



BOARD OF DIRECTORS MEETING

3:30 P.M. on Tuesday, June 11, 2019

HHI Library

MISSION STATEMENT

Our primary mission is to understand and serve the health and wellness needs of the medically underserved and their households, who live or work 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 9, 2019 Board Minutes
4. Management and Standing Committee Reports
 - Executive Director Report (Ray Cox)
 - Development (Dedria Cruden)
 - Marketing (Ric Gorman)
 - Finance (Paul Moeri)
 - Governance and Planning (Michael Hall)
 - Executive Committee (Andi Argast)
 - Dental Clinic (Robert Lindsey)
 - Medical Executive (Steven Siegelbaum)
 - Technology (Anderson / Buckingham)
5. Recognition of Retiring Board Members
6. New Business
7. Adjournment
8. Executive Session

Miriam Hernandez-Cruz

43 Pointe South Trace

Bluffton, SC 29910

(843) 683-6291

romy1103@aol.com

OBJECTIVE: Position on the Board of Directors of VIM Hilton Head Island

VOLUNTEER EXPERIENCE:

Latinos Unidos

Created a fundraising group (Latinos Unidos) to meet some of the medical needs of Latinos in HHI/Bluffton. For the last 5 years, our Latin Food Festival has grown in attendance to over 3,000 people. One hundred percent of the proceeds go to VIM Hilton Head Island. In 2018, we raised over \$53,000. All of our workers are volunteers, and in addition, many companies donate in-kind contributions such as furniture, publicity, and tents.

Planning for this large event begins 9 months before the festival. We have meetings each month of approximately 25 leaders. At these meetings, we not only plan the details, but also share thoughts and ideas of how to improve the festival. Each leader, in turn, has many volunteers on their committee. During the last 6 weeks, our meetings are at least weekly.

I strive to encourage and develop new leaders. The committee leads have become, increasingly, more willing to assume extra responsibilities. I delegate tasks whenever possible, and support them as needed.

Other volunteer experience:

2 years as a member of the Hilton Head High School Improvement Council

Volunteer at St. Francis Thrift Store

Volunteer at Front Desk, VIM-HHI

Contact for rural and/or impoverished residents of Guatemala, who need direction to social or medical agencies

Work with Consulate of Guatemala as a Community Leader

Patrick J. Snowman, MD, FAAEM
5 Bear Creek Drive
Hilton Head Island, SC 29926
H: (843) 689-5366
C: (843) 422-3524
email: Patrick_Snowman@teamhealth.com

EDUCATION and CREDENTIALS

ABEM Board Certification in Emergency Medicine, October 2000, 2010

Major, U.S. Army Medical Corps, MOS – 62A: Emergency Physician
Blanchfield Army Community Hospital, Fort Campbell, KY July 1999 – July 2003
Emergency Medicine Residency, June 1996 - June 1999
Medical College of Pennsylvania/Hahnemann University,
Philadelphia, Pennsylvania
Doctor of Medicine, August 1992 - May 1996
Medical College of Pennsylvania (MCP)
Philadelphia, Pennsylvania (Drexel University)
Bachelor of Science - Chemistry, May 1987
Bates College: Lewiston, Maine

HONORS

Medical School 1992-1996

Summa Cum Laude: Graduated 1st of 119
Alpha Omega Alpha Medical Honor Society
Dean's Award for High Level of Accomplishment, Profession Maturity and Outstanding
Potential
American Chairs in Pathology - Pathology Honor Society
Department of Medicine: Excellence in Medicine Award
National Health and Human Services Secretary's Award for Health Promotion and
Disease Prevention

Undergraduate- Honors 1983-1987

Cum Laude
Phi Beta Kappa

EMPLOYMENT 1981 - present

Emergency Physician
Hilton Head Emergency Physicians: Hilton Head Regional Medical Center
June 2004 – present

Chief of Staff: Hilton Head Hospital
January 2018 - present

Patrick J. Snowman, MD, FAAEM – Page 2

Employment 1981 – continued

Medical Control Physician (“MCPH”): Hilton Head Island Fire & Rescue (“HHIFR”)
January 2019 - present

Assistant MCPH: HHIFR
December 2012 – December 2018

Emergency Physician, Full time: August 2003-June 2004
Clarksville Emergency Physicians: Gateway Community Hospital - Clarksville, TN
Part time: December 1999- August 2003

Emergency Physician and Medical Director for Emergency Medical Services
MAJ U.S. Army Medical Corps: Current Status: Individual Ready Reserve
Last Duty Station: Blanchfield Army Community Hospital – Emergency Center, Ft
Campbell KY. July 1999 – July 2003: Includes deployments to the Balkans (2001) in
support of Operation Joint Guardian and Iraq (2003) in support of Operation Enduring
Freedom and Operation Iraqi Freedom (“OIF”)

Resident Physician – Department of Emergency Medicine, MCP/Hahnemann University,
Philadelphia, PA June 1996 – June 1999

Computer Procurement Manager - Bath Iron Works Corporation: A U.S. Naval Defense
Contractor. Bath, Maine 1990-1992

Co-founder and Chief Operating Officer - OTG, Inc. Portland, Maine 1987-1990 A
computer
software developer specializing in database solutions for small publishers.
Certified Nursing Assistant - Caribou Nursing Home: Caribou, Maine 1981-1986. Age 16
medical career begins as a nursing assistant at a local nursing home.

MEMBERSHIPS

Fellow, American Academy of Emergency Medicine 1996

HOSPITAL COMMITTEES

Chief of Medical Staff: January 2018 - present
Vice Chief of Medical Staff: January 2016 – December 2017
Treasurer and Member at large, HHH MEC ≈ 2011
Medical Staff Liaison: Hospital Emergency Preparedness Committee: 2004 -present



**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 3rd 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 1st 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 4th, 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



Volunteers in Medicine
Board of Directors
Executive Director Report
June 11, 2019

Patient Update

A.L. was presented to you at the last Board meeting. To re-cap, he is a 48yo male with uncontrolled diabetes who underwent partial foot amputation for osteomyelitis in late March. As of May 23 he remains an inpatient. On May 15 he was seen by our new retina specialist, Dr. Gary Brown, for declining vision found to be due to hemorrhage in his right eye. He was then re-admitted for continued wound care and was seen by Dr. Liggett to treat his eye hemorrhage. On 5/23 a discharge planning conference was held to coordinate his outpatient management. He is to be discharged on 5/28 and will be seen in our clinic 5/30 for wound care, diabetes management and to schedule follow up eye treatment.

Quality Improvement

On 4/18 a meeting was held at the hospital to discuss improving the care transition process. The meeting was chaired by Dr. Patrick Snowman, Chief Medical Officer, and attended by hospital case management staff. Nena, Stan, Cherie and I attended. The outcome from this meeting included improving communication on discharge planning by giving hospital direct access to Julie, Cherie and Dr. Cox; use the new CommonWell platform provided by hospital for transfer of patient records; allow family member to start screening process and have Dana and Cherie to lead working group to ensure improved communication.

At the 5/13 staff meeting a problem list was created identifying patient privacy and too many patients seen per clinic session as issues requiring immediate attention. A task force was formed to propose ways to address these issues. In

addition, Dr. Grogono's next door neighbor is an architect who has agreed to develop a space plan designed to maximize the use of our buildings.

T10 Consulting, a healthcare process improvement firm from Atlanta, performed an onsite engagement from May 20-22. They were tasked with looking at our patient flow processes, medical records and pharmacy processes and health IT environment. Their initial impression was that we have overwhelmed our current resources and need to consider a pull-back until we can implement improved processes, increase resources and begin revision of current space plan. In addition, they advised that we review and revise our volunteer orientation and expectations, especially related to the electronic environment. Their final report, including process maps for medical records, pharmacy and patient flow shall be completed by the end of June.

Individual Board member meetings were completed in late February. These meetings reflected the high energy and engagement of the Board. Much of these discussions revolved around ways to educate our community on the clinic's value. Our next consultant, Tom Ralser, will help us to improve our narrative to the community by creating an Organizational Value Proposition designed specifically to show the overall impact that Volunteers in Medicine has to our community. Several other suggestions were made that will be used to help operationalize our strategic plan.

Fiscal Sustainability

We have completed the FY'20 budget process. We continue to exceed expectations by revenue above and expenses below budget. For the fourth year in a row we have not needed to use the 4.5% disbursement from the endowment, despite a significant increase in information technology costs. The Board has also recommended that we acknowledge the tremendous dedication of the staff by recommending the following:

1. Use the recently completed salary survey to bring all salaries within organizational equity;
2. Implement a salary increase based on merit;
3. Increase health insurance offset for full-time employees by \$1,000 in January 2019 and by \$1,000 in January 2020.

In some cases, this will reflect the first time in over 5 years that their salary has been adjusted.

While the budget estimates are still conservative, we need to consider the need for growth to account for sustained viability of the services we provide, the safety and privacy we must protect and the need to more aggressively market our story to our community.

Community Outreach

We continue to add new PSA's to be shown on WSAV. The last three, dental patient Sandra Easterline, Dr Frank Hart and Michael Anthony's videos were especially poignant. Between 3/1 and 4/30, these testimonials have been shown a total of 459 times on WSAV, CW and MyLC. Thanks to Ric Gorman and the WSAV team for providing such a wonderful platform to showcase our work.

The Gala team is already hard at work and so is the Latin Food Festival team. The Kentucky Derby party by SERG proved to be a great friendraising event.

As mentioned above, the engagement with Tom Ralser will aid us in expanding our ability to provide the quantitative impact of our work on this community.

As you can see, we have many activities in process designed to guarantee that our next twenty-five years will build upon the great success of the past twenty-five years. Thanks to all those who have set aside their ego and their politics to provide health care on our island for all those who need it.

