of Year	3,770,658.13	3,770,658.13	2,010,268.81	1,760,389.32	87.57
Current Net Assets(Liabilities)	<u>(176,920.27)</u>	<u>(138,357.67)</u>	<u>1,760,389.32</u>	<u>(1,937,309.59)</u>	<u>(110.05)</u>
Total Fund Balances	<u>3,593,737.86</u>	<u>3,632,300.46</u>	<u>3,770,658.13</u>	<u>(176,920.27)</u>	<u>(4.69)</u>
Total NET ASSETS	<u>3,593,737.86</u>	<u>3,632,300.46</u>	<u>3,770,658.13</u>	<u>(176,920.27)</u>	<u>(4.69)</u>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<u><u>3,990,738.78</u></u>	<u><u>4,256,678.61</u></u>	<u><u>4,107,755.73</u></u>	<u><u>(117,016.95)</u></u>	<u><u>(2.85)</u></u>

**Health Services of North Texas, Inc.**  
**Statement of Operations**  
**From 12/1/2016 Through 12/31/2016**

	Current Month	Last Month (11/01/2016 - 11/30/2016)	Current YTD	Prior YTD	FY2016 Budget	YTD Difference	Total Budg Percent
<b>Patient Revenue</b>							
Net Patient Rev	347,425.78	413,428.22	4,947,671.41	4,101,379.28	6,755,472.00	846,292.13	73.23)%
Uncollectible	0.00	0.00	(73,903.18)	38,397.30	(43,779.00)	(112,300.48)	68.80)%
Total Patient Revenue	<u>347,425.78</u>	<u>413,428.22</u>	<u>4,873,768.23</u>	<u>4,139,776.58</u>	<u>6,711,693.00</u>	<u>733,991.65</u>	<u>72.62)%</u>
<b>Other Revenue</b>							
Grants	500,424.26	385,975.70	4,160,657.92	5,175,035.84	4,718,191.00	(1,014,377.92)	88.18)%
Other	25,177.59	33,325.58	357,361.02	348,494.87	440,133.00	8,866.15	81.19)%
Total Other Revenue	<u>525,601.85</u>	<u>419,301.28</u>	<u>4,518,018.94</u>	<u>5,523,530.71</u>	<u>5,158,324.00</u>	<u>(1,005,511.77)</u>	<u>87.59)%</u>
<b>TOTAL Revenue</b>	<u>873,027.63</u>	<u>832,729.50</u>	<u>9,391,787.17</u>	<u>9,663,307.29</u>	<u>11,870,017.00</u>	<u>(271,520.12)</u>	<u>79.12)%</u>
<b>Expenses</b>							
Personnel	516,538.16	457,505.08	5,580,582.12	4,743,307.06	7,514,513.00	837,275.06	74.26)%
Medical Services	78,785.74	69,974.36	1,086,847.73	1,350,823.84	1,462,780.00	(263,976.11)	74.30)%
Patient Care	56,307.40	59,641.61	667,473.84	607,000.70	698,150.00	60,473.14	95.60)%
IT	53,447.29	41,816.37	515,090.12	432,678.15	996,105.00	82,411.97	51.71)%
Occupancy	38,921.91	36,688.38	525,464.66	338,418.19	449,600.00	187,046.47	116.87)%
Operating Costs	238,021.71	157,594.69	1,380,441.23	1,018,544.03	1,305,450.00	361,897.20	105.74)%
Total Expenses	<u>982,022.21</u>	<u>823,220.49</u>	<u>9,755,899.70</u>	<u>8,490,771.97</u>	<u>12,426,598.00</u>	<u>1,265,127.73</u>	<u>78.51)%</u>
<b>Operating Income(Loss)</b>	<u>(108,994.58)</u>	<u>9,509.01</u>	<u>(364,112.53)</u>	<u>1,172,535.32</u>	<u>(556,581.00)</u>	<u>(1,536,647.85)</u>	<u>65.41)%</u>
<b>Capital Activity</b>							
Capital Income	82,424.98	61,457.79	270,031.02	635,854.00	744,000.00	(365,822.98)	36.29)%
Capital Expense	(11,993.00)	(7,216.78)	(82,838.76)	(48,000.00)	(74,000.00)	(34,838.76)	11.94)%
Total Capital Activity	<u>70,431.98</u>	<u>54,241.01</u>	<u>187,192.26</u>	<u>587,854.00</u>	<u>670,000.00</u>	<u>(400,661.74)</u>	<u>27.94)%</u>
<b>Capital Assets</b>	<u>70,431.98</u>	<u>54,241.01</u>	<u>187,192.26</u>	<u>587,854.00</u>	<u>670,000.00</u>	<u>(400,661.74)</u>	<u>27.93)%</u>
<b>Net Assets</b>	<u>(38,562.60)</u>	<u>63,750.02</u>	<u>(176,920.27)</u>	<u>1,760,389.32</u>	<u>113,419.00</u>	<u>(1,937,309.59)</u>	<u>155.98)%</u>

