



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

**Hilton Head Library – Community Room
11 Beach City Road
June 11, 2019**

Present:

Ned Allen, John Anderson, Honorary Board Member Kay Bangs, Tom Brettingen, Joe Buckingham, Jim Collett, Dedria Cruden, Miriam Hernandez-Cruz, Frederick Hack, Michael Hall, Rob Lindsey, DDS, Honorary Board Member Mary Ellen McConnell, Linda Meir, Marion Payne, Marc Punterei, Charles Sampson, Joe Scodari, Steven Siegelbaum, MD, Patrick Snowman, MD, Lynn Jennings Taylor, Julie Camp-Tome, DDS and Andi Argast

Ex-Officio:

Ginger Allen, Ray Cox, MD

Absent:

Jim Hicks, Randy Light, (Ex-Officio) Allan McCollough, Paul Moeri, Mike Pasquale and Robert Sable

Index of Motions and Board Vote

- 180** Motion to approve April 9, 2019, Board Regular Meeting Minutes
- 181** Motion to approve two (2) individuals as new Directors of the VIM Board
- 182** Motion to re-elect four (4) individuals for a 2nd three year term
- 183** Motion to approve the 2019-2020 slate of officers
- 184** Motion to approve the fiscal year 2020 Proposed Annual Budget

Board Vote 180

Resolution Motion: Approval of April 9, 2019, Board Regular Meeting Minutes
Moved by Joe Scodari, seconded by Dedria Cruden
Resolution passes: unanimous

Board Vote 181

Resolution Motion: Motion to approve the following two (2) nominated individuals to be elected as Directors of the VIM Board for a three-year term in accordance with ARTICLE IV of the VIM By-laws: Miriam Hernandez-Cruz and Patrick Snowman, MD

Moved by Mike Hall, seconded by Steve Siegelbaum

Resolution passes: unanimous

Board Vote 182

Resolution Motion: Motion to approve the following four (4) nominated individuals be re-elected for a 2nd three-year term in accordance with ARTICLE IV of the VIM By-laws: Ned Allen, Morris Campbell, Marion Payne and Bob Sable

Moved by Mike Hall, seconded by Marc Punterei

Resolution passes: unanimous

Board Vote 183

Resolution Motion: In accordance with ARTICLE V, OFFICERS, motion to elect Lynn Jennings Taylor, Chair, for a two-year term (2019 – 2021) and to elect Joe Scodari, Vice Chair, Paul Moeri, Treasurer and Andi Argast, Secretary for the 2019-2020 Board year

Moved by Mike Hall, seconded by John Anderson

Resolution passes: unanimous

Board Vote 184

Resolution Motion: Motion to approve the FY 2020 proposed annual budget presented by and unanimously approved by the Finance Committee. (Note: the approved budget includes funds to cover employee merit salary increases and an increase in the health care stipend for fulltime staff.)

Moved by Joe Scodari, seconded by Mike Hall

Resolution passes: unanimous

Opening Comments:

Jim Collett opened the meeting at 1530 and welcomed all attendees. The VIM Mission and Vision statements have traditionally been read by one Board member. At today's meeting, Jim's last as Chair and at his request, they were recited in unison by all those present.

Jim asked Mike Hall, Governance and Planning Committee Chair, to introduce three motions relating to Board composition as of July 1, 2019. Please refer to motions 181, 182 and 183, all of which were passed unanimously. New Directors Miriam Hernandez-Cruz and Patrick Snowman, MD joined the meeting following the vote and were welcomed enthusiastically.

Management and Standing Committee Reports:

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

Dr. Cox was pleased to report on the markedly improved patient discharge planning process following hospitalization. He credits much of this to Dr. Snowman, Chief Medical Office (and new VIM Board member) whose commitment to better communication between the hospital and the clinic staff has been a catalyst in promoting change. The patient Dr. Cox reported on at last month's meeting was an immediate beneficiary and a prime example of the importance of care transition and management between the hospital and VIM.