Respectfully Submitted,

Raymond L Cox, MD,MBA



Development Committee Report June 2019

1. 2019 gala update

- Save the date has gone out—currently have 16 table sponsors and individual and sponsor sales for 250 seats, about half of our max of 500
- Sponsor sales continue—have \$35K committed—Charter One, Hudson's, Fidelity, Jaguar, Budget Blinds. More than 60 additional businesses are in the process of being contacted.
- Live Auction— 10 items have been secured including one week at Nelson Cay, a 6-bedroom estate in the Bahamas that sold for \$22,000 at the Boys and Girls Club auction this year. A separate marketing campaign will be developed for this unique offering. Another special item is the Insider's Trip to Washington, featuring lunch with Senator Tim Scott in the Senate Dining Room and burgers and beer with Representative Joe Cunningham in the Off the Record bar in the Hayes Adams Hotel. Up for discussion—VIM board members to put on a pig roast for 100, organized by Charles Sampson.
- Hoping to secure wine donation and have applied to Kroger corporate. If unsuccessful, will approach several distributors, grocery stores individually.

Where we need help from board members:

- Attending the gala and consider being a sponsor or table host
- Suggesting and making initial contact to potential sponsors where you have a connection. Businesses where we need help include ATT, Bayshore of HHI, BB&T, Coastal Plains Insurance, Covert Aire, Del Webb Communities, Dominion Energy, Engel & Volkers, Fraum Chiropractic Life Center, Graves Construction Co., Goode Vacation Rentals, John Rush & Associates, Marriott Vacation Clubs, Merrill Lynch, Palmetto Coastal Landscaping, Prudential Financial, Raymond James, Reilley's Wine & Spirits
- Will be purchasing several items this year, notably the Kentucky Derby trip and would appreciate some cash donations from board members
- Donation of unused miles or hotel points

- Donation of art or other collectibles
 - If you are a member of one of the following golf clubs and are willing to ask for a round of golf for 4, the gala team will be happy to follow up: Berkeley Hall, Colleton River, Belfair, Moss Creek, Callasassie, Old Tabby Spring Island, Oldfield, Long Cove, Wexford, Indigo Run, Secession
2. 2020 Golf Classic update—Tom Brettingen is in conversations with Long Cove about holding the 2020 golf classic there. Date would be February 28. We are also thinking about raising price to \$275
 3. SERG Commitment to VIM
 - At the Kentucky Derby Party held at Poseidon we had 125 people in attendance and netted \$7000 on a gross of \$13,000
 - SERG is willing to host similar events for VIM in 2020 and we are in discussions with them about events that align our interests, involve a minimum of staff effort, and attract people beyond our loyal supporter base. Under consideration is an event at Dockside and at the Whiskey Room at Char Bar.
 4. Michael Anthony's Cucina Italiana will again do a benefit dinner for VIM to be held on October 2 at 6:30. It will be a sommelier showdown priced at \$125 a person and featuring a silent auction.

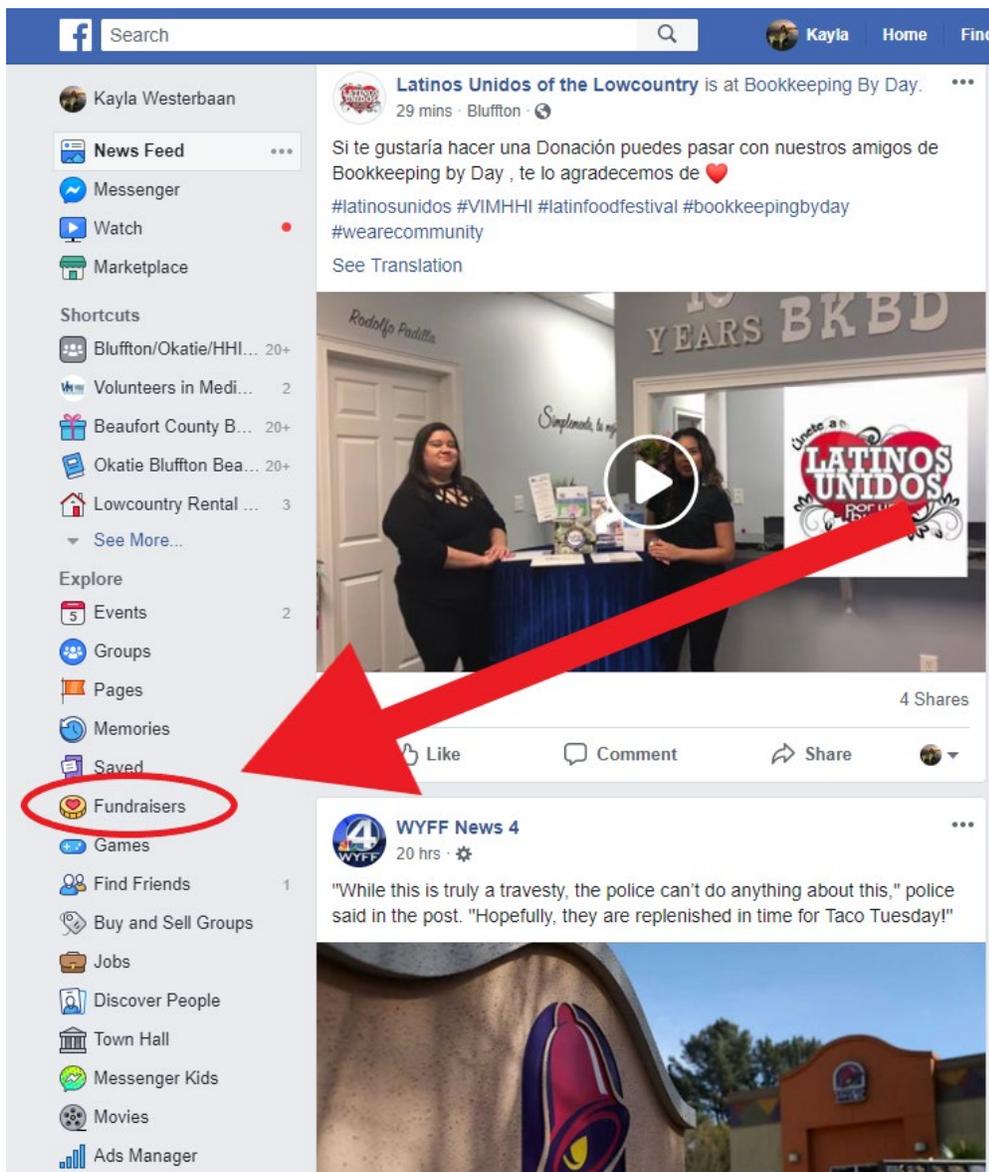


Over this fiscal year, more than \$4,000 has been raised for VIM HHI by generous supporters hosting a birthday fundraiser on Facebook.

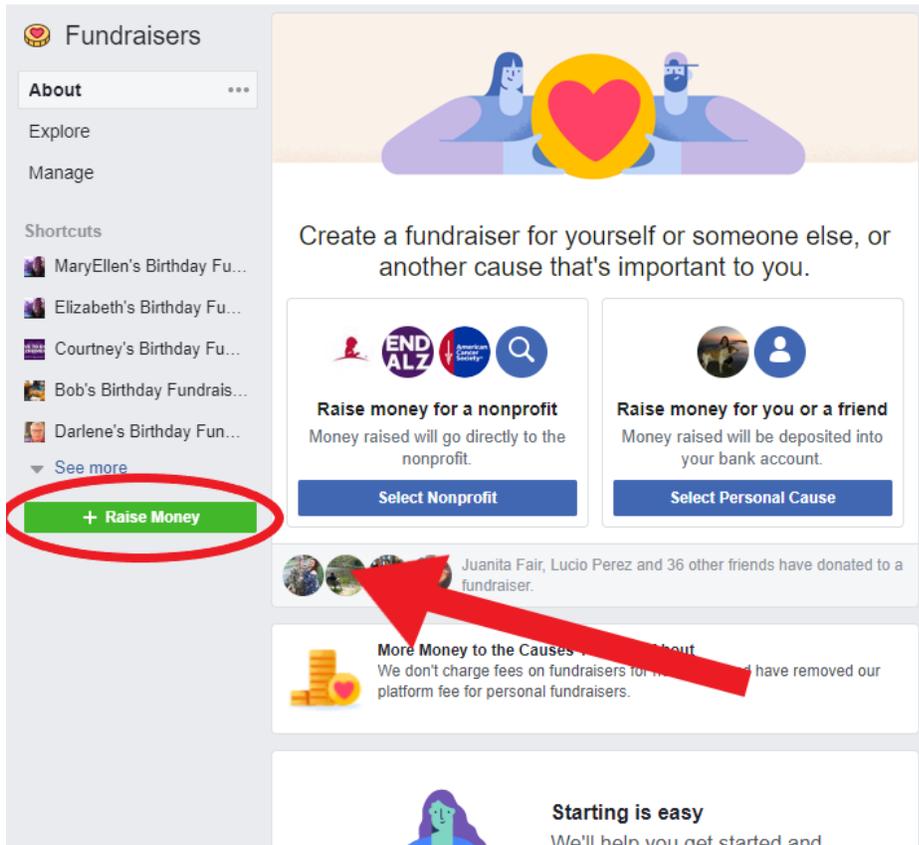
Are you interested in donating your birthday to VIM? Here's how:

To create a Facebook Birthday fundraiser for Volunteers in Medicine HHI, follow these steps:

