



**BOARD OF DIRECTORS MEETING**

**3:30 PM, Tuesday, June 12, 2018  
Palmetto Electric Community Room**

**MISSION STATEMENT**

*Our primary mission is to understand and serve the health and wellness needs of the medically underserved population and their households, living and/or working on Hilton Head and Daufuskie Islands.*

**VISION STATEMENT**

*May we have eyes to see those who are rendered invisible and excluded, open arms and hearts to reach out and include them, healing hands to touch their lives with love and in the process heal ourselves.*

**AGENDA**

1. Apologies for Absence
2. Election of Officers
3. Approval of April 10, 2018 Board Minutes
4. Management and Standing Committee Reports
  - Executive Director Report (Ray Cox)
  - Development (Ginger Allen)
  - Finance (Andrew Schumacher)
    - o Approve FY 2019 Budget
  - Governance and Planning (Michael Hall)
  - Executive Committee (Joe Scodari)
  - Dental Clinic (Robert Lindsey)
  - Executive Medical (Pat Burns)
  - Wellness Committee (Julie Copp)
5. Recognition of Retiring Board Members
6. New Business
7. Executive Session
8. Adjournment

# JOHN W ANDERSON JR

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43 Minuteman Drive, Bluffton, SC 29910 | 843-422-8780 | jandersonbsc@gmail.com

## OBJECTIVE

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To aid non-profit organizations that require additional skills that are not currently available on staff. By leveraging the knowledge and experiences I've gained through my 14+ years in the banking industry.

## SKILLS & ABILITIES

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- Ability to work within a team or on my own.
- Self-motivation, leadership, adaptability, ability to multitask, problem solving abilities, dependability and strong organizational skills

## EXPERIENCE

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Feb 2018 -

Present

SVP Director of Loan Operations, *CoastalStates Bank*

- Responsible for continually assessing loan operations function, to include personnel, process and controls. Loan Operations incorporates all lending of the bank to include, Commercial, Consumer, Senior Housing, SBA and Homebuilders

VP Director of IT Business Solutions, *CoastalStates Bank*

- Served as the liaison between the different business units and the IT Department. Ensured the technology needs of the bank were being served as well as identifying new technology products and services
- Responsible for the Project Management needs of the bank
- Responsible for creating, implementing and management of the bank's Vendor Management Program
- Responsible for creating, implementing and managing the bank's Disaster Recovery and Business Continuity Program

Feb 2014 –

Feb 2018

## EDUCATION

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Aug 1999 –

May 2004

Bachelor's Degree in Finance and a Minor in Risk Management,  
Statesboro, GA, *Georgia Southern University*

## LEADERSHIP

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Currently serve as the Treasurer of the Bluffton Rotary Club and the treasurer of the Historic Bluffton Arts and Seafood Festival. I am involved in Coastal Conservation Association – Bluffton/Hilton Head Chapter and serve as a state board member of the Coastal Conservation Association - South Carolina.

# Joseph Buckingham, Sr.

Polemarch (President) at Beaufort-Jasper-Hilton Head Alumni Chapter, Kappa Alpha Psi Fraternity, Inc.  
(843) 342-3132 6 Ventura Lane Hilton Head Island, SC 29926 joseph.buckingham.sr@gmail.com

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## Summary

- Expert in business technology and systems; business systems analysis, development and management; technical product planning and forecasting; end user support; staff management, recruiting and evaluation; process / quality evaluation and management; technology auditing and audit management; personal and professional development; community activism and empowerment; and non-profit governance.
  - Specialties: Strategic planning, Quality management, team leadership; Business Process Reengineering; Technology auditing / Information asset and security issues, architecture and implementation; Technology evaluation, management, and business-case development; Project management; Relationship management, account management, customer support; Communicating and presenting technical concepts and principles; Technology training; Technical and end-user support
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## Experience

- Polemarch (President) - September 2016 – Present
- Judge Advocate - September 2014 – Present, good soldier!
- Board Member, Past Board President - March 2015 - February 2017 (2 years) executive board leadership
- Treasurer -November 2014 - February 2017 (2 years 4 months)  
<http://hhisafeharbour.org/> AND <https://www.facebook.com/pages/Hilton-Head-Island-Safe-Harbour/166871070125806?ref=profile>
- Owner -June 2011 - December 2016 (5 years 7 months) chief consultant, management
- Vice Polemarch (Vice President), Parliamentarian, Historian/Reporter - August 2013 - September 2016 (3 years 2 months) <https://www.facebook.com/bjhh.nupes>  
<http://www.bjhhkappas.com/>
- Board Member -February 2013 - September 2016 (3 years 8 months) feasibility, proof of concept, program development, marketing, resource development, strategy and partnering
- Board of Directors - 2007 - February 2015 (8 years 2 months), === formerly ===  
Endowment committee, President of the Board, Vice President of the Board, Chair, Technology Committee, Programs & Education committee, Group Leader,

Technology/Facilities strategic initiative, Program Leader, Passport To Manhood (4th/5th graders)

- **Managing Member** - August 2002 - December 2013 (11 years 5 months), Broad spectrum of business and technology services for soho and small businesses and organizations. (Formerly JLCTB Inc.)
- **President, Board of Directors** - September 2011 - September 2013 (2 years 1 month), board executive leadership
- **Board of Directors** - 2008 - September 2013 (5 years 9 months), Chair, Long Range Planning & Growth committee, Chair, Technology committee, Group Leader, "TQM" project of People/Governance strategic initiative
- **Member, Board of Directors** - March 2011 - March 2012 (1 year 1 month)
- **Vice President of the Board**- September 2009 - September 2011 (2 years 1 month)
- **Partner at Mission Resources Group, LLC** - October 2009 - June 2011 (1 year 9 months) Services span Funding, Marketing, Business Planning, Fiscal Management, Operational Efficiency, and Organization Development.
- **Graduate / Alumnus** - 2010 - May 2011 (10 months)
- **Board of Directors** - 2007 - December 2010 (4 years) member, Governance committee formerly, Vice President formerly, Chair Community Relations committee formerly, member, Nominations committee
- **Member of Virtual Business Incubator and Micro Finance committees at LowCountry Small Business Hub, Inc.** - 2010 - 2010 (1 year) small business, economic development, entrepreneurial support in the Lowcountry of South Carolina
- **Technology Audit Manager/ Technology Manager at JP Morgan Chase** - August 1993 - June 2002 (8 years 11 months), Conduct and manage audits of technology infrastructure at major money center bank specializing in client/server and network environments and platforms. Planning and supervision of technical audit staff and evaluation of staff performance, recruitment and development of staff. Evaluation of potential technology implementations within the bank and assessments of emerging technologies and products. Center of audit excellence for client/server, network, and emerging technologies.
- **Consulting Marketing Support Administrator at IBM** - September 1988 - June 1993 (4 years 10 months), IBM US, Northeastern Area Systems Center: Technical support of selected IBM office products and their associated hardware and software environments; problem determination and resolution assistance including Critical Situation support; System Design Reviews and Technical Strategy Reviews; Systems Assurance Reviews; skills transfer to IBM Systems Engineers and Business Partners; interface to national technical support organizations; product requirements and usability feedback to

development organizations; Technical leadership and team building within the Area Systems Center.

- **Founder & Chairman, CEO - November 1984 - December 1990 (6 years 2 months)**, 501c3 addressing technology careers, economic development, and literacy in the minority communities of the borough of Queens (County) in New York City.
- **Lecturer - 1985 - 1989 (5 years)**, Cooperative Education: The World Of Work - Professional & Personal Development, life & career planning, job search, interviewing, organizational cultures, interpersonal skills, persuasion & influence, communications skills, etc.
- **Senior Internal Consultant at IBM - 1987 - 1988 (2 years)**, IBM US, Headquarters I/T Services, End User Support: Lead technical responsibility for: personal computer control programs and operating environments. Primary interface to Area Systems and Applications, Marketing Systems & other IBM internal support organizations. Chairman of the Headquarters Cross site Technical Committee - addressing inter-site systems requirements and issues, compatibility between sites, multi-site projects, and HQ I/T strategy and planning. Development of plan and implementation for user consultation center. Provide technical and professional leadership to members of end-user support departments, assisting them in strengthening their skills with educational recommendations and/or work assignments under my supervision.
- **Planning Board Member - 1984-1988 (5 years)** member of Education; Youth; Economic Development; and Cable TV committees. Member of Queens Borough President's Committee on Intergroup Relations.
- **Technical Coordinator - Workstation Resource Center at IBM – 1985 -1987 (3 years)**, IBM North Central Marketing Division, Information Systems: problem determination & resolution; consulting; special projects; and technical and professional leadership. PC Site Coordinator and Technical Liaison. Conceived, established, and chaired the End User Support Planning Council. Evaluated division I/T PC strategic plans in the areas of support organization; graphics; office systems; and PC standards
- **Systems Consultant, Lexington School for the Deaf (on leave from IBM) at IBM - 1984 - 1985 (2 years)**, Consultant to Center and School management on business, technical and educational issues involved in the use of personal computers including security and control, data base standards, programming and documentation standards, and centralization vs. decentralization alternatives.
- **Member of the Board - 1984 - 1985 (2 years)**, Chairman of the Nominating committee, chairman of the Education and Program Review subcommittees of the Program committee, member of the Executive committee.

- **Senior Marketing Support Administrator at IBM - 1982 - 1984 (3 years)**, IBM National Accounts Division, Internal Auditor Marketing & Support, Consultant & Computer Servicer Marketing, Advise IBM product developers, other marketing staff personnel, and IBM management on achieving security, audit, management, and business controls using IBM products and services. IBM liaison to the US Internal Audit community. Represent IBM as member of the Institute of Internal Auditors (IIA) and the Information Systems Audit and Control Association. Served on the Research Advisory Council of the ISACA and the Information Systems Technology Committee of the IIA. IBM Representative to GUIDE and SHARE Audit Projects. Developed, marketed and ran first IBM-customer seminar for Internal Audit Executives the IBM Audit Executive Institute. Delivered presentations at: GUIDE and SHARE conferences; local, regional, national and international Conventions of the IIA, ISACA (EDPAA), Bank Administration Institute (BAI), Computer Security Institute, IIA UK.
- **Senior Planning Analyst at IBM - 1978 - 1982 (5 years)**, IBM Data Processing Division, Division Planning, Business Volumes Development: Analyzed product features, customer characteristics, industry/competitive factors and price/performance factors to produce demand forecasts for fee software products including revenue expectation, price sensitivity, product family strategy evaluation, and special studies as required.
- **I/T Project Manager at IBM - 1975 - 1978 (4 years)**, Information Systems Planning & Standards: Manage Systems programming support for OS/MVT, OS/SVS, OS/MVS, VM, and VM/APL. Manage systems planning, configuration, and physical planning for eight large systems and associated applications. Administer services, provided by the corporate network, for Data Processing Division administrative applications including branch office terminal allocations and controls and budget responsibility for 6M/year of internal message switching communication costs. Configure and manage the Advanced Administrative System, Advanced Information System, and SMART databases including space management, integrity, performance, backup and recovery and problem determination. Maintain and document I/T disaster plan. Develop and maintain the division's I/T Plans & Controls for administration applications including the Master Equipment Plan (expense plan) and the I/T Strategic Plan
- **Lecturer -1976 - 1977 (2 years)**, Management Information Systems
- **I/T Project Manager at IBM- 1974 - 1975 (2 years)**, Data Base Management. Configure and manage three large, online business database systems. Maintain and document I/T disaster plan. Administer VM shared use system including accounting and billing. Manage systems programming support for multiple mainframes. Evaluated divisional I/T controls, standards, and user interfaces. Developed divisional Master Equipment Plans. Managed 7 million dollar communications budget. Developed divisional I/T strategic plan. Developed divisional I/T disaster plan. Managed replacement of five large systems

in seven week span with minimum outage. Managed database migration (physical and logical changes to 100+ disk storage devices) without outage. Conceived and chaired MVS migration task force and managed systems programming effort• Managed interconnection of eight main frames leading to significant reduction in systems maintenance and programming costs and improved availability.

