

Olde Towne Medical and Dental Center
Board of Directors Meeting
February 25, 2019

Agenda

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2. Visioning Moment – Dr. Mann
3. Consent Agenda – Tom Brownlie
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9. Discussion of Endowment Returns – Tom Brownlie
10. Draft 990 Review Year Ending June 30 2018 29
11. Creation of new position – Dr. Mann 30
 - a. Full Time Dentist Job Description
12. Other Business
13. Next Board Meeting March 25, 2019 5:00 to 6:30 PM at the Multi-purpose Room
14. Adjourn

**Board of Directors Meeting
Olde Towne Medical and Dental Center
January 28, 2019 5:00 – 6:30 PM**

Summary of Business Items Covered

Call to Order and Attendance – Anne Smith

Vice-Chair Smith called the meeting to order. A quorum was present.

Consent Agenda – Anne Smith

Chris so moved and Steve Vignoli seconded a motion to approve the consent agenda as amended. The motion passed.

Presentation by Kendra Robinson, Clinical Director,

From Jan – Dec. 2849 chronically ill patients in catchment area served
Most have more than one chronic disease and are on several drugs
Hypertension – 39% of patients but there's an even higher percentage of those with
Depression & Anxiety and the majority of them are female

Sample of a Typical OTMDC Patient

59 yr old female who had suffered a stroke 6 months previously
diagnosed with high blood pressure and other additional issues,
Patient did not show up for follow-up appointments with neurologist or cardiologist
because of transportation and financial issues
Patient stated she cut her medication dose in half because her husband told her she
was taking too much; she did not exercise and basically was non-compliant.
She was unaware she was eligible for Medicaid, so staff helped her apply. Much of
staff time with typical patients involves education.

Visioning Moment – Dr. Mann

As a result of the MAP program, people are signing up for Medicaid. Thus far all
have requested to come to OTMDC for their care, and additionally, many from other
places are also requesting OTMDC.
Dr. Mann distributed two different brochures of OTMDC for Board Members to
comment on. He requested opinions on preference for continuing distribution of one
or other, or both be emailed to him.

Director Nomination – Chris James

Presented **Christine Payne CV** as prospective board member.
Christian unanimously elected to join OTMDC board.

Report on Finance Committee Progress - Ben Pucket

Appropriate target level of annual withdrawal was discussed. Finance Committee
recommended annual withdrawal between \$125,000 – \$225,000. Estimated to be a
little lower, about 3%. Vote on budget coming up in March. Ben pointed out that

without Gala money revenue in the coming year, there is a shortfall. He stated challenges exist and mentioned the need for new sources of revenue to bring OTMDC's budget into balance.

Management Report – No one had questions

Dental report – Bill Bennett, D.D.S.

Greatest challenge is substantial number of no-shows, a frustration for volunteer dentists. Small committee working to address this ongoing issue.

The GIVE KIDS A SMILE event had to be cancelled due to HIPPA regulations. Bill has concern that this might contribute to providers losing enthusiasm for our clinic. A lengthy discussion ensued regarding compliance issues.

Communications and Development Committee – Chris James

The communications plan was reviewed by the executive committee, and will be presented to board next month.

Events coming up: Antique Appraisal & Luncheon – March 7 and Fords Colony Golf Tournament in May

Report by Frank Sisto on Antique Appraisal & Lunch at Two Rivers

Goodmans are appraisers for event and event needs board support to advertise it and to encourage donations of gift baskets, silent auction items and to find prospective sponsors - sponsorships range from \$1000 to \$125.

Fords Colony Golf Tournament – This year we are coming up on cumulative contributions that possibly could reach a million dollars, which makes the event more special. Two new features this year are that other gold communities are being recruited to participate because Fords Colony has made a 3rd course available and a professional marketer volunteer is helping with event publicity.

Planning and Performance Minutes – Reported that David Masterson is beginning process for strategic planning initiative.

Other Business – none

Next Board Meeting February 25, 2019 5-6:30 pm in Multi-Purpose Room

Adjourn – Brian Fuller moved to adjourn and Frank Sisto seconded the motion. The meeting was adjourned at 6:10 pm.

Draft Minutes

Executive Committee Meeting

5 PM, February 11, 2019

1. Welcome and establish Quorum
 - a. Members Present – David Masterson, Ben Puckett, Jim White, Dr. Bill Bennett, Dr. Bill Mann, Tom Brownlie
 - b. Members Absent – Anne Bradstreet Smith, Chris James
2. Brief Business Update – Dr. Mann, Dr. Bennett
 - a. After the first month of Medicaid expansion, there is not enough data to draw any conclusions. We have not seen a spike in new Medicaid patients but there are more. The Primary Care Provider remains a process difficult for many of our patients.
 - b. We expect the NP who is off on maternity leave to return in March.
 - c. Budgets are tracking pretty well on plan and patient count is up a bit.
 - d. We discussed possible options in our dental providers, more work is needed
3. Review Form 990 – No questions, will vote to approve at full board meeting on the 25th
4. Strategic Plan Process Update – David Masterson
 - a. Employee meetings for input are underway
 - b. Staff off site meeting planned
5. Status of Communications Plan – Tom Brownlie for Chris James
 - a. Discussed the impact of not getting WHF approval of a grant for a DOD
6. Budget Cycle Update – Ben Puckett
 - a. Draft budgets available on the 11th. Ben will convene the FC to review
7. Discussion on Employee Recognition - All
8. Agenda February BOD – Tom Brownlie
9. Other Business
 - a. Tom shared a response from WHF to our December letter re DHG report
10. Adjourn – the meeting was adjourned at 6:35

Tom Brownlie

Chair, Olde Towne Medical and Dental Center

Communications and Development Committee
January 23, 2019
3:00-4:00 PM
Minutes

Members Present	Members Absent	Staff Members Present
Christopher James Frank Sisto Judy Knudson Ron Lodieski Benny Zhang	Janna Roche Sharon Marchelya Adria Vanhoozier	Janis C. L. MacQueston Dr. William J. Mann, Jr. Lindsay Bowles

Welcome and Introductions

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

Approval of minutes

The minutes from the December 2018 meeting were reviewed by the committee. Upon a motion and being seconded, the minutes were approved.

