

**OLDE TOWNE MEDICAL AND DENTAL CENTER
BOARD OF DIRECTORS MEETING
MULTI-PURPOSE ROOM, OTMDC
May 20, 2019, 5:00 PM**

1. Call to Order and Attendance – Tom Brownlie
2. Visioning Moment – Dr. Mann
3. Consent Agenda – Tom Brownlie
 - a. Board of Directors Minutes- March 25, 2019
 - b. Executive Committee Minutes- May 6, 2019
 - c. Finance Committee Minutes- April 29, 2019
4. Review and Approve Strategic Plan – David Masterson
5. Director Candidate – Jim White
6. Communications and Development, Catchafire – Tom Brownlie for Chris James
7. Succession Plan – Tom Brownlie
8. DHG Update – Tom Brownlie
9. Management Discussion and Analysis
 - a. EMD Report – Dr. Mann
 - b. Dental Clinic Report – Dr. Bennett
10. Committee Reports (See Attached)
 - a. Communications and Development, FCCC MGA Challenge
 - b. Finance Committee Report
11. Other Business
12. Next Board Meeting July 22 2019 5:00 to 6:30 PM at the Multi-purpose Room
13. Adjourn
14. WAMAC Annual Meeting

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

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

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. Visioning Moment – Dr. Mann

- a. Dr. Mann shared a patient story where a 50 year old was experiencing serious health problems. He was seen by one of our newer volunteer providers, Dr. Ryan, who realized that the patient needed help from a specialist as well as diagnostic tests. Dr. Ryan was able to persuade a colleague to see the patient at his office and get the tests to diagnose a serious bleeding gastric ulcer. The rapid response was needed to treat the patient before he reported to the regional jail in a week.

3. Consent Agenda – Tom Brownlie

- a. Judy Knudson moved for the acceptance of the consent agenda. Bennie Zhang seconded the motion and the motion passed.

4. Strategic Planning Update – David Masterson

- a. David reviewed plans for the board retreat this Saturday, March 30 at 9 AM at Sentara Williamsburg Regional Health Center. He thanked the Planning and Performance Committee for their work in preparation.

5. Director Candidate – Jim White

- a. Jim presented Jonathan Weiss as a candidate for the board. Several directors spoke in favor of the nomination. Jonathan was elected to the board.

6. Communications and Development Charter – Chris James

- a. Chris described the changes to the charter
- b. Benny Zhang moved for the approval of the charter and Chris James seconded the motion
- c. The new charter was approved.

7. Update on Budget Process, Three Year Modeling – Ben Puckett

- a. See attached slides

8. Management Discussion and Analysis

- a. Early Impression of Medicaid Expansion – Dr. Mann
 - i. We have not seen a big impact on patient income or patient demographics
 - ii. We have seen a decrease in our AMP and MAP medications provided because of staff time dedicated to Medicaid sign up and the changes in eligibility
 - iii. We have 3 volunteers helping Medicaid sign up
 - iv. We have contracts with 5 of 6 MCOs
 - v. Typical Medicaid reimbursement is \$40 versus our cost of \$137 and current average revenue of \$23 per visit.
- b. EMD Report – Dr. Mann
 - i. We held a successful health screening event at Colonial Williamsburg
- c. Dental Clinic Report – Dr. Bennett
 - i. We have done some restructuring in staffing
 - ii. After a discussion on the condition of dental chairs, the board requested a proposal to replace one chair and a plan to look at a plan for all capital equipment

9. Committee Reports

- a. Communications and Development
 - i. Chris James recognized Frank Sisto for the excellent work on the Antique Luncheon fundraiser.
 - ii. Key dates – April 18, Thursday at Murdoch’s Ford’s Colony, we will get a share of all special drinks served and May 8 for the golf tournament
- b. Finance Committee Report

10. Other Business

- a. Peter Wallentisch announced his retirement from his job with the City of Williamsburg, Chairman Brownlie thanked Peter for his years of service with Olde Towne
- b. Sue Mellen announced her retirement from James City County, Chairman Brownlie thanked Sue for her service to Olde Towne
- c. Brian Smalls share progress on our social media efforts at William and Mary

11. Next Board Meeting – May 20, 2019 5:00 – 6:30 PM Multi-Purpose Room

12. Adjourn

- a.** Steve Vignolo moved to adjourn, Benny Zhang seconded and the motion passed
- b.** The meeting adjourned at 6:25 PM

Tom Brownlie

Chair, Olde Towne Medical and Dental Center

Minutes

Executive Committee Meeting

5 PM, May 6, 2019

1. Welcome and establish Quorum
 - a. Members Present – David Masterson, Ben Puckett, Jim White, Chris James, Dr. Bill Bennett, Dr. Bill Mann, Tom Brownlie
 - b. Members Absent – Anne Bradstreet Smith
2. Ben Puckett reviewed the proposed budget for 2019 -20 fiscal year. The EC approved the proposed budget pending Finance Committee approval this week. Ben will review any changes with the EC by e-mail.
3. Jim White reviewed a potential candidate for director. We will be trying to have further meetings on this candidate this week.
4. The committee discussed the draft succession plan and supported its adoption at the May 20 BOD.
5. Jim White conducted a review of Olde Towne policies in response to sections of the DHG report. Jim shared his conclusions with the EC, we will be working through this topic through the summer.
6. Strategic Plan Process Update – David Masterson
 - a. Input from the off-site board retreat as well as employee and provider meetings has been consolidated into a series of goals.
 - b. The Planning and Performance Committee and Dr. Mann will work to identify responsible teams or individuals in the coming week. Target is to review with the full board on May 20.
7. Tom Brownlie reviewed a draft agenda for the WAMAC annual meeting and BOD meeting scheduled for May 20.
8. Other Business
 - a. Dr. Mann reviewed the data from the Clinical Services Report on our patient base that has shown no significant change due to Medicaid expansion. It is either too early to see the impact or patients are going to alternate providers once they have Medicaid so that we do not see them.
 - b. Dr. Mann commented that there seems to be a trend to seeing older and sicker patients.
9. Adjourn – the meeting was adjourned at 6:15