- **Programmer / Systems Analyst at IBM-1971 - 1974 (4 years)**, Division Administration & I/T: Developed prototype PL/I interface to large, online internal database system. Evaluated potential productivity of advanced systems products. Evaluated division I/T controls, standards, and user-I/T interfaces. Designed and coded a common front end to on-line transactions, used by rest of programming team in addition to design and code of individual transactions. Designed and coded batch revenue reporting programs. Taught users how to use application in several cities across US.
- **Systems Engineer / Marketing Representative at IBM - 1968 - 1971 (4 years)**, American Airlines Corporate HQ; Sky Chefs; AA Employees Credit Union, Seven CPU's and three operating systems, Installed two systems, Oversaw IBM involvement in move of six CPU's from midtown NYC to suburb. Wrote and installed assembler BTAM CPU CPU data transfer utility console invocable, long running, resident task.

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- Education
  - Iona College
  - MBA, Finance (Accounting), 1971 - 1973
  - Manhattan College
  - BS, Mathematics (Economics), 1960 - 1965

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Joseph Buckingham, Sr.

- Polemarch (President) at Beaufort-Jasper-Hilton Head Alumni Chapter, Kappa Alpha Psi Fraternity, Inc.
- Generated from LinkedIn, contact Joseph on LinkedIn

**Jim Hicks**  
**2 Berkshire Court**  
**Hilton Head Island, South Carolina 29928**  
**jim.hicks@logicalmanagement.net**  
**843-842-8714**

I am a former business executive with a very engaged life and a strong commitment to supporting my community. Several years after retiring, my wife Joanna and I purchased our home in Hilton Head Island in 2009 and committed full time to the island six months later. I had already become involved in volunteer activities including as a volunteer with the American Red Cross in Maryland and in the Lowcountry. Activities included responding to Hurricane Katrina in Mississippi and responding to assist families impacted by an estimated 150 house fires in the Baltimore area. Upon moving to the Lowcountry, I assumed a leadership volunteer role to help rebuild the local volunteer activities after the local chapter had been disbanded. In 2012 I was elected to the Wexford Plantation Board of Directors and requested, in addition to chairing the Golf Committee, the assignment to establish a philanthropic group associated with Wexford.

I successfully recruited a very strong Foundation Board of Trustees that created the independent Wexford Plantation Charitable Foundation and established the mission, bylaws, procedures, and policies needed to gain the enthusiastic support of the members of Wexford. As Chairman for the first six years of the Foundation, I had the honor of providing leadership, organization and vision that created a very effective and respected charitable entity. During the six years, the Foundation established grant review, budgeting, and communications practices that are respected throughout the community. The result was receiving well over \$1,000,000 in donations and making grant awards that increased from sixty thousand dollars in 2013 to over two hundred thousand dollars in 2018. As a result of effective succession planning, the Foundation continues to be a strong force after my fulfillment of the two terms permitted in the bylaws.

In addition to the true joy of being a grandparent, I am involved in other activities that keep me connected with the community. For seven years, I have organized a weekly golf game that connects 75 friends. We usually get 15 to 32 players in the game depending on the season. It is also my true pleasure to volunteer with the Heritage Classic Foundation as an announcer during the PGA golf event. Recently, I have had the opportunity, on a limited basis, to be a background actor in various major films.

Prior to retirement twelve years ago, I was on active duty in the U.S. Navy as a young man (1971-72). A career in sales ranging from rookie salesman to vice president was successful. My experience was focused on the Federal Government marketplace while working with companies such as Lexitron, Storage Technology and PeopleSoft. As with many technology companies, these firms have all been acquired by larger companies and no longer exist as I knew them.

Lynn Jennings Taylor RN JD CPHRM  
287 Seabrook Drive, Hilton Head Island, SC 29926  
[Lynnjenningtaylor@gmail.com](mailto:Lynnjenningtaylor@gmail.com)  
917 207 3233

*Overview:*

A seasoned healthcare consultant who seeks to utilize past expertise to assist others in health settings to improve outcomes and efficiencies. Currently consulting with former employer on insurance and claims handling matters for the not-for-profit Board of Trustees.

*Experience:*

*2005-2016 Senior Vice President Risk Management and Patient Safety and Chief Privacy Officer*  
**The Catholic Healthcare System of Long Island (CHS)**

Responsible for reducing errors and incidents which give rise to medical malpractice litigations, while improving patient and employee safety. This was in an integrated health delivery system comprised of six acute care hospitals, three SNFs, a home health agency and homes for the mentally challenged with about 17,000 employees, and 6,000 doctors.

Established a dedicated captive insurance company in NYS, to manage the financial risk of multiple lines of insurance for the entire system. That company has over \$160 million in reserves from which premiums and indemnity payments are made annually. Currently hold the position of Board Secretary.

Revamped the manner in which all privacy matters were reported and handled and served as interface with all government agencies on new regulations.

*2001-2005 Senior Vice President, Healthcare Practice Leader*  
**Marsh and McLennan Companies NY**

Led team responsible for marketing all insurance products to clients and prospective clients in the NY region.

*1987-2001 Vice President for Risk management and General Counsel*  
**St. Francis Hospital The Heart Center, Roslyn NY**

Served as in house legal counsel to the Board of Directors and senior leadership team. Managed all outside legal firms and expenses.

Designed and purchased all insurance coverages. Guided CMO on all issues involving physician relations. Ran necessary disciplinary hearings.

Created the first physician-lawyer malpractice prevention program on Long Island.

Established legal framework for the Institutional Review Board (IRB) and the Ethics committee, and served as a voting member of both groups.

Lectured extensively on issues of risk reduction and safety improvement strategies.

*1983-1987 Defense litigator*  
**Bower and Gardner NYC**

United States Navy, Lieutenant Nurse Corps  
St. John's University Law School JD  
The Catholic University of America BSN  
Certified Professional Healthcare Risk Manager

**Paul A. Moeri**  
2 Loomis Ferry Road  
Hilton Head, SC 29928  
843-422-2966  
[paulamoeri@yahoo.com](mailto:paulamoeri@yahoo.com)

**PROFILE** Diversified business manager with considerable international experience directing and managing the financial functions (Controllers, Treasurers, & Tax) for US multinationals. Consistently demonstrated competencies of teamwork, flexibility, persistence, integrity with strong safety, controls and results focus always balancing needs of corporation and local legal affiliate. Extensive experience in being a leader in overall management of the company, legally as a director, and share in formulation and implementation of long term strategies to ensure success of company and optimize return on investment to shareholders.

## **EXPERIENCE**

### **ExxonMobil**

Exxon Mobil Corporation engages in the exploration and production of crude oil and natural gas, and manufacture of petroleum products, as well as transportation and sale of crude oil, natural gas, and petroleum products. The company manufactures and markets commodity petrochemicals, including olefins, aromatics, polyethylene and polypropylene plastics, and other specialty products. The company has operations in the United States, Canada/South America, Europe, Africa, Asia, and Australia/Oceania. Exxon Mobil Corporation was founded in 1870 and is based in Irving, Texas.

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|           |                                                                                                                                                              |                  |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 2004-2010 | Business Services Manager Latin America Northern Node                                                                                                        | Bogotá, Colombia |
|           | Lead and manage Business Services Organization in 29 countries achieving Flawless Execution in Safety, Controls, Security and Financial statement Integrity. |                  |

|           |                                                                                                                                                                                                                                   |                |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 2000-2004 | Accounting & Finance Manager West Africa                                                                                                                                                                                          | Lagos, Nigeria |
|           | Manage Business services departments in 6 countries. Post merger implemented ExxonMobil control processes and standards passing all internal audits in countries that that all, but one were in 10 top most corrupt in the world. |                |

### **Mobil Oil**

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|           |                                                 |                        |
|-----------|-------------------------------------------------|------------------------|
| 1996-2000 | Accounting & Finance Manager North East Africa  | Cairo, Egypt           |
| 1996      | Technical Services Manager                      | Fairfax, Virginia      |
| 1995      | Accounting & Finance Manager                    | Bogotá, Colombia       |
| 1993-1995 | Accounting & Finance, Planning & Supply Manager | Kuala Lumpur, Malaysia |
| 1993      | Planning Associate                              | Singapore              |
| 1990-1993 | Internal Audit Manager                          | Singapore              |
| 1989      | Manager Aviation & Marine Accounting            | Dallas, Texas          |

### **Tenneco Inc.**

Tenneco Inc., together with its subsidiaries, a conglomerate in Oil & Gas, Chemicals, Shipbuilding, Insurance, Land, Agriculture, Auto parts, farm tractors and equipment.

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|           |                                                                |                      |
|-----------|----------------------------------------------------------------|----------------------|
| 1986-1989 | Refinery Accounting Supervisor (Position with Mobil & Tenneco) | Chalmette, Louisiana |
| 1984-1985 | Data Control Supervisor                                        | Pasadena, Texas      |

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**Paul A. Moeri**  
2 Loomis Ferry Road  
Hilton Head, SC 29928  
843-422-2966  
paulamoeri@yahoo.com

## **IMCO Services Division of Halliburton**

Halliburton Company provides various products and services to the energy industry for the exploration, development, and production of oil and natural gas worldwide. It operates in two segments, Completion and Production, and Drilling and Evaluation. The company serves independent, integrated, and national oil companies. Halliburton Company was founded in 1919 and is headquartered in Houston, Texas.

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|           |                             |                 |
|-----------|-----------------------------|-----------------|
| 1978-1983 | Finance Manager Middle East | Manama, Bahrain |
| 1976-1977 | Accountant                  | Houston, Texas  |

## **EDUCATION & ACCREDITATION**

|      |                                                            |                        |
|------|------------------------------------------------------------|------------------------|
| 1988 | Master of Business Administration, Loyola University       | New Orleans, Louisiana |
| 1984 | Certified Public Accountant (Licensed in Texas)            |                        |
| 1977 | Bachelor of Accountancy, University of Houston             | Houston, Texas         |
| 1974 | Bachelor of Business Administration, University of Houston | Houston, Texas         |

## **OTHER**

Proficient in Spoken Spanish.  
Skilled in Microsoft Office Products  
Since retiring:

President of Long Cove Club POA Board 2018  
Board, Executive Committee & Treasurer Hilton Head symphony  
Orchestra 2013-2018  
Treasurer of Long Cove Club POA Board 2017  
Board Member LCC Charing House Committee 2015-2016  
Member of Long Cove Club POA Finance Committee 2011-2015  
Board of Long Cove Club Community Charitable Foundation 2012-2017  
Board of Long Cove Yacht club 2011-2013  
Co-Captain Marshall at RBC Heritage 2012-2016

# CHARLES SAMPSON

5 Neptune Court  
Hilton Head Island, SC 29926  
843-384-7300  
[charles@charlessampson.com](mailto:charles@charlessampson.com)

## COMMUNITY INVOLVEMENT...

I am in my first year on the TCL Board.