**Health Services of North Texas, Inc.**  
Statement of Cash Flows  
As of 12/31/2016

	<u>Current Period</u>	<u>Current Year</u>	<u>Prior Year YTD</u>
Cash Flows from Operating Activities			
Medicaid	285,709.60	3,622,623.17	2,548,418.39
Medicare	24,989.20	326,196.98	88,664.54
Private/Commercial	11,907.85	173,818.01	57,104.36
Self Pay	42,594.49	635,957.72	586,815.82
Program Income	22,584.01	181,434.39	802,469.31
Grants	178,764.07	3,786,201.02	5,234,404.72
Receipts from Contributors	35,622.38	477,548.69	392,074.40
Change in Inventory	13,287.19	24,304.81	(30,193.69)
Interest Received	3,359.38	9,038.45	6,387.34
Payments to Employees & Suppliers	<u>(1,214,553.90)</u>	<u>(9,696,357.77)</u>	<u>(8,407,866.46)</u>
Total Cash Flows from Operating Activities	<u>(595,735.73)</u>	<u>(459,234.53)</u>	<u>1,278,278.73</u>
Cash Flows from Capital Activities			
Capital Activity/Disposal of Assets	<u>19,656.67</u>	<u>(229,264.84)</u>	<u>(48,670.35)</u>
Total Cash Flows from Capital Activities	<u>19,656.67</u>	<u>(229,264.84)</u>	<u>(48,670.35)</u>
Beginning Cash & Cash Equivalents	<u>2,162,832.60</u>	<u>2,275,252.91</u>	<u>1,045,644.53</u>
Ending Cash & Cash Equivalents	<u><u>1,586,753.54</u></u>	<u><u>1,586,753.54</u></u>	<u><u>2,275,252.91</u></u>

Health Services of North Texas, Inc.  
Financial Ratios  
December 2016

	FY2016 Goals	Fiscal Year 2016	Fiscal Year 2015
Quick Ratio Current Assets/Current Liabilities	9:1	6.77 :1	9.7 :1
Debt/Equity Total Liabilities/Total Net Assets	13.0%	10.8%	8.4%
Working Capital to Expense Ratio CA/CL divided by Expense/# month in Period	3 : 1	2.79 : 1	3.9 : 1
Long Term Debt to Equity Ratio	10.0%	6.9%	6.9%
Percentage of Admin & Fundraising	9.0%	9.2%	6.6%
Number of Days - Cash	61	59	98
Accounts Receivable Days (Medical AR Collection Period)	50	14	19
Change In Net Assets to Expense (Net Assets/Total Expense)	3.0%	-1.5%	20.5%
Cash Flow	1.5%	-30.3%	117.5%
	<b>FY2016 YTD</b>	<b>FY2015 YTD</b>	
Cost per Employee this month	\$6,077.60	\$7,969.48	
Cost per Employee YTD	\$68,334.96	\$63,998.72	
Average Hourly Rate YTD	\$33.54	\$32.56	
Cost Per Medical Encounter *40,735	\$196.42	\$199.06	
Cost Per Medical Patient *12,636	\$665.01	\$670.99	

\* Cost per Medical Encounter and Patient are currently calculated using only Direct Medical expense cost centers, Administrative and Development costs. Currently the decision is to maintain this calculation until further information is gathered to determine if HSNT should include enabling services such as transportation and financial assistance programs.