Tom Brownlie

Chair, Olde Towne Medical and Dental Center

OTMDC Finance Committee Minutes

Date: April 29, 2019, 3:30 p.m.

Location: OTMDC Conference Room

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

Ben Puckett called the meeting to order.

The committee discussed the latest draft of the 2019-2020 budget.

The detail staffing budget was reviewed and discussed. Dr. Mann and Denise discussed the elimination of the office manager position, with duties being consolidated among other positions. The budget calls for a 3% average salary increase for full-time staff, with a few positions receiving extra increases based on the JCC compensation study. After discussion the committee agreed to adjust the Director of Development's hours to the current budgeted level (28 per week), and fund the health coaches at the current level, despite a reduction in grant support.

Other adjustments were made in non-salary expenses based on Denise's recommendation. Denise commented that some line items were increased based on recommended new initiatives from the Director of Development.

The committee also agreed to include a \$75,000 line item earmarked for development-communications, with the use of the funds to be determined jointly by management and the C&D committee, and subject to approval by the Board.

Adjustments were made to the revenue budget to account for increases in jurisdictional support from York and Williamsburg, as well as adjustments to patient revenue. Ben commented that some of the revenue projections were intentionally ambitious, and reflected the expectation that revenues will grow based on the new investment in development/communication.

The committee agreed that the proposed draw of approximately 4.5% from the endowment was reasonable.

Meeting was adjourned.

Rana D. Graham-Montaque, D.D.S., M.S.

8008 Arbor Glen Place
Richmond, VA 23227

(804)640-8545

rdgraham@hotmail.com

PROFESSIONAL SUMMARY

Pediatric Dentist providing state of the art comprehensive care for infants through adolescence and patients with special needs.

EDUCATION

- | | | |
|--------------|--|--------------|
| 2010–present | Virginia Commonwealth University | Richmond, VA |
| ▪ | June 29, 2012 Master of Dentistry | |
| 2002–2006 | Virginia Commonwealth University | Richmond, VA |
| ▪ | May 20, 2006 Doctor of Dental Surgery | |
| 2000-2002 | Hampton University | Hampton, VA |
| ▪ | Master of Science--Medical Science | |
| 1996-2000 | Hampton University | Hampton, VA |
| ▪ | Bachelor of Science-Molecular Biology | |

EXPERIENCE

- | | | |
|--------------------------|--|-------------------------|
| June 2012–present | Pediatric Dental Specialists | Williamsburg, VA |
| | <i>Pediatric Dentist</i> | |
| | Providing dental services for pediatric and special needs patients. | |
| ▪ | Management of patients with general anesthesia, nitrous oxide, and conscious sedation. | |
| ▪ | Emergency care for patients with trauma in the emergency room. | |
| June 2010–present | Virginia Commonwealth University | Richmond, VA |
| | <i>Pediatric Dentistry Resident</i> | |
| | Resident specializing in the care of pediatric and special needs patients. | |
| ▪ | Management of patients with general anesthesia, nitrous oxide, and conscious sedation. | |
| ▪ | Emergency care for patients with trauma in the emergency room. | |
| ▪ | Research Thesis in Progress: S. Mutans Transmission in Mother Infant Dyads | |

August 2008–June 2010 Community Health Center Fredericksburg, VA
General Dentist

Dentist highly effective in diagnosing and treating dental needs in children, adults, and seniors. Manages dental treatment of patients ranging from Operative Dentistry, Periodontology, General Endodontics, Oral Surgery, Urgent Care, and Pediatrics weekly.

- Hired to perform a new practice startup for this solo practice site.
- Urgent Care Experience in treating several emergency walk-ins on a daily basis.
- Clinical Experience in treating Special Needs Patients, Children, and the Geriatric Population.

October 2006–present Kool Smiles Dentistry Richmond, VA
Part time Dentist

Provide PRN service on Saturdays and Holidays for a general dentistry practice focusing on children.

- Use of nitrous oxide for restorative work with the use of a maximum of three operative rooms
- Manage a hygiene bay of 6 chairs and staff

July 2006–July 2008 Daily Planet Healthcare for the Homeless Richmond, VA
Dental Director

Dentist highly effective in diagnosing and treating dental needs in children, adults, and seniors at the Daily Planet Healthcare for the Homeless Clinic. Manages dental treatment of patients ranging from Operative Dentistry, Periodontology, Endodontics, Oral Surgery, Urgent Care, and Pediatrics weekly on Monday thru Thursday.

