

**Olde Towne Medical and Dental Center  
Board of Directors Meeting  
Monday, March 25, 2019  
OTMDC, Multi-Purpose Room  
5:00PM**

1. Call to Order and Attendance – Tom Brownlie
2. Visioning Moment – Dr. Mann
3. Consent Agenda – Tom Brownlie
  - a. Board of Directors Minutes February 25, 2019
  - b. Executive Committee Minutes March 11, 2019
  - c. Finance Committee Minutes March 11, 2019
  - d. Communication & Development Committee Minutes February 20, 2019
  - e. Grant Update
4. Strategic Planning Update, What to expect at BOD retreat – David Masterson
5. Director Candidate – Jim White
  - a. Jonathan Weiss CV
6. Communications and Development Charter – Chris James
7. Update on Budget Process, Three year modeling – Ben Puckett
8. Management Discussion and Analysis
  - a. Early impression of Medicaid Expansion – Dr. Mann
  - b. EMD Report – Dr. Mann
  - c. Dental Clinic Report – Dr. Bennett
9. Committee Reports
  - a. Communications and Development
  - b. Finance Committee Report
10. Other Business
11. Next Board Meeting May 20, 2019 5:00 to 6:30 PM at the Multi-purpose Room
12. Adjourn

**Board of Directors Meeting  
 Olde Towne Medical and Dental Center  
 Multi-Purpose Room  
 February 25, 2019 5:00-6:30 PM**

<b>Attendance</b>			
<b>Members Present</b>		<b>Members Absent</b>	<b>Staff Present</b>
Thomas Brownlie	Janna Roche	John McGlennon	Dr. Bill Mann
Anne Bradstreet Smith	Judy Knudson	Amanda Ulishney	
William Bennett, DDS	Frank Sisto	Brian Smalls	
Scott Foster	Sharon Marchelya	Sue Mellen	
Chris James	Brian Fuller	Steve Vignolo	
Jim White	Cheryl Fields	Adria Vanhoozier	
Ben Puckett	Walt Zaremba	Benny Zhang	
Peter Walentisch	Christine Payne	John Anderson, M.D.	
Ramon Rodriguez	David Masterson	Camilla Buchanan	

**Agenda**

**Summary of Business Items covered:**

**1. Call to Order and Attendance – Tom Brownlie**

- a. Chair Brownlie called the meeting to order. A quorum was present.
- b. Chair Brownlie introduced Christine Payne, our newest director

**2. Visioning Moment – Dr. Mann**

- a. The Virginia Community Health Association will provide a \$2 million grant to organizations helping people sign up for Medicaid. Dr. Mann will make a presentation to a group of 11 pastors providing input on Medicaid registration.
- b. Dr. Mann further discussed the impact and challenges of Medicaid expansion. It will be at least September before we have a good idea on how this will impact Olde Towne. Currently, we have our MAP and AMP staff helping enroll patients. Providers are also walking potential candidates to staff to help get the process moving. We are finding challenges and extra work with individuals who have been assigned an MCO organization and a PCP and want to remain with Olde Towne.
- c. It is important to note that anyone who does enroll in Medicaid will no longer be eligible for free pharmaceuticals from our AMP and MAP programs.

**3. Consent Agenda – Tom Brownlie**

- a. Frank Sisto noted that the BOD Minutes needed corrections for the spelling of Christine Payne’s name, the word “gold” should be “golf” and that the section on the third Ford’s Colony Course should be deleted.
- b. Jim White moved and Anne Bradstreet Smith seconded a motion to adopt the modified consent agenda. The motion passed.

**4. Communications – Chris James**

- a. The Communications plan has three goals: Raise Awareness, Enhance Funding model and build a consistent message.
- b. The Communications Plan is a working document that will evolve over time.
- c. We will pursue a multi-channel approach and improve our use of social media
- d. We need additional staff to implement the plan.

**5. Management Update – see attached**

- a. With one NP off, we were able to see 1330 patient visits in January.
- b. Dr. Bennett shared that a meeting with Dave Masterson for the Strategic Plan was very well received.
- c. The sub-committee on No Shows agreed three areas need to be addressed – Patient appointment confirmation, filling vacancies in a timely manner and budgeting and planning for supplies.
- d. Peter Walentisch suggested that we might get help from Social Services if we could link appointments to case workers who could help encourage patients to make the appointment or notify Olde Towne if they are unable to attend. Peter will follow-up on this idea.

**6. Committee Reports – See Attached**

- a. Frank Sisto updated the board on the Antique Appraisal and lunch at Two Rivers. Thanks to Jim White for securing the venue and Frank for arranging the appraisers. We still need gift baskets and Silent Auction items.
- b. Ford’s Colony MGA golf tournament is on May 8, plans are proceeding well.
- c. There will be a Charity Night at Murdoch’s at Fords Colony CC supporting Olde Towne on April 18. FCCC will donate a portion of your bill to Olde Towne
- d. Chris James explained how to shop on Amazon and through AmazonSmile support Olde Towne (see attached)
- e. Dave Masterson updated progress on the Strategic Plan with employee and provider meetings completed or scheduled. We will have a board session on a future Saturday morning.

**7. Financials - Ben Puckett provided some financial highlights – a 28% increase in Patient Revenue YTD vs. last year, a 20% increase in Public Support including a 54% increase in individual giving.**

**8. Discussion of Endowment – Tom Brownlie**

- a. **See Attached**

**9. Approval of Form 990 – Tom Brownlie**

- a. Judy Knudson moved to approve the Form 990, Anne Bradstreet Smith seconded. The motion passed.