Update from Dr. Mann

The Basic Operating, Chronic Care, and Delta Dental grants are complete along with our jurisdictional requests. A new request to the Virginia Health Care Foundation has been submitted. Dr. Mann is currently working on his six-month EMD report which contains a financial review, volunteer activity report, patient profile, and a referral summary for the clinic. Dr. Mann offers to have this report sent to any committee members who currently do not serve on our Board of Directors. Currently, the clinic is on track to see ~16,000 patients this year. The Medications Access Program provided over \$6.2 million dollars in prescriptions to our patients last year. Dr. Mann shares the changes to this grant due to Medicaid Expansion. We are successfully enrolling four to five patients per week in Medicaid.

Director of Development Report

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

Christopher James gives compliments on the end of year email blast sent to all donors registered with an email address.

Communications Plan

The Communications Plan has been reviewed by the Executive Committee and will be on the agenda for the February Board meeting.

Antique Appraisal

The Antique Appraisal and Luncheon is scheduled for Thursday, March 7th from 11:00 AM to 3:00 PM at Two Rivers Country Club. The menu has been established, however we are currently waiting on a final price. Lindsay Bowles has developed marketing pieces for the event. Draft mail pieces were distributed to the committee for review. The invitations are expected to be mailed the first week in February. Advertisements will appear on our website, social media, radio and Network Peninsula. Sponsorships will be sold and Olde Towne is expected to make a few dollars per ticket sold. The prices will be prepared for the upcoming Board meeting. Only verbal appraisals will be given during the event. Ron Lodieski suggests an eye piece as you enter the door such as "What your money buys at Olde Towne". Guest information will be collected at the registration table and ask for email subscriptions. A discussion

follows regarding the budget for the entire event. Currently, there is an estimated 160/170 person capacity.

Wine/Beer Tasting

Jan MacQueston has been in contact with Anheuser Busch. She reports the location is unattractive and suggests continuing to search for a venue. This event is aimed for a September time frame. The committee agrees a fall event is needed, whether or not it is a wine/beer tasting. Dr. Mann announces NAWAB's interest in "A Night in India" fundraiser for Olde Towne. The committee is asked to think about possible fall events for discussion during the February meeting.

Miles for Smiles

A check for the Miles for Smiles event hosted by Dr. Burden's office was presented today. They are hoping to hold this event again next year.

Ford's Colony Golf Tournament

The Golf Tournament for May 8th has been kicked off. Two meetings have taken place to date. Jan MacQueston is currently working with Barry Golliday on marketing pieces. Chris James shares how Barry will help Olde Towne and our committee with our outreach and communications. This year will be the "Million Dollar Year" for the tournament. The tournament will be opened to outside individuals this year. Thursday, April 18th will be OTMDC night at Murdoch's Tavern at Ford's Colony. All are invited to attend.

Committee Charter

The committee charter was due for review during the planning of the Gala. Mild modifications have been made. The original charter mentioned the monitoring of many items which this committee does not do. The word "Communications" has been entered where needed as the charter previously focused on development. Benny Zhang motioned, Frank Sisto seconded to move the charter to the Executive Committee for approval.

757 Campaign

The 757 Fundraising Campaign is sponsored by the Peninsula Community Foundation and usually takes place in May. Olde Towne opted not to participate previously due to the timing of our mailing campaigns in fear of a negative effect on our mailer. The committee is asked whether or not Olde Towne should move forward to participate this year. Jan MacQueston shares information regarding CDR's efforts during the campaign. A discussion followed regarding the importance of building Olde Towne's email list.

Fall Mailing ROI

Lindsay Bowles share the ROI for the recent Fall Mailer. 904 pieces were mailed, 78 gifts were received totaling \$8,003.00. The total expenses were \$1,043.60 resulting in a net income of \$6,959.40.

Amazon Smile

Christopher James shares information regarding Amazon Smile to the committee and the importance of spreading the word to our Board and the community.

Restructuring Plan

Jan MacQueston shares an introduction to her restructuring plan for Development. A copy of the plan was distributed to the committee. Everyone is asked to review the plan for review during the next meeting.

Christopher James moves to adjourn the meeting at 4:13PM.