- Urgent Care Experience in treating several emergency walk-ins on a daily basis.
- Clinical Experience in treating Special Needs Patients, Children, and the Geriatric Population.
- Special Needs training in VCU HIV Clinic
- Coordinate Give Kids A Smile Day

August 2006–present Virginia Commonwealth University Richmond, VA
Adjunct Faculty-School of Dentistry Department of General Practice

- Directed an extramural site during 2006-2008 at the Daily Planet; taught dental students and hygiene students weekly.
- Assisted course directors with Occlusion and Dental Anatomy courses by providing hands on interaction with the students during labs. In addition, I assisted with grading practicals, evaluations, etc. (2008-2009)
- General Practice Faculty in Group Practice in the Woods Clinic overseeing clinical procedures on junior and senior dental students

(present).

2002–2006 Virginia Commonwealth University Richmond, VA

Dental Student

Student Dentist highly effective in diagnosing and treating dental needs in children, adults, and seniors. To date, managed the treatment of dental cases in over 200 patients. Excelled in Clinical Dentistry, Clinical Periodontology, Clinical Endodontics, Clinical Oral Surgery, and Clinical Pediatrics.

- Clinical Experience in Prosthodontics ranges from Standard Crown & Bridge, Removable Dentures, Complete Dentures, Three Quarter Crowns, to Implant Restorations.
- Dedication and commitment to bridging the gap and providing access and dental care to underserved communities. Developed outreach presentations, educational booths with free dental supplies, and free dental screenings to promote knowledge among indigent communities.
- Full Responsibility as a Dental Educator in the Health Careers Opportunity Program (HCOP) for Underrepresented Minorities (2003). Instructed undergraduates in dental anatomy, gross anatomy, operative dentistry, and the fundamentals of dental carving and using dental hand pieces. Developed and administered examinations and practicals for the summer program.
- Led a 16-member Organization in Orchestrating a Preadmission Dental Workshop for the Recruitment of Underrepresented Minorities, *The Impressions Program*, Richmond, VA (2005). Workshop consisted of DAT Preparation, Mock Interviews, Admissions Information, Tours, Clinical Component, and Guest Speakers.
- Pace Setter, Humanitarian, and an Altruistic Dentist. Received VCU School of Dentistry Community Service Award 2004-2005.

2004-2007 Ephesus Environmental Outreach West Point, VA

Grant Director

Recognized a need in Middle Peninsula, VA to assist disadvantaged residents with failed decentralized wastewater systems. In response, Ephesus Environmental Outreach was established as a nonprofit agency to assist rural, disadvantaged residents with issues dealing with failed onsite wastewater systems.

- Founder and Director of Ephesus Environmental Outreach.
- Wrote and facilitated a \$105,000 grant through the US EPA to educate and assist low income minorities with environmental issues.
- Outreach Program utilized by the US EPA as a national model demonstration project for other rural communities in the United States.
- Tasked to engineer strategic visions for Middle Peninsula, VA to increase access and assistance to underrepresented minorities and disadvantaged residents in need of onsite wastewater assistance and housing

rehabilitation.

- Managed a three member staff, nine member board of advisors, and a thirty member volunteer group to facilitate environmental outreach.
- Successfully reached over 2,620 residents through workshops and outreach projects in need of onsite assistance. Over 14,000 residents received educational material on decentralized systems through county-wide mailings.
- Developed a one-day grant writing workshop to aid community leaders to pursue grants to receive community assistance. Lectured over 20 participants in the seminar-style workshop.

August 2001-May 2002 Hampton University

Hampton, VA

Scholarship Coordinator

Recruited to plan and orchestrate the National Science Foundation (NSF) Historically Black Colleges & Universities (HBCUs) Scholarship Program geared at increasing the numbers of underrepresented minorities in the field of scientific research. Responsible for managing 16 undergraduate scholarship recipients in fulfilling scholarship duties. Revitalized and strengthened the entire student component of the NSF grant by developing a student computer lab and requiring research opportunities for scholars.

- Organized programs for the students where guest scientists educated students on various careers in the sciences.
- Provided research opportunities for the scholars to spark an interest in careers in research.
- Increased the percentage of undergraduate scholars entering into graduate programs from 40% to 85%.
- NSF grant renewal for \$3 million dollars for five years following the performance of a successful evaluation for the coordination of the scholarship program.

May 1999-July 2002 Environmental Protection Agency

Washington, DC

Environmental Specialist

Collaborated as a member of a professional team at the US EPA's Office of Wastewater Management serving national decentralized wastewater systems problems.

Organized decentralized meetings among government officials, stakeholders, and interested environmental groups to surface issues pertaining to decentralized wastewaters systems.

- Assisted in developing and publishing the US EPA National Voluntary Guidelines for Decentralized Wastewater Systems to the Federal Register.
- Provided national education on the Guidelines for Decentralized Wastewater Systems.
- Developed case studies on EPA funded National Onsite Demonstration Projects.

- Planned departmental meetings and programs on onsite systems.
- Led interview process for the additional recruitment of onsite team members.

CERTIFICATIONS/EXTRAMURAL EXPERIENCES

Invisalign Certification, January 2006

Virginia Technique Endodontic Rotary Instrumentation Certification, 2005

Northern Neck Free Health Clinic Extramural, Kilmarnock, VA-May 2005

Daily Planet Homeless Shelter Extramural-Richmond, VA-August 2005

Nitrous Oxide Certification, 2005

Mission of Mercy (MOM) Projects-2005, 2011, 2012

American Red Cross Extramural, Norfolk, VA-February 2006

CPR Certification, 2004-present

Pediatric Advanced Life Support Certification, 2010

RESEARCH/PUBLICATIONS

Researcher, 2000-2002, Hampton University, Hampton, VA; *DNA Analysis of Heuchera Rubescens*. Barbara Shipes, Ph.D.