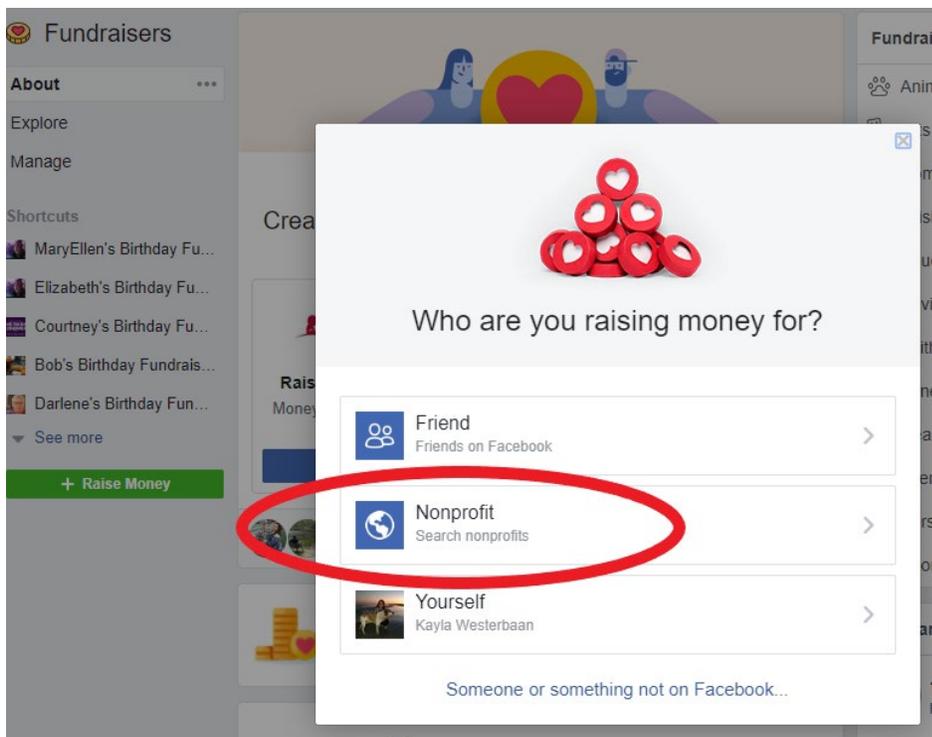
1. Log in to your personal Facebook account.
2. Click **Fundraisers** in the left menu of your News Feed.



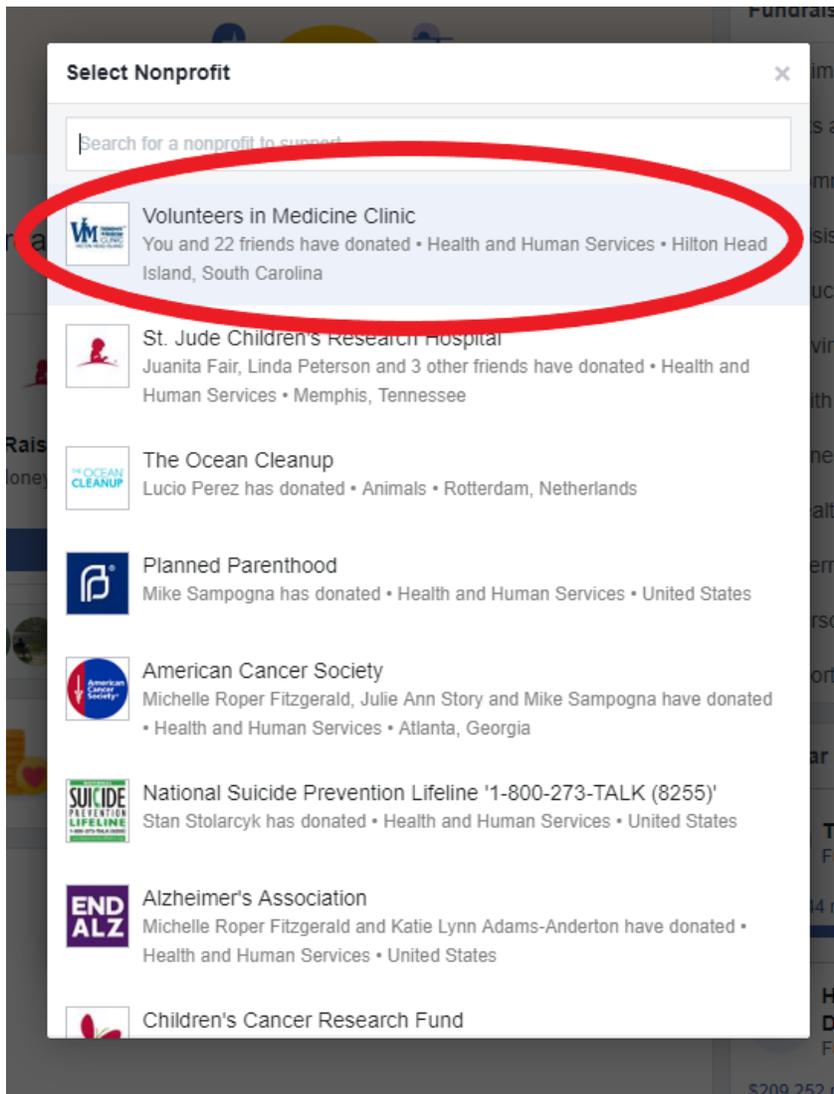
3. Click Raise Money.



4. Select Nonprofit/Charity



5. Select a charitable organization: Volunteers in Medicine Clinic (Hilton Head Island, SC)



6. Choose a cover photo and fill in the **fundraiser** details.

7. Click Create.



VIM Board Meeting of 6.11.19

Marketing Report

Video Production

We completed two more testimonials

- Sandra Easterline (Dental Patient)
- Dr. Hart (Volunteer)
- WSAV has now completed 12 of the 18 testimonials they promised. The balance will be completed in 2019

We completed the :30 version of both new testimonials

On air Marketing Campaign

WSAV is airing an average of 225 PSA's per month

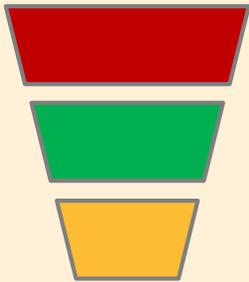
- 22% airing on WSAV (NBC)
- 25% airing on the CW Network
- Balance on MY TV channel (nostalgia)
- "Cash Value" is in excess of \$3000 per month (WSAV committed to \$1500 per month)

The Digital Campaign

- Video pre-roll targeted to Adults 35+, HH income \$75k+, Beaufort County
- Video length is :15 version of Michael Greggo and Sterlin patients
- \$2500 invested 4.8-5.31.19
- Campaign results
 - Videos seen 102,070 times
 - 60% of videos seen in entirety
 - High percentage, means video is compelling
 - 1,160 viewers actually clicked through to VIM website
 - 1.32% is higher than average of .75% click throughs on videos
- Overall goal of campaign was to create more awareness of VIM, and lead to new donors
- Balance of committed budget is \$3500, which we are planning to spend in late Q4 targeted year end donations

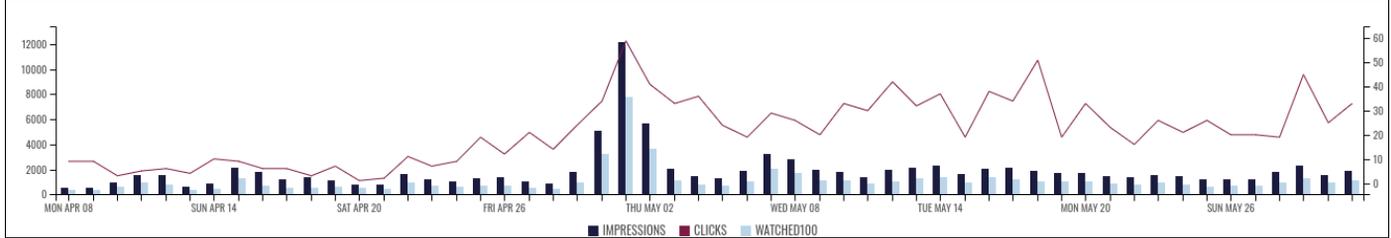
Volunteers In Medicine- Pre-Roll Video

Campaign Performance Report: April-May 2019



Impressions:	102,070
Clicks	1,160
Click Through Rate	1.320%
Engagements:	76,901
Completions:	60,137

102,070 IMPRESSIONS <small>-18.84% LAST 24 HOURS</small>	76,901 ENGAGEMENTS	60,137 COMPLETIONS	1,160 CLICKS <small>-23.08% LAST 24 HOURS</small>	1.136 % CTR	\$ 2,551.75 TOTAL COST
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PERFORMANCE BY FLIGHT
(cid:143860) Video - Audience Targeting - Video BT (699560)

Creative	Impressions	Clicks	CTR	Watched 25%	Watched 50%	Watched 75%	Watched 100%	Completion Rate
VIM - Michael 15 - v1_04.08	51105	599	1.172%	37981	34579	31959	29693	58.102%
VIM - Sterlin 15 - v1_04.08	50965	561	1.101%	38920	35417	32725	30444	59.735%

Volunteers In Medicine– Pre-Roll Video

Campaign Performance Report: April-May 2019

PERFORMANCE BY DAY										
Date	Impressions	Clicks	CTR	Watched 25%	Watched 50%	Watched 75%	Watched 100%	Completion Rate		
2019-04-08	584	9	1.541%	463	422	405	376	64.384%		
2019-04-09	573	9	1.571%	461	422	393	365	63.700%		
2019-04-10	997	3	0.301%	784	726	690	648	64.995%		
2019-04-11	1586	5	0.315%	1171	1090	1026	970	61.160%		
2019-04-12	1566	6	0.383%	1044	952	881	820	52.363%		
2019-04-13	594	4	0.673%	476	430	387	356	59.933%		
2019-04-14	890	10	1.124%	677	608	552	500	56.180%		
2019-04-15	2143	9	0.420%	1698	1555	1444	1323	61.736%		
2019-04-16	1798	6	0.334%	991	893	819	736	40.934%		
2019-04-17	1188	6	0.505%	758	678	608	545	45.875%		
2019-04-18	1402	3	0.214%	704	628	573	516	36.805%		
2019-04-19	1160	7	0.603%	885	796	712	650	56.034%		
2019-04-20	832	1	0.120%	679	620	563	514	61.779%		
2019-04-21	808	2	0.248%	649	576	526	476	58.911%		
2019-04-22	1654	11	0.665%	1301	1202	1103	997	60.278%		
2019-04-23	1243	7	0.563%	944	829	739	680	54.706%		
2019-04-24	1086	9	0.829%	789	729	650	605	55.709%		
2019-04-25	1345	19	1.413%	994	872	801	732	54.424%		
2019-04-26	1354	12	0.886%	961	854	788	727	53.693%		
2019-04-27	1044	21	2.011%	758	670	607	556	53.257%		