**HEALTH SERVICES**  
 OF NORTH TEXAS  
**Medical Care for You**

**Strategic Initiatives & Development Report**

**February 15, 2017 Board Meeting**

**1. Current Strategic Focus Areas:**

- **4304:** Framing began Feb. 6, 2016. Construction completion still expected early July 2017.
- **Capital Campaign:** First hosted event was Wednesday, February 8<sup>th</sup>
- **Dental Resources:** Received introduction to Dr Yvette Vernor Dye who has interested in seeing how we may work together to serve Denton clients and will be working with her to further necessary services.

**2. Business Relationships/External Activity: 1)** D. Rue and L. Bisno will be on NBC 5 community affairs show (Street Speak) with show taped on Feb. 22, 2017. Show will air shortly after taping. Kristi Nelson, NBC 5 Evening Anchor is show's host and will be the interviewer. 2) Attempting to get appointment with Toyota NA Diversity & Inclusion Officer and with Director of Public Relations (cell Devices) of Huawei USA (also Plano based) for March 2017.

**3. Project 4304:** Due to an extremely mild winter construction on the new clinic at 4304 still is proceeding quickly. Framing process began on February 6 and completion is expected first week of July. In Service date is still target as September 2017 which is inline with the Federal Grant.

**4. Capital Campaign and Annual Fund Program:** Jill Jester, Campaign Co-Chairs, has requested that cabinet members begin contacting their prospects for tours and/or meetings beginning the week of February 6. The first host event, hosted by Kayla Swenson and Randy & Sandra Robinson was held Feb. 8.

Annual Appeal Campaign: The next individual appeal electronic and traditional mail outs are targeted for mid-March 2017.

**5. Dates**

- March 26, 2017: Cuisine for A Cure (Plano). Tickets are now for sell online ([www.healthntx.org/events/cuisine](http://www.healthntx.org/events/cuisine))

**6. Grants: Submitted/new: FY 2017: 5 grants submitted/3 to new funders in January 2017.**

- a. Value of Grants submitted and currently awaiting decision in 2017: \$481,700.
- b. Foundations/Organizations received To-Date (FY2017) \$10,549

**7. Grants to Be Voted on:**

*Speedway Charities (LOI)	More Than Medicine Room DM	\$15,000
*City of Lewisville	Medical visits	\$30,000

*Independent Bank (LOI)	More Than Medicine Room PCMC	\$10,000
*Roy and Christine Sturgis	Capital campaign	\$30,000
*Walmart Community (Plano)	Back to School event	\$2,500
*Walmart Community (Denton)	Back to School event	\$2,500
*Walmart Distribution Center	Back to School event	\$2,500

HSNT Grants Update – February 15, 2017

Submitted/Pending

Rough Riders Foundation	Outreach	\$1,000	February
EFSP	Utility assistance – Denton	\$5,000	February
Union Pacific Foundation	DSC OB and newborn kits	\$5,000	February
Ben E. Keith	Denton sites – dental kits	\$5,000	December
Bill and Helen Crowder	DSC autoclave	\$7,000	February
United Way of Denton County	Medical visits/beh health	\$87,000	February
Northwood Woman’s Club	P/WCMC More Than Med Rm	\$10,000	May 2018
Max and Victoria Dreyfus	DSC lift exam table	\$5,717	March
Dubose Family Foundation	Denton flu shots	\$3,000	March
Ed Rachal Foundation	DMC More Than Med Room	\$5,000	March
Kimberly-Clark	Diapers	\$2,600 in-kind	March
Ryan White State Services	Med case mgmt., case mgmt., Transportation, pharm. assistance	\$98,072	March
City of Denton	Denton medical visits	\$60,000	February
Cathay Bank (resubmission)	PCMC general operating	\$5,000	February
Fidelity (full proposal)	Health IT (upgrade EHR)	\$50,000	April
Lupe Murchison	PCMC general operating	\$15,000	April
CVS Health (LOI)	Medical visits	\$10,000	April
Mitchell Foundation	PCMC general operating	\$35,000	May
William Randolph Hearst	Medical visits	\$75,000	May