Researcher, 1999, Case Western Reserve University, Cleveland, OH; *DNA of Dwarf Bananas*. Christopher Cullis, Ph.D.

Researcher, 1996, Hampton University, Hampton, VA; *The Effects of Lead Poisoning on Rana Catesbiana*. Edward Smith, Ph.D.

An Animal Model of Anorexia Nervosa in Wistar Kyoto Rats, PF Aravich, **Graham R**, Hawkins N, Journal of the Society of Neuroscience, Eastern Virginia Medical School, 1999.

AFFILIATIONS

Member, American Dental Association (ADA), 2002 to Present

Member, National Dental Association (NDA), 2002 to Present

Diamond Life Member, Delta Sigma Theta Sorority, Inc., 1999 to Present

Member, National Health Service Corps (NHSC), 2004 to Present

Member, Richmond Dental Society, 2006 to Present

Member, Germanna Community College Dental Advisory Board

Member, Peter B. Ramsey Dental Society, 2002 to Present

DENTAL LICENSURE EXAMS/STATE LICENSURE

- Florida Licensure #DN17766 8/1/06-present
- Virginia Licensure, #0401411505, 6/06-present
- SRTA and Florida Boards Passed Spring 2006

REFERENCES

Furnished Upon Request

Succession Planning at Olde Towne Medical and Dental Center

Draft

April 2019

Introduction

Olde Towne is a small organization with less than 30 full time positions covering a range of responsibilities from clerical to dentists to nurse practitioners to medical doctors. The ability of the center to carry out its mission is directly related to the availability of qualified personnel. In many positions, any absence results in a reduced capacity of the center and any unplanned or extended absence will have a significant impact on our ability to see patients. The majority of the positions have direct interaction with patients, either directly providing care, assisting those who provide care or through the check-in, check-out processes. There is a small management team. The succession plan addresses paid staff positions and planning for volunteers.

Olde Towne provides developmental training and growth opportunities for staff via in-house training and opportunities to interact with professional peers.

History

Olde Towne has been in existence for 25 years. There has always been a small staff supported by volunteers. The ratio of paid staff to volunteer providers has increased over the years. All paid employees are employees of James City County. Tenure for full time employees at Olde Towne ranges from new hires to 25 years of service with a median tenure of 5 years. Over the past 3 years, we have had 10 employees leave either through retirement, reorganization or resignation and have hired 11 new employees.

Staffing

Clinical and Dental Staff levels are based on patient service demand levels, services offered and physical space constraints. Currently the center has:

- Providers –5 full time nurse Practitioners (one is the Clinical Director) and a part time physician
- Dentists –3 part time dentists
- Hygienist –one part time hygienists
- Registered nurses –two nurses
- Medical and Dental Assistants –2 Dental Assistants and 3 Medical Assistants
- Patient facing personnel –5 staff members checking patients into and out of the center, one of which primarily serves the Dental Clinic.
- Phlebotomist –one phlebotomist
- Other Clinical Staff –two Medications Assistance Program facilitators, two Health Coaches, and a clinic secretary.

Management and Administrative Support is limited to one key fulltime staff member in each position with limited backup. The exception is the part-time Director of Development position. Currently these positions include:

- Clinical Director – Kendra Robinson
- Volunteer Dental Director – William Bennett, DDS
- Business Manager – Denise Bowles
- Executive Medical Director – William Mann, Jr. MD
- Administrative Secretary – Lindsay Bowles
- Part Time Director of Development – Jan MacQuestion

Volunteers - although our volunteers are not employed by the center, they play key roles in areas ranging from dentistry to serving on the board. Planning for back-up and replacement of volunteers depends upon the position.

The Governance and Nominating Committee of the board is responsible for identifying needs and screening candidates for positions on the board. The committee spends approximately half of its time identifying, recruiting and evaluating director candidates. The searches are targeted to fill specific needs as identified by the Executive Committee and President. Olde Towne has term limits for directors, creating a constant need for new directors to fill the board and its committees. The committees of the board are critical to the cost effective operation of the center by providing needed oversight and in some instances performing work to support center activities.

Volunteer providers fill key roles in the mission of the center and are recruited and managed by the Dental Director and the Executive Medical Director.

Volunteers fill many other roles and are facilitated by the Volunteer Coordinator and the Executive Medical Director.

Planning for Short Term Vacancies

Throughout the year, there will be many short term vacancies created by vacation, training, illness, etc. Staff is cross trained to fill in for short term absences. In the case of a provider, the other providers work to cover but we normally see fewer patients when a provider is off. We have several part time positions that can be used to fill vacancies through increasing work hours.

For management positions, the staff will handle critically timed needs and the incumbent will work through any backlog upon returning. Certain activities of the Executive Medical Director may be handled by the Board Chair or other directors.

Planning for Filling Open Positions

When an opening is created, management evaluates the job description and current staffing to determine the best way to meet the needs of the center. The use of volunteers and added hours for part-time personnel are always part of the assessment. Working with James City County HR, the updated job description will be either posted internally or put out to the market. JCC personnel procedures guide the posting, interviewing and selection of the candidate.

If the evaluation of the position indicates the center would be best served with a new position, the Board of Directors must approve the new position as well as the James City County Board of Supervisors.