PERFORMANCE BY DAY										
Date	Impressions	Clicks	CTR	Watched 25%	Watched 50%	Watched 75%	Watched 100%	Completion Rate		
2019-04-28	874	14	1.602%	634	551	491	446	51.030%		
2019-04-29	1841	24	1.304%	1325	1192	1079	983	53.395%		
2019-04-30	5111	34	0.665%	4031	3724	3466	3256	63.706%		
2019-05-01	12157	59	0.485%	9721	8917	8331	7805	64.202%		
2019-05-02	5694	41	0.720%	4521	4144	3868	3655	64.190%		
2019-05-03	2102	33	1.570%	1538	1372	1252	1152	54.805%		
2019-05-04	1493	36	2.411%	1088	987	899	831	55.660%		
2019-05-05	1288	24	1.863%	962	867	796	740	57.453%		
2019-05-06	1862	19	1.020%	1364	1238	1142	1053	56.552%		
2019-05-07	3245	29	0.894%	2531	2331	2188	2063	63.575%		
2019-05-08	2784	26	0.934%	2080	1909	1766	1695	60.884%		
2019-05-09	1940	20	1.031%	1441	1331	1239	1163	59.946%		
2019-05-10	1841	33	1.793%	1438	1327	1234	1154	62.683%		
2019-05-11	1373	30	2.185%	1048	971	910	866	63.074%		
2019-05-12	1960	42	2.143%	1406	1274	1168	1081	55.153%		
2019-05-13	2147	32	1.490%	1639	1487	1378	1273	59.292%		
2019-05-14	2295	37	1.612%	1722	1562	1450	1351	58.867%		
2019-05-15	1610	19	1.180%	1207	1114	1034	951	59.068%		
2019-05-16	2102	38	1.808%	1618	1497	1422	1354	64.415%		
2019-05-17	2103	34	1.617%	1549	1402	1307	1234	58.678%		

Volunteers In Medicine– Pre-Roll Video

Campaign Performance Report: April-May 2019

PERFORMANCE BY DAY

Date	Impressions	Clicks	CTR	Watched 25%	Watched 50%	Watched 75%	Watched 100%	Completion Rate
2019-05-18	1889	51	2.700%	1361	1220	1112	1033	54.685%
2019-05-19	1682	19	1.130%	1289	1184	1094	1018	60.523%
2019-05-20	1751	33	1.885%	1348	1218	1131	1058	60.423%
2019-05-21	1504	23	1.529%	1139	1021	920	860	57.181%
2019-05-22	1356	16	1.180%	1030	944	871	804	59.292%
2019-05-23	1529	26	1.700%	1187	1087	1013	941	61.543%
2019-05-24	1497	21	1.403%	1097	992	905	829	55.377%
2019-05-25	1190	26	2.185%	874	785	719	654	54.958%
2019-05-26	1241	20	1.612%	896	806	735	678	54.633%
2019-05-27	1252	20	1.597%	932	838	767	719	57.428%
2019-05-28	1767	19	1.075%	1345	1199	1093	1000	56.593%
2019-05-29	2318	45	1.941%	1755	1589	1463	1324	57.118%
2019-05-30	1529	25	1.635%	1179	1075	996	925	60.497%
2019-05-31	1896	33	1.741%	1419	1289	1178	1096	57.806%



Finance Committee Minutes

June 4, 2019

The Finance Committee held a meeting on June 4, 2019. Committee members in attendance were Frederick Hack, Joe Scodari, Paul Moeri and Marc Puntereri. Also in attendance were Board Chairman Jim Collett, Lynn Jennings Taylor, Ray Cox, Susan Jones, and Ginger Allen. Absent was Mike Pasquale.

1. Approval of April 2, 2019 minutes

- a. The minutes of the February 5, 2019 the Committee without revision approved Committee meeting.

2. Review of Ten Months Ended April 30, 2019 financial reports

- a. Susan Jones took the committee through the April 30, 2019 financial dashboard. The Financial Dashboard follows this report.
- b. Highlights include total revenues through April 2019 are 32% above the annual budget, and up 13% year over year. Patient donations are forecasted to be 18% above budget. Areas of strong revenue performance included Event Proceeds, Grants, Community Outreach, and Memorials. The Annual Appeal campaign through April is 99% of the annual budget and is forecasted to be \$715,000. Administrative costs remain over budget with increased costs of computer/network expenses as well as the costs associated with the new donor management system. Program costs exceed budget with the increase in outside services relating to the Patient Surgical Navigation Program and Mammography Program.

2. FY 2020 Annual Budget Review

- a. Ms. Jones distributed the draft of the Annual Budget to the FC prior to the meeting.
- b. Discussion ensued on the proposed budget.
- c. Revenues are more aggressive than in years past in areas which are effected by efforts and donor cultivation of the Development Department; Grants, Event Sponsorships, Community Outreach, Annual Appeal. Revenues such as Tribute Gifts, Bequests, and Matching Gifts remained conservative. FY 2020 revenues are budgeted to be 10% below FY2019 forecast.
- d. The proposed budget for expenses is an 8% increase over FY 2019 forecast. The majority of the increase is related to an increase in Advertising/Promotion as it relates to a digital marketing campaign. The proposed budget does not cover the proposal set forth by Denarius Group, Inc. It was discussed and decided not to hold up the budget process but to provide an amendment to the budget, if necessary. The budget for Employee Cost have increased due to the impact of the

salary compensation survey conducted and approved by the Executive Committee.

- e. The budget for Leasehold Improvements is \$40,000 with anticipation of building space changes related to the security and privacy of patient information. Also, the proposed budget of \$70,000 for the second phase of replacing of aging computers.
- f. The finance committee agreed to recommend the budget for approval by the Board of Directors at the June 11, 2019 board meeting.

3. Executive Director Update

- a. Dr. Cox informed the committee of the initial findings of Joe Pelham, process improvement consultant. At first glance, VIM might need to pull back in patient numbers to implement process and structural changes and then ramp back up. Once process and structural changes have been in place then it will need to be determined if this is a short-term or long-term fix for delivering our mission.
- b. Dr. Cox informed the committee of Tom Ralser's engagement which is to begin on June 19, 2020. Our goal is for Mr. Ralser to assist VIM with creating an Organizational Value Proposition which will be a tool to use to convince individuals and businesses to invest in our mission.
- c. Dr. Cox mentioned to the committee that this is the 4th year that there has not been a draw down from the investment accounts to cover operations.

4. Purchasing Policy Discussion

- a. Discussion ensued regarding the generation of a Procurement Policy. As a result of the discussion, Paul Moeri and Frederick Hack will work together to create a policy that works for both the employee and the volunteer.

5. Reporting of Net Assets

- a. Susan Jones presented to the committee information relating to the 1999 Endowment Campaign and the events following.
- b. After a lengthy discussion the committee determined that Paul Moeri, Lynn Jennings Taylor and Susan Jones would work together to determine the proper way to report and define VIM's Net Assets.

6. Adjournment

- a. The meeting was adjourned at 5:45 pm.

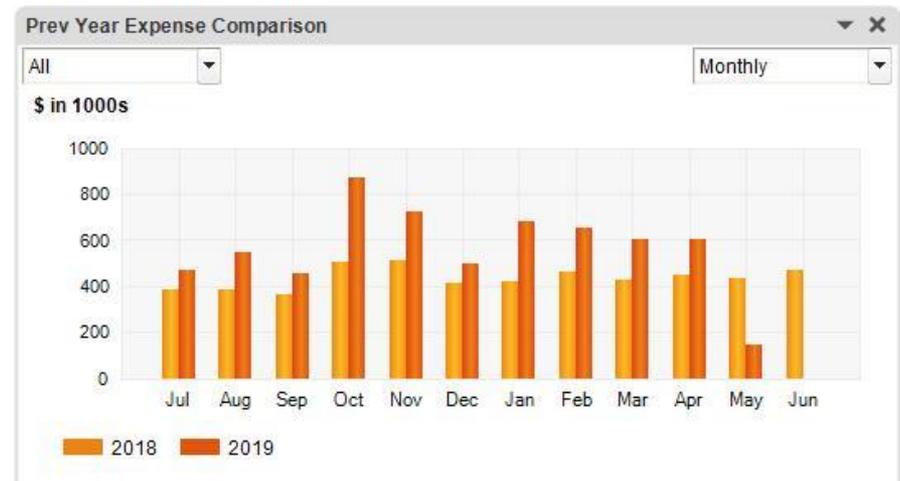
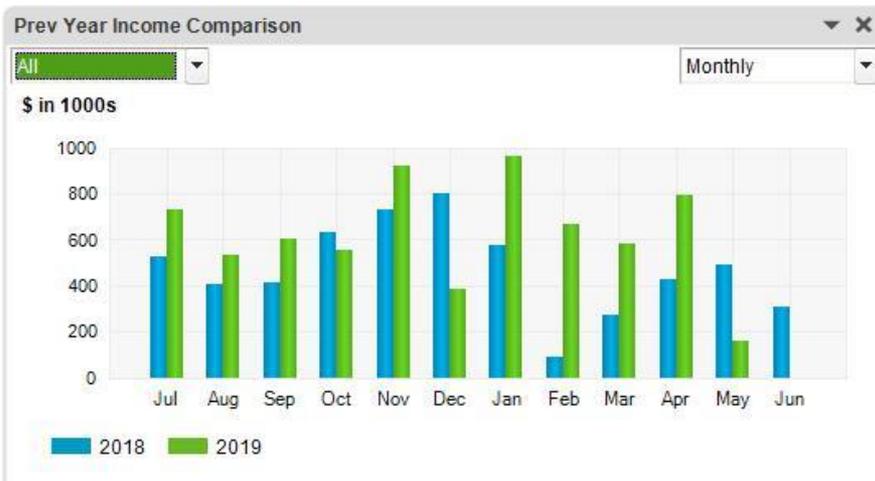


