

**Olde Towne Medical and Dental Center**  
**Board of Directors Meeting**  
**Agenda**  
**October 28, 2019, 5:00 PM**  
**Multi-Purpose Room**

1. Call to Order and Attendance – Tom Brownlie
2. Visioning Moment – Dr. Mann
3. Consent Agenda – Tom Brownlie
  - a. Board of Directors Minutes, September 2019
  - b. Executive Committee Minutes, October 2019
  - c. Communications and Development Minutes, September 2019
  - d. Planning and Performance Minutes, October 2019
  - e. Director of Development Report
  - f. Grant Report
4. Update on Strategic Plan – David Masterson
5. Management Discussion and Analysis
  - a. EMD Report – Dr. Mann
  - b. Dental Clinic Report – Dr. Bennett
6. Committee Reports and upcoming activities (See Attached)
  - a. Communications and Development – Chris James
  - b. Finance Committee Report – Ben Puckett
7. Board Engagement Best Practices – Chris James, Brian Smalls, Tom Brownlie
8. Other Business
9. Next Board Meeting November 18, 2019 5:00 to 6:30 PM at the Multi-purpose Room
10. Adjourn

**Board of Directors Meeting  
 Olde Towne Medical and Dental Center  
 Multi-Purpose Room  
 July 22, 2019 5:00-5:50 PM**

<b>Attendance</b>			
<b>Members Present</b>		<b>Members Absent</b>	<b>Staff Present</b>
Thomas Brownlie	Judy Knudson	John Anderson, M.D.	Dr. Bill Mann
William Bennett, DDS	Frank Sisto	Amanda Ulishney	
Ben Puckett	Sharon Marchelya	Ramon Rodriguez	
John McGlennon	Cheryl Fields	Brian Fuller	
Wendy Evans	David Masterson	Adria Vanhoozier	
Denise Kirschbaum	Chris James	Benny Zhang	
Dr. Rana Graham	Dr. Camilla Buchanan		
Walt Zaremba	Janna Roche		
Christine Payne	Brian Smalls		
Jonathan Weiss	Scott Foster		

**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.

**2. Client Satisfaction Surveys – Deborah Hudson**

- a. Deborah Hudson from Hampton University presented data on the past 6 years of patient satisfaction surveys. The presentation is attached.
- b. This is an ongoing effort with overall input from our clients very positive and useful

**3. Tour of Center and New Dental Chairs**

- a. Prior to the tour, Dr. Bennett reviewed the process for a dental visit highlighting the preparation needed before the visit and the cost of the consumables from sterilizing the hand piece to disposable wipes to sanitize the room
- b. Group discussion while ½ toured was about recognition and staffing
  - i. A pool of identified per diem flexible workers could help some staffing problems. Sentara uses this versus an agency.

- ii. Board should have a list of active volunteers so that we can thank them when an opportunity presents itself.
- iii. Sharon shared that the Red Cross provided volunteer help to the army dental facilities on a spot basis.
- iv. Helen should be encouraged to spend a some of the social media effort highlighting staff as a thank you
- v. Judy suggested that an Olde Towne Auxiliary could help across a number of these issues.

**4. Visioning Moment – Dr. Mann**

- a. Dr. Mann reviewed an amazing case of a middle aged women suffering from fatigue and knee pains who had not seen a doctor in many years. Staff was able to provide a diagnosis of diabetes, help the patient apply for Medicaid, set her up with MAP for her prescriptions in one visit. The women was so grateful she returned the next day with flowers for those who had helped her.

**5. Consent Agenda – Tom Brownlie**

- a. Scott Foster moved for the acceptance of the consent agenda. Chris James seconded the motion and the motion passed.

**6. Review of Final 2018-19 Financial Data – Ben Puckett**

- a. The final, unaudited numbers show a good year financially. We were slightly above revenue projections and below expenses allowing a smaller transfer from the endowment to balance the budget.
- b. Two month data show we are off to a good start, particularly in areas of projected revenue growth in Patient Revenue. It is very early.

**7. Long Term Facility Task Force – Tom Brownlie**

- a. A task force has been formed and first meeting held
- b. This is part of the strategic planning effort, there are no plans to move at this time.
- c. Summary slides attached.
- d. Early work highlights the challenge of projecting growth as both patient numbers and visits have been flat for the past 10 years.

**8. Management Discussion and Analysis – see reports**

- a. EMD Report – Dr. Mann
- b. Dental Clinic Report – Dr. Bennett
  - i. Staff shortage with both dental assistants off work, is creating significant issues.

**9. Committee Reports**

- a. Communications and Development
  - i. Staffing the 2<sup>nd</sup> Sunday booth was a challenge in September. A straw poll suggested that the board supported the idea, perhaps not on a monthly basis. Perhaps 90 minute or 2 hour blocks would reduce the number of volunteers needed.

- ii. Plans for the September 26 event at Billsburg Brewery are progressing with food, wine, beer and music lined up. We could definitely sell more tickets to make this a success.
- iii. In discussion, it was suggested that we should look at an annual gala but planning and execution would need to be supported by more staff.

b. Finance Committee Report – See attached.