Key Personnel

Executive Medical Director

The current organization has a combined position of Executive Medical Director. This has proven an effective model with current personnel. Historically there have been two positions, Executive Director and Medical Director. When the position becomes open again, the EC will evaluate possible candidates and the return to the prior structure. Dr. Mann has agreed to provide notice to allow for a recruiting process and transition. A sequential process of hiring an Executive Director followed by a Medical Director would help the transition process. The board will evaluate using an executive search firm to assist in this process.

Business Manager

A mid-level search within JCC and external market, assisted by JCC HR, will be used to fill the Business Manager position when vacant.

Dental Director

Dr. Bennett's board term will end in June 2020. We are beginning a search for a dentist to serve on the board.

Director of Development

Currently a part time position. Management would fill this position as needed via a JCC mid-level specialty job search.

Clinical Director

The incumbent was promoted from within the center and we would look to this as a first option to fill the role.

Board Committee Chairs

The Board Chair and the Governance and Nominating committee regularly evaluate the need for Committee chairs from within the board. Selection of directors are made keeping various committee needs in mind.

Olde Towne Medical & Dental Center

Organizational Chart- 04/23/2019

| <u>POSITION / CURRENT INCUMBENT</u> | <u>POSITION TYPE</u> | <u>REPLACEMENT PLAN</u> |
|---|-----------------------------|---|
| Executive Medical Director William J. Mann, Jr. MD | Permanent F/T | Executive Search / |
| Business Manager Denise Bowles | Permanent F/T | Mid-level Search |
| Dental Director William Bennett, DDS | Volunteer P/T | Recruit from existing dentist staff |
| Office Manager VACANT POSITION | Permanent F/T | JCC External Recruitment |
| Part Time Dentist Richard Toth, DDS William Fullerton, DDS Lorenzo Modeste, DDS VACANT POSITION | Permanent P/T | Volunteer pool / community outreach by existing staff, Board members and others with contacts in dental community |
| Part Time Hygienist April Ozmore, RDH | Permanent F/T | JCC External Recruitment |
| Dental Assistant Venora Neil-Lee Valerie Dominguez | Permanent F/T | JCC External Recruitment |
| Volunteer Dentist Christine Piascik, DDS Lawrence Sarmiere, DDS Tom Morris, DDS Stephen Murphy, DDS Martin Oakes, DDS | Volunteer P/T | Volunteer pool / community outreach by existing staff, Board members and others with contacts in dental community |
| Clinical Assistant Linda Bell Theresa Barksdale Veronica Yates Michelle Bowman Shakira Lawson | Permanent F/T | Entry level position / JCC External Recruitment |
| Part Time AARP Staff VACANT | P/T staff funded by AARP | Replace with Volunteers if funding goes away |
| Clinical Director Kendra Robinson | Permanent F/T | Mid-level Specialty Search |
| Clinical Secretary Margaret Beamon | Permanent F/T | JCC External Recruitment |
| Part Time LCSW Melvin Snead | Grant Funded Position | JCC External Recruitment |
| Health Coach Heidi Kerr Keeley Garrett | Grant Funded Position | Position will be eliminated when grant ends |
| RN Wilma Bond Lesia Humphrey | Permanent F/T | JCC External Recruitment |

| | | |
|---|---|--|
| CMA VACANT POSITION | Permanent F/T | JCC External Recruitment |
| LPN Teresa Bearisto | Permanent F/T | JCC External Recruitment |
| MA Chris Rivera Cindy Gregg Meiber Gonzales | Permanent F/T | JCC External Recruitment |
| MA (PRN) VACANT | Permanent F/T | JCC External Recruitment |
| Phlebotomist/LPN Tammy Rosales, LPN | Permanent F/T | JCC External Recruitment |
| MAP Georgia Mamangakis Paula Sherman | Grant Funded Position | JCC External Recruitment |
| Translation Services | Contracted by CDR - currently mandated by federal regulations and would require replacement | Contract Services |
| Director of Development Jan MacQueston | Permanent P/T | Mid-level Specialty Search |
| DO Paula Wozniak, DO | Position Eliminated – Nov. 2017 | |
| Nurse Practitioners Jamara Allen, NP Stacey Richman, NP Danika Clemmons, NP Susan Walkley, NP | Permanent F/T | JCC External Recruitment |
| Volunteer Providers Shuping Wang, MD Vasudev Ananthram, MD Adam Wilding, DC Richard Lodwick, OD Pamela Lundberg, OD Doris Quintana, MD Itrish Scott-Brown, MD | Volunteer P/T | Volunteer pool / community outreach by existing staff, Board members and others with contacts in medical community |
| OB Susan Lontkowski | Permanent P/T | JCC External Recruitment |
| Psych Syed Ahsan, MD | Grant Funded P/T | Position will be eliminated if grant ends |
| Family Practice Ronald Grossman, MD | Volunteer P/T | Volunteer pool / community outreach by existing staff, Board members and others with contacts in medical community |
| Administrative Secretary Lindsay Bowles | Permanent F/T | JCC External Recruitment |

| | | |
|--|---------------|----------------|
| Director of Volunteers Elaine Swartz | Volunteer P/T | Volunteer Pool |
|--|---------------|----------------|

21 May 2019

Carol Sale, RN, MSN

President

Williamsburg Health Foundation

4801 Courthouse St

Williamsburg, VA. 23188-2678

Dear Carol,

This letter is a follow-up to my letter to you dated 27 November 2018 and the contract requirements of Grant Number 2018041, Basic Operating Support.