Monthly Financial Report

Presentation to the Finance Committee
For the Ten Months Ended April 30, 2019

Metric	Result	Target	Celebrate	Monitor	Act
Days of Unrestricted Cash on Hand	76.89	90	>90	31-89	<30
Revenues within 5% of YTD Budget	Contributions	35%	±5%	>+5%	
	Patient Fees	18%	±5%	>+5%	
	Benefit Proceeds	62%	±5%	>+5%	
	Miscellaneous	2%	±5%	>+5%	
Expenses within 5% of YTD Budget	Administration Costs	-18%	±5%		<-5%
	Depreciation Expense	0%	±5%		-5%<>5%
	Employee Costs	1%	±5%		-5%<>5%
	Occupancy Costs	10%	±5%	>+5%	
	Program Costs	-18%	±5%		<-5%
	Prom & Development	-7%	±5%		<-5%

*Target is ±5% of FY'19 Approved Budget



Includes In-Kind and Investment Income (Loss) & Expense

Revenues

- Total revenues are 32% over Annual Budgeted Revenues, attributed to additional grants, memorials, Gala proceeds and community outreach. Total revenues are forecasted to be \$707,007 over revenue budget, or 40%.
- Grant revenue for the year is forecasted to be \$724,896, which is \$293,396 over annual budget.
- Annual Appeal for the year is forecasted to be \$697,169, just shy of the annual budget of \$700,000. Also, this was without the support of a major donor this fiscal year.
- Patient Support was \$16,476 in April. Monthly budget is \$12,500. Annual Patient Support is forecasted to be \$177,022, or 18% over annual budget.
- Bequests received this fiscal year is \$116,707. Don't foresee any additional bequests being received, therefore none of these funds will be transferred to the Endowment and will remain in Operations.
- Net investment income for April was \$238,147. Net investment income for fiscal year is \$397,347. Currently performing at a 5% return.

Expenses

- Administrative costs are forecasted to be \$22,333 over FY budget.
 - Increase costs in computer/network expenses due to installation of new computers and additional costs of moving server.
 - One-time fees associated with new donor management system not budgeted for.
 - Increase in credit card processing fees associated with events and online donations. (Option for donors to elect to cover processing fees started in February)
- Employee costs are forecasted to remain slightly under budget even with \$7,000 increase for health care bonus.
- Occupancy costs under budget due to elimination of student housing.
- Program costs running 19% over budget through April. Increase in outside services relating to Patient Navigation Program and Mammography Program.
- Promotional and development costs forecasted to be 6% over budget, with additional costs related to special events.

Cash

- Operating cash at June 30, 2019 projected to be \$390,921.

	ACTUAL			YTD BUDGET		FORECAST		ANNUAL BUDGET	
	July-Apr 2019	July-Apr 2018	PY % Variance	July-Apr 2019	% Variance	FY 2019	Actual % of FC	FY 2019	Actual % of Ann Bud
Revenues									
Contributions	1,731,037	1,541,926	12%	1,280,500	35%	1,837,377	94%	1,335,896	130%
Benefit Proceeds	461,967	300,297	54%	284,500	62%	463,067	100%	284,500	162%
Patient Support (Donations/Fees)	147,022	226,425	-35%	125,000	18%	177,022	83%	150,000	98%
Miscellaneous Inc	13,131	14,061	-7%	12,820	2%	15,311	86%	15,375	85%
Total Revenue	2,353,157	2,082,710	13%	1,702,820	38%	2,492,778	94%	1,785,771	132%
Expenses									
Administrative Costs	138,577	86,287	-61%	117,314	-18%	159,633	87%	137,300	101%
Depreciation Expense	141,054	139,068	-1%	141,670	0%	170,000	83%	170,000	83%
Employee Costs	1,171,089	1,069,042	-10%	1,187,330	1%	1,409,078	83%	1,424,798	82%
Occupancy Costs	93,327	108,393	14%	103,610	10%	113,362	82%	124,000	75%
Program Costs	443,018	372,460	-19%	376,420	-18%	520,298	85%	451,700	98%
Promotion & Development Costs	137,215	130,316	-5%	127,800	-7%	137,849	100%	130,200	105%
Total Expenses	2,124,280	1,905,565	-11%	2,054,144	-3%	2,510,220	85%	2,437,998	87%
Net Operating Income	228,877	177,145	29%	(351,324)	165%	(17,442)	1312%	(652,227)	35%
Other Income									
Net Contributed Support/Mats	-	-	0%	-	0%	-		-	0%
Net Investment Income	397,347	389,423	2%	182,660	118%	413,347	96%	226,000	176%
Net Other Income	397,347	389,423	2%	182,660	118%	413,347	96%	226,000	176%
Net Income	626,224	566,567	11%	(168,664)	471%	395,905	158%	(426,227)	147%

Reconciliation of Net Income to Operating Cash

April 2019

	ACTUAL	ANNUAL BUDGET	FORECAST
	July-Apr 2019	FY 2019	FY 2019
Net Income	626,224	(426,227)	395,905
Recon to Oper Cash			
Change in Assets	(27,871)	(30,661)	(27,871)
Change in Liabilities	(492)	127,983	(492)
Capital Expenditures	(165,866)	(75,000)	(170,866)
Depreciation Expense	141,054	170,000	170,000
Net Investment Income	(399,510)	(226,000)	(413,347)
Oper Cash Before Transfers	173,540	(459,905)	(46,670)
Transfer From:			
Fiduciary Group	60,339	331,000	63,492
Wealthstone	-	-	-
CFLC	34,312	-	34,312
McConnell/Imlay	112,888	41,000	117,888
Vanguard IRA	-	-	-
Temp Restricted	644,400	492,595	764,400
Total Transfers From	851,939	864,595	980,092
Transfer To:			
Fiduciary Group	(65,174)	(25,000)	(65,174)
Wealthstone	-	-	-
CFLC	-	-	-
McConnell/Imlay	(100,000)	-	(100,000)
Vanguard IRA	-	-	-
Temp Restricted	(849,074)	(463,500)	(859,074)
Total Transfers To	(1,014,248)	(488,500)	(1,024,248)
Net Transfers	(162,308)	376,095	(44,155)
Change in Oper Cash	11,231	(83,810)	(90,826)
Oper Cash at Begin Per	481,747	250,710	481,747
Oper Cash at End Period	492,978	166,900	390,921
Operating Cash per BS	492,980	166,904	390,921
Discrepancy	1	4	-

Balance Sheet & Cash Flow Statement

April 2019

	<u>Apr 30, 2019</u>	<u>Jun 30, 18</u>	<u>% Var</u>
ASSETS			
Cash			
Operating Cash	\$ 492,980	\$ 481,747	2%
Imlay Funds	\$ 87,853	\$ 99,801	-12%
Temporary Rest Funds	\$ 534,557	\$ 325,198	64%
Total Cash	\$ 1,115,390	\$ 906,745	23%
Accounts Receivable	\$ 4,622	\$ 5,069	-9%
Other Current Assets	\$ 105,136	\$ 76,818	37%
Total Current Assets	\$ 1,225,148	\$ 988,633	24%
Fixed Assets(Net of AD)	\$ 1,659,161	\$ 1,634,349	2%
Endowment Funds	\$ 7,577,974	\$ 7,213,568	5%
TOTAL ASSETS	\$ 10,462,283	\$ 9,836,549	6%
LIABILITIES & EQUITY			
Current Liabilities	\$ 121,492	\$ 98,234	24%
Long Term Liabilities	\$ 85,000	\$ 108,750	-22%
Equity	\$ 10,255,791	\$ 9,629,565	7%
TOTAL LIABILITIES & EQUITY	\$ 10,462,283	\$ 9,836,549	6%

<u>Operating Cash Flow Statement YTD</u>	
Net Income	\$ 626,224
Adjustments to reconcile NI	
Changes in Assets	\$ (27,871)
Changes in Liabilities	\$ (492)
Depreciation Expense	\$ 141,054
Capital Expenditures	\$ (165,866)
Investment Income	\$ (399,510)
Net Adjustments to Reconcile NI to Oper Cash	\$ (452,684)
Operating Cash before Releases	\$ 173,540
Net Transfers From Temp Rest (to)	\$ (204,674)
Net Transfers From Imlay Funds (to)	\$ 12,888
Net Transfers From Fiduciary Group (to)	\$ (4,835)
Net Transfers From Wealthstone (to)	\$ -
Net Transfers From CFLC (to)	\$ 34,312
Net Transfers From Vanguard ITA (to)	\$ -
Net Transfers	\$ (162,308)
Net Operating Cash increase(decrease) for period	\$ 11,231
Operating Cash at beginning of period	\$ 481,747
Operating Cash at end of period	\$ 492,978

CURRENT RATIO

Current Assets
Current Liabilities

	<u>FY 2019</u>	<u>FY 2018</u>
Current Assets	1,225,148	988,633
Current Liabilities	121,492	98,234
	\$ 10.08	\$ 10.06