Past Board Member - Lowcountry Community Development Corp. (2003- 2005 Chairman)  
Past Board Member - Beaufort County Consortium on Affordable Housing (2005 Chairman)  
1985 Hilton Head Island Young Man of the Year - Hilton Head Island Chamber of Commerce  
Trustee of the Celebrity Golf Tournament 2005 to 2013 (2008 Tournament Chairman)  
Chamber of Commerce Committee Member  
Coastal Discovery Museum Board Member 2003 to 2009 Facilities Committee Chair  
Hilton Head Symphony Orchestra - Board Member 2008 to 2014 (Vice-Chair 2009 & 2010)  
Past Director - Hilton Head Island Economic Development Corporation  
Past President - Neighborhood Association  
Project Coordinator - Habitat for Humanity – 7 REALTOR “Blitz Builds”  
2007 Team Leader - South Carolina Association of REALTORS Habitat Global Village Build - Mobile, Alabama  
Member of the First Presbyterian Church - Elder 2009-2012  
2006 Recipient of the Alice Glenn Doughtie Good Citizenship Award - Hilton Head Island/Bluffton Chamber of Commerce

## PROFESSIONAL CREDENTIALS...

REALTOR® since 1985  
Founding Partner in Charter One North Realty & Marketing - 1994  
REALTOR® of the Year 1996, 2004 & 2015  
South Carolina Association of REALTORS® Dan Joyner Community Service Honoree 2004  
Hilton Head Island Association of REALTORS® President Achievement Award 1996  
Secretary/Treasurer Hilton Head Island Association of REALTORS® 1997, 2003, 2004, 2006, & 2008  
President Hilton Head Island Association of REALTORS® 1999, 2010  
Selected American Most Referred REALTOR® 1998-2010 Hilton Head Area Association of REALTORS® President's Distinguished Honor Roll 1995 - 2016  
Top 2% in Real Estate Volume in Hilton Head MLS  
ePRO, SFR, ABR, TRC, LRE and MLS



## **Minutes of the Regular Meeting of**

### **The VIM Board of Directors**

**PSD Community Room**

**21 Oak Park Drive, Hilton Head Island, SC**

**April 10, 2018**

#### **Present:**

Ned Allen, Keith Brownlie, Jim Collett, Dedria Cruden, Brian Fatzinger, Frederick Hack, Bill Heberton, Randy Light, Honorary Board Member Mary Ellen McConnell, Linda Meir, Mike Pasquale, Marion Payne, Marc Puntereri, Robert Sable, Andrew Schumacher, Joe Scodari, Andi Argast

#### **Present: Ex-Officio:**

Ginger Allen, Rob Lindsey, Ray Cox

#### **Absent:**

Honorary Board Member Kay Bangs, Tom Brettingen, Pat Burns, Morris Campbell, Ric Gorman, Mike Hall, Alan McCollough, Xavier Pereira, Julie Tome

#### **Index of Motions and Board Votes**

- 162 Motion to approve February 8, 2018, Board Regular Meeting Minutes
- 163 Motion to adjourn the general session of the meeting

#### **Board Vote 162**

- Resolution motion: Approval of February 8, 2018, Board Regular Meeting Minutes
- Moved by Joe Scodari, seconded by Keith Brownlie
- Resolution passes: unanimous

#### **Board Vote 163**

- Resolution motion: to adjourn the meeting
- Moved by Brian Fatzinger, seconded by Keith Brownlie
- Resolution passes: unanimous

#### **Opening Comments:**

Board Chair Jim Collett opened the meeting at 15:30 and welcomed all attendees. He advised the Board that Ric Gorman has asked for a short hiatus in order to focus on a renovation project in Charleston. Brian Fatzinger read the Mission Statement, and Bill Heberton followed with the Vision Statement.

Jim reiterated his commitment to the principle of building team strength and unity through the simple act of sharing, taking an opportunity to appreciate each other's "life" beyond the formal business agenda. A brief period at the beginning of each meeting will be set aside for this purpose.

## **Management and Standing Committee Reports:**

### **Executive Director Report**      Raymond Cox, MD (Please see separate report)

Dr. Cox relayed a poignant patient story that surfaced during the Q&A portion of his presentation at the Country Club of Hilton Head. We have heard many, many uplifting stories of how lives have been saved because of the care provided at Volunteers in Medicine. This one, recounted to the audience by Buck Edwards (IMPACT Mentoring Program), was particularly touching for it involved not only the patient but also a young family member who, having witnessed the situation firsthand, hoped to be a VIM volunteer when he grew up.

Per Dr. Cox, human trafficking is an ever-present danger with an especially high incidence at this time of year. It requires hyper vigilance on the part of the clinical staff to recognize “clues”, to be alert to a situation involving potential exploitation. This sensitivity was key in facilitating a rescue, initially by identifying a VIM patient as a trafficking victim and then setting in motion efforts to return her to safety.

VIM’s value as a community partner was reinforced during a recent meeting with Dr. Robert Clodfelter, Emergency Room head at Hilton Head Hospital. Dr. Clodfelter understands and appreciates VIM’s positive impact both in helping to manage the number of patients that come through the ER and subsequently providing an ongoing support system to patients after discharge. Ideally, the ER’s high regard for Volunteers in Medicine would also be shared by Hospital Administrators. This remains a work in progress.

### **Development Report**      Dedria Cruden, Development Chair (Please see separate report)

A special thank you to Tom Brettingen for once again chairing VIM’s Pro-Am Golf Classic! Dedria provided an update concerning the Companies Who Care initiative, the concentrated effort to *engage* the 25 area businesses whose employees have the most patient visits to the clinic. Brochures have been distributed to these businesses asking that they do their part in helping to support the clinic. Another brochure....”Care Free, Treatment Priceless”.... oriented to employees (potential patients) was also made available. Ric Gorman, with an objective of securing a monetary commitment, met with SERG (whose employees constitute the largest number of users of VIM’s services). Instead of a cash donation, SERG has elected to host another benefit event for VIM at the Poseidon. The event will be scheduled in the next fiscal year. Details to follow.

Other activities associated with the Companies Who Care initiative include: 1) a Marriott and Omni meeting established with the help of Andrew Schumacher; 2) an Atlantic Personnel (full service staffing agency and the second largest user of VIM’s services) meeting scheduled for 4/17/18; and 3) a CRAB (Coastal Restaurants and Bars) meeting on 4/24/18. The Development staff continue to be very active participants in these outreach efforts.

We will not be approaching 3 companies on the list.....The Cypress, The Greenery and Ocean Woods Landscaping.....who continue to be supportive through golf sponsorships.

Dedria reminded the Board about the Robert Pilon Concert on April 27<sup>th</sup> and the patron reception at the Gorman’s home in Palmetto Dunes on April 25<sup>th</sup>. She also encouraged participation in the Culinary Caring event, hosted by Michael Anthony’s on October 10<sup>th</sup>.

Linda Meir, Circle of Caring 2018 Chair, reported on progress to date. She outlined three levels of table sponsorships. They are: 1) \$2,000 – table for ten; 2) \$3,000 – table for ten with concierge services; and 3) \$5,000 – table for ten ...includes Millennium Club membership. Robust efforts are underway to secure large sponsorships (i.e. Peacock Automotive at the \$10,000 level). Auction items, live and silent, are unique and creative *and* on track to produce significant returns. Jim thanked Linda for spearheading the efforts to transform the Development Conference Room and provide much needed organization to the storage area!

Brian Fatzinger spoke of the misconception circulating within the community that VIM is *not* in need, (a situation that unfortunately may well undermine our success when soliciting). Brian suggested that perhaps a financial tutorial is in order to ensure that we all have communication ready, fingertip knowledge of what it takes to sustain clinic operations day in and day out.

**Finance Report** Keith Brownlie, Finance Chair (Please refer to report created by S.Jones)

Keith provided a very positive picture of financial performance to date. As is consistently the case, Susan Jones has been a critical asset in ensuring the timely and accurate processing and presentation of financial data. The second half of the year loss of income due to patient fee elimination has not been quite as significant as originally predicted. This is due to better than anticipated patient donations that are currently (January – March) hovering at slightly greater than 60% of what was previously collected via patient fees.

Keith is pleased to report that increased revenues and decreased expenses have resulted in an operating loss substantially lower than projected in the FY 2018 budget. The FY 2019 budget (that takes into account an ~350K loss due to patient fee elimination) will soon be ready for Finance Committee review / approval and ultimately final approval by the BOD at our next scheduled meeting in June.

**Governance and Planning** Michael Hall, Chair (Please see attached report)

In Mike's absence, Jim Collett updated the Board concerning recent committee activities. Since there will be 5 board vacancies this year, considerable focus is currently on this G & P responsibility. Candidate resume review and discussion are underway with the goal of completing the vetting process prior to the June board meeting. At that time, G & P will seek final approval for all prospective new board members. To date, a number of excellent candidates with diverse backgrounds and skill sets, are under consideration. Additionally, the objective at the conclusion of the review and selection process is to begin building a reserve....a "bench".....of potential candidates for future consideration.

Dr. Cox provided a brief update on the Board Skills Matrix, a one-page document that captures not only skills and attributes of current members but will also serve as a recruiting / selection tool in identifying short and long-term strengths and gaps in board demographics.

**Executive Committee** Joe Scodari (Please see attached report)

Jim thanked Joe for accepting the role as the Lead for the Volunteers in Medicine Strategic Plan. This is a critical project and one that will result in a product with impact on all aspects of the organization.

Joe provided an overview of the process, its methodology (a Delphi-like approach – a consensus driven forecasting model that relies on expertise within a core group), core group identification, timeline and roll-out. Work will begin during the last week of April with an end product ready for review at the October off-site meeting. The Plan, itself, will boil down to a one- page document identifying three – five strategic imperatives and will ultimately serve as a backdrop to actions beginning in 2019.

Marc Puntereri asked if the core team would be seeking input from the VIM Alliance. Per Joe, "yes".... very likely. Ned Allen added that another conference (20-30 clinics) is scheduled for early May, and this could be an excellent resource for planning- specific feedback based on the experience of others with similar needs and goals.

**Dental Clinic** Robert Lindsey, DDS, Dental Department Director (Please see attached report)

Rob reported on the recent passing of Dr. Joe Sanker, a dedicated Dental Clinic volunteer whose commitment to his patients was exemplary. Dr. Sanker was the backbone of the denture program doing the “lion’s share” of the work involved in providing dentures and partials. (Per Rob’s written report, several dentists have volunteered to complete Dr. Sanker’s work and to treat future patients requiring dentures.)

Community outreach continues to be a priority for the Dental Clinic staff and volunteers. Screenings have recently been conducted at the Boys and Girls Club of Hilton Head Island, The Children’s Center and Mount Calvary Achievement School. New protocols within the clinic have yielded efficiencies including a dramatic decrease in no shows and short notice appointment cancellations.

Rob addressed the need for dental equipment updates and specifically mentioned dental hand pieces. In addition, replacing the oldest existing x-ray unit is a priority. Funding sources are being explored with the Development Department.

**Executive Medical Committee** - (No report available)

In Pat Burns’ absence, Dr. Cox commented that Kathe Balinski (EMR Support Manager) presented at the Annual Physicians’ Meeting.

**Wellness Committee** - (Please see attached report)

Julie Copp was not in attendance. No additional information was provided.

**New Business:** No new business was discussed.

**Adjournment:** The general session as adjourned at ~ 16:45.

## **EXECUTIVE SESSION**

Jim Collett, Chair

Per Jim, the clinic is running smoothly and the current financial outlook is a positive one. A covered walkway between building 1 and 2 plus minor improvements in the latter to accommodate the scanning function are near-term changes.

Additional Board comments included: 1) Mike Pasquale remarked on the importance of building and maintaining the endowment fund to ensure it is capable of supporting clinic operations in “dire times”; and 2) Fred Hack stated we must be willing to spend money when / where necessary..... particularly in situations where failure to do so interferes with our mission to provide care. He cited the replacement of non-functioning x-ray equipment as an example.

The Executive Session was adjourned at 16:55.

Reviewed and Approved by:  
Jim Collett, Chair

Respectfully Submitted by:  
Andrea J. Argast, Secretary  
April 22, 2018



Volunteers in Medicine  
Board of Directors  
Executive Director Report  
June 12, 2018

**Patient Story**

PM is a 63yo male who presented to our clinic in April complaining of new onset of slurred speech, left facial droop and decreased coordination. Dr. Ron Simmons also found that he had an elevated blood pressure. As his findings were highly suggestive of an evolving stroke, the ambulance was summoned. At first the patient refused to go to the hospital because his dog was in the car. Gwen, one of our nursing volunteers, agreed to care for his dog. While in the hospital ED, his symptoms progressed and he was flown to MUSC where he underwent placement of an intracranial stent to keep his brain from herniating. He was told that if he had arrived an hour later, he would have died. The patient returned to VIM 10 days later to thank the staff for saving his life and taking care of his dog.

**Strategic Priority #1- quality improvement**

Jacob Hunt of the Jolley Law firm is helping to improve our consent and authorization forms. Progressive has recommended moving our server to a more secure location. We have finished plans for use of Suites A,B and C. Our QI team has developed a peer review and reporting schedule. We have, finally, received our telepsychiatry cart from MUSC and will begin consults in June. We have ordered a new X-Ray digital processor, due to arrive in 6 weeks. The cost for this machine was partially offset by generous donations from our doctors. We have completed our SMART goal process to ensure role clarity and accountability of our staff. We are interviewing for a full-time Health Information manager as that role has been greatly expanded. We have hired Kayla Westerbaan to replace Cheryl Barthelman as the development coordinator.