The Board of Directors has approved this letter in a resolution at the 20 May 2019 meeting.

The Board wishes to express their appreciation and gratitude for the ongoing support provided by the Williamsburg Health Foundation that is critical to our ability to fulfil our mission "To assure access to quality health and wellness care to the residents and workforce of the Greater Williamsburg Community". We believe our efforts are a vital element helping WHF achieve their vision of "Individuals making healthy choices in a community with health opportunities for all."

I have retained the format of my November letter with updates on our progress on each topic.

Succession Planning

At the May 2019 meeting, the board adopted an updated succession plan.

Medicaid Expansion

We are now 4 months into Medicaid expansion. We have provided resources to assist patients in the Medicaid application process, understanding Managed Care Organizations and Preferred Providers and dealing with rejections. Since November 1, we have dedicated 2/3 FTE assisting 209 patients apply. We have not seen a large jump in our Medicaid patient numbers despite these efforts and those of Social Services in the jurisdictions. It is early in the process. Olde Towne and the Social Services Departments are actively identifying candidates for Medicaid and helping individuals enroll in Medicaid. We will continue to support new enrollments and monitor our payer profile. A team of students, working with Dr. Gilmour at William and Mary, are preparing a report on Medicaid expansion in other states to help us understand the experiences of others.

Financial Reports

We are using a new summary financial report for the BOD. The new report was introduced in January 2019.

Policies and Procedures

The Governance and Nominating Committee has reviewed the current policies and recommended a consolidation and re-organization of the table of contents to help facilitate easy access, training, update and revision. This will be completed during the summer of 2019.

Collections

The BOD confirmed that we will prioritize access to services to collections from our patients. This topic was reviewed as part of our 2015 Strategic Plan when current procedures were adopted.

The report suggests a potential opportunity with commercial insurance and CMS. The Treasurer and Business Manager reviewed this portion of our revenue, which represents 6.5% of our total revenue and did not find an opportunity to improve our process. We collect virtually all of the potential revenues in this segment (we do not collect all of the co-pay from our patients) and cannot justify the costs suggested by DHG of adding staff to improve this process.

Designation

Olde Towne Medical and Dental Center operates as a Rural Health Clinic. The DHG report references several opportunities that may exist if we were to become a Federally Qualified Health Center. We commissioned a study in 2016 to evaluate several options including FQHC. The probability of becoming an FQHC is low due to our location and the current status of DHS evaluations of new FQHC. We have reconfirmed this assessment.

Size of the Board and Staff

We continue to refine our staffing model to meet changes in patient needs and financial needs. We have rebalanced staff workloads to increase resources for our communications and development effort. We have applied for a grant to support additional development resources. We are also excited about the opportunities provided by the Catchafire site.

We use volunteers to reduce our structural costs. We use volunteer providers to cover additional specialties and add hours of coverage. We also use the standing committees of the board to manage different aspects of the center. The four working committees have 6 – 8 directors to provide the right levels of skills and availability. Our by-laws provide the means for the Executive Committee to react to situations that require quick response if needed. We believe that the board size helps us achieve our mission.

Again, thank you for your support.

Thomas J. Brownlie

President and Board Chair

Olde Towne Medical and Dental Center

Executive Medical Director's Report: May 2019

Summary: We had 1247 patient visits in March, and 127 in April, and we have not seen any significant impact of Medicaid expansion on our uninsured rate (~78-80%) or our financial payer status (Medicaid ~2%). We are on budget, although this time of year our expenses typically increase due to once a year items.

Patient Service and Staffing: Staffing on both medical and dental sides remains full, with no anticipated vacancies for foreseeable future. We continue to look for volunteer medical providers, and have a neurologist and family practitioner as potential candidates in near future. We also have a new community volunteer helping with Medicaid applications. We are noting a fall of in patients applying for Medicaid, and this is consistent with data coming out of Richmond. The initial "boom" in applications was largely due to automatic enrollment of people already receiving assistance, i.e. food stamps, and now that those automatic enrollees are all in the system the number of new applicants has dropped. We continue to have our MAP staff dealing with new applicants, but they are noting more time now being spent with patients trying to change managed care providers. They are also now having more time to help with obtaining free medications for patients, but there has been a greater than 50% fall off in number of patients receiving assistance and medications being provided. We are following this to see if this is a consistent trend. RxPartners who works with us on AMP program has seen the same trend across other clinics. Presumably this is because of expanded Medicaid, since patients with Medicaid are not eligible for free medications, but our MAP/AMP staff are also spending considerable time on counseling Medicaid patients so this does take them away from helping patients obtain free medications. We have also looked internally at our need for community volunteers. W&M students, who are now on summer break, present interesting problems in terms of their motivation and availability. We are becoming more selective on using these students, and need very few. Our MAP and AMP programs need no more volunteers, and our administration also does not need any new volunteers. We continue to need volunteer nurses who can commit to four hours a week or more. Medical volunteers who offer new services are still needed, and dental volunteers who are productive are also needed. With our part-time dentists seeing large volumes of patients, we have let one of our volunteer

dentists go as he saw so few patients he interfered with our goal of trying to provide care to the optimal number of patients with oral health needs. We review our needs for volunteers quarterly. We are exploring the governor's program to fund offering IUDs to uninsured patients. Cost of the devices remains a hurdle, and we are talking with other clinics who are participating in the LARC (long acting reversible contraception) program and also with RxPartners.