**10. Other Business**

- a. Chris James thanked Dr. Bennett for purchasing a new sign for the 2<sup>nd</sup> Street and other events.

**11. Next Board Meeting** – October 28, 2019 5:00 – 6:30 PM Multi-Purpose Room

**12. Adjourn**

- a. Walt Zarembo moved to adjourn, Cheryl Fields seconded and the motion passed
- b. The meeting adjourned at 6:55 PM

Tom Brownlie

Chair, Olde Towne Medical and Dental Center

## Minutes

### Executive Committee Meeting

5 PM, October 21, 2019

1. Welcome and establish Quorum
  - a. Members Present – Ben Puckett, Brian Smalls, Chris James, Dr. Bill Bennett, Dr. Bill Mann, Tom Brownlie
  - b. Members Absent – David Masterson
2. Update on Recent Events – Chris James
  - a. Trunk or Treat at High Street – sponsored by Network Peninsula, we ran out of candy twice and had lots of good publicity with client base
  - b. 2<sup>nd</sup> Sunday – good traffic at booth and even got a \$50 donation, thanks to Frank Sisto for covering extra shift. We will move to quarterly participation in 2020.
  - c. Billsburg Brewery evening 108 tickets sold, net of \$3789 after expenses. Good response from key vendors to support future events
3. Ben Puckett reviewed first quarter financial results. Nice increase on patient revenue versus last year and on budget.
4. Dr. Mann provided an update on the Strategic Plan.
5. Business Update – Dr Mann
  - a. Staffing issues moving toward a more stable position
  - b. We have replaced our departed Nurse Educator
  - c. The Christmas party will be December 13.
6. Chris James, Brian Smalls and Tom Brownlie reviewed plans for the topic on Board Involvement.
7. Adjourn – the meeting was adjourned at 6:00

Tom Brownlie

Chair, Olde Towne Medical and Dental Center

**Communications and Development Committee**  
**September 18, 2019**  
**Minutes**

<b>Members Present</b>	<b>Members Absent</b>	<b>Staff Members Present</b>
Christopher James Judy Knudson Ron Lodzieski Sharon Marchelya Christine Payne Janna Roche Frank Sisto Benny Zhang (partial by phone)	Jim White Adria Vanhoozier	William J. Mann, Jr., M.D. Janis C. L. MacQueston Helen Harrison

**Welcome and Introductions**

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

**Approval of Minutes**

The minutes from the August 21, 2019 meeting were reviewed by the committee. A sentence about ABC license was corrected then a motion was made, seconded and were unanimously approved.

**Update from Dr. Mann**

Dr. Mann reported that a front desk employee resigned, and replaced with a person who is bilingual. A nurse educator resigned to accept a position at Riverside and her replacement should start in early October. The two dental chairs we purchased have arrived. The July/August numbers for our uninsured patients was 70%, down from 76% this same time last year. On our registration forms, 46% of the patients are either non-citizen or declined to answer the question. Medicaid patients are up by 20%. The Impact 100 presentation will take place next Tuesday, September 24<sup>th</sup>. OTMDC is one of six finalists for the grant. We have asked for \$34,000 for a new Ultrasound Machine. Kendra Robinson will make the seven minute presentation; Dr. Mann, Jan MacQueston and Wilma Bond will also attend. The committee will meet after the six finalists have presented and declare the winner(s).

**Director of Development Report**

Jan MacQueston, director of development, reviewed her monthly report which she provided to the committee in advance of the meeting. Jan discussed:

Jan represented OTMDC at the Ovarian Cancer Race that took place on Saturday, September 7<sup>th</sup>. The weather cooperated and there was a great turn out. Proceeds will be distributed to OTMDC in 2020 through the Williamsburg Community Foundation.

Frank Sisto and Jan gave Larry Stowe, Ford's Colony Dance band leader, a tour of Olde Towne's facilities. The Ford's Colony dance band gave a concert on Sunday evening, September 8<sup>th</sup>, where Frank conducted a 50/50 raffle. All of the winners donated their winnings back to OTMDC. OTMDC received \$560.00 in donations that evening. Dr. Mann and Jan attended the concert.

Jan and Helen have been working on the Hops & Grapes event. Jan has worked on getting the event publicized and Helen is receiving monies and disbursing tickets. Helen reported that we have the SQUARE Credit card reader up and running for the event. We will sell tickets at the door for \$40.00 as well as additional beer/wine tickets at \$5.00 a glass. Denise will also make sure we have plenty of cash on hand in the cashbox.

Jan displayed the new pill boxes that were ordered to use as give-ways for health fairs, Second Sundays and various events.

### **Hops + Grapes**

Chris discussed the status of the September 26, Hops & Grapes event at Billsburg Brewery, 5:00 – 8:00 p.m. Set-up at the venue will be 4:00 – 4:30pm. - tent with table for “Will Call” and for ticket sales.