**Strategic Priority #2- fiscal sustainability**

Considerable thought was given to the challenges and growth requirements needed to prepare for the next 25 years as we prepared the FY'19 budget. While being mindful of the need to cover deficits created by loss of hospital funding and loss of patient fees, we need to prepare for our responsibilities to ensure patient privacy while also meeting increased demand for more meaningful quantitative clinical data. We also understand that we need a more comprehensive approach to fundraising. For these reasons, we are seeking to hire a full-time health information manager. We are rewarding Nancy Sulek's outstanding work over the past year by promoting her to a full-time position. We believe that Nancy's energy and creativity in fundraising, event planning and community outreach will provide a significant return on investment. The FY'19 budget, as approved by the Finance Committee on April 30, shows a 5.4% increase in salaries over the previous year, as well as an increase of 1.7 FTE's. As our revenue projections have proven to be very conservative, we are quite confident that we will have another successful year.

We have also begun development of a 5 year strategic plan, to be implemented by FY'20 which will include strategic imperatives and key actions designed to meet our sustainment and growth needs. Jim and Marcia Collett recently entertained former Board members at their home to re-

invigorate their affinity to Volunteers in Medicine. Over the past 2 months, we have met with several businesses regarding our Companies Who Care program. We also had a very successful event at Coligny Theater starring Robert Pilon, a famous opera singer.

**Strategic Priority #3- community outreach**

We continue to provide tours to members of our community and to speak at various events. I had the pleasure of speaking to a group that included 6 high school students receiving scholarships from the Italian American Club. My topic was the importance of practicing wisdom, justice and joy as these are foundational characteristics for successful people, as well as for Volunteers in Medicine.

Lastly, I would like to thank Pat Burns, MD, Keith Brownlie, Andrew Schumacher, Ned McKenna, Brian Fatzinger, Bill Heberton, and Xavier Periera, MD for their outstanding service to the Board and to Volunteers in Medicine. Please remember that you will always be in our Circle of Caring.

Respectfully Submitted,

Raymond L Cox, MD,MBA



## **Development Committee Report**

### **June 2018**

1. COC Gala 2018 report—The 25<sup>th</sup> anniversary VIM gala is shaping up to be the most successful ever. Among the highlights:
  - We have sponsor commitments from area businesses and individuals totaling more than \$60,000 and have made contact with more than 15 additional businesses who are considering sponsorship.
  - 9 of the 10 Live Auction items have been secured including accommodations for one week in Vail; one week in Steamboat Springs; 2 tickets to the Kentucky Derby plus a Bourbon Trail tour and accommodations in a Bourbon Trail B&B; a Porsche Driving Experience in Atlanta; a New York theater trip including tickets with a backstage tour to Hamilton; an Oyster Roast for 30 at Hudsons, and a Sea Pines marsh dinner catered by SERG. Other items seem likely, including another trade with the Las Vegas VIM, and a Goodyear blimp ride along Florida's Gold Coast. Approximately 15 Super Silent Auction items have also been secured, with some Live Auctions moving to Super Silent as new items are secured.
  - With the sponsorships already in hand plus commitments for host tables of 10, we are already at over 300 tickets committed.
2. VIM Pro-Am Golf Classic—Tom Brettingen is in conversations with Colleton and Berkeley Hall for the 2019 golf tournament. We have great choices for 2020—Long Cove, Sea Pines Country Club, May River, and Belfair are all open to us returning.
3. Companies Who Care—In this program we are approaching the businesses whose employees make the most use of the clinic and encouraging them to support the clinic as an investment in the local community.
  - SERG will make 2 in-kind contributions—a Kentucky Derby Day party in 2019 at the Rooftop Bar at Poseidon. SERG will provide all food, drink, and service at no cost to VIM. Additionally, they will host a series of lunch and learn programs for us at Dockside, beginning in fall 2018.
  - Atlantic Personnel will be a \$5000 sponsor of this year's Latinos Unidos Food Festival. They will have a recruiting booth at the festival.
  - Contact has been made with the following businesses, in some cases followed by clinic tours—Omni, Sonesta, CRAB, Sea Pines Resort Company, Publix, Bruno's Landscaping, Brookdale, RMC Property Management, and Bright Star Health Care.
  - Next up at the Marriott, the Westin, Wal-Mart, Kroger, and the Elite Resort Group.
  - 3 companies on the list—The Cypress, The Greenery, and Ocean Woods Landscaping—support VIM through golf sponsorships and one company—Sea Pines Resort Co.—supports VIM through hosting our Millennium Club reception.
4. Grants update—Grant revenue is at \$520,000 through the end of April 2018. A grants committee has been formed to research additional grant opportunities. Our success rate this year is 51%.

5. Donor Perfect—Susan Jones and Ginger Allen are recommending that VIM switch our donor management system to Donor Perfect. Among the benefits of Donor Perfect are superior cultivation tools, integration with Quick Books, productivity improvements, and features such as auction software. The one-time cost is estimated to be \$10,000.
6. Car donation program—Ned Allen, who is a board member of the VIM Institute, provided information on a car donation program that the Institute is adopting and will make available to all member VIMs. The Institute will sign a master contract with a company who manages this program and individual VIMs will sign one-page documents, if they are interested in participating. The responsibility of the individual VIMs is to market the opportunity to donate a car for tax purposes to VIM.
7. New VIM logo—The VIM Institute will be adopting a new logo and encouraging individual VIMs to follow suit.



## **FINANCE COMMITTEE MINUTES**

**April 30, 2018 Meeting**

The Finance Committee held a meeting on April 30, 2018. Committee members in attendance were: Keith Brownlie, Chair, Joe Scodari (via phone), Andrew Schumacher, Frederick Hack, and Marc Puntereri. Also in attendance were Board Chairman Jim Collett, Ray Cox, Susan Jones and Ginger Allen. Absent were Bill Heberton and Alan McCollough. The agenda and summary of discussion was as follows:

### **1. Approval of January 25, 2018 minutes**

- a. The minutes from the January 25, 2018 were approved by the committee with no modifications

### **2. Investment Update**

- a. Fiduciary Group (Scott and Jarrod) presented the status of the investments managed by them up through 4/27/18. A copy of their report is retained in the Accounting Office.
- b. After the committee asked questions and received answers, Scott and Jarrod left the meeting
- c. Brian Stertzer from the Armada Group then presented the key sections of the Armada Report that was circulated to the committee prior to the meeting
- d. This was the first period that included the diversification of VIM's investments to include the benchmark funds. Such funds outperformed the investments from the Fiduciary Group during this initial period. The FC will continue to monitor the results and at the end of the year determine if any adjustments to our investment mix need to be made.

### **3. Review of internal financial results as of and for the nine months ended March 31, 2018:**

- a. We reviewed the financial dashboard showing key metrics
  - i. Year to date total revenues are 10% ahead of year to date budget and 6% ahead of last year.
  - ii. Operating expenses were 2% over budget and 1% below last year.
  - iii. Capital expenditures were \$40,355 for the first nine months of the year related to the parking lot improvements, replacement of computers, and new generator for x-ray machine.
  - iv. Investment income for the first 9 months was \$393,000.
- b. Susan also discussed the monthly and annual highlights and dashboard included in the FC package.
- c. Finally the FC approved a one-time bonus of \$35,000 that will be spread through the employees.

### **4. Discussion of daily cash donations since the end of the patient fee on December 31, 2017:**

The Executive Committee had asked the FC to monitor the cash collection from patients after the end of the patient fees on December 31, 2017. Susan prepared a "Patient Contributed Support" which was distributed to the committee and discussed. This included January data through April 27, 2018. The Donation Jar, which is for the

anonymous donations, remained fairly constant with prior months. Patient donations, which are made at the window, were \$71,896 through April 27th. These are tracked in DonorPro. Since January 1 approximately 66% of our patient visits have made donations averaging \$14.19 per donation. Concern was expressed by the committee about the possibility of reduction of the patient support as time progresses and as we obtain new patients who are not familiar with the patient fee. In the future, when patients know no fee is required they may not have money with them. Ray and Jim indicated that there are plans to emphasize and remind patients the need for this support. Management and the FC will continue to monitor this situation.

**5. Review and Approval of the 2018-2019 operating budget**

- a. Susan had distributed the draft Annual Budget prior to the meeting to all FC members
- b. Discussion ensued on the draft budget
- c. Revenues were conservatively estimated below this years forecasted amounts
- d. Major expense changes were minimal, the largest being the Progressive costs for IT annual maintenance
- e. The draft budget included a position for an internal IT person at \$38,000. After a discussion of the skills needed for this position the FC recommended that this slot be raised to up to \$60,000.
- f. No major programs were added
- g. Capital expenditures were budgeted at \$40,000 and \$30,000 for leasehold improvements and computers and network equipment respectively.
- h. After the above discussions, the FC approved the draft budget and recommends the full board adopt it also. The budget will be presented for approval at the June 12, 2018 Board meeting.

**6. Executive Director Update**

- a. Dr. Cox noted the following:
  - i. He again reemphasized the need for the new computer hardware
  - ii. He noted the work being done on the Strategic plan being lead by Joe Scodari
  - iii. He noted that they are reviewing the consent form for HIPPA compliance

**7. Any other Business**

No other business was noted.

There being no other business, the meeting was adjourned.

Keith L. Brownlie  
Treasurer



## **Monthly Financial Report**

Presentation to the Finance Committee  
For the Ten Months Ended April 30, 2018

### Revenues

- YTD Revenues exceed the annual budget by 14% through April 30, 2018. The revenue forecast is expected to exceed budget by \$402k or 29%.
- Annual Support has exceeded the annual budget of \$675,000. Total Annual Support through April 30, 2018 is \$810,376. The forecast for Annual Support is \$828k.
- Bequests received through April 30, 2018 is \$35k, however a bequest was received in the Month of May for \$100,355.
- Patient Support is maintaining pace with a 4 month average of \$16,830/month. If consistent, FY18 patient support could exceed \$100k, covering 67% of the \$150,000 loss of patient fees for FY18.
- Benefit proceeds expected to exceed annual budget by \$46k due to success of the Gala and the addition of the Robert Pilon event.
- Net Investment loss for the month of April was \$3,307. Net Investment income through April 30, 2018 is \$389k.

### Expenses

- Administrative Costs are expected to exceed budget by \$21k due to a new maintenance agreement with Progressive Technologies of \$5,000 per month to increase network security for HIPPA compliance.
- Employee costs are 5% under budget and forecasted to be under annual budget by \$31k.
- Occupancy costs and Program costs are forecasted to be at budget.
- Development costs expected to exceed annual budget by \$33k. Increase in Food & Beverage costs related to events of \$13k, addition of the Robert Pilon event, and unbudgeted expense items.

### Cash Flow

- Operating Cash on hand as of April 30, 2018 is \$539,509.
- Forecasted cash balance at June 30, 2018 is expected to be \$438,320.
- Capital expenditures expected of \$50,000 before year end for purchases of new computers and a new digital x-ray processor, all funded through the Imlay/Blank Fund and personal donations.

| <u>Metric</u>                     |                      | <u>Result</u> | <u>Target</u> | <u>Celebrate</u> | <u>Monitor</u> | <u>Act</u> |
|-----------------------------------|----------------------|---------------|---------------|------------------|----------------|------------|
| Days of Unrestricted Cash on Hand |                      | 92.43         | 90            | >90              | 31-89          | <30        |
| Revenues within 5% of YTD Budget  | Contributions        | 22%           | ±5%           | >+5%             |                |            |
|                                   | Patient Fees         | 6%            | ±5%           | >+5%             |                |            |
|                                   | Benefit Proceeds     | 18%           | ±5%           | >+5%             |                |            |
|                                   | Miscellaneous        | -37%          | ±5%           |                  |                | <-5%       |
| Expenses within 5% of YTD Budget  | Administration Costs | -16%          | ±5%           |                  |                | <-5%       |
|                                   | Depreciation Expense | -2%           | ±5%           |                  | -5%<>5%        |            |
|                                   | Employee Costs       | 5%            | ±5%           |                  | -5%<>5%        |            |
|                                   | Occupancy Costs      | -3%           | ±5%           |                  | -5%<>5%        |            |
|                                   | Program Costs        | 3%            | ±5%           |                  | -5%<>5%        |            |
|                                   | Prom & Development   | -34%          | ±5%           |                  |                | <-5%       |

\*Target is ±5% of FY'18 Approved Budget

- Days of restricted cash getting lower as we get closer to fiscal year end.
- Miscellaneous revenue under budget due to loss of rental income.
- Administrative expenses will be over budget with network maintenance agreement.
- Occupancy costs will be over budget due to repairs of parking lots.
- Promotion & Development costs 34% over budget due to increase in Food and Beverage costs and unbudgeted items. Also, the addition of Robert Pilon Event.