**10. Creation of New Position – Dr. Mann**

- a. Dr. Mann described the potential need to have a full time dentist.

- b. Judy Knudson moved to approve the job description, Chris James seconded the motion. The motion passed.
- 11. **Other Business –**
  - a. Dr. Mann shared that he was working on a 20 year space requirements request for JamesCity County.
- 12. **Next Board Meeting March 25, 2019 at 5 PM in the Multi-Purpose Room**
- 13. **Adjourn**
  - a. Peter Walentisch moved to adjourn and Chris James seconded the motion. The meeting was adjourned at 6:20.

Tom Brownlie

Chair, Olde Towne Medical and Dental Center

Draft Minutes

Executive Committee Meeting

5 PM, March 11, 2019

1. Welcome and establish Quorum
  - a. Members Present – David Masterson, Ben Puckett, Jim White, Anne Bradstreet Smith, Chris James, Dr. Bill Bennett, Dr. Bill Mann, Tom Brownlie
  - b. Members Absent – None
2. Brief Business Update – Dr. Mann
  - a. We are seeing more Medicaid patients. We still need to quantify the impact over a longer period. The challenge of getting through the initial Medicaid period followed by the MCO / PCP process has taken a lot of administrative time.
  - b. Our NP who was off on maternity leave has returned.
  - c. Budgets are tracking pretty well on plan and patient count is up a bit.
3. Jim White reviewed director candidate Jonathan Weiss, the EC recommended Jonathan to the board.
4. Chris James reviewed the updated C&D charter. The EC supported the new version.
5. Ben Puckett reviewed progress on the budget. BOD vote will be in May.
6. Strategic Plan Process Update – David Masterson
  - a. Employee meetings have gone well and are appreciated by the staff
  - b. Board Retreat will be held on the morning of March 30 from 9 to 12
7. WHF requirements for BOS grant, board input – Tom Brownlie discussed progress on this topic. Anne Bradstreet Smith suggested we emphasize that we use a very thin staffing model from an affordability perspective.
8. Other Business
  - a. Dr. Mann shared that the MAP and AMP staff are spending a lot of time with Medicaid enrollment, this reduces availability for helping with pharmaceutical needs. As more patients sign up for Medicaid, the AMP and MAP programs will see fewer needs.
9. Adjourn – the meeting was adjourned at 6:05

Tom Brownlie

Chair, Olde Towne Medical and Dental Center

## OTMDC Finance Committee Minutes

Date: March 11, 2019

Location: OTMDC Conference Room

Committee Members Present	Committee Members Absent	Ex-Officio Present
Ben Puckett, Chair	Amanda Ulishney	Tom Brownlie
Sue Mellen	Cheryl Fields	Denise Bowles
Brian Fuller		Dr. Mann
Jenni Tomes		

Ben Puckett called the meeting to order.

The committee discussed the draft 2019-2020 budget. Denise Bowles distributed a second draft of the budget with supporting detail on personnel costs. The committee discussed personnel changes during the year and proposed changes for the coming year, and asked for further information to better understand the increases in costs.

The revenue budget was discussed. Ben suggested that management carefully review revenue projections to achieve the best growth in revenue possible. There are some encouraging trends in the current year, including higher individual donations.

The committee continued discussions of the appropriate amount/percentage to draw from the endowment.

It was agreed to postpone presentation of the budget to the board until the May meeting.

Meeting was adjourned.

**Communications and Development Committee**

**February 20, 2019**

**3:00-4:00 PM**

**Minutes**

<b>Members Present</b>	<b>Members Absent</b>	<b>Staff Members Present</b>
Christopher James Frank Sisto Judy Knudson Sharon Marchelya Benny Zhang Janna Roche Adria Vanhoozier	Ron Lodieski	Janis C. L. MacQueston Lindsay Bowles

**Welcome and Introductions**

The meeting was called to order by Chris James at 3:00 p.m.

**Approval of minutes**

The minutes from the January 2019 meeting were reviewed by the committee. Upon a motion and being seconded, the minutes were approved pending the correction of the attendance roster.

**Update from Dr. Mann**

Lindsay Bowles provides an update in Dr. Mann's absence. The funding for a pharmacy through the Virginia Community Health Foundation was denied as well as the funding for a full time Director of Development. Currently, the clinic is on budget and visits are up.

**Director of Development Report**

Jan MacQueston reviews the Director of Development report which was provided to the committee in advance of the meeting and attached to the minutes.

**Antique Appraisal**

The Antique Appraisal and Luncheon is scheduled for Thursday, March 7<sup>th</sup> from 11:00 AM to 3:00 PM at Two Rivers Country Club. Gift baskets are needed for the raffle. The invites have gone out as well as an email blast to all of our donors. Posters have been placed throughout the community. Sponsorships are being solicited. To date, 15 tickets have been sold. Volunteers will be needed during the event.

**Ford's Colony Golf Tournament**

Planning for the Golf Tournament for May 8<sup>th</sup> is underway. Sponsorships are being solicited and the residents' mailer is being prepared. This year marks the "Million Dollar Year" for the tournament. Olde Towne Night will be on April 18<sup>th</sup> at Murdoch's Tavern at Ford's Colony Country Club. The event is open to the public and a portion of the proceeds will come back to OTMDC.