Chris will pick up tables and Helen will get the tent to the venue. Judy offered to purchase (20) table covers for the picnic tables and wine pouring table. Chris will purchase cocktail napkins at Costco. Chris has already purchased the disposable wine glass from Amazon. Christine offered to provide the ice. Helen will also provide large white cooler as well as a galvanized bucket for water bottles. Sharpies at the wine table had been suggested to use for names on the wine glasses. (Previously Benny had mentioned he had these)

Helen will be covering the ticket sales table with Christine and Judy also helping out with ticket exchanges for food and beverage tickets. It was also discussed of ways to boost ticket sales prior to the event. Suggestions included hanging more posters and challenging all board members to purchase tickets. Chris suggested that we provide a meal ticket for each of our vendors that are volunteering their services for us (Penny and Rebecca of PourVA and Jay of Time Passages mobile DJ service).

Chris will be meeting with a representative at TOTAL WINE AND MORE to select the wines for the event. We are keeping the cost to \$10.00 per bottle. A 5oz. pour will get 5 glasses per bottle. Chris will also pay for wine out of his pocket and will be reimbursed by OTMDC. Any unused wine not corked or chilled can be returned to TOTAL WINE AND MORE for a full refund.

Jay from Time Passage Mobile DJ service will also serve as the emcee for any announcements, etc. The 50/50 raffle was discussed and it was decided due to the number in attendance, we will not conduct the raffle. In lieu, we will have at least one donation box for donations. Jan will create a flyer for the blue board about our services. Benny is compiling a list of all the elected officials and administrative board members from James City County, York County and City of Williamsburg and will get to Chris so that he can send an email invitation to the event.

### **Second Sunday**

This event took place on Sunday, August 8. Thank you to all of those that volunteered. About 50 people stopped by the booth, with about 40% of them not knowing anything about OTMDC and of those, possibly 10% that could be potential patients. An information sheet was distributed on the Flu and the importance of the vaccine. We also had free pens and pill boxes as giveaways.

It was discussed on whether or not we will continue to participate in Second Sundays due to lack of volunteers. This will be a topic of discussion at the Executive Board Meeting on Monday, September 23 and will be readdressed at the next C&D committee meeting on Wednesday, October 16, 2019.

### **Other discussion**

Jan mentioned that Jan and Helen will be participating in the “Trunk or Treat” event at High Street on October 19, from 5:00 – 8:00pm. All are encouraged to attend.

The meeting was adjourned by Chris James at 4:16p.m.

Respectfully submitted,

Helen Harrison  
Development & Communications Assistant

## **Minutes: Planning and Performance Committee October 9, 2019**

Committee members present: Camilla Buchanan, Denise Kirschbaum, Rana Graham, David Masterson

Ex officio William Mann

Committee members absent: John Anderson, Scott Foster, Ron Lodzieski, John McGlennon

David Masterson called the meeting to order at 5:00, and requested the committee to focus on the strategic plan. Materials had been forwarded to committee members in advance.

A document was provided showing due dates for deliverables for strategic plan.

A discussion was carried out about the need for increased community awareness. David Masterson will raise this issue for discussion at the next Executive Committee meeting.

The 1) succession plan, 2) scope of practice for dental service, 3) current update on developing community partnerships, 4) optimization of use of volunteers, 5) proactively assisting Medicaid eligible patients with enrollment and alignment and 6) community partnerships were all provided to board at past meetings. These topics are completed, but are also all ongoing with continuous review as appropriate.

New areas discussed were 1) delineating scope of practice for OTMDC, 2) sustaining employees, 3) building morale. Drafts on these issues were submitted to committee members who will provide Dr. Mann with feedback prior to next committee meeting. An updated report on assisting Medicaid enrollment was also provided.

The committee noted that development of a quality dashboard is being undertaken by the Chronic Care Collaborative of the Williamsburg Health Foundation and will be presented to committee when it becomes available. A capital replacement plan is being formulated by Finance Committee, and will eventually be presented to board. A task force to consider new facility options has been formed.

Dr. Mann reported that he is having discussions with other safety net clinics about identifying partnerships to share costs of programs.

The next meeting of the committee will be November 13<sup>th</sup> at 5:00 and reminders will be emailed.

The meeting was adjourned at 6:10.



**OLDE TOWNE MEDICAL & DENTAL CENTER**  
**DIRECTOR OF DEVELOPMENT – ACTIVITY REPORT**  
**September 16 – October 15, 2019**

**GRANT ACTIVITY**

- Grant proposal submitted: **Delta Dental Foundation Virginia \$5,300** to fund four dental assistant chairs and three surgical handpieces.
- Grant proposal submitted: **Huston Foundation \$5,280** to fund six desk scanners.
- Grant report: I prepared and submitted the annual grant report to the Huston Foundation.

**MEETINGS/CONTACTS**

- Monthly meetings with area development professionals.
- Continue contact with Sr. David Ann Niski, Bernardine Franciscan Sisters Foundation.
- I attended the “Miles for Smiles” race scheduled on Saturday, September 28 sponsored by Dr. Burden’s practice. Race proceeds are targeted to OTMDC.
- Dr. Mann and I took a major donor (married couple) out to lunch as part of our stewardship program. We discussed Olde Towne, their interest in it, answered their questions, and their past and upcoming travels. The couple wishes to remain anonymous. During the last year they have donated \$88,855.
- Dr. Mann and I gave a tour to the two 96<sup>th</sup> Virginia House Delegate candidates, Dr. Mark Downey and Amanda Batten. Photos were taken of them with Dr. Mann and posted on our Facebook page.
- Dr. Mann, Kendra Robinson, Wilma Bond and I attended the Impact 100 event. Thanks to teamwork and Kendra’s eloquent presentation, OTMDC was awarded the funding to purchase a new ultrasound machine.

