



**Minutes of the Regular Meeting of  
The VIM Board of Directors**

**1 Chamber of Commerce Drive  
Hilton Head Island, SC 29928  
April 9, 2019**

**Present:**

Honorary Board Member Kay Bangs, Joe Buckingham, Morris Campbell, Jim Collett, Dedria Cruden, Frederick Hack, Michael Hall, Randy Light, Rob Lindsey, DDS, Honorary Board Member Mary Ellen McConnell, Linda Meir, Paul Moeri, Mike Pasquale, Marion Payne, Marc Puntereri, Robert Sable, Charles Sampson, Steve Siegelbaum, MD, Joe Scodari, Lynn Jennings Taylor and Andi Argast

**Ex-Officio:**

Ginger Allen, Raymond Cox, MD

**Absent:**

Ned Allen, John Anderson, Tom Brettingen, Ric Gorman, Jim Hicks, (Ex-Officio) Alan McCollough, Julie Tome, DDS

**Index of Motions and Board Vote**

**178** Motion to approve February 12, 2019, Board Regular Meeting Minutes

**179** Motion to move forward with preliminary studies relating to clinic space needs

**Board Vote 178**

Resolution Motion: Approval of February 12, 2019, Board Regular Meeting Minutes  
Moved by Joe Scodari, seconded by Dedria Cruden  
Resolution passes: unanimous

**Board Vote 179**

Resolution Motion: To move forward with analysis of current and projected needs utilizing consultants to achieve a better understanding of process efficiencies and space options  
Moved by Mike Pasquale, seconded by Marc Puntereri  
Resolution passes: unanimous

**Opening Comments:**

Chair Jim Collett opened the meeting at 1535 and welcomed all attendees. His comments follow:

- 1) Recently, Mary Ellen McConnell, Dave Ekedahl and Peter Parrott voiced their concern regarding the need for a few Board members with substantial means who

could step in during a period of real financial distress. This would enable the Clinic to continue operations until the crisis was over. Jim agreed we need to pursue a few such Board members and asked our current Board members to keep their eyes open for candidates with this capability. We would find a place for them on the Board on an expedited schedule.

- 2) Ongoing communications to the public, telling and re-telling our story, is critical to our future sustainability. Individual donors matter.
- 3) Attracting and retaining an outstanding staff requires considerable effort. Several recent hires are very positive additions to the team's overall strength and commitment. Concerning Dr. Cox's performance as Executive Director, per Jim, he is doing a "great job"! A formal annual review is expected in the very near future.

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

#### **Executive Director: Ray Cox, MD (please see separate report)**

Dr. Cox thanked the Board for its engagement and the high quality of everyday working relationships with each Board member.

Community outreach is a multi-faceted component of the Executive Director's job description. Dr. Cox spoke to one recent connection involving his attendance at a Chamber Council session on Workforce Housing, a particularly VIM-relevant event. It provided an opportunity to highlight the connection between housing (or lack thereof), its impact on overall health and how VIM provides an environment for the underserved to stay healthy .....*therefore enabling them to work.*

Dr. Cox commented on a patient whose care has long been administered by the clinic and whose recent treatment became a catalyst for building a stronger working relationship / partnership with Hilton Head Hospital. Dr. Patrick Snowman, Chief of Staff at the hospital, was instrumental in ensuring in-house care was received by the patient. This interaction has since spurred a conversation between our staff and the hospital concerning how we can better work together to provide care. Dr. Snowman also recently toured the clinic.

#### **Development / Marketing: Ric Gorman, Marketing Chair..... Dedria Cruden, Development Chair (please see separate Marketing and Development reports)**

In Ric's absence, Ginger Allen, Development Director, provided a Marketing update. Per Ginger, and evident by the reaction of the Board members present for the video showing, testimonials are powerful. They rotate on the website and are used in PSA campaigns on WSAV. While each is intended to spread the story of VIM, the subjects delivering the message vary and include patients, volunteers, business testimonials (e.g. The Greenery, Michael Anthony's) and Dr. Cox sharing the Mission statement. The 15 second Digital Pre-roll campaign was launched on April 3<sup>rd</sup> and targets specific demographics (e.g. income over 75K, over 35 years of age). Ginger mentioned the Development / Marketing team is waiting for a marketing proposal from USCB. More to come on this.

Following Ginger's presentation, Dedria commented on the Companies Who Care project. Our message is simple "We're taking care of your employees.....and we want to be your partner." Encouraging this goal of partnership often translates into an "in kind" arrangement (e.g. SERG hosting Kentucky Derby Party) rather than an ongoing financial agreement.

Dedria thanked Tom Brettingen for his outstanding leadership of the 2019 Golf Classic. Preliminary results are approximately \$10,000 better than last year with a net income of approximately \$42,000. The increase is almost exclusively due to the introduction of a raffle for Masters' tickets. Raffle winner, Robert Hammer, will be taking his dad, Psychiatrist Dr. Carl Hammer (who served the clinic for a number of years) to the Masters. A great story!

Dedria expressed her appreciation to the Board for its support of the 2018 Gala, specifically regarding the fourteen member-reserved tables. There was a sell-out crowd even before invitations were sent out. While this is essentially a "good" predicament, it did pose an issue for some guests....especially those who faithfully supported the event every year....who didn't reserve space in time. To that end, an early heads-up letter will be mailed on May 1<sup>st</sup> to all former attendees (previous three years) and names will be taken of those who express an interest.

Lynn Taylor, co-chair of the Kentucky Derby Party at Poseidon's Rooftop Bar on May 4<sup>th</sup>, encouraged Board support and participation. SERG is hosting the event and sponsors include Board members Charles Sampson and Julie Tome, DDS and her dental practice. Proceeds will benefit VIM's Dental Clinic.