**Auxilliary**

A discussion took place regarding the need for an auxilliary. The topic will be put on hold for the time being.

**Restaurant Day**

Sharon Marchelya will take over the planning for the 2019 Restaurant Day. More information will be available as plans are made.

**Messaging**

Christopher James shares the messaging concept and how Olde Towne is marketed/shared in the community. The value proposition previously prepared by Barry Golliday from Ford's Colony was shared with the committee in advance of the meeting and gives a common place of how to begin future

communications. The Committee provides comments and suggestions for the proposition. Christopher James asks the committee to find ways to get this message out to the community on a regular basis. Lindsay Bowles will forward a social media calendar to the committee for review and suggestions on how to incorporate the message on Facebook and our website.

Adria Vanhoozier suggests changes on the concept of the sliding scale and the ability to pay. Patients at Olde Towne are seen no matter what. A discussion follows regarding Olde Towne accepting insurances and whether or not this message is out in the community.

#### **Amazon Smile**

Lindsay Bowles presents a flyer which lays out the process for using AmazonSmile. A tag line should be generated for use on our Facebook and Website.

#### **Restructuring Plan**

The Restructuring Plan previously distributed by Jan MacQueston was discussed. Jan highlights a few areas including the need for giveaways and the increased number of donor acquisitions.

#### **General Discussion**

Christopher James has initiated contact with Brenda Snow of Snow Companies. He will be setting up a meeting with her and Dr. Mann.

Christopher James moves to adjourn the meeting at 4:06PM.

Respectfully Submitted,

Lindsay Bowles

**OLDE TOWNE MEDICAL & DENTAL CENTER**  
**DIRECTOR OF DEVELOPMENT – ACTIVITY REPORT**  
**January 23 – February 12, 2019**

**MEETINGS/CONTACTS**

- Monthly meetings with area development professionals.
- Continue contact with Sr. David Ann Niski, Bernardine Franciscan Sisters Foundation.
- Made several contacts to Two Rivers Country Club re: the Antique Luncheon's menu.
- Frank Sisto and I made a site visit to Two Rivers Country Club to review setup for the Antique Luncheon.
- I hosted the Golf Tournament marketing group to review and plan our strategy several times.
- Visited numerous antique/consignment stores requesting they place Antique Luncheon's poster be hung in their window...all have agreed. Frank Sisto did the same.
- Solicitation of gift baskets, items, gift certificates for the Antique Luncheon has begun however, I must be very cautious not to "double dip" as many local businesses are being approached by the golf sales/raffle committees

**OLD BUSINESS**

- Prior to setting a date with Bakers Crust and Panera Bread, I would like to check with Sharon on her plans for the 2019 restaurant day.

**RESEARCH**

- Updated grant report for board packet.
- Continue research on AmeriCorps.
- Researched several foundations, businesses, and major gift prospects for future solicitation.
- Research Andrew Sims
- Researched and wrote OTMDC story points for Barry Golliday
- Reached out to Shirley Vermillion re: 2<sup>nd</sup> Sunday event
- Sat in on VA Community Healthcare Association webinar call re: site funding.

**OTHER**

- I wrote golf letters for Ford's Colony residents' campaign and sponsor solicitation.
- Scheduled Olde Towne tour for Frank Sisto and Mark Miele.
- Requested vendor fee be waived for TwistedTri event to be held on Saturday, June 29.
- Colonial Williamsburg Health Fair will be held on Friday, March 22.

Respectfully submitted,

## FY 2018 - 2019 Grant Report

Updated  
March 20, 2019

ACCEPTED				
Funder	Requested Amount	Amount Awarded Date Received	Intended Use	Status
<b>RECURRING:</b>				
VCHA	\$	97,366 FY18	General Support	Funded
City of Williamsburg	88,511	88,511 FY19	General Support	Funded
James City County	350,893	350,893 FY19	General Support	Funded
York County	94,642	94,642 FY19	General Support	Funded
SWRMC		100,000 FY18	Prenatal	Funded
VHCF		110,259 FY19	MAP	Funded
VCHA	30,000	30,000	Lab Corp	Funded
VA Dept. of Health	7,837	7,837	General Support	Funded
<b>Total</b>	<b>\$ 571,883</b>	<b>\$ 879,508</b>		
<b>ONE TIME:</b>				
Delta Dental	7,500	5,000	Dental equipment	Funded
Rapoport Foundation	28,900	28,900	New servers	Funded
Sentara Fdn.	32,000	16,000	Dental Clinic/staff & supplies	Funded in two payments
Huston Fdn.	6,286	6,300	Cholesterol & Lead Screeners	Funded
WCF	3,572	3,572	EKG Machine	Funded
<b>TOTAL</b>	<b>\$ 78,258</b>	<b>\$ 59,772</b>		

**PENDING**

<b>Funder</b>	<b>Requested Amount</b>	<b>Amount Awarded Date Received</b>	<b>Intended Use</b>	<b>Status</b>
WHF	\$ 450,000 CY18		Basic Operating Expenses	
PCF	50,000		Ultrasound machine	
Wmsbg. Presby. Church	2,500		Care of uninsured patients	
James City County	606,206 FY20		General Support	
City of Williamsburg	109,511 FY20		General Support	
York County	105,053 FY20		General Support	
<b>Total</b>	<b>\$1,323,270</b>			