Respectfully Submitted,
Lindsay Bowles

OLDE TOWNE MEDICAL & DENTAL CENTER
DIRECTOR OF DEVELOPMENT – ACTIVITY REPORT
December 4, 2018 – January 23, 2019

GRANT PROPOSALS SUBMITTED

- Delta Dental of Virginia Foundation: \$7,500 (dental equipment)
- James City County: \$385,893 (general operating funds)
- City of Williamsburg: \$109,511 (general operating funds)
- Williamsburg Community Foundation: \$3,572 (EKG machine)

GRANT REPORTING

- Submitted an annual report to Delta Dental of Virginia Foundation
- Submitted a yearend report to the Sentara Health Foundation

MEETINGS/CONTACTS

- Monthly meetings with area development professionals.
- Continue contact with Sr. David Ann Niski, Bernardine Franciscan Sisters Foundation.
- Attended monthly staff meeting.
- Made several contacts to Two Rivers Country Club re: the Antique Luncheon.
- Frank Sisto, Lindsay Bowles and I met to finalize design and text for the Antique Luncheon postcards and posters.
- Followed up with “Miles for Smiles” representative re: proceeds. Check was presented to me on January 23 in the amount of \$2,833.95 to support our Dental Clinic. A photo was taken of the presentation.
- Called major gift donors and wished them a Merry Christmas.
- Sent out holiday cards to major donors, board members, and selected foundations/businesses over Dr. Mann’s signature and mine. Lindsay sent out a yearend email blast to donors.
- I attended the first Golf Tournament meeting and a sales meeting.
- I hosted the Golf Tournament marketing group to review and plan our strategy.
- Contacted Busch to determine if their facilities would be conducive for our Wine Tasting Event.

OLD BUSINESS

- Prior to setting a date with Bakers Crust, I would like to check with Sharon on her plans for the 2019 restaurant day.
- Panera Bread has not given me a date as yet to sponsor OTMDC...will follow-up.

RESEARCH

- Received additional information from Geoff Suter, Suter Printing, to price bulk mailing: print and stuffing.
- Updated grant report for board packet.
- Continue research on AmeriCorps.
- Researched several foundations, businesses, and major gift prospects for future solicitation.

GALA

- Completed last thank you letters.

Respectfully submitted,
Janis C. L. MacQueston
Director of Development

Olde Towne Medical and Dental Center

Planning and Performance

February 13, 2019

Members Present: David Masterson, Camilla Buchanan, Anne Smith, Ron Lodzieski, Scott Foster

Ex officio: Dr. Mann

David Masterson called the meeting to order at 5:00 p.m.

The minutes of the previous meeting were approved.

A brief review was done of the overall strategic planning process.

The plan is to go bottom to top, and to develop a brief, i.e. ~5 pages, strategic plan with measurable metrics that can be revisited on a frequent basis to monitor progress. Types of data to be used, both financial and quality, will be determined as the planning process is carried out. The goal is to also tie these outcomes to the budget process, although this may not occur until year two due to the current timing. This year's budget process is well underway.

There is a luncheon meeting with providers scheduled for 2/14/19 and with dental staff 2/15/2019. A future off site meeting is also scheduled for the entire medical center staff. Tentatively this will be followed by a board retreat at the end of March or beginning of April, with dates to be determined. The results of the planning process will then be summarized and presented to the entire board at the May board meeting.

There was discussion of the types of data which are available and feasible.

The meeting was adjourned at 6:30.

OLDE TOWNE MEDICAL AND DENTAL CENTER

COMMITTEE MEETING- GOVERNANCE AND NOMINATING COMMITTEE (G&NC)

01/16/2019 OFFICE OF G&NC Member Walt Zaremba, 4:30 PM.

Present- Brian Smalls, Chris James, Steve Vignolo, Walt Zaremba, Jim White, Committee Chair, Tom Brownlie, OTMDC Chair.

Guest Presenter- Stephanie Burton- JCC Human Resources

AGENDA

Summary of Employee Survey Data

Succession Planning at OTMDC

BOD Staffing- Departures/Additions.

Review of GNC Meeting Dates

MEETING

Employee Survey- Stephanie Burton presented survey data. The Center had just over a fifty percent participation rate. The group agreed to think about various non cash type motivational programs. Examples include a suggestion box, employee of the month program, etc. This will be discussed further at the February G&NC meeting.

Regarding succession planning, Jim White distributed a chart of the existing organization. This was developed by Chris James last year. All agreed that the organization was very flat with little possibilities for cross training. However, this will be discussed further with Dr. Mann and JCC Human Resources.

BOD staffing was discussed. Two directors (White and Vignolo) are expected to rotate off the Board in June 2019. Considering this turnover and any unplanned turnover it was stressed that we must add several Board members in the next several months to compensate for expected Board departures. White presented the background of Christine Payne and indicated that she would be presented at the January Board meeting as a candidate for Board approval. If approved, we would be at twenty-seven. The maximum number allowed is thirty.

Future G&NC meeting dates were listed. They are 2/14, 3/14, 4/11, 5/16, 6/13. All have a 4PM start. Locations will be announced. PLEASE advise regarding your availability for 2/14. Walt, thanks for advising me that you are not available for 2/14.

The meeting was adjourned around 5:30PM.

OLDE TOWNE MEDICAL AND DENTAL CENTER

COMMITTEE MEETING – GOVERNANCE AND NONMINATING COMMITTEE – 2/14/19 – 4:10 P M.

LOCATION – JAMESTOWN ROOM – OTMDC.

PRESENT - Brian Smalls, Chris James, Steve Vignolo, Jim White (Committee Chair), Tom brownlie, (OTMDC Chair).

UNABLE TO ATTEND – Ramon Rodriguez, Walt Zarembo.

DISCUSSION

Minutes of 1/16/19 were approved.

White confirmed that Christine Payne was elected to the OTMDC BOD at the board meeting of 1/16/19. Director candidate Jonathan Weiss was discussed. It was agreed that Chris James would meet with Mr. Weiss in the next week. The plan is to seek Executive Committee approval and board approval of his candidacy when they next meet. White reminded the committee that he and Steve Vignolo will complete second terms and leave the board following the next annual meeting. Therefore, board recruitment remains very important as well as a focus on governance.