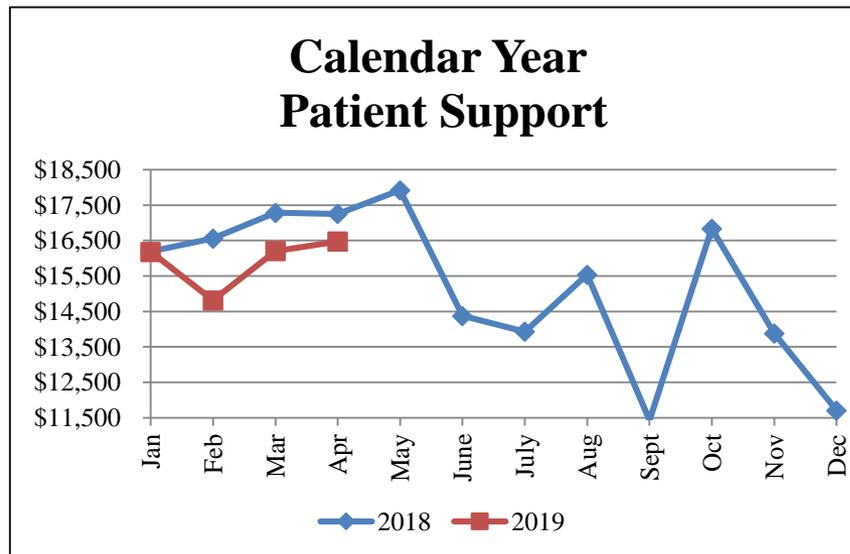
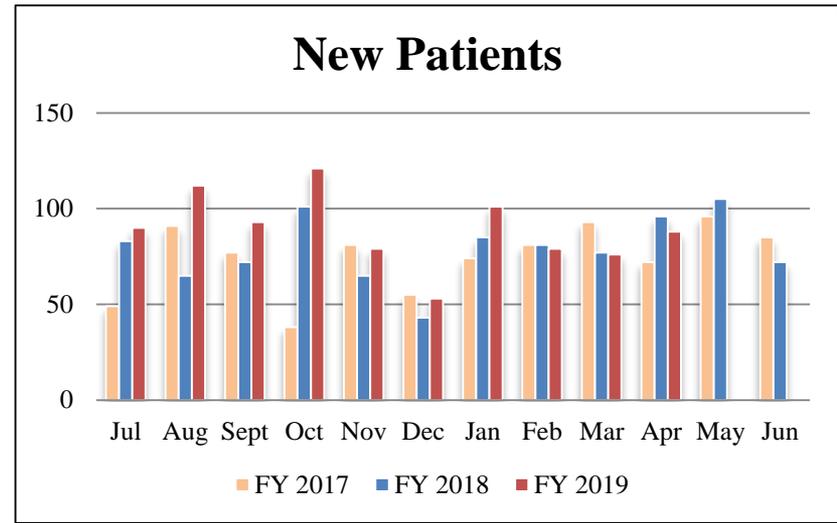
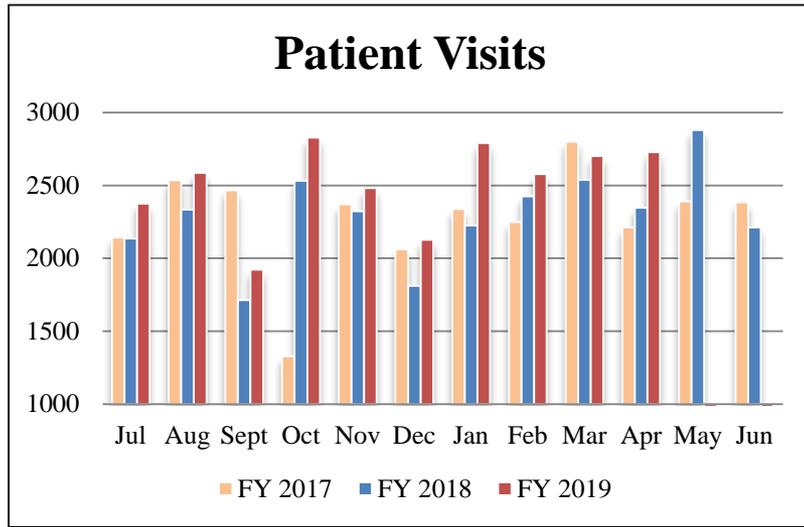
Unrestricted Cash On Hand

Operating Cash
Exp -Depr/365 days

	<u>FY 2019</u>	<u>FY 2018</u>
Operating Cash	492,980	481,747
Exp -Depr/365 days	6,412	5,844
	76.89	82.44



	Circle of Caring Gala	Latinos Unidos	Golf - Clinic Classic	Kentucky Debry Party	Millenium Club	Robert Pilon Concert	Total
Income							
Benefit Proceeds	322,360	55,930	71,324	11,883	450	20	461,967
Expense							
Benefit Expenses	80,223	2,486	31,589	5,324	4,775	0	124,397
Administrative Costs	6,294	0	63	0	0	0	6,357
Employee Costs	296	0	92	7	45	0	440
Occupancy Costs	0	0	0	0	0	0	0
Total Expense	86,813	2,486	31,743	5,331	4,820	0	131,194
Net Ordinary Income	235,547	53,445	39,581	6,552	-4,370	20	330,774
Other Income & Expense							
In-Kind Contributions	123,668	0	0	0	0	0	123,668
In-Kind Expenses	123,668	0	0	0	0	0	123,668
Net Other Income	0	0	0	0	0	0	0
Net Income	235,547	53,445	39,581	6,552	-4,370	20	330,774
	71%	16%	12%	2%	-1%	0%	100%





June 11, 2019

Ladies and Gentlemen:

We are pleased to present Volunteers in Medicine's proposed Fiscal Year 2020 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.

The Strategic Planning process completed in FY 2019 was part of the foundation for the preparation of the FY2020 budget. We continue to make improvements in providing quality care not only through program evaluation but also through technology upgrades. The FY 2020 budget takes into consideration the costs associated with the dynamic technology environment as well as the increased costs associated with a more defined public relations effort. The next fiscal year VIM will continue to improve efficiencies in providing quality care and safeguarding patient privacy. A more focused marketing strategy is being developed to target new volunteers as well as potential donors. Our focus on improving data collection in FY2019 will continue in FY2020 to demonstrate the impact our mission has to the community in an effort to broaden our donor base. The FY'20 budget, as approved by the Finance Committee on June 4 shows a 25% increase in revenues compared to FY'19 budget and a 12% increase in expenses compared to the FY'19 budget. The increase in expenses is due to the increase in payroll costs, marketing and development, as well as network costs.

The clinic will face challenges in regards to its physical plant to ensure patient privacy. The initial assessment of space requirements has begun with a plan being development in FY2020. This fiscal year, improvements to the McConnell Building took place with anticipation of potentially using this space to reduce the traffic in the clinic. The clinic maintains an inventory of approximately 70 computers and laptops. A plan was devised for computers to be replaced over three years. The FY2020 budget includes \$70,000 for computer replacement and \$40,000 for leasehold improvements.

This budget is being presented with the following assumptions:

- 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.
- 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'20 operating expenses will exceed on the accrual basis budgeted operating income by \$473,050, with expenses of \$2,709,050 and income of \$2,236,000. Adjustments from the accrual to cash basis show a cash shortfall from operations for FY'19 of \$446,413. Transfers from temporary restricted funds and from the Endowment will cover \$396,688 of this shortfall. The remaining \$49,725 will be covered by the forecasted operating cash of \$390,919 resulting in operating cash balance at June 30, 2020 of \$341,194.

As the clinic increases its support to the community, management continues to develop alternative fundraising strategies while maintaining the current cost structure. Strategies that will help ease some of these challenges include:

- The implementation of the Strategic Plan.
- Periodic review of the key performance metrics established in the Strategic Plan.
- Cultivation of existing donors to major donors and planned giving.
- Targeted marketing campaigns through social media and PSAVs.

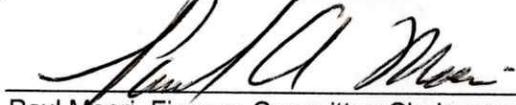
- Improved donor evaluation and profiles through new donor management tools.
- Local Business outreach through the Companies Who Care program.
- Continue negotiations with HHRMC for hospital support.
- Board Member donor cultivation through the Adopt-A-Donor Program.
- Grant Committee organized to research new grant opportunities.
- Increase of community awareness through outreach and new donor cultivation.

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 Cox, Executive Director



Paul Moeri, Finance Committee Chairperson



Fiscal Year 2020 Proposed Annual Budget

Presentation to the Board of Directors

June 11, 2019

Budget Assumptions

Volunteers In Medicine's proposed Fiscal Year 2020 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 2019 Forecast is shown based on results through April 30, 2019.
- To balance the cash budget by drawing 4.5% from the Endowment of \$287,900.
- Employee salaries have increased \$126,149 from FY 2019 budget as a result of a compensation survey completed and approved by the Executive Committee.
- No major programs or additions in services have been added to significantly increase Program Expenses.
- As the clinic continues to grow in number of patients served improvements to the facility become inevitable. The budget for Leasehold Improvements is \$40,000.
- The second phase of replacing aging computers will take place in FY 2020, the replacement budget is \$70,000.