Decisions

City of Lewisville	DMC (med visits)	\$7,865	Approved
City of Denton HS	DMC (medical visits & PAP)	\$31,180	Approved
Delivery System Health Info	Health IT (upgrade EHR)	\$59,249	Approved
Change in Scope	Intrapartum Care (DSC- update service type)		Approved
Walmart Community Grant	Outreach (Plano)	\$500	Denied
Weaver Foundation	Outreach (Pre-natal Books)	\$2,500	Denied
Ryan White Part B	HIV	\$163,195	Approved
Ryan White Pt. A	HIV	\$737,729	Approved
Gaston Episcopal Foundation	Denton sites (visits)	\$10,000	Denied
Comerica Foundation	Denton sites – medical visits	\$5,000	Denied
Lockheed Martin Charity Fund	Medical Center (labs)	\$5,000	Denied



CoServ Foundation	Gen Medical (Denton)	\$10,000	Approved
Texas Health Presby Denton	Hearts and Heroes Sponsorship	\$1,000	Denied
Grande Communications	Denton bus passes	\$2,500	Denied
Cathay Bank	PCMC (gen operating)	\$5,000	Denied
Light Charitable Trust	DMC (pediatrics)	\$9,787	Denied
B.B. Owen Trust	PCMC	\$2,718	Denied
Maximus Foundation	HIV Prevention (prophylaxis)	\$2,500	Denied
Eugene McDermott	PCMC More Than Med Room	\$5,000	Denied
Denton Benefit League	Denton sites wall mnt. systems	\$8,749.93	Approved
Change in Scope	Update Denton site hours	N/A	Approved
Low Foundation	DSC – medical visits	\$5,000	Denied
Orix Foundation	PCMC (for 2017)	\$5,000	Approved
Texas Motor Speedway	DMC, DSC, DO (furniture, books, TV's, games for Peds)	\$15,620	Denied
Flow Foundation	Denton sites – labs & flu shots	\$15,000	Denied
Fidelity Foundation (LOI)	Health IT (upgrade EHR)	\$50,000	Invited to submit full proposal
FQHC Change in Scope	Transportation – update service type		Approved
FQHC Change in Scope	Translation – update service type		Approved
FQHC Change in Scope	Nutrition – remove from scope		Approved
FQHC Change in Scope	Diagnostic Labs – update service type		Approved
FQHC Change in Scope	Pharmaceutical Services – update service type		Approved
FQHC – Change in Scope	Psychiatry – update service type		Approved
FQHC Change in Scope	Optometry – remove from scope		Approved
FQHC Change in Scope	Recuperative Care – remove from scope		Approved
FQHC Change in Scope	Occupational Therapy – remove from scope		Approved
THR Clinic Connect	Primary medical care	\$120,000	Approved
Leland Fikes	DSC wall mount vitals systems	\$10,000	Denied
NAP	CCC	\$650,000	Denied
Overlake Foundation	Medical Center (PAP)	\$5,000	Denied
Collins Foundation	DMC (flu shots)	\$5,000	Denied
Communities Foundation of TX	Medical (Gen Operating)	\$50,000 (to be listed in Giving Guide)	Approved
Nordstrom Cares	HIV Behavioral Health	\$5,000	Denied
Geico Foundation	General Operating	\$4,000	Denied
Rayzor Ranch Foundation	Outreach	\$2,000	Denied
Alan Neustadt Charitable Trust	DMC (flu shots)	\$1,000	Denied