**MARKETING/PUBLIC RELATIONS**

- Helen has been keeping our social media sites updated.
- I represented OTMDC at the “Think Beyond Pink: Women’s Wellness Symposium” sponsored by Williamsburg Faith in Action. Approximately 35 women approached our booth...the main interest was in dental care and that all ages are welcome for medical care. Dr. Camilla Buchanan was a speaker and discussed her personal journey with breast cancer. Following her presentation Dr. Buchanan took questions from the audience.

**RESEARCH**

- Researched several foundations, businesses, and major gift prospects for future solicitation.

**OTHER**

- I obtained the state liquor license for the Hops + Grapes fundraiser.
- Both Helen and I worked on and participated in the Hops + Grapes fundraiser.
- The Annual Report is in its final proof and should be mailed out on or about October 23.
- I participated in a one and one-half day fundraising seminar sponsored by the Williamsburg Health Foundation. The presenting company was “Candid.” Approximately one year ago the Foundation Center and GuideStar (Williamsburg, VA) merged to form one company. The seminar focused on overall fundraising, foundation research and proposal writing and, board development.
- Preparing “draft” Development Fundraising Plan for discussion at October 16, 2019 C&D Committee meeting.

**PUBLICITY**

- Hops + Grapes (PSAs) appeared in *The Virginia Gazette*, *The Daily Press*, Network Peninsula and Williamsburg Chamber of Commerce.
- An article/photo, submitted by the Lions Club, was published in *The Virginia Gazette* regarding their involvement with the Olde Towne Vision Clinic.

Respectfully submitted,

Janis C. L. MacQueston  
Director of Development

## FY 2019 - 2020 Grant Report

Updated  
October 23, 2019

ACCEPTED				
Funder	Requested Amount	Amount Awarded Date Received	Intended Use	Status
<b>RECURRING:</b>				
VCHA	\$ 97,366	\$ 97,366	General Support	Funded
City of Williamsburg	110,053	110,053 FY20	General Support	Funded
James City County	350,893	350,893 FY20	General Support	Funded
York County	104,511	104,511 FY20	General Support	Funded
SWRMC	100,000	100,000	Prenatal	Funded
VHCF	110,259	110,259 FY20	MAP	Funded
VCHA	30,000	30,000	Lab Corp	Funded
WHF	450,000	450,000	General Support	Funded
WHF	250,000	250,000	Chronic Care	Funded
<b>Total</b>	<b>\$ 1,603,082</b>	<b>\$ 1,603,082</b>		
<b>ONE TIME:</b>				
Sentara Fdn.	\$ 32,000	\$ 32,000	Dental Clinic: staff & supplies	Funded in two payments
Impact 100	33,712	33,712	Ultrasound-Prenatal	Funded
Queen of Virginia	5,000	5,000	Dental Clinic	Funded
<b>TOTAL</b>	<b>\$ 70,712</b>	<b>\$ 70,712</b>		

**PENDING**

<b>Funder</b>	<b>Requested Amount</b>	<b>Amount Awarded Date Received</b>	<b>Intended Use</b>	<b>Status</b>
Huston Foundation	\$ 5,280		6 desk scanners	
Delta Dental Fdn. VA	5,566		Dental equipment	
WCF	5,000		Dental equipment	
WHF	20,000		Health coaches	
Allstate-Renewal 365	40,000		General Support	
<b>Total</b>	<b>\$ 75,846</b>			

**DENIED**

<b>Funder</b>	<b>Requested Amount</b>	<b>Date Denied</b>	<b>Intended Use</b>	<b>Status</b>

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**

## Executive Medical Directors Report: October 2019

**Summary:** For the first quarter of our fiscal year, our uninsured patient visit, rate was 71.3%, with the uninsured rate for the last fiscal year of 76.2%, and our percentage of visits covered by CMS was 26.8%, up from 20% in the past fiscal year. This is the first drop in our uninsured rate in more than three years. Admittedly this is a 3 month sample, but the trend is encouraging. Patient revenues and donations are ahead of budget, and expenses essentially on budget.

**Patient service and Staffing:** One of our dental assistants resigned, and we have replaced her with an experienced dental assistant. Staffing is now completely filled, and we are in the process of creating “prn” positions for a part time medical and part time dental assistant to try to maintain level staffing during vacations, illnesses and other unexpected employee absences. For the current fiscal year this would be a budget neutral expense, since funds set aside for other positions have not been utilized.

We averaged 1231 patient visits per month for the first quarter, down from 1320 last year. Medical new patients can now be seen within a week; scheduled dental visits have a wait of several months. We are looking at ways to improve dental efficiency and availability, including adding additional dental assistants and creating a fifth room for patient care. Dental visits continue to comprise 21.5% of visits this year; last year 22.5%. We are looking into trying to reduce no-shows by possibly having a walk-in, first come, first serve session in the dental clinic. We are also drilling down on medical visit scheduling.