**DENIED**

<b>Funder</b>	<b>Requested Amount</b>	<b>Date Denied</b>	<b>Intended Use</b>	<b>Status</b>
Newport News Shipbldg	\$ 103,900	11/10/2018	Dispensing Pharmacy	Denied

Williamsburg Health Foundation = **WHF**

Sentara Williamsburg Regional Medical Center = **SWRMC**

Virginia Community Healthcare Association = **VCHA**

Virginia Department of Health = **VDH**

Peninsula Community Foundation of Virginia = **PCF**

Virginia Health Care Foundation = **VHCF**

Sentara Foundation = **SF**

Williamsburg Community Foundation = **WCF**

**APPROACHING the following foundations for funding:**

**Bank of America, Clark Foundation, Wells Fargo**

## Jonathan Weiss Recommendation

Jim.....I met with Jonathan Weiss this morning as planned....Jonathan presents himself well with strong verbal skills...he has an extensive professional background in mental health and has served as executive director / manager of numerous non-profit organizations and programs.....he has an excellent understanding of the workings of non-profit, service orientated entities and the typical issues that must be addressed on a daily basis.....Given his experience he is very aware of the role, duties and responsibilities a director plays on a service related non-profit .....and is willing to commit the time and energy necessary.....

I believe that Jonathan would be a viable member of the board and would contribute significantly to the Governance & Nomination Committee having served in that role for 6 years at WHF....he would also be able to play a key role on the Finance Committee...his previous experience as a senior manager in various non-profits where he was responsible for the development and execution of significant budgets would contribute to his success in that role.....Jonathan understands that a position on the OTMDC board is a hands on, working position.....Directors are expected to get involved and that's ok with him....

I would highly recommend that Jonathan be put forward for consideration for the Board position.....in addition to all of that, he is really a nice guy and would be easy to work with.....let me know if you have any questions....I told him you would be back in touch shortly....

Chris James

**Jonathan Victor Weiss, LCSW, MA**  
**102 Proctor Circle**  
**Williamsburg, Virginia 23185-1419**  
[assissi45@gmail.com](mailto:assissi45@gmail.com)

## **EDUCATION**

- 1968 **Catholic University of America**, Washington, D.C., BA Philosophy
- 1971 **Ohio State University**, Columbus, Ohio, Master of Social Work
- 1978 **Appalachian State University**, Boone, North Carolina, MA Political Science  
Concentration in Public Administration

## **LICENSE**

Licensed Clinical Social Worker, Commonwealth of Virginia  
Licensed since 2000, License # 0904004874

## **PROFESSIONAL EXPERIENCE**

### **2014 – Present Case Manager and Care Team Coordinator**

Providing integration services for a high-profile patient.

### **2006 – 2012 Military Family Life Consultant (MFLAC)**

MHN Government Services, A Division of Health Net, San Rafael, CA

Provided Counseling, Program Briefs, Presentations, and Command Support, as a contractor in the continental United States and Germany. Worked mainly with military personnel who had been deployed to Iraq and Afghanistan, and their family members.

### **2005 – 2008 Project Consultant**

Office of the Inspector General for the Commonwealth of Virginia, Richmond, VA

Reviewed and assessed Mental Health and Developmental Disability Facilities in the Commonwealth of Virginia, as well as programs of the Virginia Community Services Boards, e.g. Children and Adolescent, Residential, Case Management, Group Home and Day Support programs. I provided survey reports and recommendations to the Governor and General Assembly.

**Jonathan Victor Weiss, LCSW, MA**  
**102 Proctor Circle**  
**Williamsburg, Virginia 23185-1419**  
[assissi45@gmail.com](mailto:assissi45@gmail.com)

**2008-2009 Administrative and Program Consultant**

Virginia Peninsula Regional Jail, Williamsburg, VA

Worked with administrators, officers, staff, and Regional Jail Board providing operational assessment and planning.

**1978 – 2004 Clinical Director of Colonial Community Mental Health and Substance Abuse Services  
(Retired in 2004)**

Colonial Services Board, Williamsburg, VA

Colonial Services Board serves the cities of Williamsburg and Poquoson and the counties of James City and York; population 140,000.

Administrative Responsibilities: The daily operation of two mental health centers in Williamsburg and Grafton, Virginia. Duties included supervision of a staff of 90, policy making program planning, grant writing, community relations, budget preparation, personnel management and supervision of counseling, crisis intervention, day support, case management, consultation and education, residential, medical and jail-based services and employment program.

Clinical Responsibilities: Provided clinical services to individuals, groups and families. Member of the Colonial Community Services Board's 24-hour crisis intervention team, responding to calls for psychiatric hospital pre-admission screening, mental health substance abuse emergencies for crisis care services and Sentara Hospital and local law enforcement.

**1971 – 1978 Children and Youth Services Director and Unit Coordinator of Mental Health & Substance Abuse Programs**

Foothills Area Mental Health Centers and Burke County Center, NC

Area Director of Children and Youth mental health and substance abuse programs serving four counties in North Carolina. Additionally, served as the Coordinator of the Burke County Center, which provided clinical mental health and chemical dependency services to all age groups. Acted as clinician providing mental health services, case management, and chemical dependency services to all age groups, including jails and schools.

Maintained a private clinical practice at this time providing mental health and substance abuse services.