Physical Plant: We continue to seek funding for affordable dental chairs and for a new ultrasound for obstetric patients. A large committee meeting with representatives from JCC social services, finance and community development, OTMDC, Colonial Behavioral Health, mental health advocacy groups (HOPE Family Village) and representatives of the Commonwealth was held to discuss potential use of land at Eastern State Hospital. This is a complicated somewhat undefined project that might evolve over 4-5 years, and the purpose of the meeting was to introduce the committee members to each other, and to put various idea on the table. As further information becomes available it will be passed on to the board.

Community Collaborations: We have met with Fran Castellow, president and operating officer of **the Patient Advocacy Program (PAF)**, and will be having a follow-up meeting with our staff to discuss programs available for our patients with insurance, but unable to afford medical care due to high co-pays and deductibles. PAF offers these patients financial counseling and support. Fran is also active in **Impact 100**, which funds nonprofit projects on the Peninsula. We also attended the **Williamsburg Community Foundation** annual luncheon, where we received recognition and funding to purchase an EKG machine. I met with **Faith in Action (FA)** and the **Peninsula Agency on Aging (PAA)** to discuss difficulties obtaining transportation for our adult patients under the age of 60. This remains a challenging problem with no easy solutions. PAA is also collaborating with us in making a presentation to Parker View apartments to explain to the residents services available at Olde Towne. We have also been asked by FA to participate in a "health fair" at Kingsmill in June. Olde Towne participated in the Health Living Conference at **King of Glory Church**, with 170 attendees. We are a sponsor of this event and our director of volunteers is on the planning committee. There was considerable interest in our dental program. **The Tri-County Pastor's Council**, representing ~13 churches, held their first health

fair, and Olde Towne provided BP and BMI measurements for ~50 attendees, and also provided information on Medicaid expansion. As part of **Head Start** program, we held an outreach at York County schools (Bethel Manor elementary, Yorktown elementary, Griffin Yeats Head Start), providing oral health exams to 24 children, and serum lead screening for 36 children. All serum lead levels were normal. This testing was made possible by a grant which allowed us to purchase a CLIA waived blood lead analyzer and supplies. We are in communication with JCC and City of Williamsburg Head Start, hoping to offer the same services. We have also met with Shannon Woloszynowski, the executive director of **House Of Mercy**. We toured their new facility for caring for the homeless, and have arranged to hold a clinic monthly to provide medical care to their clients. We continue as members of the **Williamsburg Health Foundation Chronic Care Collaborative**, and are participating in their Medicaid expansion group meetings as well as the usual monthly group meeting.

Dental Report

May 2019

No new changes in the Dental Clinic.

An internal evaluation the equipment in the dental clinic was made. Do not have a formal report of the findings.

As presented in the past several dental operatory units are on their last legs with no replacement parts available. Dr. Mann has a possible lead. I have been looking as well or used units that may be satisfactory So far none have been located.

Staff reports first patient openings the below procedures:

Hygiene visit is October

Surgery visit is July

Routine restorative procedure visit is July

There are 116 patients on a waiting list to have one or more teeth removed.

Respectfully Submitted,

William J. Bennett, D.D.S.
Volunteer Dental Director

OLDE TOWNE MEDICAL & DENTAL CENTER

Communications and Development Committee

April/May Committee Report

Items of Interest to the Board:

- FC Golf Tournament –The tournament was held on May 8, 2019. Frank Sisto will provide a verbal report on the tournament. The pre-event event was also held at FC Country Club on April 18th. Murdoch's restaurant hosted the charity showcase supporting OTMDC. The event raised an additional \$350 for OTMDC. A big THANK YOU to all staff and volunteers that helped make these events successful!
- The Williamsburg Health Foundation has signed a contract to provide access to Catchafire at no cost. Catchafire is an online platform that allows nonprofits the opportunity to match with pro bono professionals across a diverse skill and technical base. It is hoped that this will allow OTMDC to connect with talent that we don't currently have and can use to accomplish projects important to growth and sustainability.
- 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 has looked 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. The initial campaign will focus on delivering medical focused information to the broader community. Christine Payne will lead the initial effort with support from the committee members and staff.
- Ongoing event planning:
 - 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. A discussion is being held with Billsburg Brewery exploring how best to conduct a potential event at their location. Efforts continue.

CHJ:05/09/2019

OTMDC Finance Committee
May 2019
Summary Report to the Board

Recommended Actions: Approval of the FY 2019-20 Budget

Items of Interest to the Board:

1. March financial reports: attached to this report are the 'condensed' format reports adapted from the more detailed financials. The endowment fund grew by \$95k in March and \$292k year to date. (Note: during April the fund grew \$65k with a balance at 4/30 of \$4.632m. We have only drawn ½ of the budgeted amount (\$125k), and with a cash balance of \$217k it is possible we will not have to draw the other half.

Net Receivables have grown by \$31k (21%) year to date. Total bad debt expense recorded on the income statement is 9% of gross patient revenues (down from 15% in previous month). Net patient revenue is at 81% of budget at the 9 month point, and on track to exceed budget for the year.

Overall total revenue is at 84% of budget, and projected to exceed budget by 3% for the year. Individual donations (part of the "Public Support" category) are at 111% . Both the City of Williamsburg and York County have increased their support for the upcoming year, by a combined amount of \$30k (\$20k for Wmbg, a 22% increase, and \$10k for York, a 11% increase.

Expenses are at 74% of budget. Overall personnel costs are at 72%.