The committee discussed the ongoing need to identify and retain communications and development expertise at the board and C&DC level. Someone with up to date development and computer skills would be very helpful to C&DC, perhaps a student.

The committee briefly discussed the employee survey and possible employee recognition programs. All were asked to share ideas in this area. It was agreed that such a small employee headcount , under thirty, makes it difficult to have meaningful differentiation and rewards. An employee suggestion box was tried in the past without much success.

G&NC has been asked to follow up on an item from the DHG audit. That item referred to the location of policies in various unrelated sites. The committee will follow up and report findings and recommendations in the next few weeks.

The next meeting is scheduled for 3/14/19. 4 P M is the desired meeting start time.

The meeting was adjourned at 5 P M. Submitted by Jim White.

FY 2018 - 2019 Grant Report

Updated
February 20, 2019

ACCEPTED				
Funder	Requested Amount	Amount Awarded Date Received	Intended Use	Status
RECURRING:				
VCHA	\$	97,366 FY18	General Support	Funded
City of Williamsburg	88,511	88,511 FY19	General Support	Funded
James City County	350,893	350,893 FY19	General Support	Funded
York County	94,642	94,642 FY19	General Support	Funded
SWRMC		100,000 FY18	Prenatal	Funded
VHCF		110,259 FY19	MAP	Funded
VCHA	30,000	30,000	Lab Corp	Funded
VA Dept. of Health	7,837	7,837	General Support	Funded
Total	\$ 571,883	\$ 879,508		
ONE TIME:				
Delta Dental	7,500	5,000	Dental equipment	Funded
Rapoport Foundation	28,900	28,900	New servers	Funded
Sentara Fdn.	32,000	16,000	Dental Clinic/staff & supplies	Funded in two payments
Huston Fdn.	6,286	6,300	Cholesterol & Lead Screeners	Funded
TOTAL	\$ 74,686	\$ 56,200		

PENDING

Funder	Requested Amount	Amount Awarded Date Received	Intended Use	Status
WHF PCF Wmsbg. Presby. Church James City County City of Williamsburg York County WCF Total	\$ 450,000 CY18 50,000 2,500 606,206 FY20 109,511 FY20 105,053 FY20 3,572 \$1,326,842		Basic Operating Expenses Ultrasound machine Care of uninsured patients General Support General Support General Support EKG Machine	

DENIED

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

Williamsburg Health Foundation = **WHF**

Sentara Williamsburg Regional Medical Center = **SWRMC**

Virginia Community Healthcare Association = **VCHA**

Virginia Department of Health = **VDH**

Peninsula Community Foundation of Virginia = **PCF**

Virginia Health Care Foundation = **VHCF**

Sentara Foundation = **SF**

Williamsburg Community Foundation = **WCF**

APPROACHING the following foundations for funding:

Bank of America, Clark Foundation, Wells Fargo

OLDE TOWNE MEDICAL & DENTAL CENTER COMMUNICATIONS PLAN 2019-2020

Overview

Olde Towne Medical and Dental Center (OTMDC) is a community based, public-private non-profit 501(c)3 safety net health center that provides cost-effective, patient centered healthcare to the uninsured and underinsured populations of York and James City counties and the City of Williamsburg since 1993. OTMDC is dedicated through open access programs to serving patients of all backgrounds, demographics, and socioeconomic status and no patient is ever turned away for inability to pay.

The Olde Towne Medical and Dental Center Annual Communications Plan is part of the overall Strategic Plan. The objectives of the plan are: (1) increase visibility of the clinic's services throughout York and James City counties and the greater Williamsburg area and (2) develop a coherent framework for greater development opportunities to fulfill the mission and vision of the Olde Towne Medical and Dental Center. The annual plan is designed to insure that OTMDC communicates effectively and meets key organizational objectives.

Goals

Goal 1: Raise and build awareness of Olde Towne Medical and Dental Center's programs and their value to the greater Williamsburg region by demonstrating the organization's successes, showcasing special programs and ensuring community understanding of our role. Programs are to be directed at all stake holders, including patients, the three jurisdictions, board members, OTMDC staff, donors and granting organizations.

Goal 2: Enhance OTMDC's multi-structured funding model to achieve financial stability and sustainability by engaging effectively with public and private corporate and individual donors with emphasis on securing additional revenue sources and developing a communications methodology that effectively connects with stakeholders, patients and donors.

Goal 3: Build a consistent external / public relations message across all communication platforms emphasizing the patients / families we serve, our broad engagement with the community and our wealth of history.

Approach

The annual plan is developed and overseen by the Communications & Development Committee with concurrence of the Board. It provides comprehensive guidance on pursuing an aggressive communications strategy and identifying greater development opportunities, while providing a framework for measuring the program's success and impact. Objectives and measures of success are linked to the following strategic focus areas:

1. Community recognition (branding)
2. Media relations
3. Partnerships and collaborations
4. Workforce engagement
5. Sustainable funding

Target Audience

Communications should be tailored to the following identified target audiences:

1. Patients
 - a. Uninsured
 - b. Underinsured
2. Media
 - a. Social media
 - b. Traditional media (i.e.. The Virginia Gazette, Wydaily.com, WAVY-TV, WMBG radio, etc.)
3. Governments
 - a. Jurisdictions (City of Williamsburg, James City County, York County)
 - b. Virginia state and Peninsula health officials and local elected representatives
 - c. Federal health agencies and appropriate US Senate and Congressional members/staff
4. Area healthcare-related industries and partners
5. Faith communities and not-for-profits that serve the working poor and uninsured
6. General public and local businesses
7. Donors and prospective donors

Communication Focal Point / Major Efforts and Responsibilities

Development of the annual coordinated marketing and communications plan and supporting materials; execute plan; adapt plan as needed to adjust strategy and tactics to increase effectiveness and respond to changing or new opportunities. Oversee, organize, and execute fundraising events including: budget and planning, logistics, content, and potential sponsors and donors.