**Jonathan Victor Weiss, LCSW, MA**  
**102 Proctor Circle**  
**Williamsburg, Virginia 23185-1419**  
[assissi45@gmail.com](mailto:assissi45@gmail.com)

**1970 Youth Leader IV**

Training Center for Youth, Columbus, OH

**1967 – 1968 Case Worker**

Passaic County Board of Welfare, Patterson, NJ

Responsible for a mixed caseload of clients obtaining government supports.

**TEACHING EXPERIENCE**

**2002 – 2004 Adjunct Professor of Psychology**

1986 – 1990 College of William and Mary  
Williamsburg, VA

**1976 – 1978 Instructor of Sociology**

Lenoir Rhyne College, Hickory, NC

**PRESENT AND RECENT COMMUNITY INVOLVEMENT**

**Board Member and Program Committee Chair**

Senior Living Foundation  
2016 to present

**Board of Trustees, Williamsburg Community Health Foundation**, which annually dispenses six (6) million dollars to approved community healthcare programs.  
2005 - 2014

**Treasurer and Board Member, The ARC of Greater Williamsburg**, which provides services to mentally disabled adults that live in the community.  
2007 – 2014

**Treasurer and Board Member, the Virginia Society of Clinical Social Workers**

**Co-Guardian and Co-Conservator**, for two individuals; one suffering from Alzheimer's, and the other having a forty-year history of multiple psychiatric hospitalizations for serious mental illness.

**Jonathan Victor Weiss, LCSW, MA**  
**102 Proctor Circle**  
**Williamsburg, Virginia 23185-1419**  
[assissi45@gmail.com](mailto:assissi45@gmail.com)

**PAST COMMUNITY INVOLVEMENT**

**Board Chair, Hospice Support Care of Williamsburg**

**President, Virginia Mental Health Planning Council**

**Board Member, Colonial Regional Corrections Board**

**Executive Committee Member, Historic Triangle Substance Abuse Coalition**

# Communications & Development Committee

## Charter

Purpose: Reporting to the Olde Towne Medical and Dental Center (OTMDC) Board of Directors, the Committee has two primary responsibilities:

1. Cultivating awareness of OTMDC in the community, and enhancing the organization's institutional image by raising the profile of the organization; and
2. Overseeing the implementation of strategic fundraising, communications and development to support the funding needs of OTMDC efforts

Organization The Chair of the Board shall appoint the Chair of the Committee for a two (2) year term and shall appoint at least three (3) Board members to the Committee. Appointed board members shall serve a three-year term and shall serve a maximum of two successive terms. Annually the Committee Chair selects one of the other three (3) board members to serve as co-chair. The Committee Chair may select non-Board members to serve as voting members of the Committee but the number of non-Board members shall not exceed the total number of appointed board committee members. The Chair shall notify the Board of all such selections. Non-Board members shall serve a length of time determined at the discretion of the Committee Chair.

In order to achieve continuity and retain institutional knowledge the Board Chair and Committee Chair shall endeavor to ensure that the Committee is comprised of a balanced number of members with staggered terms (one, two and three years remaining on their term).

In the absence of the chair, the chair shall designate a member of the Committee to preside.

### Qualification of members

Each member of the Committee shall have an interest in institutional communications, development, and the affairs of OTMC, and generally have background and interest commensurate with the activities and responsibilities of the Communications and Development Committee.

### Meetings

The Committee shall meet at least quarterly, but as often as the chair deems necessary in order to achieve the goals and responsibilities of the Committee as outlined by the Board.

Non-Committee members may attend committee meetings as non-voting participants when coordinated through the committee chair.

### Minutes

The Committee shall maintain minutes of each of its meetings. Copies of approved minutes shall routinely be provided to the Secretary of the Board for subsequent distribution to the Board and kept on file.

### Responsibilities

The Committee works in tandem with the Executive Medical Director to elevate the profile OTMDC in the community by promoting consistent and effective messaging of OTMDC's value. The Committee, in carrying out its responsibilities, believes its procedures should remain flexible in order to best react to changing conditions and circumstances. The Committee shall apprise the Board, following the annual meeting, of its primary goals and objectives for the current year.

The following shall be the principal duties and responsibilities of the Committee. These are set forth as a guide with the understanding that the committee may modify them as appropriate:

- Develop and oversee timely and effective development and communications programs.
- Review fundraising performance against annual and strategic goals in coordination with the Executive Medical Director and the staff.
- Develop fundraising and outreach programs and monitor their success.
- Develop a strong base of donors and fund raising volunteers.
- Educate the Board on fund raising responsibilities
- Review and reassess the charter at least annually, and submit any recommended revisions to the Board for approval.
- Perform a self-evaluation of its performance annually to determine the effectiveness of the Committee in support of OTMDC

## **Executive Medical Director's Report: March 2019**

**Summary:** We had 1,192 patient visits in February, and our uninsured percentage remains ~80%. We have seen no significant changes with respect to Medicaid reimbursement or coverage. We are on budget.

**Patient Service and Staffing:** Our full time fifth nurse practitioner has returned from obstetric leave, and one of our part-time dentists is again seeing patients after recovering from surgery, and the clinic is running smoothly. We have added additional hours for our part-time hygienist. A scheduled dental exam for a patient is a one month wait, a hygienist visit is a four month wait, and a new medical scheduled visit is a three week wait.