Pipeline/To Be Submitted (\* to be voted on)

*Speedway Charities (LOI)	More Than Medicine Room	\$15,000	February
*City of Lewisville	Medical visits	\$30,000	February
*Independent Bank (LOI)	More Than Medicine Room	\$10,000	March
*Roy and Christine Sturgis	Capital campaign	\$30,000	February

*Walmart Community (Plano)	Back to School event	\$2,500	March
*Walmart Community (Denton)	Back to School event	\$2,500	March
*Walmart Distribution Center	Back to School event	\$2,500	March
Dallas Women's Foundation	Women's clinical services	\$30,000	October
Michael and Susan Dell	PCMC general operating	\$70,000	February
SCP Foundation	PCMC general operating	\$30,000	February
FQHC Change in Scope	Gynecology – update service type		March
Hoblitzelle	Capital campaign	\$40,000	April
Hillcrest Foundation	Capital campaign	\$35,000	February
Meadows Foundation	LCSW for P/WCMC	\$80,000	March
Luse Foundation	Medical Center	\$5,000	June
Rees Jones	Tbd	Tbd	Tbd

Health Services of North Texas Governing Board Meeting

Chief Executive Officer Report

February 2017

Total HSNT Data	17-Jan	17-Feb	17-Mar	17-Apr	17-May	17-Jun	17-Jul	17-Aug	17-Sep	17-Oct	17-Nov	17-Dec	YTD	Goal	Goal YTD
Total Medical Patient	2559												2559	14500	17%
Total Medical/MH Visits	3211												3211	45,000	7%
Total New Patients	376												376	5125	7%
<b>Medical Center-4310 &amp; 4308 Mesa- Denton</b>	<b>17-Jan</b>	<b>17-Feb</b>	<b>17-Mar</b>	<b>17-Apr</b>	<b>17-May</b>	<b>17-Jun</b>	<b>17-Jul</b>	<b>17-Aug</b>	<b>17-Sep</b>	<b>17-Oct</b>	<b>17-Nov</b>	<b>17-Dec</b>	<b>YTD</b>	<b>Goal</b>	<b>Goal YTD</b>
Total Medical Patient	1192												1192		%
Total Medical/MH Visits	1488												1488		%
Total New Patients	214												214	1500	14%
<b>Denton South Center</b>	<b>17-Jan</b>	<b>17-Feb</b>	<b>17-Mar</b>	<b>17-Apr</b>	<b>17-May</b>	<b>17-Jun</b>	<b>17-Jul</b>	<b>17-Aug</b>	<b>17-Sep</b>	<b>17-Oct</b>	<b>17-Nov</b>	<b>17-Dec</b>	<b>YTD</b>	<b>Goal</b>	<b>Goal YTD</b>
Total Medical Patient	745												745		%
Total Medical Visits	1020												1020		%
Total New Patients	104												104	1050	9%
<b>PCMC</b>	<b>17-Jan</b>	<b>17-Feb</b>	<b>17-Mar</b>	<b>17-Apr</b>	<b>17-May</b>	<b>17-Jun</b>	<b>17-Jul</b>	<b>17-Aug</b>	<b>17-Sep</b>	<b>17-Oct</b>	<b>17-Nov</b>	<b>17-Dec</b>	<b>YTD</b>	<b>Goal</b>	<b>Goal YTD</b>
Total Medical Patient	466												466		%
Total Medical Visits	525												525		%
Total New Patients	40												40	750	5%
<b>WCMC</b>	<b>17-Jan</b>	<b>17-Feb</b>	<b>17-Mar</b>	<b>17-Apr</b>	<b>17-May</b>	<b>17-Jun</b>	<b>17-Jul</b>	<b>17-Aug</b>	<b>17-Sep</b>	<b>17-Oct</b>	<b>17-Nov</b>	<b>17-Dec</b>	<b>YTD</b>	<b>Goal</b>	<b>Goal YTD</b>
Total Medical Patient	134												134		%
Total Medical Visits	142												142		%
Total New Patients	15												15	750	2%
<b>Medical Center - 2540 - Collin County</b>	<b>17-Jan</b>	<b>17-Feb</b>	<b>17-Mar</b>	<b>17-Apr</b>	<b>17-May</b>	<b>17-Jun</b>	<b>17-Jul</b>	<b>17-Aug</b>	<b>17-Sep</b>	<b>17-Oct</b>	<b>17-Nov</b>	<b>17-Dec</b>	<b>YTD</b>	<b>Goal</b>	<b>Goal YTD</b>
Total Medical Patient	22												22		%
Total Medical Visits	23												23		%
Total New Patients	3												3	75	4%