# Income Statement Summary (Accrual Based Before Cash Transfers)

April 2018

|                               | ACTUAL           |                  |                  | YTD BUDGET       |               | FORECAST         |                   | ANNUAL BUDGET    |                           |
|-------------------------------|------------------|------------------|------------------|------------------|---------------|------------------|-------------------|------------------|---------------------------|
|                               | Jul -Apr<br>2018 | Jul -Apr<br>2017 | PY %<br>Variance | Jul -Apr<br>2018 | %<br>Variance | FY 2018          | Actual<br>% of FC | FY 2018          | Actual<br>% of<br>Ann Bud |
| <b>Revenues</b>               |                  |                  |                  |                  |               |                  |                   |                  |                           |
| Contributions                 | 1,609,225        | 1,545,540        | 4%               | 1,322,830        | 22%           | 1,799,707        | 89%               | 1,397,500        | 115%                      |
| Benefit Proceeds              | 300,897          | 250,196          | 20%              | 255,000          | 18%           | 301,022          | 100%              | 255,000          | 118%                      |
| Patient Fee Income            | 159,127          | 271,556          | -41%             | 150,000          | 6%            | 159,127          | 100%              | 150,000          | 106%                      |
| Miscellaneous Inc             | 14,076           | 63,016           | -78%             | 22,170           | -37%          | 17,451           | 81%               | 26,600           | 53%                       |
| <b>Total Revenue</b>          | <b>2,083,325</b> | <b>2,130,308</b> | <b>-2%</b>       | <b>1,750,000</b> | <b>19%</b>    | <b>2,277,307</b> | <b>91%</b>        | <b>1,829,100</b> | <b>114%</b>               |
| <b>Expenses</b>               |                  |                  |                  |                  |               |                  |                   |                  |                           |
| Administrative Costs          | 89,262           | 80,877           | -10%             | 77,240           | -16%          | 108,099          | 83%               | 88,095           | 101%                      |
| Depreciation Expense          | 139,068          | 144,962          | 4%               | 136,841          | -2%           | 167,136          | 83%               | 164,209          | 85%                       |
| Employee Costs                | 1,069,042        | 1,126,084        | 5%               | 1,124,925        | 5%            | 1,318,553        | 81%               | 1,349,485        | 79%                       |
| Occupancy Costs               | 105,395          | 110,692          | 5%               | 102,519          | -3%           | 124,347          | 85%               | 122,723          | 86%                       |
| Program Costs                 | 372,475          | 333,592          | -12%             | 384,521          | 3%            | 445,129          | 84%               | 461,350          | 81%                       |
| Promotion & Development Costs | 130,278          | 73,224           | -78%             | 96,983           | -34%          | 134,368          | 97%               | 101,650          | 128%                      |
| <b>Total Expenses</b>         | <b>1,905,519</b> | <b>1,869,429</b> | <b>-2%</b>       | <b>1,923,029</b> | <b>1%</b>     | <b>2,297,632</b> | <b>83%</b>        | <b>2,287,512</b> | <b>83%</b>                |
| <b>Net Operating Income</b>   | <b>177,806</b>   | <b>260,879</b>   | <b>-32%</b>      | <b>(173,029)</b> | <b>-203%</b>  | <b>(20,325)</b>  | <b>875%</b>       | <b>(458,412)</b> | <b>39%</b>                |
| <b>Other Income</b>           |                  |                  |                  |                  |               |                  |                   |                  |                           |
| Net Contributed Support/Mats  | -                | -                | 0%               | (0)              | 0%            | -                | 0%                | -                | 0%                        |
| Net Investment Income         | 389,423          | 557,876          | -30%             | 135,333          | 288%          | 402,423          | 97%               | 162,400          | 240%                      |
| <b>Net Other Income</b>       | <b>389,423</b>   | <b>557,876</b>   | <b>-30%</b>      | <b>135,333</b>   | <b>288%</b>   | <b>402,423</b>   | <b>97%</b>        | <b>162,400</b>   | <b>240%</b>               |
| <b>Net Income</b>             | <b>567,228</b>   | <b>818,755</b>   | <b>-31%</b>      | <b>(37,696)</b>  | <b>-1505%</b> | <b>382,098</b>   | <b>148%</b>       | <b>(296,012)</b> | <b>192%</b>               |
|                               |                  |                  |                  |                  |               |                  |                   |                  |                           |

# Reconciliation of Net Income to Operating Cash

April 2018

|                            | ACTUAL        | ANNUAL    | FORECAST    |   |
|----------------------------|---------------|-----------|-------------|---|
|                            | Jul -Apr 2018 | BUDGET    | FY 2018     |   |
|                            |               | FY 2018   |             |   |
| Net Income                 | 567,228       | (296,012) | 382,098     |   |
| Recon to Oper Cash         |               |           |             |   |
| Change in Assets           | (38,830)      | 19,898    | (38,830)    |   |
| Change in Liabilities      | 142,531       | (16,100)  | 142,531     |   |
| Capital Expenditures       | (57,346)      | -         | (109,346)   | ① |
| Depreciation Expense       | 139,068       | 164,209   | 167,136     |   |
| Net Investment Income      | (390,748)     | (162,400) | (402,423)   |   |
| Oper Cash Before Transfers | 361,904       | (290,405) | 141,166     |   |
| Transfer From:             |               |           |             |   |
| Fiduciary Group            | 634,020       | 245,100   | 634,020     | ② |
| Wealthstone                | -             | -         | -           |   |
| CFLC                       | 34,312        | -         | 34,312      | ③ |
| McConnell/Imlay            | 51,961        | -         | 111,961     | ④ |
| Vanguard IRA               | 50,196        | -         | 50,196      | ⑤ |
| Temp Restricted            | 364,013       | 278,294   | 444,013     | ⑥ |
| Total Transfers From       | 1,134,502     | 523,394   | 1,274,502   |   |
| Transfer To:               |               |           |             |   |
| Fiduciary Group            | (310,149)     | (48,000)  | (310,149)   | ⑦ |
| Wealthstone                | (600,000)     | -         | (600,000)   | ② |
| CFLC                       | -             | -         | -           |   |
| McConnell/Imlay            | (95,144)      | (75,000)  | (95,144)    | ⑧ |
| Vanguard IRA               | -             | -         | -           |   |
| Temp Restricted            | (544,032)     | (263,500) | (564,482)   | ⑨ |
| Total Transfers To         | (1,549,324)   | (386,500) | (1,569,774) |   |
| Net Transfers              | (414,822)     | 136,894   | (295,272)   |   |
| Change in Oper Cash        | (52,918)      | (153,511) | (154,106)   |   |
| Oper Cash at Begin Per     | 592,426       | 311,272   | 592,426     |   |
| Oper Cash at End Period    | 539,508       | 157,761   | 438,320     |   |
| Operating Cash per BS      | 539,509       | 157,761   | 438,320     |   |
| Discrepancy                | 1             | 0         | -           |   |

- ① Includes \$50,000 for purchase of new computers, new x-ray equipment, and \$5000 for new dental equipment
- ② Funds transferred (\$600k) from Fiduciary Group to set up new accounts with Wealthstone Armada and current year stock receipts sold and transferred to operations.
- ③ Two years of funds drawn from CFLC for operations.
- ④ Funds expected from the Imlay/Blank Fund to cover \$50,000 for capital expenditures and \$10,000 for 2 months remaining for fiscal year to cover Progressive Technology maintenance agreement.
- ⑤ One-time distribution of an IRA used for operations
- ⑥ Program Restricted Funds transferred to cover FY18 program expenses.
- ⑦ Includes current year revenues restricted for endowment and \$250,000 of excess FY17 Bequests transferred to endowment.
- ⑧ Current year revenue designated for capital improvements.
- ⑨ Current year revenue designated to cover program expenses.

# Balance Sheet & Cash Flow Statement

April 2018

|                                       | Apr 31, 2018        | Jun 30, 17          | % Var     |
|---------------------------------------|---------------------|---------------------|-----------|
| <b>ASSETS</b>                         |                     |                     |           |
| <b>Cash</b>                           |                     |                     |           |
| Operating Cash                        | \$ 539,509          | \$ 592,426          | -9%       |
| Imlay Funds                           | \$ 138,295          | \$ 94,874           | 46%       |
| Temporary Rest Funds                  | \$ 424,605          | \$ 243,948          | 74%       |
| <b>Total Cash</b>                     | \$ 1,102,409        | \$ 931,248          | 18%       |
| Accounts Receivable                   | \$ 25,913           | \$ -                | 100%      |
| Other Current Assets                  | \$ 93,983           | \$ 81,066           | 16%       |
| <b>Total Current Assets</b>           | \$ 1,222,305        | \$ 1,012,314        | 21%       |
| <b>Fixed Assets(Net of AD)</b>        | \$ 1,628,575        | \$ 1,710,297        | -5%       |
| <b>Endowment Funds</b>                | \$ 7,128,766        | \$ 6,547,274        | 9%        |
| <b>TOTAL ASSETS</b>                   | <b>\$ 9,979,645</b> | <b>\$ 9,269,885</b> | <b>8%</b> |
| <b>LIABILITIES &amp; EQUITY</b>       |                     |                     |           |
| Current Liabilities                   | \$ 139,357          | \$ 80,126           | 74%       |
| Long Term Liabilities                 | \$ 108,250          | \$ 24,950           | 334%      |
| Equity                                | \$ 9,732,038        | \$ 9,164,810        | 6%        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b> | <b>\$ 9,979,645</b> | <b>\$ 9,269,885</b> | <b>8%</b> |

## Operating Cash Flow Statement YTD

|                                                  |              |
|--------------------------------------------------|--------------|
| Net Income                                       | \$ 567,228   |
| Adjustments to reconcile NI                      |              |
| Changes in Assets                                | \$ (38,830)  |
| Changes in Liabilities                           | \$ 142,531   |
| Depreciation Expense                             | \$ 139,068   |
| Capital Expenditures                             | \$ (57,346)  |
| Investment Income                                | \$ (390,748) |
| Net Adjustments to Reconcile NI to Oper Cash     | \$ (205,324) |
| Operating Cash before Releases                   | \$ 361,904   |
| Net Transfers From Temp Rest (to)                | \$ (180,019) |
| Net Transfers From Imlay Funds (to)              | \$ (43,182)  |
| Net Transfers From Fiduciary Group (to)          | \$ 323,871   |
| Net Transfers From Wealthstone (to)              | \$ (600,000) |
| Net Transfers From CFLC (to)                     | \$ 34,312    |
| Net Transfers From Vanguard ITA (to)             | \$ 50,196    |
| Net Transfers                                    | \$ (414,822) |
| Net Operating Cash increase(decrease) for period | \$ (52,918)  |
| Operating Cash at beginning of period            | \$ 592,426   |
| Operating Cash at end of period                  | \$ 539,508   |

## CURRENT RATIO

|                     | FY 2018   | FY 2017   |
|---------------------|-----------|-----------|
| Current Assets      | 1,222,305 | 1,012,314 |
| Current Liabilities | 139,357   | 80,126    |
|                     | \$ 8.77   | \$ 12.63  |

## Unrestricted Cash On Hand

| Operating Cash     | 539,509 | 592,426  |
|--------------------|---------|----------|
| Exp -Depr/365 days | 5,837 * | 5,727 ** |
|                    | 92.43   | 103.45   |