Our percentage of patients covered by CMS (Medicaid, Medicare, managed Medicaid {MCO}) has increased 6.8% to 26.8%, while our uninsured rate fell 4.9%, from 76.2% to 71.3%. Medicaid activities are still keeping our MAP/AMP staff engaged, though actual new enrollments are less frequent. Questions related to Medicaid, medications, and MCO’s continue to take considerable staff time, and we anticipate a bump in new applications when new enrollment opens November 1<sup>st</sup>. Medication requests are down ~30%.

We are now able to provide free IUDs to our uninsured patients. These are provided through two grant programs, one with Direct Relief, which supports non-profits nationally, and the other through the Virginia Dept. of Health.

Outreach efforts to JCC staff have included over 250 employees at four different locations in the county who we provided flu shots (two more sites are scheduled), and 52 JCC Headstart students received hearing tests and 64 York County Head Start students had oral health screenings. The flu shot program was a pilot effort which worked very well, and we are reaching out to York County to see if next year we could provide both counties employees with this service. We also went to Crossroads Community Youth Center and provided TB screenings and testing to their five employees.

**Physical Plant:** We have received our grant for \$33,712.83 from Impact 100 Grater Peninsula Big Give, which is part of the Peninsula Community Foundation of Virginia, and are in the process of ordering our new ultrasound machine for our prenatal clinic.

Over the last two month the Master Gardeners of Williamsburg have made several attractive improvements in our entrance way gardens.

We are obtaining estimates from JCC on the cost of conversion of the dental records room into a patient care suite. This is an approach we are exploring that might help us address the patient backlog in dentistry.

**Finances:** Our revenues are slightly ahead of budget, and our expenses are at budget. The finance committee report summarizes this in more detail. The impact of Medicaid expansion cannot be assessed because of the delays in payment, but we are optimistic.

**Community Collaborations:** We continue to provide medical care to the homeless at **Williamsburg House of Mercy**. I completed an infomercial for **The Burg 740 AM** radio which will air Monday, December 23<sup>rd</sup> at 2:15. I attended the **Virginia Community Healthcare Association** membership meeting. The major item of interest was related to HRSA (Health Resources and Services Administration) wanting to tie quality measures to federal grant funding for FQHCs. There also may be some future opportunities for our ~800 patients with kidney disease to utilize new laboratory monitoring. Olde Towne had a presence at **Second Sunday**, and also **High Street Trunk or Treat**

## Dental Report

October 28, 2019

Pleased to announce that the two new dental units have been installed and are fully operational. Many thanks go out from the staff and dentists working in the clinic. The patients are positive as well! We now have a well-equipped dental clinic!!!

Staffing and No Shows should now become the major items for consideration.

No Shows has been an issue addressed in the past. It was an issue presented again at the last Board meeting. No Shows take place in all treatment areas of the clinic not just in the dental division. At my day in the clinic last Tuesday **NO** patient showed up in the morning. That lost patient time was taken to evaluate and discuss this No Show issue with staff.

From my understanding 30% or more is the present No Show rate at OTMDC. It was learned that many patients that No Show in the dental clinic also No Show in the medical clinic too.

Patients are contacted in advance for appointment conformation. Confirming appointments alone seems not to be working well. So, how No shows are handled should be addressed. There is a long list of patients in need in the dental clinic with staff sitting idle due to No shows. This is nonproductive and costly. A new policy for No shows should be implemented or the present policy reevaluated. Here are the two usual considerations for No show patients:

Broken appointment fee:

This was attempted in the past. A \$10.00 fee was charged but made no affect. So, this policy was not successful at that amount of money. Should a larger amount be attempted? Should this option not be considered again?

Dismissing a habitual No Show patient:

Dismissal is a commonly used option in most practices and clinics. Many dismissed patients come to us due to this fact. OTMDC's position is that we are the last resort and do not dismiss patients. We do accept dismissed patients from all other providers since OTMDC is considered a last resort. This is the noble mission we have undertaken.

For Board consideration:

1. An assessment of the reasons patients No Show should be considered.
2. Serious discussions with patients in regard to keeping appointments and the consequences for themselves and other patients in need of care should be presented at each visit.
3. Stop scheduling appointments for the habitual NO show patient. Instead, clinic time could be established on a first come first serve basis for No Shows and patients wishing to possibly be seen earlier than scheduled. No guarantee should be made that they would be seen or treated depending on the number of patients that arrive. First to come - first to be treated.

Respectfully Submitted,  
William J. Bennett, D.D.S.

# **OLDE TOWNE MEDICAL & DENTAL CENTER**

## **Communications and Development Committee**

### **October Committee Report**

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

- **On-going activities:**

- Consistent with the OTMDC Communications Plan 2019-2020, a position description for a marketing / communications specialist has been developed, reviewed with JCC HR and will be presented to the Board for review and approval
- Committee focus on better understanding/use of electronic communications continues as does its role in OTMDC development / fund raising efforts. Website and Facebook continue to be updated.
- The committee continues to look at increasing its support and role in driving a robust messaging / communications effort across all communications channels to drive better recognition in the communities we serve and support.
- Participated in Second Sunday in Williamsburg on Sunday, October 13<sup>th</sup> with support of 6 OTMDC board members. Effort is part of the communications enhancement discussed above and feedback from those who manned the booth were generally positive. This was the last Second Sunday that we plan on participating this year. Plans are to participate once a quarter moving forward.