Stakeholder Communication Roles and Goals

Board of Directors	Leverage their community networks, serve as community ambassadors and highlight how OTMDC is meeting the healthcare needs of the community with the resources available.
Executive Director and Senior Leadership Staff	<p>The Executive Director (ED) will be the Chief Communications Officer. The ED is the communicator of OTMDC's overall business / operational strategy.</p> <p>The ED must ensure that the overall business / operational strategy and associated organizational messages, behaviors, and actions are in sync with the overall communications goals.</p>
Development Director	The DD has the primary responsibility for identifying potential opportunities for funding; communicating that internally and driving the organizational response. Serves as the owner of the communications plan, overseeing its annual revision / update; responsible for solicitation and appreciation communications.
Medical Staff, Medical Center Staff and Volunteers	<p>Serve as community ambassadors, highlighting how OTMDC is meeting the healthcare needs of the community.</p> <p>Understand the goals and objective that ensure OTMDC's long-term viability and sustainability.</p>
Patients and their families	Serve as community ambassadors by sharing their experiences; knowledgeable about OTMDC services and resources.

Government and Non-Government / Foundation Donors	Need to create an awareness that OTMDC: <ul style="list-style-type: none"> • Is the point of excellent care within its mandate. • Serves the healthcare needs of the community in collaboration with appropriate stakeholders. • Will use health care resources in the most efficient and cost effective way.
Donors	Know that their support is valued and is making a tangible difference in delivery of care at OTMDC. Understand that efforts are in place to ensure the long-term viability and sustainability of OTMDC in the community.

Strategic Plan: Current Situation and Environmental Analysis

OTMDC's current Strategic Plan describes the mission, vision and core values of the organization. It also provides an analysis of the current situation and environment in which the medical center operates. The communications plan should be viewed in light of the strategic plan with particular attention to those sections where there is overlap of goals. Specific attention is directed to Goal 1, Patient Access, Patient Satisfaction, Clinical Operations, all of which have significant communication components; Goal 2, Results, specifically action steps dealing with major external stakeholder communications and feedback, the use of social and traditional media to enhance and augment outreach efforts; Goal 3, Development of appropriate support systems for cultivation and outreach to funders and donors; and other goals that may include some component of internal and external enhanced communications.

Communications Plan Overview

● **Adopt a resilient model to changing communications trends:** Traditional communication avenues, such as print newspapers, are increasingly adapting to digital trends to attract a wider audience. While OTMDC should continue to utilize traditional print media, the fact today is that people from wide-ranging demographics are increasingly relying on digital and social media venues. That said, the clinic should strive to augment existing traditional communication venues (ie. print brochures, print advertising, etc.) with newer techniques in an effective manner (ie. social media such as Facebook, user-friendly mobile website, texting, e-Newsletters). To be as culturally accessible as possible, these platforms should utilize language preference options as well.

- **Responsibly incorporate social media:** Organizations are leveraging social media to trigger interest around the work they're doing. The dialogue exchanged between the organization and the target audience can be highly beneficial for both sides, and build and strengthen a sense of community, which is the fundamental purpose of social media and a key objective of the OTMDC communications effort. Done responsibly, it can be employed by OTMDC to help tell the clinic story, cultivate perspective donors, and communicate with the donor pool.

- **Leverage partnerships:** Olde Towne is dependent on generous grants from local, statewide and national organizations. An excellent example is OTMDC's relationship with The Williamsburg Community Health Foundation. The challenge is to create a competitive framework for a model to systematically yield results. Annual informational meetings should be held with foundations and organizational donors. For private donors, the challenge is to create a sustainable model to (1) keep in touch and set up multi-year giving and (2) ensure they are properly kept up to date with OTMDC's current happenings.

- **Relationship-building with local governments:** As local governments face increasing core service needs with flat or shrinking revenue streams, it is important as ever to maintain a consistent relationship with our local governments. While OTMDC has at least one representative from each jurisdiction, the clinic should strive to engage the entire board by providing updates in open meetings. Annual presentations should be made to each governmental body reviewing OTMDC achievements and needs.

- **Solicit and incorporate feedback from the public:** OTMDC's greatest asset is its patient-population who utilize the clinic's services. Word-of-mouth remains a powerful tool for referrals. It is important to establish an avenue for patients with the ability to provide feedback on reaching out to a greater audience.

- **Community relationship:** Build a stronger relationship with the greater Williamsburg community to enhance the image and community knowledge of OTMDC.

Communications Baseline – Fiscal Year July 1, 2018 – June 30, 2019

The following communications activities provides a detailed look at the current communication efforts, the target audience, responsible staff member(s) and timing. It establishes the baseline outreach efforts on which to build a communications program that will meet the objectives established in the overarching goals section and the plan overview section.