We have added one volunteer general medicine provider, are attempting to navigate the process of obtaining a license for a retired neurologist who would also like to volunteer, and are in conversations with another internist about volunteer possibilities. One of our part-time dentists has left, but our current three part-time dentists are picking up his time so we continue to be open for dental care 40 hours a week. We have also identified three community volunteers who will assist patients signing up for Medicaid or managed Medicaid organizations, and they will also support our MAP/AMP staff. The initial influx of patients "automatically enrolled" appears to be slowing down, allowing our MAP/AMP staff to spend more time with patients needing free medications. However, we are seeing a large fall off in the number of patients eligible for free medications, since patients on Medicaid are not accepted into either program. Patients who are in the process of enrolling (which can take as long as 90 days) are eligible until officially covered.

Our office manager resigned, and we have not filled that spot but are instead looking at alternative ways to accomplish the tasks that person performed. The dental functions are now being carried out by some of the dental staff, which seems to avoid communication problems previously encountered. Lindsay will be taking on assisting Denise, and development assistance she previously provided will be covered by a part-time contract employee. We will watch how this approach works out over the next few months. There is an opportunity here to save money in personnel.

Strategic planning sessions were held with medical staff, dental staff and clinic non-provider staff, and participation was enthusiastic and high. Results from these sessions have been passed on to the Planning and Performance committee.

**Physical Plant:** We have received a grant from the Williamsburg Community Foundation to purchase a new EKG machine, and are looking into ways to fund replacement of two dental chairs. We also participated in the JCC 20-years space needs process and met with the firm carrying this out. We are scheduled to meet with JCC staff and others to discuss the Eastern State relocation proposal later in March.

**Community Collaborations:** As part of the quarterly **Virginia Health Foundation** meeting I toured the **Lackey Clinic**, and had an opportunity to see their facility, observe their patient processes and also hear about their plans to deal with Medicaid expansion. They are looking to work out an arrangement with **Riverside** to provide a nurse practitioner to see Medicaid patients in rented space. I served on a panel discussing Medicaid expansion at a meeting of the **League of Women Voters**. Kendra Robison, our clinic director, attended the Healthcare Workforce Summit, sponsored by the Workforce Development Task Force which is comprised of **Thomas Nelson Workforce Development** department in partnership with **JCC Economic Development**. This was a large meeting with representation of many community organizations concerned with health care and health care funding. The purpose of the meeting was to identify staffing needs of local health care providers, and to discuss how Thomas Nelson and WJCC schools could better prepare individuals to enter the work force. I also met with **the City of Williamsburg city planner**, and we discussed budget challenges. I also met with the **Alliance Health Committee** at Sentara, where I again encouraged small business owners to consider using OTMDC for their uninsured employees. We will be holding a health fair for **Colonial Williamsburg** uninsured employees, and also participating in a summer health fair sponsored by **Literacy for Life**.

## **DENTAL REPORT**

Restructuring of Dentist time and scheduling is taking place. With the reduction of child patients and clinic financial concerns Dr. Shephard is no longer an employed dentist at OTMDC. He was considering volunteering but may now retire. He has been a valuable asset and we wish him well.

Evaluation of clinic equipment needs and repairs is under way. Having fully functional equipment is the goal. One dental unit is not able to be repaired due to obsolescence. There are several possible donation units that may be available and acceptable. All of our dental units have been serving us well for a long time.

Respectfully Submitted

William J Bennett

Volunteer Dental Clinic Director

# **OLDE TOWNE MEDICAL & DENTAL CENTER**

## **Communications and Development Committee**

### **March Committee Report**

#### **Items of Interest to the Board:**

- The Antiques Appraisal & Luncheon was held on March 7<sup>th</sup>. Despite the number of tickets sold being less than anticipated the event was well received. The smaller crowd allowed for more time being spent on each item submitted for appraisal and allowed for more interaction between the appraisers and event attendees. We received very positive responses from the attendees, even days after the event, and, through word of mouth, this should lead to increased attendance at future events.

Although not yet finalized our gross income from the event should be somewhere between \$3,700 - \$4,000 and the only real expenses were those involving printing of advertising materials and postage for mailings. Frank Sisto played a major role and his efforts should be recognized.

- Committee is continuing to focus on better understanding of electronic communications and how to enhance its use in OTMDC development / fund raising efforts. Outreach efforts are being made to William and Mary to identify a possible intern to help support this effort.
- The committee is looking at increasing its support and role in driving a robust messaging / communications effort across all communications channels by providing messaging research / creative content to enhanced community communications
- A change in administrative support is being made that will provide additional resources to help support both the electronic communication and robust messaging efforts.
- Ongoing event planning:
  - FC Golf Tournament – significant effort is being made this year to expand the participation beyond Ford's Colony to include other major golfing communities. The tournament will be held on May 8, 2019. A pre-event event will be held at FC Country Club on April 18<sup>th</sup>. Murdoch's restaurant will hold a charity showcase supporting OTMDC. The event is open to the public and a percentage of the proceeds will go to OTMDC.
  - A fall fund raising is still being planned for September 19, 2019. The form of the event is still open (wine tasting or brew tasting, dinner, ?). The major issue is finding an appropriate venue. Efforts continue.

**OTMDC Finance Committee**  
**March 2019**  
**Summary Report to the Board**

**Recommended Actions:** None

**Items of Interest to the Board:**

1. February financial reports: attached to this report are the ‘condensed’ format reports adapted from the more detailed financials. The endowment fund grew by \$107k in Feb. and \$198k year to date. We have only drawn ½ of the budgeted amount (\$125k), and with a cash balance of \$415k it is possible we will not have to draw the other half. \$125k would represent a draw of approximately 2.5% of the endowment balance.