- **Fall event planning:**

- The fall fund raising event was held on September 26, 2019 at Billsburg Brewery with food provided by a local food truck. The event was held outside in the tent area overlooking the marina, creating a causal, fun environment. Multiple positive comments were received from those who attended the event hoping that it becomes a permanent event. Ticket sales (102) and donations (\$1,690.00) resulted in net income of \$3,789.49. Cost per dollar raised was .29 cents.

CHJ:10/22/2019

## *New Position Request FY2019-2020:*

### *Marketing/Communications Specialist*

Utilizing the attached position description hire a qualified individual responsible for planning and executing Olde Towne Medical and Dental Center's marketing, communications and event activities that strengthens the organization's presence in the community and enhances outreach efforts to patients, staff, volunteers, donors and supporting jurisdictional stakeholders.

Funding requirements: Salary Range 13: Minimum Salary \$41,428, Mid Point Salary \$53,856, Maximum Salary \$66,954. Estimate of \$50,000 to \$55,000 based on input from JCC HR. The estimated salary level would create an expectation of an employee with at least 5 years job experience.

- Action timing:
  - Board approval – November 18, 2019
  - Sourcing / identification candidates – January 1, 2020
  - Completed – on or before February 15, 2020

#### *Position Objectives and Initial Goals:*

- Develop a better understanding and use of the communication tools available to reach various target audiences in OTMDC's efforts to relate its story, impact and needs as well as general health information
  - Review various communication platforms to determine which is best fitted to the needs of Olde Towne and the messages it needs to deliver
  - Determine the best practices being used by nonprofits and medical clinics to strategically communicate
  - Review existing electronic platforms (web page, Facebook, others?) in light of best practice review and update/revise
  - Review existing hard media platforms (mailings, flyers, posters, newsletter, etc.) against best practice and ROI. Update / revise
  - Action timing:
    - Develop plan for determining best practices -April 15, 2020
    - Identify specific platforms both electronic and hard that best fit the needs and culture of OTMDC and develop a utilization plan – May 29, 2020
    - Develop the infrastructure and plan that supports a well thought out on-going communication's effort to achieve the various communication goals or objectives required to support OTMDC continued success – July 1, 2020 and on-going annually.
- Integrating with existing fund-raising events, identify potential events that will have a significant impact on OTMDC fund raising and recognition in the community
  - Develop a multi-year event planning calendar
  - Identify potential "angel" sponsors and major donors to support annual events
  - Working with the Communications and Development Committee provide leadership and expertise in all areas of event planning



- Action timing:
  - Analyze existing event planning activities and develop a short-term plan (6-18 months) with proposed actions to cover the near term - June 1, 2020
  - Develop a major event plan for multiple years identifying event type, themes, potentials venues, publicity, and funding requirements – June 1, 2021
  - Develop an on-going list of potential “angel” sponsors and donors to support events – June 1, 2021
  
- Explore the use of social media to support short term funding needs i.e. crowd funding potential. OTMDC has many funding needs both large and small, that are needed in order to maintain its ability to provide the critical services to the community. A number of the smaller needs (\$10,000 or less?) may lend themselves to a different approach, crowd funding or similar.
  - Review the use of crowd funding or Facebook for raising smaller amounts of monies to buy / replace specific equipment items used by OTMDC or programs
  - Determine best practice and use by other similar clinics
  - Identify potential fund-raising needs and position for possible campaign
  - Design an appropriate campaign to determine the viability of approach
  - Action timing:
    - Review use of crowd funding/Facebook determining best practices – April 15, 2020
    - Identify potential project, select platform and design campaign – July 1, 2020
    - Run campaign and evaluate the results – December 30, 2020
    - Determine future opportunities and viability of approach – January 30, 2021
  
- Develop an email data base expanding the existing email data base to include patients, donors, jurisdictions, board members, OTMDC staff, granting organizations, etc.
  - Explore methodology for expanding existing base including best practice used by other non-profits
  - Develop and implement plan for constructing a robust data base that can be regularly used to communicate with stake holders and potential donors
  - Develop methodology for maintaining currency
  - Action timing:
    - Research best practices in developing a comprehensive email data base and report – September 30, 2020
    - Determine steps necessary to implement best practices within existing OTMDC data and any funding requirements – November 30, 2020
    - Initiate those practices deemed appropriate for OTMDC – January 1, 2021



<b>Class Title</b>	Marketing/Communications Specialist
<b>Position Number</b>	
<b>FLSA Status</b>	Full Time/Exempt
<b>EEO Classification</b>	
<b>Department</b>	WAMAC
<b>Supervised By</b>	Executive Medical Director

### **Nature of Work**

Responsible for planning and executing Olde Towne Medical and Dental Center's marketing, communications and event activities that strengthens the organization's presence in the community and enhances outreach efforts to patients, staff, volunteers, donors and supporting jurisdictional stakeholders.