**OLDE TOWNE MEDICAL & DENTAL CENTER
COMMUNICATIONS CALENDAR
JULY 1, 2018 – JUNE 30, 2019**

<u>MONTH</u>	<u>RESPONSIBLE STAFF</u>
JULY 2018	
Grant Proposals:	
Virginia Community Healthcare Association	EMD
Virginia Department of Health	EMD
Williamsburg Health Foundation	EMD
Sentara Health Foundation	DOD, EMD, BPM
Begin Annual Report preparation	DOD, AA
AUGUST 2018	
Grant Proposal:	
Huston Foundation Report	DOD
Send out Annual Report	DOD, AA
SEPTEMBER 2018	
Grant Proposal: Delta Dental of Virginia	DOD, EMD, BPM
Special Event:	
Wine Tasting	DOD, AA & C&D Committee
Ovarian Cancer Run	DOD
Dental Run	DOD
25 th Anniversary Gala	DOD, EMD, AA, C&D Committee
OCTOBER 2018	
Grant Proposals	
Huston Foundation	DOD, EMD, BPM
Community Open House	Board of Directors & Administrative
Staff	
NOVEMBER 2018	
Fall mailing	DOD, AA
DECEMBER 2018	
Grant Proposal:	
York County	DOD, EMD, BPM
Holiday cards to \$500+ donors, fdns., prospects, providers, board members; email blast	DOD, EDM, AA

JANUARY 2019

Grant Proposals:

City of Williamsburg
James City County
Sentara Health Foundation Report
Delta Dental Fdn. of Virginia
Golf meetings begin

DOD, EMD, BM
DOD, EMD, BM
DOD, BPM
DOD, OM
DOD, AA

Antique Luncheon Special Event
Development of poster/invitation, etc.
Begin publicity
Sponsorships

DOD, AA, Frank Sisto

FEBRUARY 2019

Golf meetings
VA Health Care Fdn. (MAP)
Antique Luncheon Special Event
Continue with publicity, solicitation

DOD, AA
PD, EMD, BPM
DOD, AA, Frank Sisto

MARCH 2019

Golf: Sponsor letters/sales packets
Golf meetings
Antique Luncheon Special Event
Two Rivers – Thursday, March 7

AA
DOD, AA
DOD, AA, Frank Sisto

APRIL 2019

Grant Proposals:

St. Martin's Episcopal Church proposal
Colonial Wmsbg. Employee Health Fair
Golf meetings
Volunteer/Board Appreciation Event
Spring Mailer
Include email blast

DOD
DOD, Nursing staff
DOD, AA
DOD, AA, Volunteer Office
DOD, AA

MAY 2019

Golf Tournament – Wed., May 8

DOD, AA

JUNE 2019

Grant Proposals:

Huston Foundation report
Rapoport Foundation – 6 month report

DOD
DOD

News Releases*:

DOD

*News releases are submitted when there are appropriate news articles.

DOD, Director of Development; EMD, Executive Medical Director; AA, Administrative Assistant; BPM, Business Practice Manager; OM, Office Manager; PD, Program Director.

Communications Enhancement Actions

The following section is focused on developing a plan of action covering the period January 1, 2019 through June 30, 2020 that will enhance our existing communications efforts including general communications, funding efforts and grant opportunities.

The overarching focus is:

- Develop a robust email data base including patients, donors, jurisdictions, board members, OTMDC staff, granting organizations, etc. and provide methodology for maintaining currency
- Expand list of communication tools to include all or some of the following: newsletter (electronic/printed), press releases, press conferences, special events, flyers, website, blog, emails, direct mail, etc.. (need to be specific i.e. monthly electronic newsletter)
- Identify and nurture sponsors to support fund raising activities, developing long term relationships and support

Planned Action Steps:

STAFFING:

- ***Marketing/Communications Specialist*** – 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.
 - Determine funding requirements and sources, exploring grant funding possibilities
 - Identify and recruit full time dedicated specialist
 - Action timing:
 - Funding source - March 1, 2019
 - Sourcing / identification candidates – April 1, 2019
 - Completed – on or before June 30, 2019

- *Grant Specialist* – hire a part-time grant specialist who will be responsible for identifying new grant opportunities that are not currently being pursued, providing additional resources to explore new funding sources and support for the P/T Development Director.
 - Develop working description of responsibilities, duties, and expected outcome
 - Determine cost and ROI
 - Complete hiring process
 - Action timing:
 - Complete working description – January 15, 2019
 - Expected outcome and ROI – January 30, 2019
 - Candidate review – February 15, 2019
 - Completed – on or before February 28, 2019

Infrastructure Focus and Enhancements:

- 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 – March 29, 2019
 - Determine steps necessary to implement best practices within existing OTMDC data and any funding requirements – April 30, 2019
 - Initiate those practices deemed appropriate for OTMDC – June 28, 2019
- 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 -March 29, 2019
 - Identify specific platforms both electronic and hard that best fit the needs and culture of OTMDC and develop a utilization plan – June 28, 2019

- 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, 2019 and on-going
- 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, 2019
 - Identify potential project, select platform and design campaign – July 15, 2019
 - Run campaign and evaluate the results – September 30, 2019
 - Determine future opportunities and viability of approach – October 30, 2019

Executive Medical Director's Report: February 2019

Summary: We had 1330 patient visits in January, with 80.1% uninsured. We remain on budget.

Patient Service and Staffing: Tabitha Burton resigned effective March 1st, and we are planning to review her job description and post the position as soon as possible. Some of her duties would appear to be best handled by other staff, which would hopefully allow the new person to spend more time working on financial issues to assist our business manager.

Our uninsured rate is up to 80.1%, with 50.6% of our patients at or below 138% of the FPL. We continue to try to sign up patients for Medicaid, but are finding considerable time is actually being spent trying to explain managed care organizations to our patients, and in trying to help patients change their assigned provider to OTMDC. We still see 3.7% of our patients on Medicaid, 0.4% on Medicaid dental, 6.4% on Medicare, 4.8% managed Medicaid, and 2.2% dual eligible. We have 2.7% of our patients on commercial insurance, mainly employees of JCC and York County and those who cannot afford their deductibles and co-pays (under insured).