The steady increase in the number of patient visits has stretched many of our processes, accentuated space constraints and, in general, highlighted the need for change to ensure continued quality patient care. To this end, a Process Improvement Expert spent time at the clinic, determining the current system is overwhelmed and recommending we pause and examine our challenges and options. It was clear that managing the number of appointments and, especially, placing a limit on walk-ins was an absolute necessity. In addition, using our volunteers more efficiently by revamping the orientation process for professionals and cross-training our non-medical volunteers would strengthen our resources. Regarding space issues, Anthea Grogono, former Dental Clinic Director, has reached out to an architect friend who is willing to help with redesign within the same footprint. This hopefully will help address several issues including patient privacy concerns.

Dr. Cox advised the Board of the upcoming workshop at the clinic. Tom Ralser, author of the book "ROI's for Non-Profits.....Organization Value Proposition" will serve as facilitator. His book was required reading for the Strategic Planning working group, and the principles he embraces are integral to the implementation of the Strategic Plan itself.

Dr. Cox briefly commented on the proposed budget that will be covered more fully in the Finance Committee report later in the meeting. He mentioned specifically that, for the fourth year in a row, we have not needed to use the 4.5% disbursement from the endowment.

Lastly, Dr. Cox expressed his thanks to Jim for his leadership as Chair and especially for the significant increase in Board member engagement during his tenure.

Development Dedria Cruden, Chair (please see separate report)

Dedria's update of happenings within Development again reinforces the intense focus, productivity, creativity and commitment of the team. The "Save the Date" effort to alert long term Gala and VIM supporters has been highly effective resulting in 265 guests (out of a max of 500) indicating interest. It should be noted that the spouses of several VIM Board members are actively involved in the Gala planning process. Securing sponsorships (we currently have 40K in sales) is ongoing. The list of new and exciting and unique live auction items is being finalized

with a “Pig Pull” under consideration at today’s meeting and described to the Board by fellow member, Charles Sampson. The roast would serve 100 guests and is a terrific example of outside the box thinking. It would be a Board hosted event requiring a minimum of fifteen Board members to work under the direction of grill master chef Charles (who successfully headed up a similar event for the Symphony.) There was general agreement to support in theory.....*and* willingness to participate.....in the “Pig Pull”....a definitely different experience sure to raise interest and enthusiasm!

Dedria thanked the Board for its ongoing Gala support especially as table hosts. She asked members to review the names of potential business sponsors listed in her pre-Board report and to consider making contact where professional or personal connections exist. Other support actions include reaching out to a member’s home golf course to request a round of golf for 4 and helping to offset the cost of live auction big ticket items (i.e. the Kentucky Derby trip).

Dedria also mentioned using Facebook as a “birthday fundraiser”.(Please see how-to directions in the Board package.) Thank you, Mary Ellen McConnell for generously sharing your birthday celebration....on Facebook....to benefit VIM!

SERG remains committed to host VIM events as it did with this year’s Kentucky Derby Party at the Poseidon. One of Development’s goals in this regard is to favor events requiring a minimum of staff effort and that have the potential of expanding our appeal to a new group of supporters (per an Executive Session discussion at our April 9, 2019 Board meeting).

Marketing Ric Gorman, Chair (please see separate report)

Ginger Allen presented the Marketing report in Ric’s absence and showed the Board two additional video testimonials, Sandra Easterline (a dental patient) and Dr. Frank Hart (a physician volunteer). Both messages were from the heart, moving and compelling and particularly so to the Board who viewed them in succession. They demonstrate not only the importance of VIM from the patient’s perspective but also how precious its mission is to our volunteers who serve so compassionately.