Budget Highlights

- **Total Budgeted Revenue is decreased 10% from FY 2019 forecast:**
 - The overall revenue budget is conservative in areas that are not within the control of VIM Development:
 - Tribute Gifts
 - Bequests
 - Donor Jars
 - Government Programs
 - Matching Gifts
 - The budget is more aggressive in the listed areas. These are areas where additional marketing and personal connections are impactful. The communication of the Strategic Framework that was developed in the strategic planning process will assist in these areas.
 - Annual Appeal
 - Community Outreach/Events (Companies Who Care)
 - Grants
 - Benefit Proceeds (Sponsorships)
- **Total Budgeted Expenses for FY 2020 have increased 8% from FY 2019 Forecast.**
 - The Promotional and Development expense budget has increased 10% from FY2019 forecast due:
 - Increase in Donor Cultivation budget with the anticipation of increased one-on-one engagements to increase donor support.
 - Increase in Publications/Advertising budget with increased expenses in Public Service Announcements and Social Media advertising.
 - The Employees Costs budget has increased 11% due to the following:
 - Increase in Health Care bonus of \$22,500 (\$6,000 to \$8,000 per full-time employee by the end of the fiscal year)
 - 2.5-4% Salary merit increase to employees. Individual merit increase based on responsibility and service, to be determined by supervisor and Executive Director. Total merit increase was \$ 30,049.
 - \$47,583 increase in budgeted salaries due to the results of the compensation survey
 - Additional increases in taxes, travel, and continuing education.

Budget Summary

	Approved Budget FY'19	Forecast FY'19	Variance FY'19 FC to FY'19 Budget	Proposed FY'20 Budget	Variance FY'20 Proposed Budget to FY'19 FC
Revenues	\$1,785,775	\$ 2,492,778	\$ 707,003	\$ 2,236,000	\$ (256,778)
Expenses	\$2,437,999	\$ 2,510,220	\$ 72,221	\$ 2,709,050	\$ 198,830
Net Operating Income	\$ (652,224)	\$ (17,442)	\$ 634,781	\$ (473,050)	\$ (455,608)
Net Other Income	\$ 226,000	\$ 413,347	\$ 187,347	\$ 245,000	\$ (168,347)
Net Income	\$ (426,224)	\$ 395,905	\$ 822,128	\$ (228,050)	\$ (623,955)
<i>Adjustments to Reconcile NI to Operating Cash</i>					
Net Change in Current Assets/Liab	\$ 97,322	\$ (28,363)	\$ (125,685)	\$ (28,363)	\$ -
Capital Expenditures	\$ (75,000)	\$ (170,866)	\$ (95,866)	\$ (115,000)	\$ 55,866
Depreciation Expense	\$ 170,000	\$ 170,000	\$ -	\$ 170,000	\$ -
Net Investment Income	\$ (226,000)	\$ (413,347)	\$ (187,347)	\$ (245,000)	\$ 168,347
<i>Total Adjustments</i>	<i>\$ (33,678)</i>	<i>\$ (442,576)</i>	<i>\$ (408,898)</i>	<i>\$ (218,363)</i>	<i>\$ 224,213</i>
Operating Cash Before Net Transfers	\$ (459,902)	\$ (46,672)	\$ 413,230	\$ (446,413)	\$ (399,741)
Net Transfers from Temporary Restricted Funds (to)	\$ 29,095	\$ (94,674)	\$ (123,769)	\$ 81,788	\$ 176,462
Net Transfers from Imlay Funds -Cap Improv (to)	\$ 41,000	\$ 17,888	\$ (23,112)	\$ 10,000	\$ (7,888)
Net Transfers from Endowment Funds (to)	\$ 306,000	\$ 32,630	\$ (273,370)	\$ 304,900	\$ 272,270
Net Transfers from Vanguard (to)	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 376,095	\$ (44,156)	\$ (420,251)	\$ 396,688	\$ 440,844
Change in Operating Cash	\$ (83,807)	\$ (90,828)	\$ (7,021)	\$ (49,725)	\$ 41,103
Cash at Beginning of Period	\$ 250,710	\$ 481,747	\$ 231,037	\$ 390,919	\$ (90,828)
Operating Cash at End of Period	\$ 166,903	\$ 390,919	\$ 224,016	\$ 341,194	\$ (49,725)



Planning & Governance Committee Meeting

May 15, 2019

- With members of the Executive Committee, interviewed Board Candidates Dr. Patrick Snowman and Miriam Hernandez-Cruz; both of whom the Committee recommends for approval by the Board for a 3-Year term [*their resumes are included in your Board materials*];
- Began discussions on developing an Agenda for our offsite Board Meeting on October 8th to be held at Country Club of Hilton Head--which will also include an informal “cocktail” hour after the meeting where Board members will have an opportunity to meet VIM staff;
- Agreed to develop a “formalized” process for identifying and developing VIM “Chair” candidates;
- Once an Executive Director of the Alliance is identified, Committee members and selected staff will meet in an effort to establish a “firewall” between VIM-HHI and the Alliance.



**VIM – HHI Executive Committee Meeting
VIM Development Office Conference Room
15 Northridge Drive
Hilton Head Island, SC 29926
April 11, 2019**

The VIM Executive Committee meeting was held on Tuesday, April 11, 2019 beginning at 1:10 p.m. Jim Collet chaired the session, and other participants included Ray Cox, MD, Dedria Cruden, Mike Hall, Joe Scodari, Lynn Jennings Taylor and Andi Argast. Paul Moeri was unable to attend.

Dr. Cox relayed the news concerning fellow VIM Board member, Mike Pasquale, who is exploring treatment options for a recently diagnosed medical issue. Dr. Cox asked that we keep Mike and his family in our thoughts and prayers. This is a request readily followed for Mike is a friend to all who are privileged to know him.

There have been a number of discussions of late regarding the relocation of VIM America (formerly the VIM Institute) and the considerations that require review and resolution as a result of that move particularly in light of its proximity to VIM-HHI. Again, at this meeting, the committee revisited the need to establish well-defined lines of demarcation in a number of areas. The most important of these relates to the chance, however unintentional, of donor overlap and / or fundraising that could interfere with our established “base” as well as our future outreach. The need for closure on this matter takes on added significance now that VIM America’s mission has expanded (no change in fundamental responsibilities but a broadening of its agenda) to include fundraising.

Ned Allen, a highly valued, three-year member of the VIM Board, has also served with distinction on the national Board for the past two years. Because of the concerns outlined above, the EC examined this situation very carefully and, determined it is in the best interest of all concerned, for Ned should he choose, to remain on both Boards where his influence, insight and creative approach to multiple challenges have been outstanding. Ned’s actions and record speak volumes to allay any concerns regarding conflict of interest that may have initially existed. Dedria advised the EC that these sentiments were fully supported by Ginger Allen and the Development team.

Joe and Jim provided an update on their recent meeting with their counterparts, George David and Barbara Elbertson from Bluffton-Jasper VIM. Joe described the meeting as “open and productive”, with agreement from all parties that quarterly meetings should be scheduled in the future in order to keep the dialog going. Maintaining strong lines of *communication* will continue to be important when addressing issues of mutual concern (i.e. separation of VIM America’s donors from those of the local clinics) and when situations surface where there’s a difference in opinion or process where the outcome could potentially have a significant impact on the other.

At this point, predicating the exact “nature” of a future relationship and / or association between our two clinics is difficult to determine beyond certain common sense and good-neighbor actions. We do, however, know that we remain mindful of, and sensitive to, the original intent of our long-term stake holders.

In Paul’s absence, Joe provided the EC with a brief summary of the financial report he will present at the full Board meeting that follows later today. He will focus on the proposed budget and the factors considered in its preparation. Joe emphasized the vital role Development has played...and continues to play.... to ensure our financial well-being.

Dr. Cox reported on the intense focus concerning process improvement currently underway at the clinic. Joseph Pelham, a subject expert, spent three days on-site during which he studied the patient flow processes, medical records and pharmacy processes and IT. (Consulting services were performed at a greatly reduced fee and were paid for by the CFL.) According to Joseph, VIM’s resources are “overwhelmed” and we need to step back. Factors contributing to his conclusion include: 1) the number of patients, especially the volume of walk-ins and their impact on flow; 2) the increase in the seriousness of presenting medical issues; 3) space constraints inhibiting the ability to accommodate patient privacy; 4) the need for a more robust orientation plan for both lay and professional volunteers; and 5) the difficult task of providing high quality patient care and ensuring patient safety with limited resources. Regarding space issues, an architect neighbor of Anthea Grogono (former Dental Clinic Director) has agreed to create a space plan to make better use of our buildings.

Tom Ralser, author of several books including “ROI for Nonprofits” (required reading for the Strategic Planning team last year) and “Asking Rights”, will be leading workshops at the clinic next week regarding how best to market organizational value. His message and principles continue to positively influence the implementation of the SP.

Dr. Cox also commented on the PSA’s and the encouraging feedback he has received from those who have had the opportunity to view them. Per Dedria, although they have not yet had significant impact on fundraising, they have definitely increased community awareness of VIM’s value to our community.

The meeting was adjourned at 2:25 p.m.

Respectfully Submitted By:

Andrea J. Argast

June 13, 2019



REPORT OF THE DENTAL DEPARTMENT

DR. ROB LINDSEY, DIRECTOR

JUNE 4, 2019

The dental clinic's production figures continue to grow this year and is notable by the first quarter numbers this calendar year. The approximate 13.6% increase in production is attributed to an increase in patient visits, improvement in patient treatment protocols, and a greater number of dentists providing denture and partial care. Additionally, the dental clinic continues to improve no-show occurrences.

The dental hygiene department recently participated in extended clinical training aimed at improving patient care, diagnostic image treatment planning and program protocols to improve overall patient treatment efficiency. Dr. Rob Lindsey was present to provide diagnostic and clinical training input to better create uniformity in the department. We additionally consulted with the dental clinic's dentist specialists to assist in creating treatment protocols to ensure efficient scheduling. We will continue to provide quarterly training to all staff members.