#### **Finance Paul Moeri, Chair (please see separate report)**

*Financial activity / detail covering the first eight months of the fiscal year can be accessed via Susan Jones' Monthly Financial Report (2/28/19) included in the Board package.*

Per Paul, the financial "health of VIM is very good" with overall favorable news including the fact our investments have once again turned positive. A first pass at the budget was done adopting a very conservative approach regarding those components beyond our direct control vs. a more aggressive one on items such as the annual appeal. With the audit now completed, the auditors commented on Susan Jones' excellent preparation and its positive impact on a smooth flow of information and data.

A copy of the Webster Rogers LLP Independent Auditors report of Financial Statements June 30, 2018 and 2017 was distributed to the Board of Directors.

#### **Governance and Planning Michael Hall, Chair (please see separate report)**

Mike reported that a proposed VIM Compensation Policy has been reviewed and approved by the Executive Committee. The final step is review by external counsel and, once endorsed, it will be added the Clinic's policy manual.

The topic of how best to address the issue of healthcare coverage / assistance, specifically for fulltime staff, has been a topic of conversation for a number of months. Enrollment in a structured benefit plan was explored and clearly would prove to be cost prohibitive. The logical alternative was an increase to the supplement payment fulltime employees (specifically those

who do not have coverage by another source) now receive. Those staff members will now receive an additional \$1,000 per month (retro-active to January 2019) for a monthly supplemental totaling \$7,000.

Mike also updated the Board on the subject of potential Board candidates for nomination to a 2019-2022 term. Two individuals with excellent credentials will be interviewed by the Governance and Planning committee during the May timeframe. Assuming there is mutual interest, their resumes will be forwarded to the Board for review prior to a formal vote at the June BOD meeting.

**Executive Committee   Andi Argast and Joe Scodari (please see separate reports)**

Joe commented on a discussion regarding compensation conducted at the more recent of the two EC meetings. Within the compensation portion of the budget approved by the Board, distribution of allocated funds is at the discretion of Dr. Cox.

**Dental Clinic   Rob Lindsey, DDS   Dental Clinic Director (please see separate report)**

Rob's overview of Dental Clinic happenings included impressive statistics highlighting the number of patients treated and total value of services treated. He also shared the very successful outreach effort at the Children's Center of Hilton Head and the Boys and Girls Club. Thanks to a generous grant from dental supplier, Henry Schein, VIM will have preventive dental products to also provide dental screenings for the Bluffton chapter of the Boys and Girls Club. This is particularly important as Bluffton-VIM does not currently have a dental facility of its own. Marc Punterei asked if this "sharing" was an indication of an "opening up" with Bluffton-VIM. Joe Scodari commented that action of this sort is compatible with the Strategic Plan, and future dialog between the two organizations may address collaboration at some level. As of today, several of our physicians also volunteer at Bluffton-VIM and, should a dental clinic surface in the Bluffton facility, there is a good chance the same would hold true for our dentists.

At this point, there was also general discussion on the Institute's move to Hilton Head Island and the need to establish a formal understanding regarding boundaries (e.g. maintaining *ownership* our donor base).

Rob concluded his report by mentioning WSAV's recently PSA filming of a dental patient whose "life was changed" as a result of the care she received.

**Medical Executive   Steve Siegelbaum, MD, Chair (please see separate report)**

Steve provided the Board with highlights from two of the reports presented at the recent MEC meeting. The first, presented by Julie Copp, Director of Patient Care and Wellness, related to Genetic screening on 800 gynecology patients. Of the group tested, 60 required further evaluation (e.g. more frequent tracking). FIT testing, a tool for screening colorectal cancers, has helped to identify patients who are at higher risk. The second report presented by Dr. Doris Beatty (Internal Medicine) was a summary on poll feedback from 23 respondents within the specialty. Concerns were expressed regarding three topics: 1) methodology regarding blood pressure determination (specifically the need for a quiet place for five minutes before taking a

reading); 2) the need to have basic access to mental health records (e.g. diagnosis and treatment) especially when prescribing medication and 3) the need....and interest....for EMR training, perhaps as a group.

Dr. Cox commented that the staff in general has expressed concerns about patient privacy. It is important to address this issue now *and* to explore solutions within our current space. Space and patient flow become even greater challenges in light of the significant upward trend in patient visits experienced during the last six months.

### **Technology John Anderson, Chair**

John was out on family leave; hence a Technology meeting was not scheduled prior to today's Board meeting.

### **New Business:**

*(Please see Lynn Jennings Taylor's 4/02/19 letter written to the Executive Board and enclosed in the 4/09/19 Board package.)*

Lynn conducted one-on-one discussions relating to clinic space needs with each member of the VIM leadership team. As she mentioned in the letter and re-iterated to the Board, from those interactions she described the dedication and commitment of the staff as "unparalleled". Lynn listed the following as fundamental discussion outputs:

- 1) The physical plant is no longer meeting the privacy needs of our patients. The lack of private space for exchange of personal information is often glaring in its absence.
- 2) The current location of the clinic is important because it is familiar to our patients (they know where to "find" us) as well as from a legacy perspective.
- 3) The staff was unanimous in its opinion that improving patient flow plus better utilization of volunteers would be highly beneficial.

There was discussion on overall efficiency and improvement of the current footprint utilizing subject experts. See motion and Board vote # 179.

### **Adjournment:**

The general session was adjourned at ~ 1645.

### **EXECUTIVE SESSION:**

A brief conversation centered on establishing the ideal number of fundraising events given the reluctance to become overly dependent on the same participants and / or sponsors.

The meeting was adjourned at ~ 1705.

Approved By:  
Jim Collett, Board Chair

Respectfully Submitted By:  
Andrea J. Argast, Secretary  
April 13, 2019