Ginger provided information regarding the number of times the completed videos were seen (102,070), the high percentage they’ve been viewed in their entirety and viewers who have clicked through to the VIM website. Given these stats plus the PSA airings and the targeted digital marketing campaign, progress is being made toward the goal of creating increased awareness of VIM. The hope is the very positive emotional response translates ultimately to a healthy number of new donors. *(For stat tracking, please refer to the digital campaign stats included in the pre-Board mtg. package.)*

Finance Paul Moeri, Chair (please see separate report)

In Paul's absence, Joe Scodari provided a comprehensive report referring to the details and assumptions of the proposed fiscal year 2020 budget contained in the Financial Dashboard prepared by Susan Jones (and included in its entirety in the pre-Board meeting package). Explanation behind the budget preparation methodology is also further outlined in a letter dated June 11, 2019, written to the Board and signed by Paul and Dr. Cox.

As Paul has suggested in past meetings and Joe presented to the Board today, the overall revenue budget is conservative in areas not within our (Development's) control such as tribute gifts, bequests, matching gifts or donations made by patients. Conversely, the budget is more aggressive in areas where Development's efforts have the potential of more directly impacting the bottom line (i.e. the annual appeal, grants, community outreach).

Budget assumptions highlighted in the dashboard and referred to in the Proposed Budget letter to the Board are as follows:

- Balance the cash budget by maintaining a 4.5% draw from the Endowment
- Provide an employee salary increase based on merit
- No major programs or additions in services; maintain current level
- As the number of patients served increases, improvements to the facility will be inevitable
- Phase two of the replacing aging computers will take place in FY 2020

Mike Hall elaborated on the topic of compensation and health care. The results of a compensation survey, conducted at no cost to the clinic, indicated it was time to move forward concerning salaries and a health care supplement provision more in line with the realities of today's employment environment. Individual merit increases will be based on responsibility and service and will be determined by department chairs and Dr. Cox. The health care increase (for a new total of \$8,000 annually for full time employees) will be administered by the end of the fiscal year. Ned Allen commented that a consolidated health care plan, one that could cross state lines, is under consideration by VIM America.

Motion 184, including funding of the increased compensation / health care stipend was approved unanimously. Dr. Cox thanked the Board on behalf of the staff.

Governance and Planning Mike Hall, Chair (please see separate report)

Mike extended a welcome to new Board members, Miriam Hernandez-Cruz and Dr. Patrick Snowman. G & P and the EC had an opportunity to interview both at a recent meeting, and there is no doubt they will be positive additions to the Board. Their three-year term will begin on July 1, 2019.

Discussion has begun regarding the annual off-site meeting scheduled for October 8th at the Country Club of Hilton Head. It will be an afternoon event with an informal gathering of Board

members and staff to follow at the home of newly elected VIM Board Chair, Lynn Jennings Taylor. Mike will keep the Board informed as the agenda begins to take shape. In the meantime, recommendations / suggestions concerning issues to be discussed will be welcome and reviewed for possible implementation.

Mike commented on VIM America (formerly the VIM Institute) and the need to establish clearly defined boundaries in responsibilities and outreach. Once an Executive Director (CEO) for VIM America has been named, it will be very important for that individual and representatives from VIM-HHI to lay the foundation of a mutually agreed upon relationship at the earliest opportunity to do so. *(Please note: Mark Cruise has since been hired as CEO of VIM America.)*

Jim remarked on Ned Allen's contributions to both VIM-HHI and VIM America. He has been an asset to both Boards and managed very successfully to serve each without conflict of interest. In response to Jim's comment, Ned replied "*VIM America won't survive if the (individual) clinics don't thrive!*" Ned mentioned there is much work to be done as only a small fraction of people across the country who otherwise would qualify are not currently being served.

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

According to Rob, the dental clinic's productivity has shown a marked increase, 13.6%, over a similar timeframe in 2018. This can be attributed to several factors including an increase in patient visits, improvement in patient treatment protocols and more dentists providing denture and partial care. As Rob has mentioned in previous reports, the continued focus on lowering the no-show rate has proven to be a worthwhile effort. In addition, quarterly training for all staff is in place to ensure efficiency and overall improvement in the quality of patient care.