Receivables and bad debt expense grew significantly in Feb., cutting into reported patient revenue. YTD, receivables are \$69k higher than June 30, and allowance for doubtful accounts is 57k higher. The bad debt expense recorded on the income statement is 15% of gross patient revenues. Taking into account the higher bad debts, net patient revenue is at 68% of budget at the 8 month point, and on track to slightly exceed budget for the year.

There are some encouraging trends in some categories of revenue. Individual donations (part of the “Public Support” category) are \$82k ytd, already exceeding the annual budget and 30k ahead of the same period last year. The final gala revenue of \$65k exceeded budget.

Expenses are at 64% of budget. Overall personnel costs are at 63.5%. Total salaries (combined full-time and part-time staff) are at 71% and projected to exceed budget by about 60k for the year. Benefits on the other hand are at 48% and projected to be below budget by almost 200k. The trends in salaries and benefits are being analyzed as part of budget discussions for next year.

2. Annual Budget: After reviewing draft budgets at the March 11 meeting, the committee decided to do more work on the budget and delay presenting a final budget until the May 20 board meeting. We are continuing to discuss the appropriate rate for transfer from the endowment, and may consider recommending a change in policy.

**OTMDC -- Summary Financial Results: YTD -2-28-19 (8 mos.)**

**Income-Expense:**

	<u>Total</u>	<u>Tot. Feb.</u>	<u>Annual Budget</u>	<u>Variance</u>	<u>% of annual</u>
<b><u>Revenue:</u></b>					
Local Government	\$ 400,002	\$ -	\$ 535,046	\$ (135,044)	75%
Patient Revenue	\$ 368,197	\$ 45,503	\$ 461,000	\$ (92,803)	80%
Bad Debt	\$ (56,723)	\$ (32,090)	\$ -	\$ (56,723)	
Public Support	\$ 163,894	\$ 10,818	\$ 196,600	\$ (32,706)	83%
Special Events-Fundraising	\$ 71,039	\$ 1,835	\$ 142,600	\$ (71,561)	50%
Grants	\$ 971,592	\$ 15,742	\$ 1,043,979	\$ (72,387)	93%
Other	\$ 14,007	\$ 900	\$ 6,500	\$ 7,507	215%
<b>Total Revenue</b>	<b>\$ 1,932,009</b>	<b>\$ 42,708</b>	<b>\$ 2,385,725</b>	<b>\$ (453,716)</b>	<b>81%</b>
<b><u>Expenses:</u></b>					
<b><u>Personnel</u></b>					
Salaries -- Full-Time	\$ 791,078	\$ 98,502	\$ 1,077,316	\$ (286,238)	73%
Salaries -- Temporary	\$ 208,304	\$ 29,794	\$ 329,601	\$ (121,297)	63%
Benefits	\$ 321,962	\$ 42,021	\$ 674,581	\$ (352,619)	48%
<b>Total Personnel</b>	<b>\$ 1,321,345</b>	<b>\$ 170,317</b>	<b>\$ 2,081,498</b>	<b>\$ (760,153)</b>	<b>63.5%</b>
<b>Total Operating</b>	<b>\$ 346,201</b>	<b>\$ 28,822</b>	<b>\$ 532,573</b>	<b>\$ (186,372)</b>	<b>65%</b>
Furn/Equipment (Total)	\$ 15,744	\$ 188	\$ 21,800	\$ (6,056)	72%
<b>Total Expenses</b>	<b>\$ 1,683,290</b>	<b>\$ 199,327</b>	<b>\$ 2,635,871</b>	<b>\$ (952,581)</b>	<b>64%</b>
<b>Net Income</b>	<b>\$ 248,719</b>	<b>\$ (156,619)</b>	<b>\$ (250,146)</b>	<b>\$ 498,865</b>	
Transfer From Endowment	\$ 125,073	\$ -	\$ 250,146	\$ (125,073)	
<b>"Cash Flow"</b>	<b>\$ 373,792</b>	<b>\$ (156,619)</b>	<b>\$ -</b>	<b>\$ 373,792</b>	
<b><u>Investment Fund Summary:</u></b>					
	<b><u>Curr. Mo.</u></b>	<b><u>YTD (8 mos.)</u></b>			
Beg. Balance	\$ 4,365,964	\$ 4,400,307			
+/-: Gains/Losses	\$ 106,964	\$ 197,694			
Less: Transfer to Operations		\$ (125,073)			
End Balance	\$ 4,472,928	\$ 4,472,928			
	\$ 4,472,928	\$ 4,472,928			

<b>OTDMC: Current Assets Report: 2/28/19</b>				
	<u>2/28/2019</u>	<u>6/30/2018</u>	<u>YTD</u>	Change since
		<u>(Final Audit)</u>	<u>Diff.</u>	31-Jan
Cash	\$ 415,013	\$ 27,662	\$ 387,351	\$ (137,144)
Investments	\$ 4,472,928	\$ 4,400,307	\$ 72,621	\$ 106,964
<b>SUBT.</b>	<b>\$ 4,887,941</b>	<b>\$ 4,427,969</b>	<b>\$ 459,972</b>	<b>\$ (30,180)</b>
Total Receivables	\$ 362,441	\$ 292,991	\$ 69,450	\$ 12,617
Less: Allow. For Doubtful Accts.	\$ (199,973)	\$ (143,251)	\$ (56,722)	\$ (29,990)
<b>Net Receivables</b>	<b>\$ 162,468</b>	<b>\$ 149,740</b>	<b>\$ 12,728</b>	<b>\$ (17,373)</b>
<b>Total Current Assets</b>	<b>\$ 5,050,409</b>	<b>\$ 4,577,709</b>	<b>\$ 472,700</b>	<b>\$ (47,553)</b>