## Health Services of North Texas Governing Board Meeting

### Chief Executive Officer Report

February 2017

Payer Mix - Visits	17-Jan	17-Feb	17-Mar	17-Apr	17-May	17-Jun	17-Jul	17-Aug	17-Sep	17-Oct	17-Nov	17-Dec	YTD	Goal	%
Mental Health Visits	13												13		
Commercial	5%												5%	6%	
Medicaid	45%												45%	47%	
Medicare	5%												5%	7%	
Self/Slide/Grants	42%												42%	40%	
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

Based on Debra’s evaluation and current resources, there are numerous initiatives focused on process improvements and operations management to increase access to care and quality at each of our service sites. As reported last month a pilot study of an open schedule model was used for the month of January at the Denton Medical Center to accommodate same day/sick appointments. The outcome is beneficial as it decreased the wait time for patients, more patients were seen, and staff workflow was more manageable. Information about this pilot program will be presented at the board meeting.

We have several open and new positions that are budgeted and needed to support our current and growing patient base. Operations and Human Resources are working together to recruit and hire team members. Because key medical support staff will be heavily involved with the upcoming electronic record training and certification course, it is imperative to have essential positions filled and ready to serve our patients.

Policy and Legislative training program sponsored by Texas Association of Community Health Centers was productive. Most notably was the presentation by the Associate Director of Medicaid/CHIP for the state of Texas. Her message to the Texas FQHCs was on cooperation and solution focused to ensure that the payment methodology and timing for the FQHC wrap (difference between standard Medicaid reimbursement and the FQHC cost) would minimize the negative impact on cash flow. Many FQHCs operate on a very narrow margin and they would not survive reimbursement delays. Health and Human Service Commission is working to resolve this issue and will keep us informed. In the meantime, Medicaid reimbursements will remain unchanged until a new methodology is agreed on.

Health and Human Service Commission is also working to centralize the credentialing process for all Medicaid and managed care plans. This would be a huge benefit and reduce the time spent to navigate each system separately and continuously updating provider credentials and documents.

There is talk of changing the way States receive Medicaid funding from the Federal Government. Although it is too early to speculate, the current thought is that states would receive block grants (fixed amount). In order to manage the fixed amount States would make decisions on eligibility, covered services, and cost sharing. The FQHC model and use of sliding fee scale is in line with the cost sharing ideas. When I visited our representatives I reinforced our model and that we are flexible and willing to adjust as we need to continue serving our communities. This message was received well. I was able to visit with Representative Slucky from Denton and staffers for Representative Laudenberg from District 89 that supports Wylie. I am planning another trip to Austin and hope to connect with our other representatives. I will follow up with invitations to tour our centers and share information regarding the impact HSNT makes in the community.

Health Services of North Texas Governing Board Meeting  
Chief Executive Officer Report  
February 2017

I met with Medical City-Lewisville to discuss the work and access to care we provide to Lewisville and surrounding communities south of the lake. As you know, we have experienced an influx of patients when CCA closed their medical program in August of 2016. They too have an influx of patients in their ER. I'm not sure where this will lead but wanted you to know that we are building a relationship with this hospital. Thank you Justin for facilitating this meeting.