The dental clinic has a long-established relationship with the Boys and Girls Club of Hilton Head and the Children's Center. Our annual participation in the Dental Association's Give Kids a Smile program has now widened to include, at the request of the Boys and Girls Club of Bluffton, their organization as well. The team of dentists, hygienists and staff provided a total of nearly 500 screenings and take-home care kits and educational materials.

Lastly, clarification regarding licensure is needed from the state as it has become more difficult for whatever set of reasons for volunteer dental professionals to obtain approval paperwork.

Medical Executive Committee Steven Siegelbaum, MD, Chair (please see separate report)

Steve reported that process improvement was front and center at the most recent MEC meeting. How can we do a better job with what we have? The conclusions (in summary, the system is "overwhelmed") reached by consultant Joseph Pelham are not necessarily new discoveries to VIM's physician community who for some time have voiced concerns regarding the number of patients per session, the fact that patients are presenting with more complex problems, the disruption in flow caused by "walk-ins", the lag between patient sign-in and his / her arrival in

the exam room. The equally long-standing issue of EMD use vs handwritten notes was also discussed. Per Steve, is entering and editing EMD data the best use of a physician's time and, if so, is the current system, now ten years old, the best one available? Although problems associated with EMD are complex, changing systems would be expensive and involve another challenging learning curve for our volunteers.

Technology Committee John Anderson, Chair (please see separate report)

According to John, the topic of electronic medical records (EMD, the specific system used at VIM) was the big topic of conversation relating to initial findings during the technology meeting with Joseph Pelham, T10 Consulting. Technology has a presence in all of our clinic processes with an efficiency impact on each. Three were targeted....chart flow, patient flow and patient privacy. Although the committee is currently waiting for the final report from T10 before undertaking or revamping certain processes (i.e. a comprehensive security plan), Lynn Taylor suggested that the report findings will not be a panacea for all of our problems, and there are other areas (i.e. patient volume) that can be addressed in the meantime.

Concerns exist regarding EMD, particularly the challenge of running certain reports, a capability which one would expect should be available from this system. John complimented Demetra Ladson, Electronic Medical Records Support Manager, who has been a dynamic force encouraging EMD use by our volunteers, helping them to better understand its capabilities and, in general, lessening the threat level posed by technology. Software updates, incidentally, could be in the range of thirty-five thousand dollars.

Recognition of Retiring Board Members:

Joe Scodari recognized retiring Directors Tom Brettingen and Jim Collett who are completing their tenure on the Volunteers in Medicine Board effective June 30, 2019. Both have given generously of their time, energy and expertise. Tom has served multiple times as the Golf Classic Chair a job requiring tremendous organizational skill and more than a little perseverance in order to secure outstanding venues and sponsorships for the annual event. Jim, as Board Chair, was determined to continue the tradition of excellence but to also introduce a sense of fellowship among Board members. Hence, the annual off-site meeting, a blend of dedicated think tank time as well as an opportunity to become better acquainted. Jim also initiated something that seems so obvious in retrospect but wasn't done previously... inviting the Executive Director to Executive Committee meetings. *We all* have benefited from this seemingly simple, yet far reaching change. Under Jim's leadership, the 2020 Strategic Plan was initiated and completed. Joe, who was asked to lead the project, commented that he is grateful to be the recipient of Jim's trust.

Joe thanked Tom and Jim for their service and presented them with certificates of appreciation.

New Business:

There was no new business.

Adjournment:

The general session was adjourned at ~ 1705.

EXECUTIVE SESSION:

There was a brief discussion concerning Bluffton-Jasper VIM and what we might be able to do together in the future. A second, equally brief discussion, involved further clarification of budget assumptions.

The meeting was adjourned at 1720.

Approved By:
Jim Collett, Board Chair

Respectfully Submitted By:
Andrea J. Argast, Secretary
June 18, 2019