2. Annual Budget: The committee met on April 29 and held a work session on the budget. Several revisions were made to the budget, and the final proposed budget has been distributed. The budget calls for an operating deficit (expenses over revenue) of \$203k, with a draw of the same amount from the endowment. This represents a draw of approximately 4.4%.

OTMDC -- Summary Financial Results: YTD -3-31-19 (9 mos.)

Income-Expense:

| | <u>Total</u> | <u>Tot. Mar.</u> | <u>Annual Budget</u> | <u>Variance</u> | <u>% of annual</u> |
|-------------------------------|---------------------|---------------------|----------------------|---------------------|--------------------|
| <u>Revenue:</u> | | | | | |
| Local Government | \$ 400,002 | \$ - | \$ 535,046 | \$ (135,044) | 75% |
| Patient Revenue | \$ 406,591 | \$ 38,394 | \$ 461,000 | \$ (54,409) | 88% |
| Bad Debt | \$ (35,442) | \$ 21,281 | \$ - | \$ (35,442) | |
| Public Support | \$ 166,101 | \$ 2,206 | \$ 196,600 | \$ (30,499) | 84% |
| Special Events-Fundraising | \$ 77,569 | \$ 6,530 | \$ 142,600 | \$ (65,031) | 54% |
| Grants | \$ 984,948 | \$ 13,356 | \$ 1,043,979 | \$ (59,031) | 94% |
| Other | \$ 14,007 | \$ - | \$ 6,500 | \$ 7,507 | 215% |
| Total Revenue | \$ 2,013,776 | \$ 81,767 | \$ 2,385,725 | \$ (371,949) | 84% |
| <u>Expenses:</u> | | | | | |
| <u>Personnel</u> | | | | | |
| Salaries -- Full-Time | \$ 899,231 | \$ 108,153 | \$ 1,077,316 | \$ (178,085) | 83% |
| Salaries -- Temporary | \$ 230,183 | \$ 21,878 | \$ 329,601 | \$ (99,418) | 70% |
| Benefits | \$ 364,207 | \$ 42,244 | \$ 674,581 | \$ (310,374) | 54% |
| Total Personnel | \$ 1,493,620 | \$ 172,276 | \$ 2,081,498 | \$ (587,878) | 71.8% |
| Total Operating | \$ 397,039 | \$ 50,838 | \$ 532,573 | \$ (135,534) | 75% |
| Furn/Equipment (Total) | \$ 54,085 | \$ 38,341 | \$ 21,800 | \$ 32,285 | 248% |
| Total Expenses | \$ 1,944,744 | \$ 261,454 | \$ 2,635,871 | \$ (691,127) | 74% |
| Net Income | \$ 69,032 | \$ (179,687) | \$ (250,146) | \$ 319,178 | |
| Transfer From Endowment | \$ 125,073 | \$ - | \$ 250,146 | \$ (125,073) | |
| "Cash Flow" | \$ 194,105 | \$ (179,687) | \$ - | \$ 194,105 | |

Investment Fund Summary:

| | <u>Curr. Mo.</u> | <u>YTD (9 mos.)</u> | | |
|------------------------------|---------------------|---------------------|--|--|
| Beg. Balance | \$ 4,472,928 | \$ 4,400,307 | | |
| +/-: Gains/Losses | \$ 94,712 | \$ 292,406 | | |
| Less: Transfer to Operations | | \$ (125,073) | | |
| End Balance | \$ 4,567,640 | \$ 4,567,640 | | |

| OTDMC: Current Assets Report: 3/31/19 | | | | |
|--|-------------------------|-----------------------------|---------------------|---------------------|
| | <u>3/31/2019</u> | <u>6/30/2018</u> | <u>YTD</u> | Change since |
| | | <u>(Final Audit)</u> | <u>Diff.</u> | 28-Feb |
| Cash | \$ 216,907 | \$ 27,662 | \$ 189,245 | \$ (198,106) |
| Investments | \$ 4,567,640 | \$ 4,400,307 | \$ 167,333 | \$ 94,712 |
| SUBT. | \$ 4,784,547 | \$ 4,427,969 | \$ 356,578 | \$ (103,394) |
| Total Receivables | \$ 359,571 | \$ 292,991 | \$ 66,580 | \$ (2,870) |
| Less: Allow. For Doubtful Accts. | \$ (178,693) | \$ (143,251) | \$ (35,442) | \$ 21,280 |
| Net Receivables | \$ 180,878 | \$ 149,740 | \$ 31,138 | \$ 18,410 |
| Total Current Assets | \$ 4,965,425 | \$ 4,577,709 | \$ 387,716 | \$ (84,984) |

Agenda

2019 Annual Meeting

Williamsburg Area Medical Assistance Corporation

1. Call to Order and Welcome – Tom Brownlie, President
2. Budget for Fiscal Year 2019 – 2020 – Ben Puckett, Treasurer
3. Election of Officers – Jim White, Chair Governance and Nominating Committee
4. Recognition of Retiring Directors – Tom Brownlie
5. Other Business
6. Adjourn

PROPOSED WAMAC OFFICER SLATE – EFFECTIVE 7/1/19

Per WAMAC by-laws officers are elected for a two year term of office.

Chair, Executive Committee – Thomas Brownlie

Vice Chair, Executive Committee – Christopher James

Treasurer and Chair, Finance Committee – Ben Puckett

Directors are asked to vote on the proposed WAMAC officer slate effective 7/1/19. Mr. Brownlie was elected on 7/1/18.