Olde Towne Medical and Dental Center

Asset Report

3/8/2019

Year: 2019 Period: 8

<b>Ledger Description</b>	<b>Current Balance</b>	<b>PY Balance</b>
Cash Balance	\$415,013	\$415,366
Investments	\$4,472,928	\$4,415,593
Medicaid Receivables	\$11,986	\$13,136
Medicare Receivables	\$14,023	\$12,391
Miscellaneous Receivables	\$0	\$0
Self Pay Receivables	\$302,184	\$177,192
Industrial Receivables	\$88	\$128
Dental Receivables	\$2,286	\$2,659
Commercial Ins Receivables	\$11,949	\$6,305
Anthem Receivables	\$11,509	\$8,516
Sentara Optima Receivables	\$8,416	\$5,703
Prepaid Expenses	\$0	\$0
Allowance for Doubtful Accts	(\$199,973)	(\$99,978)
<b>Total Assets</b>	<b>\$5,050,409</b>	<b>\$4,957,010</b>

**Olde Towne Medical and Dental Center****Revenues and Expenditures Report**

3/8/2019

Fiscal year: 2019 Period: 8

**Revenue Summary**

	<b>Budget</b>	<b>Current</b>	<b>YTD</b>	<b>Prior Year YTD</b>	<b>Variance</b>	<b>Variance %</b>
Local Government	\$535,046.00	\$0.00	\$400,001.75	\$435,900.75	(\$35,899.00)	-8.24%
Patient Revenue	\$461,000.00	\$45,502.75	\$368,196.79	\$263,066.53	\$105,130.26	39.96%
Bad Debt	\$0.00	(\$29,990.29)	(\$56,722.63)	\$1,322.99	(\$58,045.62)	-4387.46%
Public Support	\$196,600.00	\$10,818.33	\$163,894.39	\$135,983.14	\$27,911.25	20.53%
Special Events - Fundraising	\$142,600.00	\$1,835.00	\$71,039.35	\$14,262.03	\$56,777.32	398.10%
Grants	\$1,043,979.00	\$15,741.84	\$971,591.86	\$1,235,633.71	(\$264,041.85)	-21.37%
Other	\$256,646.00	\$107,864.15	\$211,701.42	\$266,986.73	(\$55,285.31)	-20.71%
<b>Total Revenue</b>	<b>\$2,635,871.00</b>	<b>\$151,771.78</b>	<b>\$2,129,702.93</b>	<b>\$2,353,155.88</b>	<b>(\$223,452.95)</b>	<b>-9.50%</b>

**Olde Towne Medical and Dental Center**

**Revenues and Expenditures Report**

3/8/2019

Fiscal year: 2019 Period: 8

**Expenditures Summary**

	Budget	Current	YTD	Variance	Percent Spent
<b>Admin Department</b>					
Personnel	\$184,947.00	\$15,391.50	\$120,825.59	\$64,121.41	65.33%
Operating	\$130,654.00	\$6,532.06	\$78,620.96	\$52,033.04	60.17%
Furniture and Equipment	\$3,300.00	(\$10.97)	\$592.07	\$2,707.93	17.94%
<b>Total Admin Department</b>	<b>\$318,901.00</b>	<b>\$21,912.59</b>	<b>\$200,038.62</b>	<b>\$118,862.38</b>	<b>62.73%</b>
<b>Direct Services</b>					
Personnel	\$1,840,175.00	\$149,512.19	\$1,159,452.91	\$680,722.09	63.01%
Operating	\$371,187.00	\$17,151.61	\$233,077.97	\$138,109.03	62.79%
Furniture and Equipment	\$18,400.00	\$199.13	\$15,152.18	\$3,247.82	82.35%
<b>Total Direct Services</b>	<b>\$2,229,762.00</b>	<b>\$166,862.93</b>	<b>\$1,407,683.06</b>	<b>\$822,078.94</b>	<b>63.13%</b>
<b>MAP-Grant</b>					
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	
Operating	\$0.00	\$0.00	\$0.00	\$0.00	
Furniture and Equipment	\$0.00	\$0.00	\$0.00	\$0.00	
<b>Total MAP-Grant</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>#Error</b>
<b>Fundraising</b>					
Personnel	\$56,376.00	\$5,413.03	\$41,066.08	\$15,309.92	72.84%
Operating	\$30,832.00	\$5,138.17	\$34,501.83	(\$3,669.83)	111.90%
<b>Total Fundraising</b>	<b>\$87,208.00</b>	<b>\$10,551.20</b>	<b>\$75,567.91</b>	<b>\$11,640.09</b>	<b>86.65%</b>
<b>Total Expenditures</b>	<b>\$2,635,871.00</b>	<b>\$199,326.72</b>	<b>\$1,683,289.59</b>	<b>\$952,581.41</b>	<b>63.86%</b>