Our MAP/AMP staff, grant supported, are having major issues in dealing with patients who are requesting information related to Medicaid, patients who are no longer eligible for free medications because they have Medicaid/managed Medicaid and obtaining medications for new patients. We are following these numbers, and anticipate we may see over time less patients receiving free medications.

Meetings have been held with employed medical and dental providers as part of the strategic plan process.

Physical Plant: Nothing to report.

Finances/Grants/Donors: Our letters of intent to seek grant funding for an in-house pharmacy from the Virginia Health Care Foundation and for a full time director of development from the Williamsburg Health Foundation were unsuccessful.

Planning is underway for the Ford's Colony golf tournament.

On a cash flow basis, as of January our local government support and grant revenue is on budget, patient revenue is down ~\$4,336, public support is ahead \$7,980 and special events ahead \$1,080. Our expenditures remain very favorable due to reduced costs for employee benefits. At this time project we will be on budget for the year.

Community collaborations: I made a presentation to the City of Williamsburg council, which was well received.

Dental Report

February 2019

On February 15th dental clinic personnel, Dr. Mann, and I met at James City County Recreation Center with David Masterson to discuss dental clinic operations. Discussions surrounded the goals, objectives, challenges, opportunities, and future needs of the dental clinic. Participation was excellent with numerous items and suggestions discussed. The members of the dental team were grateful for the chance to express concerns and offer input for ways to improve patient care and their working environment. Overall comment was "It is about time"

Thank You, David!

February 20th the Board Dental Committee met. The meeting discussion surrounded "no show" appointments, scope of care possible, general operations, staffing needs, needed routine supplies and equipment, repair of equipment, replacement of equipment, and the challenges of replacement staff recruitment.

Committee comments:

Patients should be provided appointment reminders from staff or computer generated messages. It is the common practice today.

Tabitha Burton will be leaving in several weeks. Recruitment of a new staff person should begin.

Procedures and budgeting for maintenance, repair, replacement and upgrading of equipment and supplies are needed.

Respectfully Submitted,

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

OLDE TOWNE MEDICAL & DENTAL CENTER

Communications and Development Committee

February Committee Report

Items of Interest to the Board:

- The draft of the Communications Plan is included in the February BOD material with the goal to adopt at the February meeting. The plan includes many layers and elements and will represent a major step for OTMDC.
- WHF grant request to fund the identified and needed development position has been rejected
- The Antique Appraisal and Luncheon event will be held on March 7, 2019 at Two Rivers Country Club. Board support in communicating the event and possible sponsorship is required. Event information is available on the OTMDC website
- OTMDC participates in the Amazon Foundation, Amazon smile program. Every purchase made on [amazonsmile](#) can result in a donation being made to the center. Links to the site will start to appear on all OTMDC communications. Although it is a small amount per purchase, it's free and has the potential to add up over time. Information will be provided at the February board meeting.
- Committee is continuing to focus on better understanding of electronic communications and how to enhance its use in OTMDC development / fund raising efforts. Outreach efforts are being made to William and Mary to identify a possible intern to help support this effort.
- The committee is looking at increasing it's support and role in driving a robust messaging / communications effort across all communications channels by providing messaging research / creative content to enhanced community communications
- Ongoing event planning:
 - FC Golf Tournament – significant effort is being made this year to expand the participation beyond Ford's Colony to include other major golfing communities. The tournament will be held on May 8, 2019
 - A fall fund raising is still being planned for September 19, 2019. The form of the event is still open (wine tasting or brew tasting, dinner, ?). The major issue is finding an appropriate venue. Efforts continue.

CHJ:02/21/2019

Olde Towne Medical and Dental Center

Asset Report

2/8/2019

Year: 2019 Period: 7

Ledger Description	Current Balance	PY Balance
Cash Balance	\$552,157	\$484,396
Investments	\$4,365,964	\$4,578,742
Medicaid Receivables	\$12,492	\$9,496
Medicare Receivables	\$21,928	\$10,590
Miscellaneous Receivables	\$0	\$0
Self Pay Receivables	\$289,565	\$172,705
Industrial Receivables	\$32	(\$18)
Dental Receivables	\$2,292	\$1,382
Commercial Ins Receivables	\$8,772	\$6,390
Anthem Receivables	\$8,058	\$7,927
Sentara Optima Receivables	\$6,685	\$4,692
Prepaid Expenses	\$0	\$0
Allowance for Doubtful Accts	(\$169,983)	(\$96,288)
Total Assets	\$5,097,962	\$5,180,013

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

2/8/2019

Fiscal year: 2019 Period: 7

Revenue Summary

	Budget	Current	YTD	Prior Year YTD	Variance	Variance %
Local Government	\$535,046.00	\$87,723.25	\$400,001.75	\$389,958.25	\$10,043.50	2.58%
Patient Revenue	\$461,000.00	\$92,340.84	\$322,694.04	\$227,344.98	\$95,349.06	41.94%
Bad Debt	\$0.00	(\$25,593.07)	(\$26,732.34)	\$5,013.68	(\$31,746.02)	-633.19%
Public Support	\$196,600.00	\$30,477.11	\$153,076.06	\$127,489.81	\$25,586.25	20.07%
Special Events - Fundraising	\$142,600.00	\$1,300.00	\$69,204.35	\$10,587.03	\$58,617.32	553.67%
Grants	\$1,043,979.00	\$85,571.50	\$955,850.02	\$1,188,487.55	(\$232,637.53)	-19.57%
Other	\$256,646.00	\$185,230.60	\$103,837.26	\$430,309.29	(\$326,472.03)	-75.87%
Total Revenue	\$2,635,871.00	\$457,050.23	\$1,977,931.14	\$2,379,190.59	(\$401,259.45)	-16.87%