Capital Campaign:

Campaign Cabinet is working on their assigned contact and I expect to have a full schedule of tours soon. Our first host event was successful. I was able to meet with guests of our hosts, Kayla Swenson and Randy and Sandra Robinson. Randy did an awesome job introducing HSNT and talking about why he is on the board. Although there were a few familiar people most of the guests had little knowledge of HSNT or had no idea how we have grown to serve the community. Moving forward, 1 to 2 host events will be scheduled per month and we need at least one board member at each event. I will send a request when the events are scheduled and coordinate board support.

The application for our line of credit loan is in process. The plan is to access only what is essential to keep our construction project on track and for operation needs related to changes in Medicaid reimbursement methodology and related healthcare changes.

Other Items of interest:

Glen, Larry, and I presented to the United Way of Denton County grant allocation committee on February 5<sup>th</sup>. Most of this committee had no firsthand knowledge of HSNT and I always appreciate sharing our story. The committee had several questions and Glen added his perspective as a board member. Thank you Glen.

Deb Ivy, HSNT provider and chair of our quality committee, and I met with Louise Baldwin and Dr. Harris from Texas Health-Denton regarding our quality plan and program. They provided helpful information to strengthen the structure our committee meeting format and reporting. Our goals and clinical indicators do not compare because of the different systems of care, however, they are related in terms of the overall health of the patient as measured by admission and readmission rates. We discussed methods to improve communications regarding shared patients and the high risk patient population that we serve. They will continue to be a resource to HSNT as we grow and formalize our systems. Thank you Louise for your support and assistance in quality improvement.

Hearts & Heroes is tentatively scheduled for October 5, 2017 at the Denton Country Club. Nominations are open for our community heroes. A Nomination packet is included in the board meeting materials.

Thank you for your support,



Doreen Rue, CEO



**HEALTH SERVICES**  
—OF NORTH TEXAS—  
**Medical Care for You**

## 2017 Hearts & Heroes Award Nominations

Do you know someone who exemplifies the value of caring and whose unselfish contributions to society need recognition? Health Services of North Texas is now accepting nominations for several awards, the winners of which will be presented at the 2017 Hearts & Heroes Gala in early October 2017. Nominations are accepted for the following and may be for a person or agency in Denton, Collin, Dallas, Kaufman, Hunt or Rockwall counties:

- **Richard Sale III Award.** This award is given to a community hero whose strength, compassion and courage is an example to others.
- **Spirit Award.** This award honors an individual who created a program or an agency that is making a difference in North Texas.
- **Community Leadership Award.** This award is given to an individual whose daily work makes a difference across the region.
- **Founder's Award.** This award is given to a person who exemplifies the principals upon which HSNT was created and the ideals of our founders.
- **Nonprofit of the Year Award.** The award is given to a North Texas nonprofit organization located that is making a difference.

The criteria for each award is simple. *Tell us about someone, in at least 500 words*, who best personifies caring and would be a worthy role model to be emulated by others. Up to two letters of recommendation can be included (but are not required) to give testimony to a long-standing commitment to public service. Please attach any articles, awards or other documentation of the nominees' accomplishments and charitable works. Use the attached "Nomination Form" as the cover page to your packet. Questions can be addressed to Larry Bisno, Director of Strategic Initiatives, at (940) 381-1501 Ext. 53-3002 or [Lbisno@healthntx.org](mailto:Lbisno@healthntx.org).

As you complete your nomination packet, please give consideration to your nominee's qualifications:

- Length of service to the community
- Scope and impact of work
- Degree of difficulty and obstacles encountered
- Imagination and Innovation

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HSNT Headquarters  
4401 N. I-35 Suite 312  
Denton, TX 76207  
940-381-1501  
940-366-8059 Fax

Denton Medical Center  
4308 & 4310 Mesa Drive  
Denton, TX 76207  
940-387-5785  
940-591-7830 Fax

WWW.HEALTHNTX.ORG



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Denton South Center  
3537 South I-35E Suite 210  
Denton, TX 76210  
940-381-2313  
940-381-5249 Fax

Collin County Center  
2540 K Avenue  
Plano, TX 75074  
972-424-1480  
972-424-9117 Fax

The deadline for submitting a completed nomination is March 10, 2017.