### **Essential Job Functions (other essential job functions may be designated by department)**

- Develop a coordinated communications/marketing plan and supporting materials and execute plan
- Strategically exploit all aspects of social media in OTMDC's marketing, development and communications efforts
- Organize, oversee, and execute events and donor solicitations. Identify potential sponsors and donors, developing long term relationships and commitments to ongoing support; present opportunities for sponsorship/donations and secure funding commitments
- Maintain a comprehensive communications plan that supports the agreed to communications strategy and includes: targeted stakeholder, goals, a tactical calendar, success metrics and budget
- Oversee monthly e-newsletter, website content, news releases, presentation material, promotional, and collateral material
- Develop and oversee a comprehensive electronic mailing list of patients, staff, donors, jurisdictional stakeholders and potential donors and friends
- Build and execute social media strategy through research, benchmarking, messaging, and audience identification
- Build meaningful connections and encourage community involvement through dialog and messaging
- On-going outreach to patients, staff, volunteers, donors, jurisdictional stakeholders and the greater Williamsburg community

### **Job Preparation Needed**

- Bachelor's degree in marketing, communication, or related field
- 2+ years' relevant work experience in health care or non-profit with strength in digital communications and social media
- Ability to work independently while also functioning effectively as a team member
- Strong analytical and problem-solving skills; knowledge of project management and familiarity with the business applications of social media platforms (Facebook, Twitter, YouTube, LinkedIn, etc.)
- Strong written and verbal communication skills

### **Performance**

All employees are expected to work effectively and ethically with citizens and with each other to meet the needs of the community and the organization. Employees are expected to demonstrate work behaviors that model the County's values and further the County's mission.

### **Post Offer Requirements**

- Background investigation
- Drug test

**Introductory Period** 6 months

### **Post Hire Requirements**

Checks, testing required on a periodic basis, for example, driving record check

### **Job Locations and Conditions**

- Duties are performed primarily in on office setting at Olde Towne Medical and Dental Center. Operates standard office equipment to include personal computer, calculator, copy machine and telephone.
- Performs work safely in accordance with department safety procedures and County Safety Program; operates equipment safely and reports any unsafe work condition or practice to supervisor.



**Class Title** Marketing/Communications Specialist  
**Position Number**  
**FLSA Status** Full Time/Exempt  
**EEO Classification**  
**Department** WAMAC  
**Supervised By** Executive Medical Director

**General Aptitudes and Physical Abilities**

James City County is an Equal Opportunity Employer. The Americans with Disabilities Act requires that we identify the general aptitudes and physical requirements needs to perform the job listed above. Incumbents must be able to perform all essential job functions unaided or with reasonable accommodation. Prospective and current employees are invited to discuss accommodations.

Frequency Scale:

C= Continuously (2/3 or more of the time)	F= Frequently (from 1/3 to 2/3 of the time)	O= Occasionally (up to 1/3 of the time)	R= Rarely (less than 1 hour per week)	N= Not an essential job function
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General Aptitudes/ Physical Abilities	Frequency	Description
Mental Ability		Must have general learning ability and the ability to understand instructions and underlying principles; understand and follow oral and written instruction, and/or to guide/give instructions; and, ability to make decisions in accordance with established procedures and policies
Communication Ability		Must have ability to understand meanings of words and ideas associated with them and to use them effectively; comprehend language to understand the relationship between words; understand meanings of whole sentences and paragraphs; present information or ideas clearly; and, communicate with public, vendors, supervisors, and/or other employees, and County officials. <ul style="list-style-type: none"> <li>• Verbal Communication: hear/listen; communicate orally with public, vendors, supervisors, other employees, and County officials</li> <li>• Written Communication: read/understand text; exchange information in written form</li> </ul>
Mathematical ability		Must have ability to perform accurate calculations mentally and/or aided by a calculator or other device
Spatial ability		Must have ability to comprehend forms in space and understand relationships of plane and solid objects; may be used in such tasks as blue print reading and in solving geometry problems; frequently described as the ability to mentally visualize objects of two or three dimensions or to think visually of geometric forms
Operate office equipment		Office equipment such as computer keyboard and mouse, copy/fax machines, telephones, calculator, etc.
Operate other equipment/tools		Necessary equipment and/or tools
Transport/Reposition Objects		Must be able to transport and reposition (<5, 5-10, 10-15, 15-25, 25-50, 50+) pounds of materials/equipment from (ground to waist, at waist level, waist level to shoulder, above shoulder)
Ascend/Descend		Must be able to work in and move to different height levels
Sit		Must have the ability to sit
Stand		Must have the ability to stand
Walk		Move self from one location to another on (flat terrain, rough terrain or both flat and rough terrain)
Run		Move self from one location to another on (flat terrain, rough terrain or both flat and rough terrain)
Position self to lower level		Must have ability to bend forward or down from the middle of the waist or the middle of the back, to bend downwards, to lower oneself
Reaching, handling, fingering, and/or feeling		Must have ability to stretch out, extend, or put forth a bodily part; to touch or grasp something, by extending or stretching; to touch, lift, hold or operate with hands
Seeing		Must be able to see, to perceive, or comprehend by the sense of sight; be able to focus with distinctness or clarity; use peripheral vision; and, determine color and depth perception. Must be able to see at night and/or in dark spaces
Hearing		Must be able to hear and listen to voices and sounds
Driving		Must be able to transfer or convey in a (standard, automatic, or multi-gear) vehicle including (car, van, small truck, medium truck, large truck, truck w/equipment, heavy bus equipment)

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

**Recommended Actions: None**

**Items of Interest to the Board:**

There was no committee meeting in October

September financial reports: attached to this report is the ‘condensed’ financial report for September. Total revenues from operations are \$831k for the first quarter, representing 33% of the annual budget. Patient revenue is up 28% from the same period last year. Public support revenue is up 22% vs. last year, with individual giving (part of public support) at 48% of the annual budget.