\* Forecast for FY18

\*\* Actual for FY17

| Program                     | Beginning Balance | Additions to TR   | Releases from TR  | Ending Balance    |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Improvements        | \$ 94,874         | \$ 96,239         | \$ 52,818         | \$ 138,295        |
| Dental Administration       | \$ -              | \$ 15,000         | \$ 13,657         | \$ 1,343          |
| Dental Hygiene              | \$ 8,929          | \$ 75,000         | \$ 54,796         | \$ 29,132         |
| Dentures                    | \$ 10,397         | \$ 15,000         | \$ 12,927         | \$ 12,470         |
| Development                 | \$ -              | \$ 1,527          | \$ 1,018          | \$ 509            |
| Diabetes/Endo               | \$ -              | \$ 13,158         | \$ 9,279          | \$ 3,879          |
| General Dentistry           | \$ 95             | \$ 5,000          | \$ 5,000          | \$ 95             |
| Healing Spaces              | \$ 320            | \$ -              | \$ -              | \$ 320            |
| Laboratory                  | \$ -              | \$ 25,000         | \$ 22,543         | \$ 2,457          |
| Mammography                 | \$ 27,578         | \$ 123,268        | \$ 85,753         | \$ 65,093         |
| Medical Operations          | \$ -              | \$ 49,000         | \$ 7,687          | \$ 41,313         |
| Patient Surgical Navigation | \$ 68,000         | \$ 75,418         | \$ 80,302         | \$ 63,116         |
| Pulmonary                   | \$ 3,615          | \$ -              | \$ 3,593          | \$ 21             |
| Ultra/Rad                   | \$ -              | \$ 22,500         | \$ 17,822         | \$ 4,678          |
| VIM Administration          | \$ -              | \$ 50,000         | \$ 50,000         | \$ 0              |
| Wellness                    | \$ 125,015        | \$ 25             | \$ 33,111         | \$ 91,929         |
| (blank)                     | \$ -              | \$ -              | \$ -              | \$ -              |
| <b>Grand Total</b>          | <b>\$ 338,823</b> | <b>\$ 566,134</b> | <b>\$ 450,307</b> | <b>\$ 454,650</b> |

|                                                       |                      |
|-------------------------------------------------------|----------------------|
| Imlay/Blank Funds Restricted for Capital Improvements | \$ 138,295.46 *      |
| Program Restricted Funds                              | \$ 316,354.81        |
|                                                       | <b>\$ 454,650.27</b> |

### Program Restricted Funds Deferred to FY19

|                               |                      |
|-------------------------------|----------------------|
| Avon                          | \$ 21,000.00         |
| Johnson & Johnson             | \$ 50,000.00         |
| Scodari Match                 | \$ 35,000.00         |
| FY19 Gala Sponsorships        | \$ 2,250.00          |
| <b>Total Deferred Revenue</b> | <b>\$ 108,250.00</b> |

**Total Program Restricted Funds \$ 424,604.81 \***

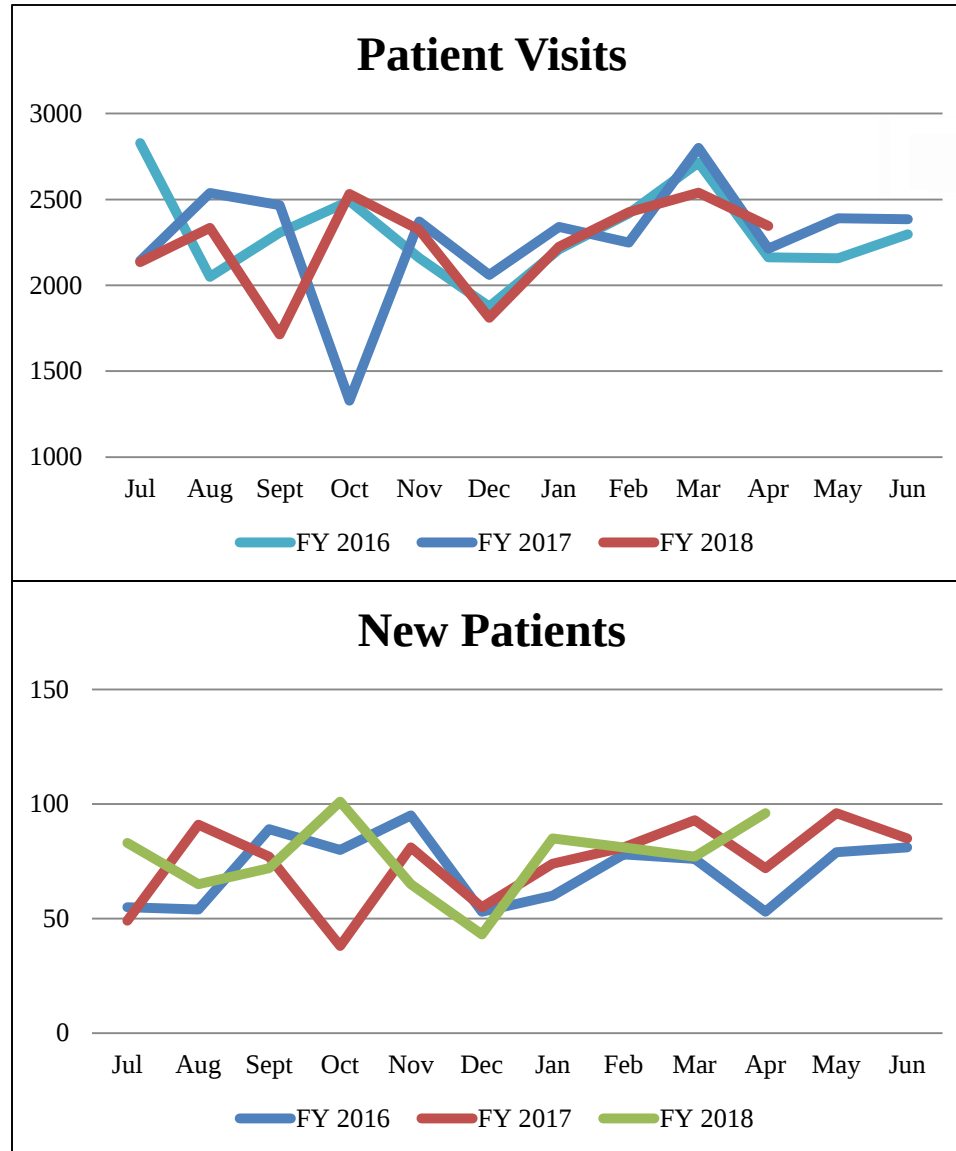
\* Amounts reconciled to bank accounts.

| Grant Name                          | Date Submitted | Amount Requested       | Purpose                                   | Status               | Notification Award Date | Recd Amount         |
|-------------------------------------|----------------|------------------------|-------------------------------------------|----------------------|-------------------------|---------------------|
| Arthur Blank Foundation             | Last Install   | \$ 75,000.00           | Capital Improvements                      | Awarded              | 7/31/2017               | \$ 75,000.00        |
| Avon Breast Health Outreach         | 8/25/2017      | \$ 54,000.00           | Mammography Salaries                      | Awarded              | 12/19/2017              | \$ 42,000.00        |
| Bargain Box                         | 4/27/2017      | \$ 50,000.00           | Preventive Health and Wellness            | Awarded              | 1/5/2018                | \$ 25,000.00        |
| Bargain Box                         | 5/1/2018       | \$ 50,000.00           | 1/2 computer hardware & 1/2 Prog Tech     | Waiting Notification | 12/31/2018              | \$ -                |
| Beaufort Fund                       | 8/14/2017      | \$ 15,000.00           | Preventive Dentistry Salaries             | Awarded              | 12/15/2017              | \$ 15,000.00        |
| Beaufort Human Services Alliance    | 7/28/2017      | \$ 15,000.00           | Dentures                                  | Awarded              | 8/30/2017               | \$ 15,000.00        |
| Berkeley Hall Charitable Foundation | 7/13/2017      | \$ 10,000.00           | Patient Surgical Program for Bluffton Res | Denied               | 10/31/2017              | \$ -                |
| Breedlove Foundation                | 8/9/2017       | \$ 75,000.00           | Preventive Dentistry Salaries             | Awarded              | 9/28/2017               | \$ 75,000.00        |
| Carolina Cups                       | Various        | \$ 9,000.00            | Mammography                               | Awarded              | Various                 | \$ 8,396.82         |
| CFLC - Long Cove Club               |                | \$ 5,000.00            | Patient Surgical Navigation Program       | Awarded              | 7/31/2017               | \$ 5,000.00         |
| Church Mouse                        | 5/14/2018      | \$ 5,710.18            | Remaining for Dental Hand Held Devices    | Waiting Notification | 7/31/2018               | \$ -                |
| CVS                                 | 10/31/2017     | \$ 20,000.00           | Diabetes Insulin, Stripes, Salaries       | Denied               | 12/13/2017              | \$ -                |
| CVS Volunteer Grant                 | 10/23/2017     | \$ 1,500.00            | Operations                                | Awarded              | 10/23/2017              | \$ 1,500.00         |
| Direct Relief NAFC                  | 8/11/2017      | \$ 20,000.00           | Patient Surgical Navigation Program       | Denied               | 10/27/2017              | \$ -                |
| Gaylord & Dorothy Donnelley Found   | 9/26/2017      | \$ 4,000.00            | Operations                                | Awarded              | 11/30/2017              | \$ 4,000.00         |
| Gulfstream                          | 7/31/2017      | \$ 9,000.00            | Data Integration of Lab Costs             | Awarded              | 11/28/2017              | \$ 9,000.00         |
| Hargray Caring Coins                | 9/28/2017      | \$ 6,100.00            | Dental Equipment                          | Awarded              | 11/15/17                | \$ 5,000.00         |
| Imlay Foundation                    | 12/1/2017      | \$ 50,000.00           | ED Salary                                 | Awarded              | 12/15/17                | \$ 50,000.00        |
| Johnson & Johnson (July 17)         | Last Install   | \$ 50,000.00           | Operations                                | Awarded              | 07/01/17                | \$ 50,000.00        |
| Kroger Foundation                   | 6/1/2017       | \$ 50,000.00           | Wellness Program                          | Denied               | 6/28/2017               | \$ -                |
| LCAHT                               | 10/24/2017     | \$ 5,000.00            | Mammography Screenings                    | Denied               | 11/21/2017              | \$ -                |
| Palmetto Electric                   | 2/21/2018      | \$ 10,000.00           | Patient Surgical Navigation Program       | Awarded              | 4/25/2018               | \$ 10,000.00        |
| Quest Cares                         | 7/31/2017      | \$ 10,000.00           | Lab Costs                                 | Waiting Notification |                         | \$ -                |
| Robert Wood Johnson Foundation      | 7/28/2017      | \$ 3,000.00            | Operations                                | Denied               | 10/15/2017              | \$ -                |
| SCDHH                               | 10/1/2017      | \$ 13,158.00           | Disease Management                        | Awarded              | 1/9/2018                | \$ 13,158.00        |
| SCFCC Blue Cross                    | 12/30/2017     | \$ 56,000.00           | Disease Management                        | Awarded              | 4/19/2018               | \$ 49,000.00        |
| Sharma                              | 12/18/2017     | \$ 125,000.00          | Patient Surgical Navigation Program       | Awarded              | 1/31/2018               | \$ 50,000.00        |
| Sisters of Charity Foundation of SC | 3/6/2018       | \$ 10,000.00           | Patient Surgical Navigation Program       | Awarded              | 4/19/2018               | \$ 7,500.00         |
| St. Francis Thrift Shop             | 5/17/2018      | \$ 5,000.00            | Dental Equipment                          | Awarded              | 5/17/2018               | \$ 3,000.00         |
| St. Luke's Church Outreach          | 8/29/2017      | \$ 5,000.00            | Dentures                                  | Denied               | 12/20/2017              | \$ -                |
| United Way                          | 5/30/2017      | \$ 100,000.00          | Chronic Disease Management                | Denied               | 9/29/2017               | \$ -                |
| WAHHI                               | 4/1/2018       | \$ 1,500.00            | Dental Curing Light                       | Awarded              | 5/16/2018               | \$ 950.00           |
| WalMart State Giving                | 8/7/2017       | \$ 82,000.00           | Preventive Health and Wellness Lab Costs  | Denied               | 3/20/2018               | \$ -                |
| Ward Foundation                     | 5/16/2018      | \$ 10,000.00           | Ped dental/Unrestricted                   | Awarded              | 5/16/2018               | \$ 10,000.00        |
| Wexford                             | 11/30/2017     | \$ 20,000.00           | Mammography                               | Awarded              | 1/9/2018                | \$ 20,000.00        |
| Women in Philanthropy               | 12/1/2017      | \$ 15,000.00           | Mammography                               | Awarded              | 4/18/2018               | \$ 10,000.00        |
|                                     |                | <u>\$ 1,044,968.18</u> |                                           |                      |                         | <u>\$553,504.82</u> |