Olde Towne Medical and Dental Center

Revenues and Expenditures Report

2/8/2019

Fiscal year: 2019 Period: 7

Expenditures Summary

	Budget	Current	YTD	Variance	Percent Spent
Admin Department					
Personnel	\$184,947.00	\$15,391.54	\$105,434.09	\$79,512.91	57.01%
Operating	\$130,654.00	\$9,634.50	\$72,088.90	\$58,565.10	55.18%
Furniture and Equipment	\$3,300.00	\$227.79	\$603.04	\$2,696.96	18.27%
Total Admin Department	\$318,901.00	\$25,253.83	\$178,126.03	\$140,774.97	55.86%
Direct Services					
Personnel	\$1,840,175.00	\$139,819.42	\$1,009,940.72	\$830,234.28	54.88%
Operating	\$371,187.00	\$43,473.59	\$215,926.36	\$155,260.64	58.17%
Furniture and Equipment	\$18,400.00	\$0.00	\$14,953.05	\$3,446.95	81.27%
Total Direct Services	\$2,229,762.00	\$183,293.01	\$1,240,820.13	\$988,941.87	55.65%
MAP-Grant					
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	
Operating	\$0.00	\$0.00	\$0.00	\$0.00	
Furniture and Equipment	\$0.00	\$0.00	\$0.00	\$0.00	
Total MAP-Grant	\$0.00	\$0.00	\$0.00	\$0.00 #Error	
Fundraising					
Personnel	\$56,376.00	\$4,500.61	\$35,653.05	\$20,722.95	63.24%
Operating	\$30,832.00	\$3,933.11	\$29,363.66	\$1,468.34	95.24%
Total Fundraising	\$87,208.00	\$8,433.72	\$65,016.71	\$22,191.29	74.55%
Total Expenditures	\$2,635,871.00	\$216,980.56	\$1,483,962.87	\$1,151,908.13	56.30%

OLDE TOWNE MEDICAL AND DENTAL CENTER
FORM 990 FOR THE YEAR ENDING JUNE 30, 2018

DRAFT

To view the draft 990, please click the Dropbox link below.

<https://www.dropbox.com/s/3y4nkfgk7v1gb2l/990%20Yr%20ending%206302018.pdf?dl=0>



Class Title
Position Number
FLSA Status
EEO Classification
Department
Supervised By

Dentist
0070
Non-Exempt
Professionals
Olde Town Medical and Dental Center
Executive Medical Dir. & Designee

Nature of Work

Performs responsible dental procedures and customer service for Olde Towne Medical and Dental Center to include carrying out varied and complex dental procedures.

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

- Performs dental treatments to include oral examination, any necessary radiographs and charting of all pathology including any pertinent information of a medical nature to include restoration, oral surgery, endodontics, periodontics and minor prosthodontics; writes prescriptions as needed.
- Confers with other health care providers and refers patients to specialists when indicated.
- Participates in dental audits and adheres to appropriate dental procedures in the care of patients.
- Instructs and supervises assigned staff.
- Follows guidelines given by the Occupational Safety and Health Administration (OSHA) and update procedures as necessary.
- Performs other duties as assigned.

Job Preparation Needed

- Doctor of Dentistry degree from an accredited USA dental school.
- Must have a valid Virginia Dental License or be able to obtain within 30 days of hire.
- Must have a Drug Enforcement Administration (DEA) Registration Number.
- Some knowledge of standard office practices and procedures, equipment and clerical techniques in a medical setting, medical terminology and telephone triage; and some knowledge of general office computer software.
- Ability to teach children and adults dental health care, particularly prevention; ability to work under pressure and to meet deadlines; ability to establish and maintain effective working relationships with dentists, doctors, nurses, other coworkers, volunteers and the public.

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

- Credential check
- Drug test
- National criminal/sex offender record check

Introductory Period 12 months

Post Hire Requirements

- Must maintain all required certifications

Job Locations and Conditions

- Duties are performed at the Olde Towne Medical Center in a dental clinic setting; operates standard office and dental office equipment.
- 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.
- May be required to report to work to serve customers during emergency conditions; may be assigned to report at a different time and location and to perform different duties as necessary.



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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 needed 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	C	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	C	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"> • Verbal Communication: hear/listen; communicate orally with public, vendors, supervisors, other employees and County officials • Written Communication: read/understand text; exchange information in written form
Mathematical ability	O	Must have ability to perform accurate calculations mentally and/or aided by a calculator or other device
Spatial ability	O	Must have ability to comprehend forms in space and understand relationships of plane and solid objects; may be used in such tasks as blueprint 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	F	Office equipment such as computer keyboard and mouse, copy/fax machines, telephones, calculator, etc.
Operate other equipment/tools	F	Necessary equipment and/or tools
Transport/Reposition Objects	O	Must be able to transport and reposition 5-10 pounds of materials/equipment from ground to waist, at waist level, waist level to shoulder, above shoulder
Ascend/Descend	R	Must be able to work in and move to different height levels
Sit	F	Must have the ability to sit
Stand	F	Must have the ability to stand
Walk	F	Move self from one location to another on flat terrain
Run	N	Move self from one location to another on flat terrain, rough terrain or both flat and rough terrain
Position self to lower level	R	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	O	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	C	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	C	Must be able to hear and listen to voices and sounds
Driving	N	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