Expenses are \$601k or 22% of budget. Personnel costs are 23% of budget, with other operating costs at 18%.

Net income from operations (revenues less expenses) is \$229k YTD, vs. budgeted net loss of \$207k. Note that timing of revenues from grants and certain expenses affects the net income figure at this point in the fiscal year.

The endowment fund grew by \$125k during the quarter with a balance at September 30 of \$4,845,330.

Current Assets: Receivables (net of allowance for doubtful accounts) are largely unchanged from June 30. Cash balance is \$239k, an increase of \$188k since June 30.

Management is continuing to work on an inventory of capital assets with a projection of needed capital spending. Denise Bowles is continuing to work on development of a consolidated policy manual as requested in the Dixon Hughes study report. The FY ’18-’19 audit is in progress.

**OTMDC -- Summary Financial Results: YTD -9-30-19 (3 mos.)**

**Income-Expense:**

	<u>Total YTD</u>	<u>Tot. Sept.</u>	<u>Annual Budget</u>	<u>Variance</u>	<u>% of annual</u>
<b><u>Revenue:</u></b>					
Local Government	\$ 249,761	\$ 109,511	\$ 565,457	\$ (315,696)	44%
Patient Revenue	\$ 134,155	\$ 31,724	\$ 556,500	\$ (422,345)	24%
Bad Debt	\$ (1,393)	\$ 3,147	\$ -	\$ (1,393)	
Public Support	\$ 84,079	\$ 10,291	\$ 254,200	\$ (170,122)	33%
Special Events-Fundraising	\$ 9,468	\$ 4,828	\$ 90,000	\$ (80,532)	11%
Grants	\$ 342,096	\$ 36,753	\$ 1,061,697	\$ (719,601)	32%
Other	\$ 12,709	\$ 11,875	\$ 7,500	\$ 5,209	169%
<b>Total Revenue</b>	<b>\$ 830,875</b>	<b>\$ 208,128</b>	<b>\$ 2,535,354</b>	<b>\$ (1,704,479)</b>	<b>33%</b>
<b><u>Expenses:</u></b>					
<b>Total Personnel</b>	<b>\$ 485,570</b>	<b>\$ 157,656</b>	<b>\$ 2,085,682</b>	<b>\$ (1,600,112)</b>	<b>23%</b>
<b>Total Operating</b>	<b>\$ 114,131</b>	<b>\$ 51,714</b>	<b>\$ 635,308</b>	<b>\$ (521,177)</b>	<b>18%</b>
Furn/Equipment (Total)	\$ 1,469	\$ 1,204	\$ 22,300	\$ (20,831)	7%
<b>Total Expenses</b>	<b>\$ 601,170</b>	<b>\$ 210,575</b>	<b>\$ 2,743,290</b>	<b>\$ (2,142,120)</b>	<b>22%</b>
<b>Net Income</b>	<b>\$ 229,705</b>	<b>\$ (2,446)</b>	<b>\$ (207,936)</b>	<b>\$ 437,641</b>	
Transfer From Endowment	\$ -	\$ -	\$ 207,936	\$ (207,936)	
<b>"Cash Flow"</b>	<b>\$ 229,705</b>	<b>\$ (2,446)</b>	<b>\$ -</b>	<b>\$ 229,705</b>	

**Investment Fund Summary:**

	<u>Curr. Mo.</u>	<u>YTD (3 mos.)</u>
Beg. Balance	\$ 4,766,932	\$ 4,720,253
+/-: Gains/Losses	\$ 78,398	\$ 125,077
Less: Transfer to Operations	\$ -	\$ -
End Balance	\$ 4,845,330	\$ 4,845,330

**Current Assets Report**

	<u>9/30/2019</u>	<u>6/30/2019</u> <u>(Unaudited)</u>	<u>YTD</u> <u>Diff.</u>
Cash	\$ 239,049	\$ 50,684	\$ 188,365
Investments	\$ 4,845,330	\$ 4,720,253	\$ 125,077
<b>SUBT.</b>	<b>\$ 5,084,379</b>	<b>\$ 4,770,937</b>	<b>\$ 313,442</b>
Total Receivables	\$ 297,101	\$ 300,494	\$ (3,393)
Less: Allow. For Doubtful Accts.	\$ (136,015)	\$ (141,958)	\$ 5,943
<b>Net Receivables</b>	<b>\$ 161,086</b>	<b>\$ 158,536</b>	<b>\$ 2,550</b>
<b>Total Current Assets</b>	<b>\$ 5,245,465</b>	<b>\$ 4,929,473</b>	<b>\$ 315,992</b>