53%

|                                   | Circle of<br>Caring Gala | Forsythe<br>Event | Golf - Clinic<br>Classic | Latinos<br>Unidos | Millenium<br>Club | Robert<br>Pilon<br>Concert | Total          |
|-----------------------------------|--------------------------|-------------------|--------------------------|-------------------|-------------------|----------------------------|----------------|
| <b>Income</b>                     |                          |                   |                          |                   |                   |                            |                |
| <b>Benefit Proceeds</b>           | 172,275                  | 12,029            | 63,204                   | 40,776            | 0                 | 12,531                     | 300,815        |
| <b>Expense</b>                    |                          |                   |                          |                   |                   |                            |                |
| <b>Benefit Expenses</b>           | 54,357                   | 0                 | 31,480                   | 4,684             | 3,702             | 9,930                      | 104,153        |
| <b>Administrative Costs</b>       | 3,018                    | 81                | 0                        | 0                 | 397               | 0                          | 3,496          |
| <b>Employee Costs</b>             | 35                       | 0                 | 159                      | 0                 | 0                 | 12                         | 206            |
| <b>Occupancy Costs</b>            | 14                       | 0                 | 0                        | 0                 | 0                 | 14                         | 28             |
| <b>Total Expense</b>              | 57,424                   | 81                | 31,639                   | 4,684             | 4,099             | 9,957                      | 107,883        |
| <b>Net Ordinary Income</b>        | 114,851                  | 11,948            | 31,565                   | 36,092            | -4,099            | 2,574                      | 192,932        |
| <b>Other Income &amp; Expense</b> |                          |                   |                          |                   |                   |                            |                |
| <b>In-Kind Contributions</b>      | 36,818                   | 0                 | 2,117                    | 0                 | 0                 | 0                          | 38,935         |
| <b>In-Kind Expenses</b>           | 36,818                   | 0                 | 2,117                    | 0                 | 0                 | 0                          | 38,935         |
| <b>Net Other Income</b>           | 0                        | 0                 | 0                        | 0                 | 0                 | 0                          | 0              |
| <b>Net Income</b>                 | <b>114,851</b>           | <b>11,948</b>     | <b>31,565</b>            | <b>36,092</b>     | <b>-4,099</b>     | <b>2,574</b>               | <b>192,932</b> |
|                                   | 60%                      | 6%                | 16%                      | 19%               | -2%               | 1%                         | 100%           |

Benefit Proceeds are **14%** of total revenues.  
 Special Events account for **109%** of net operating income.





June 5, 2018

**Ladies and Gentlemen:**

We are pleased to present Volunteers In Medicine's proposed Fiscal Year 2019 budget, which was developed in accordance with the fiscal policies and program priorities to provide quality care in a manner consistent with VIM's mission, vision and values. Considerable thought was given to the challenges and growth requirements needed to prepare for the next 25 years as we prepared the FY'19 budget. While being mindful of the need to cover deficits created by loss of hospital funding and loss of patient fees, we need to prepare for our responsibilities to ensure patient privacy while also meeting increased demand for more meaningful quantitative and qualitative clinical data. We also understand that we need a more comprehensive approach to fundraising. For these reasons, we are seeking to hire a full-time health information manager and have made other staff changes to reflect the clinic's needs. The FY'19 budget, as approved by the Finance Committee on April 30, shows a 5.46% increase in salaries over the previous year, as well as an increase of 1.7 FTE's. As our revenue projections have historically proven to be conservative, we are quite confident that we will have another successful year.

This next fiscal year brings challenges to the organization to improve its funding streams. Patient Administration Fees will be completely eliminated. The FY 2018 revenue budget of \$150,000 for Administration Fees collected during the first six months of the fiscal year, will be replaced by \$150,000 of Patient Support Donations. Patient donations have averaged \$16k from January through April 2018 and accordingly we have estimated similar support in the FY 2019 budget amount of \$150,000.

The clinic will also face challenges in regards to its physical plant and equipment necessities. The expansion of electronic medical records, credentialing, development, and storage needs have forced us to occupy space in suites A, B and C (old Progressive Technology space). This space will require some leasehold improvements as well as some network integration. The FY 2019 budget for LHI is \$40,000. The clinic maintains an inventory of approximately 70 computers and laptops. Administration is currently in the process of preparing a computer and network technology plan that will be phased in over the next three years. The budget for FY 2019 with phase one is \$30,000.

This budget is being presented with the following assumptions:

- The replacement of Patient Support Donations for Patient Administration Fees.
- To balance the cash budget by maintaining a 4.5% draw from the Endowment and the release of temporary restricted funds to cover designated expenses as incurred.
- To keep programs and services at existing levels.
- Administrative costs to increase to an annual level of \$60,000 due to Maintenance Agreement with Progressive Technologies (\$22,500 was incurred in fiscal 2018).
- To expand fundraising to ensure support for all services and needed administrative capabilities and support of capital improvements.

As the accompanying financial schedules indicate, budgeted FY'19 operating expenses will exceed on the accrual basis budgeted operating income by \$652,224, with expenses of \$2,415,167 and income of \$1,785,775. Adjustments from the accrual to cash basis show a cash shortfall from operations for FY'19 of \$459,902. Transfers from temporary restricted funds and from the Endowment will cover \$376,095 of this shortfall. The remaining \$83,807 will be covered by the existing operating cash of \$250,710, resulting in operating cash balance at June 30, 2019 of \$166,904. The following is a general summary of changes from FY'18 forecast.

#### **Income Highlights.**

- Patient Support Donations budgeted for \$150,000
- Contributed Support for FY19 budget is 14% lower than FY18 forecast due to one donor who helped make up for the loss of patient fees and the loss of some multiyear grants that have not been replaced or recommitted.

#### **Expense Highlights.**

- Increase in Administrative Costs of 26% to cover annual maintenance agreement.
- Increase in FTE's to 23.138 (increase from FY18 actual of 21.40) due to two part-time positions moving to full-time, the addition of three part-time nurses and the transfer of the wellness assistant moving from an independent contractor to employee.

The challenges faced by the clinic in the next three fiscal years require VIM to develop alternative fundraising strategies while maintaining the current cost structure. Strategies to that will help ease some of these challenges include:

- Creation of a 5 year Strategic Plan to be implemented by FY20.
- Cultivation of existing donors to major donors and planned giving.
- Local Business outreach through the Companies Who Care program.
- Continue negotiations with HHRMC for hospital support.
- Board Member donor cultivation through the Adopt-A-Donor Program.
- Grant Committee organized to research new grant opportunities.
- Increase of community awareness through outreach and new donor cultivation.
- Potential change in donor management system to locate and cultivate new donors with passion for our mission.

On behalf of Volunteers in Medicine Hilton Head, we would like to thank all Board members for their leadership and continued support. We feel confident with the level of expertise available, on the Board as well as staff, we will ensure financial stability of Volunteers in Medicine.

Sincerely,

Raymond L Cox, MD, MBA  
Raymond L Cox, MD, MBA (Jun 7, 2018)

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Raymond Cox, Executive Director

Keith L. Brownlie  
Keith L. Brownlie (Jun 7, 2018)

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Keith Brownlie, Finance Committee Chairperson



# Fiscal Year 2019 Proposed Annual Budget

Presentation to the Board of Directors

June 12, 2018

# Budget Assumptions

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Volunteers In Medicine's proposed Fiscal Year 2019 budget was developed in accordance with the fiscal policies and program priorities to provide quality care in a manner consistent with VIM's mission, vision and values. This budget is being presented with the following assumptions:

- The FY 2018 Forecast is shown based on results through March 31, 2018.
- Patient Fee Income in FY 2018 has been replaced with Patient Support Donations at \$150,000 (same as FY 2018 budget for Patient Fees).
- To balance the cash budget by drawing 4.5% from the Endowment of \$272,000.
- No major programs or additions in services have been added to significantly increase Program Expenses.
- Annual Network Maintenance Agreement with Progressive Technology of \$60,000 per year has increased the budget administrative costs.
- Capital expenditures will play a major role in this budget cycle. Leasehold Improvements expenditures have been budgeted at \$40,000 and \$30,000 for computers and network equipment.
- A schedule of phasing in computer/network equipment is being established to spread expenditures over the next 3-4 years. This allows for the rebuilding of reserves for capital expenditures.

# Budget Highlights

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- **Total Budgeted Revenue is decreased 13% of FY 2018 forecast:**
  - Patient Fee Income for in FY 2018 of \$159,127 has been replaced by Patient Support donations budget for FY 2019 of \$150,000. The average patient donations for the first three months of 2018 (Jan-Mar) is \$16, 681, annualized is \$200,172. Patient Support is now reflected in the Contributions Budget.
  - Took a conservative approach to Event Proceeds of a 5% reduction to FY 2018 Forecast. Largely due to the difficulty in securing event sponsorships.
  - Contributed Support budget for FY 2019 is 14% lower than FY 2018 Forecast. (Now includes \$150k in Patient Support)
    - FY 2019 budget for Annual Appeal is 15% lower than FY 2018 forecast. There were donations of approximately \$116k that were anomalies for FY 2018.
    - FY 2019 Budget for Grant Revenue has been reduced 14% from FY 2018 forecast due to the loss of grant commitments from certain foundations. Development is researching opportunities to extend and/or replace these sources of funding, however, at this time no commitments have been made.
    - The FY 2019 budget for Bequests will remain at \$50,000.
- **Total Budgeted Expenses for FY 2019 have increased 5% from FY 2018 Forecast.**
  - The budget for Administrative Costs have increased 26% to cover the computer/network maintenance agreement with Progressive Technology of \$60,000/year.
  - The budget for Employee Costs have increased approximately 6% over FY 2018 forecast and 4% increase of FY 2018 Budget. This is due to proposed increase in budgeted hours for FY 2019 and other proposed employee changes. Also, South Carolina Unemployment tax was increased from 0% to 2.64% beginning January 2018 on the first \$14,000 earned by each employee.
  - Budgeted Occupancy Costs remain consistent with prior years.
  - Budgeted Program Costs remain consistent with prior years.

# Budget Summary

|                                                      | Approved<br>Budget<br>FY'18 | Forecast<br>FY'18  | Variance<br>FY'18 FC to<br>FY'18 Budget | Proposed<br>FY'19<br>Budget | Variance<br>FY'19<br>Proposed<br>Budget to<br>FY'18 FC |
|------------------------------------------------------|-----------------------------|--------------------|-----------------------------------------|-----------------------------|--------------------------------------------------------|
| Revenues                                             | \$1,829,100                 | \$ 2,041,934       | \$ 212,834                              | \$ 1,785,775                | \$ (256,159)                                           |
| Expenses                                             | \$2,287,512                 | \$ 2,295,117       | \$ 7,605                                | \$ 2,437,999                | \$ 142,882                                             |
| Net Operating Income                                 | \$ (458,412)                | \$ (253,184)       | \$ 205,228                              | \$ (652,224)                | \$ (399,040)                                           |
| Net Other Income                                     | \$ 162,400                  | \$ 403,230         | \$ 240,830                              | \$ 226,000                  | \$ (177,230)                                           |
| <b>Net Income</b>                                    | <b>\$ (296,012)</b>         | <b>\$ 150,047</b>  | <b>\$ 446,059</b>                       | <b>\$ (426,224)</b>         | <b>\$ (576,270)</b>                                    |
| <i>Adjustments to Reconcile NI to Operating Cash</i> |                             |                    |                                         |                             |                                                        |
| Net Change in Current Assets/Liab                    | \$ 3,798                    | \$ 97,322          | \$ 93,524                               | \$ 97,322                   | \$ -                                                   |
| Capital Expenditures                                 | \$ -                        | \$ (95,355)        | \$ (95,355)                             | \$ (75,000)                 | \$ 20,355                                              |
| Depreciation Expense                                 | \$ 164,209                  | \$ 166,914         | \$ 2,705                                | \$ 170,000                  | \$ 3,086                                               |
| Net Investment Income                                | \$ (162,400)                | \$ (403,230)       | \$ (240,830)                            | \$ (226,000)                | \$ 177,230                                             |
| Total Adjustments                                    | \$ 5,607                    | \$ (234,349)       | \$ (239,956)                            | \$ (33,678)                 | \$ 200,671                                             |
| <b>Operating Cash Before Net Transfers</b>           | <b>\$ (290,405)</b>         | <b>\$ (84,303)</b> | <b>\$ 206,102</b>                       | <b>\$ (459,902)</b>         | <b>\$ (375,599)</b>                                    |
| Net Transfers from Temporary Restricted Funds (to)   | \$ 14,794                   | \$ (87,609)        | \$ (102,403)                            | \$ 29,095                   | \$ 116,704                                             |
| Net Transfers from Imlay Funds -Cap Improv (to)      | \$ (75,000)                 | \$ 21,817          | \$ 96,817                               | \$ 41,000                   | \$ 19,183                                              |
| Net Transfers from Endowment Funds (to)              | \$ 197,100                  | \$ (241,817)       | \$ (438,917)                            | \$ 306,000                  | \$ 547,817                                             |
| Net Transfers from Vanguard (to)                     | \$ -                        | \$ 50,196          | \$ 50,196                               | \$ -                        | \$ (50,196)                                            |
|                                                      | \$ 136,894                  | \$ (257,413)       | \$ (394,307)                            | \$ 376,095                  | \$ 633,508                                             |
| Change in Operating Cash                             | \$ (153,511)                | \$ (341,716)       | \$ (188,205)                            | \$ (83,807)                 | \$ 257,909                                             |
| Cash at Beginning of Period                          | \$ 592,426                  | \$ 592,426         | \$ -                                    | \$ 250,710                  | \$ (341,716)                                           |
| <b>Operating Cash at End of Period</b>               | <b>\$ 438,915</b>           | <b>\$ 250,710</b>  | <b>\$ (188,205)</b>                     | <b>\$ 166,904</b>           | <b>\$ (83,807)</b>                                     |