The first calendar year quarter marked the completion of the dental clinic's annual participation in the American Dental Association's Give Kids a Smile events. This year, like previous years, dentists, hygienists and staff provided screenings for the Boys and Girls Club of Hilton Head and The Children's Center. However, unlike previous years, the dental clinic was approached by the Boys and Girls Club of Bluffton requesting screenings for their programs participants as well. The dental team was very well received and subsequently provided 200 dental screenings. Overall this year, the dental team provided nearly 500 screenings, provided take-home care kits and educational material for children in both Hilton Head and Bluffton.

In years past, the dental clinic has annually hosted students from three dental schools. However, this year the student rotations from the University of North Carolina at Chapel Hill were eliminated by the school's administration for several reasons. First, the university relied on housing provided by VIM at a minimal cost to students. The rental lease has since been terminated by VIM and alternative housing is far too costly for students during summer months on Hilton Head. Second, the university worked diligently to establish working relationships with more localized charitable institutions in the Chapel Hill area with which to provide their students with hands-on practical training. Losing the 2, month-long rotations will be a notable loss for VIM patients.

The dental clinic is still in need of more volunteer dentists. The clinic is bracing for a drastic shortage in available patient appointments as several dentists leave the island for the summer months. We will continue our marketing efforts to reach out to the community for additional dentist volunteers.



Medical Executive Committee Tuesday June 4, 2019

Present: Dr.'s Larry Gunn, Charles Duvall, Gerry Schroeter, Raymond Cox, Pat Burns, Douglas Brown, Lito Palma, Rob Lindsey, Steven Siegelbaum, and Mr. Jim Collett

Excused Absence: Dr.'s Doris Beatty, Rick Sunderlin, Richard Chalson

The minutes of the March 26, 2019 meeting were approved as written.

New Provider Dr. Douglas Brown was introduced to MEC. Dr. Brown is an Ultrasound Radiologist who has expressed interest in Gynecologic US, and in US guided tissue biopsies.

Medical Director Report: Dr. Cox

Dr. Cox reported incoming Board Member Dr. Patrick Snowman is the Chief Medical Officer of Hilton Head Hospital. We hope that he can improve communication in “the transition of care” from the HH hospital and its Emergency Dept. to VIM when we are assuming the care of a discharged patient.

Dr. Cox related that at a VIM Staff Meeting in May, problems to solve were listed as 1) Patient privacy, 2) Too many patient visits during clinic sessions, 3) Better use of technology, 4) Better use of staff and volunteers, 5) Missing charts. This meeting was in preparation to the three-day site visit of Joseph Pelham to assess our clinical and technology process.

Mr. Pelham visited May 20- 22. His full written report is not yet available but the preliminary opinion included:

1) We are overwhelming our resources, in that too many patients were being seen per session. There were too many unscheduled “walk in” patients, and the complexity of our patient care was increasing. Clinical areas of marked increase in care were Mental Health and Dentistry.

2) There are problems in flow of patients from the front door to the providers. We need to ensure privacy for patients and reduce redundancies in vital signs and patient questions if they are stable and are seen with minimal time differences by different providers. Further, some patients with stable problems are seen too frequently.

3) In regards to EMD, the problems were complex. Our current system is over 10 years old and does not generate reports easily. On the other hand,

changing EMD systems would be expensive and painful for our part time providers to learn.

There is a consultation scheduled June 19-20 by Tom Ralser in regards to fundraising.

VIM Board Report: Mr. Jim Collett

This is Jim's last meeting as Board Chair. He reported that VIM had a good financial year and did not require any funds from our endowment for operating expenses. He discussed the human-interest ads currently being run on WSAV that were created with the help of Board Member Ric Gorman. The ads have been favorably received in the community.

The national VIM headquarters are in the process of moving from Vermont to Hilton Head and have been renamed to VIM America, formerly VIM Institute. It is hoped that Board Member Ned Allen will help the national office intensify their efforts and build the name recognition throughout the country.

Quality Improvement and Chart Audits: There was no report

Department Reports:

- a) *Urology*- Lito Palma, MD: No new business to report
- b) *Surgery*- Larry Gunn, MD: No new business to report
- b) *Pediatrics*- Tip Putnam, MD: Reduction of Pediatricians to 2 this summer has impacted services
- d) *Neurology*- Gerald Schroeter, MD: please see attached report
- e) *Mental Health*- Doug Walter, MA: was unable to attend
- f) *Internal Medicine*- Doris Beatty MD: was unable to attend
- g) *Infection Control/Epidemiology*- Robert Brown, MD: was unable to attend
- h) *Hypertension/Cardiology*- Steven Keil, MD: there is a reduction in providers this summer, ECHO's have added to the patient load
- i) *Gynecology*- Richard Chalson, MD: was unable to attend
- j) *Diabetes/Endocrinology*- Rick Sunderlin: was unable to attend
- k) *Dental*- Robert Lindsey, DDS: please see attached report

Attached MEC Reports:

Neurology Department

DR. GERALD SCHROETER

JUNE 4, 2019

Dr. Duff and I discussed our Clinic experience and have a few constructive suggestions for enabling more effective Neurological care:

- *Encouraging all physicians/practitioners to utilize Dragon dictation system to provide more legible reports/EMR's.
- *Attempt to encourage timely patient visits to start promptly at 8:30. AM, with Neurology revisits scheduled prior to new patients.
- *Request some staff availability after 11:30 AM, until last patient has been examined.

Dental Department

DR. ROB LINDSEY, DIRECTOR

JUNE 4, 2019

The dental clinic's production figures continue to grow this year and is notable by the first quarter numbers this calendar year. The approximate 13.6% increase in production is attributed to an increase in patient visits, improvement in patient treatment protocols, and a greater number of dentists providing denture and partial care. Additionally, the dental clinic continues to improve no-show occurrences.

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Volunteers in Medicine – Technology Committee Meeting Minutes

May 22, 2019

I. Call to order

The meeting of the Volunteers in Medicine - Technology Committee was called to order at 12:00 on May 22, 2019.

II. Roll call

Dr. Cox conducted a roll call. The following persons were present:

- John Anderson
- Joe Buckingham
- Demetra Ladson
- Raymond Cox, MD
- Gretchen Oley, MD
- Scott Burns (Progressive Technology)
- Joseph Pelham (T10 Consulting)

III. Engagement Outline

This meeting was focused around the initial findings/comments of T10 consulting and allow committee members a chance to ask questions.

The purpose of the overall engagement was to assist VIM in reviewing our processes to maximize the efficiency of our operations to ensure we can meet the goals set forth in our Strategic Plan. Since the clinic relies heavily on donor support, minimizing or eliminating non-value-added steps and maximizing the cost efficiency of our operations is critical. One of the key interests in the engagement is developing a roadmap to overcome the unique challenges posed by the volunteer environment.

The scope was a three day “on the ground” engagement to perform an end to end high level assessment of key functional areas. The three main areas of focus were the front office, pharmacy and medical records.

Expected deliverables are the following:

- (1) A charter that identifies key issues to be evaluated, processes to be mapped and the scope of the current engagement.
- (2) A report summarizing the engagement, reviewed processes, related process maps and recommendations on how to improve operational functionality in the areas reviewed.

IV. Committee Discussions

Mr. Pelham started his review by stating how courteous the staff and volunteers were to him while he was onsite. Key points from the committee meeting:

- (1) Surveys were conducted of staff and volunteers
- (2) Mr. Pelham did a walk-thru following the “lifecycle of a patient”.
- (3) Three key areas he focused on were:
 - (i) Chart Flow
 - (ii) Patient Flow
 - (iii) Patient Privacy

Demetra and Stan are going to put together a process flow of how they see things occurring today. Dr. Cox to provide to the rest of the committee

- (4) A discussion ensued about how EMD was not as efficient and easy to use as some staff feel it should be.
 - There are considerable concerns around reporting and not being able to run reports on what Ms. Ladson and others feel should be available. The committee discussed, with Mr. Pelham concurrence, doing an RFP to bring EMD to the table to defend their position on current service levels along with much needed capability improvement.
 - Mr. Pelham suggested a user survey be conducted to determine what the roadblocks are in adopting the software. It was suggested by Mr. Pelham that some of the doctors may not even be aware of the full capabilities of EMR.
- (5) After considerable discussion on multiple topics, Mr. Pelham continued with his review of the “Walk-in Process”.
 - He suggested there be checklist at every station throughout the organization. Having a checklist displayed clearly at the terminal,

regardless of the job function, would help reinforce job responsibilities and required steps.

- There was a suggestion that the clinic investigate using tablets or older computers to allow patients to “self-check-in” or complete forms.
- There needs to be signs outside the door and throughout the reception area to clearly state what documentation is needed. It was brought up that adhering to current requirements for someone to be eligible for VIM services, isn’t always being followed. We need to better enforce standards.
- The check-in process needs some assistance. Veteran volunteers have “staked out” their favorite jobs, therefore new volunteers are potentially given less desirable jobs where they may be a better fit somewhere else. Mr. Pelham suggests volunteers rotate around to two or three different areas.
- Robust discussion ensued around the need to adopt EMRs. It was suggested that VIM make EMRs mandatory. Give the volunteers and staff the training needed, but people need to either assimilate or disassociate themselves with VIM. Is everyone at VIM for the right reasons or pulling in the same direction to achieve VIMs goal of serving the people in the community? “We need to get to the source of truth.”, according to Mr. Pelham as to why adoption of EMR is not occurring.

While the overall discussions were extremely beneficial to all, it did open other opportunities the committee, staff and the board needs to address. A comprehensive security plan the committee has been working on is frivolous if the some of the core functions of VIM aren’t corrected first. The intention of this document is to report the discussion that occurred during our meeting. The committee awaits the final report from T10 Consulting and reserves the ability to compare its minutes to the final report to ensure consistency and completeness.

V. Adjournment

Mr. Anderson adjourned the meeting at 2:20PM.



Thank you for your service!

Ned Allen

Tom Brettingen

Jim Collett