Please send nomination packages to: -

Larry Bisno  
Director of Strategic Initiatives  
Health Services of North Texas  
4401 N. I-35, Suite 312  
Denton TX 76207

To email the forms please send them to:

Larry Bisno [Lbisno@healthntx.org](mailto:Lbisno@healthntx.org)

A full list of past winners follows.

**About Health Services of North Texas**

Health Services of North Texas, a 501(c)(3) charitable organization, was founded in 1988 by concerned citizens in Denton, Texas. The organization's mission is improving the quality of life for all North Texans through medical care, support services and advocacy.

**Hearts & Heroes Prior Recipients**

2016 Delena Stuart-Watson  
Mark Merki  
Gene Gumfory  
Susan R Frank  
Communities In Schools of North Texas

2015 Charles Douglas Killough  
Tom Newell  
Gregory J. Sawko  
Bob & Ruby Crouch  
Camp Sweeney

2014 Janet Shelton  
Patrick Smith  
Valerie Foster  
Matthew Mazzarella  
Denton Christian Preschool

## Previous Heroes (Continued)

- |      |  |      |   |
|------|--|------|---|
| 2013 | Diane Reeve<br>Anne Starnes<br>Pat Sherman<br>Glenna G. Harris, MD<br>United Way of Denton County                            | 2007 | Rev. Fred W. Cassell<br>Debbie Denmon<br>Phil and Polly Diebel<br>Sue deMille Minyard<br>Collin County Children's Advocacy Center |
| 2012 | David Hearn<br>Stan and Karla Morton<br>Myra Crownover<br>Rebecca Egelston Caso<br>So. Denton County Neighbor<br>To Neighbor | 2006 | Euline Brock<br>Pam Clayton<br>May Pat Evans<br>Sandra and Randy Robinson<br>Christian Community Action                           |
| 2011 | Deborah Diehl<br>Janet and Joe Mulroy<br>Teri and Frenchy Rheault<br>Chuck Steelman<br>Family Health Care, Inc.              | 2005 | June and Wilkes Berry<br>Tom Harpool<br>Glenn Kopanski<br>Dr. Bettye Myers<br>HOPE, Inc.  |
| 2010 | Roni and John Beasley<br>Becky and Russ Kerbow<br>Carolyn Speese<br>Dr. Gary Tigges<br>CASA of Denton County                 | 2004 | John Baines<br>Charles Emery<br>Barbara and Ernie McCraw<br>Bob and Bette Sherman<br>Denton County Friends of the Family          |
| 2009 | Christina and Rudy Andrea<br>Charlye Heggins<br>Pamela and Dale Kimble<br>Phil Wentworth<br>Star Children's Charity          | 2003 | Pat Gooble<br>Eva Poole<br>Geri Sams<br>Jorge Urbina<br>Children's Advocacy Center for Denton<br>County                           |
| 2008 | Sandra Brennan<br>Phebe Phillips<br>Priscilla Sanders<br>Gayle and Virgil Strange<br>Fred Moore Day Nursery                  | 2002 | Dr. Derrell Bulls<br>Popo Gonzalez<br>Kathy Massey<br>Bobbie Mitchell<br>Denton County Health Department                          |



**NOMINEE INFORMATION:**

Nominee's name: \_\_\_\_\_

Award Being Nominated For: \_\_\_\_\_

Date: \_\_\_\_\_

Organization (if applicable): \_\_\_\_\_

Year Founded: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone number: \_\_\_\_\_ Fax number: \_\_\_\_\_

E-mail address: \_\_\_\_\_ Website: \_\_\_\_\_

**NOMINATOR INFORMATION:**

Nominator's name and title: \_\_\_\_\_

Organization (if applicable): \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone number: \_\_\_\_\_ Fax number: \_\_\_\_\_

E-mail address: \_\_\_\_\_ Website: \_\_\_\_\_