## **Planning and Governance Committee Report**

### **June 12, 2018**

The Planning & Governance Committee, as well as a number of members of the Executive Committee, met with all the VIM Board candidates and have recommended Board approval of each of the candidates at our June 12<sup>th</sup> meeting. **Please review the (above) attached candidate resumes in preparation for our Board meeting.**

In addition, we will be approving Ray's selection of Steve Siegelbaum and Rob Lindsey as Board Members who will represent VIM on the Medical/Dental Executive Committee.



## **Volunteers in Medicine (VIM), Hilton Head Island** ***Medical Executive Committee***

### **Minutes of the May 22, 2018 Meeting & Report to the Board of Directors**

The Spring meeting of the Medical Executive Committee was called to order at 12:00 p.m. May 22, 2018, by Chairman Dr. C. Patrick Burns.

**Present:** Drs. Chuck Duvall, Gerald Schroeter, Larry Gunn, Doris Beatty, Tip Putnam, Stephen Keil, Xavier Pereira, Steve Siegelbaum, Raymond Cox, Rob Lindsey, Pat Burns, Ed Soifers, Rick Sunderlin, Steve Keil, Ted (Tip) Putnam, Julie Copp, Don Mattison, Rich Ross, Neil Boderman, Susan Burt, as well as Board Chair Mr. Jim Collett.

The Minutes of the Jan 23, 2018 meeting were approved as written.

**Introduction of New Provider Guests:** Dr. Burns welcomed Dr. Neil Boderman (optometry), Ms. Susan Burt (Occupational Therapy), Dr. Rich Ross (optometry).

#### **Executive Director's Report (Dr. Raymond Cox):**

- o Dr. Cox mentioned the meeting several months ago to discuss compliance with HIPPA and security of records and also how to better enter data into medical records. The yellow physical exam form was created as a result and some are using it. It is to be used by those hand writing primary care charts. Specialists could use the pertinent part of the form.
- o He announced that Kathe Balinski requested to become voluntary rather than part time and it was also decided that a full time IT20 leader should be hired. Applications are being explored.
- o We need to upgrade the IT hardware so that records are more accessible and secure. We now have active surveillance of much of our digital environment, so records are more secure, and data can be obtained more easily. He estimated that 70% of hardware needs replacing, e.g. work stations. So new staff and volunteers will be working on these IT challenges.
- o The digital processor of our x-ray still needs work even though many kind donations have been made to fix our x-ray and 4-6 weeks may be needed before working again.
- o A retinal camera has been offered to us by the Lions Club. In discussion with our new Optometrists it was thought that no technician need come to instruct in its use. Dr. Boderman suggested that an OCT instrument be considered which provides a low-grade laser to look at retina and optic nerve. It might be possible to get a used one for about \$20,000.
- o It was mentioned that with a new group of eye specialists, a representative to this committee could be considered. Drs. Cox and Siegelbaum will discuss this.
- o At the end of his presentation, Dr. Cox thanked Dr. Burns for his work in chairing this committee for 9 years. Pat then responded that he has been honored and gratified to work with the wonderful members of this Committee and with Ray. Dr. Steve Siegelbaum will assume the Chair of the Medical Executive Committee. Dr. Duvall proposed that Dr. Burns become an Emeritus Chair, and this was unanimously approved. .

**VIM Board Report (Mr. Jim Collett):**

- Mr. Collett mentioned that a new Board member has been identified who is an experienced IT expert.
- He feels we had a good year despite financial challenges, and we are getting almost 60% of the original payment fee income back from patient donations. There have also been some new bequests. Next year will continue to be a challenge.

**Director of Patient Care and Wellness Report (Ms. Julia Copp):**

- >Medicine reconciliation continues to be a problem and reconciling both clipboard with chart and clipboard with medication removed from shelves are challenging.
- >The Biggest Looser Competition ended, and 12 patients lost a total of 50 pounds. The next contest "100 Days of summer" starts soon.

**Quality Improvement Report:**

Active committee (Don Mattison, Alan Krumholz, Marvin Kolb, Xavier Pereira, Lynn Taylor, Lauri Mitchell).

Dr. Mattison and Dr. Cox urged the use of the new yellow clinical form to be used by all generalists not using the digital medical record and pertinent parts for specialists. He explained the rationale of the new yellow form for general internal medicine and primary care. Form is evolving to help clinicians.

The Committee is reviewing charts again and 80% of those met 12 pre-determined criteria of "quality." He and Dr. Cox by recall did not think that there was an appreciable difference in hand written vs digital medical records.

He mentioned there would be an advantage to record if the provider/patient interaction was facilitated by an interpreter.

**Special Report on Mental Health Department (Doug Wolter, MA)**

The Telemedicine program and equipment has been set up in his office and he anticipates using it interacting with MUSC 2 hrs./month. Eventually this program might be extended to other disciplines

He outlined an approach to the patient with a suicidal threat. He suggested the following: (a) determine if the threat is recent vs recurrent; (b) ask if suicide was actually attempted; (c) ask if there is a history of suicide by family or friends; (d) ask if he/she owns a gun; (e) ask what medications are taken; (f) ask if willing to speak to a Mental Health Provider. If transport to hospital is necessary, it would be to Hilton Head Hospital, but eventual transfer to Psychiatry Unit at Beaufort Memorial would be necessary as they have the only nearby inpatient psychiatry unit.

**Department Director Reports**

i. **Urology (Lito Palma, MD):** Dr. Palma could not attend.

ii. **Surgery (Larry Gunn, MD):** Dr. Gunn mentioned that his clinic is not fully busy and that the presence of Dr. Norton (Podiatry) has made a positive difference for the patients.

iii. **Pediatrics (Tip Putnam, MD):** mentioned the low patient census due to CHIP.

iv. **Neurology (Gerald Schroeter, MD):** Dr. Schroeter mentioned that visits are going well. There will be fewer physicians present now that snowbirds have left. He shared letters of appraisal of the clinic by the snowbirds, and these comments will be useful. One suggestion was scheduling patients with specific neurologists according to their disease or symptom interests within the field.

v. **Mental Health (Doug Wolter, MA):** Mr. Wolter gave the special report.

vi. **Internal Medicine (Doris Beatty, MD):** Dr. Beatty suggested that all clinical notes be carefully reviewed by the composer after completion. An example of one made in Dragon Dictation System and apparently not reviewed was described. She will review the process with IT and suggest a method of systematizing proofreading of generated clinical notes.

vii. **Infection Control/Epidemiology (Robert Brown, MD):** (Dr. Brown could not attend

viii. **Hypertension (Steven Keil, MD):** Dr. Keil updated the Committee on medication reconciliation in Hypertension Clinic and he believes it is improving. Also he plans another survey of number of patients seen in Hypertension Clinic during a period to compare with the previous survey.

ix. **Gynecology (Richard Chalson, MD):** Dr. Chalson was unable to attend.

x. **Diabetes/Endocrinology (Rick Sunderlin, MD):** Dr. Sunderlin welcomed the new Optometrists as there is a great need for screening and treatment of eye problems in Diabetes patients.

xi. **Dental (Rob Lindsey, DDS):** Dr. Lindsay reviewed recent additions and sad losses to the Dental Department. Protocol changes regarding no-shows and management of short notice appointment cancellations have been improved. The Dental Department Report is attached at the end of these Minutes.

**Physician Coordinator Report** (Ms. Patty Diggs): No report this meeting.

**Director of Development Report** (Ms. Ginger Allen): Ginger did not attend.

**Other Old and New Business:**

There was a brief discussion about the future frequency of the meetings of the Medical Executive Committee since the Board to which this report goes is now meeting every 8 weeks rather than the previous 12. The final decision about this and the date of the next meeting will be determined by Drs. Siegelbaum and Cox.

Several people asked about medications available in our pharmacy. Most room have a "VIM Formulary List" dated 2016, as well as a Welvita and Hope lists. Don Black will consider an update in the future, but it is a large effort.

Respectfully submitted,

*Pat*

C. Patrick Burns, MD, MACP, Chair

***Medical Executive Committee - Attachment continues below on  
next page: (Dental Department Report)***



## **Dental Department Report**

**Dr. Rob Lindsey, Director**

**June 12, 2018**

New VIM Dental Volunteers: We are pleased to announce new volunteer dentists to the dental clinic.

Dr. Jerome Mayer has joined us in the dental clinic this month. He was very recently awarded his volunteer license by the state and is providing general dentistry. He and his wife moved to Hilton Head Island from Missouri and is a graduate of Creighton University's Dental School.

Dr. Leonard Davidson has filled our Wednesday morning vacancy. A graduate of Case Western Reserve School of Dentistry, he has recently moved to Bluffton from Ohio where he practiced for many years.

Dental Student Clinical Rotations: Our clinical rotation program with University of North Carolina will begin June 4 with students each serving a one month rotation, adding valuable professional resources to our dental clinic.

Protocol Changes: In our ongoing efforts to increase the clinic's overall efficiency, protocol changes have continued to produce ideal results. The ongoing challenge of no-show and/or short notice appointment cancellations, have been positively impacted by these changes.

Dental Equipment: We are, in conjunction with the Development Department, continuing to look for sources of funding to replace numerous items.



## **Wellness Committee Report**

**June 12, 2018**

Submitted by Julie Copp

Yellow Physical Exam Form is being updated with the domestic violence, hunger and allergy questions and will then be used instead of the progress note for all providers that are not using the computer. If they have additional notes, they will be put on a separate progress note. This is an attempt to collect more complete data.

The staff is attempting to focus on Med Req as a priority as there are still some holes. This is a constant challenge. There are now laminated Wellness information sheets at each wall box for the nurse to discuss with all patients re: wellness program. The activity calendars are in the front on the Wellness board. The goal is to get more patients enrolled into the program.

The Wellness program just completed the Biggest Loser challenge. Total weight loss was 50# for 12 participants. They received their choice of gift cards to Walmart/T J Maxx.

June 1 starts 100 Days of Summer Challenge thru Sept 7th. The patients are receiving daily text messages with healthy living tips. We have 20 people signed up. There is a grocery store tour on June 7<sup>th</sup> to purchase healthy food on a budget. There is a ZUMBATHON on June 8<sup>th</sup> from 4:30-7:30 at Jarvis Creek Park.

Marilyn Cox will be available on some Thursdays to discuss goal setting and planning for success for anyone who is interested.