



Board of Director's Meeting
July 22, 2024
5:00-6:00pm

- 1) Call to Order and Attendance | Ms. Becca Bruhl, Board Chair

- 2) Consent Agenda | Ms. Becca Bruhl, Board Chair
 - a) Board of Director Minutes | June 24, 2024
 - b) Governance & Nominating Minutes | July 16, 2024
 - c) Finance Minutes | July 8, 2024
 - d) Executive Minutes | July 8, 2024

- 3) State of the Facility Reports | Mr. Aaron Thompson, Executive Director
 - a) Clinical Update | Kendra Robinson
 - b) Business Office | Jacob Cooper
 - c) Operations | Maggie Beamon
 - d) Dental | Dr. Lorenzo Modeste
 - e) Marketing & Communications | Michelle Williams
 - f) Communications & Development | Susan Dunn
 - g) Grants & Development | Tonya Sabb

- 4) Committee Reports
 - a) Finance Committee | Melissa Tucker, Chair
 - b) Governance & Nominating | Becca Bruhl, Chair
 - i) Mr. David Aday
 - ii) Dr. Robin Nelhuebel
 - c) HRSA – FQHC Update | VCHA

- 5) New Business
 - a) Vice Chair Vote (Mr. Rashid Jones, MBA)
 - b) Planning & Performance Committee Chair (Mr. Scott Herr)

- 6) Next Board Meeting | August 26, 2024 at 5:00 pm

- 7) Adjourn



To assure access to quality health and wellness care to the residents and workforce of the Greater Williamsburg Community

Board of Directors Meeting
June 24, 2024
5:00-6:30pm

1. Call to Order and Attendance | Mr. Christopher James, Board Chair

Attendance			
Members Present		Members Absent	Staff Present
Christopher James	Rana Graham-Montaque	Adria Vanhoozier	Aaron Thompson
Becca Bruhl	Rick Jackson	Jennifer Kirby Henderson	Lorenzo Modeste
Melissa Tucker	Cheryl Holland	R. Scott Herr	Michelle Williams
Amanda Ulishney	<i>John McGlennon</i>	Rashid Jones	Jacob Cooper
Cheryl Fields	<i>Caleb Rogers</i>	Shannon Woloszynowski	Susan Dunn
Christine Payne		<i>Larry Snyder</i>	Tonya Sabb
Cornelius Powell		<i>Brian Fuller</i>	
Frank Sisto		<i>Doug Holroyd</i>	
Henry Ranger			
Jonathan Weiss			

2. Consent Agenda | Christopher James, Board Chair

- a) Board of Director Minutes | May 20, 2024
- b) Governance & Nominating Minutes | June 5, 2024
- c) Finance Minutes | June 10, 2024
- d) Executive Minutes | June 10, 2024 - correction board member count should be 17-25.
- e) Communications and Development Minutes | June 18, 2024 - remove Jennifer Henderson from attending.

A motion was made to accept the consent agenda with the above corrections by Rick Jackson and seconded by John McGlennon, and approved by the board.

3. FQHC Presentation | Christopher James

- a) The Center was recently made aware that the application process has been opened for more FQHC “new access points.”
- b) This process will require significant work from staff and the board to apply and, if accepted, to be in compliance with FQHC policy.
- c) There is a strict timeline. The first filing is due August 15th, and the secondary filing is due September 30, 2024.
- d) Several bylaw changes would be required to be voted on and updated.



- e) This status would make the Center eligible to receive federal money and grants.
- f) Any changes do not need to be in place at time of application, but there is a time limit for compliance from HRSA.
- g) Tracey Douglas Wheeler is willing to meet with the board to discuss our FQHC application and answer questions. The goal is to set this up as a Zoom meeting within the next two weeks.
- h) Questions opened to the floor
 - i. 51% of the board will need to be patients (seen at this facility within the previous 24 months). How would we accomplish this? FQHC documents state that a patient “Must establish a medical record within the previous 2 years”
 - ii. What are one or two items we must change to become compliant? The Center will have a qualified individual coming to conduct an “audit.”
 - iii. What is the initial funding? \$650K

A motion to move forward with applying to have FQHC status was made by Rick Jackson and seconded by Frank Sisto and was approved by the board.

4. State of the Facility Reports

- a) Facility Information | Mr. Aaron Thompson, Executive Director
 - i. The Center’s employee of the month for May is Georgia Muller Torchik
 - ii. Several grants from corporations as well as jurisdictions have been granted. WHF – Basic Operating and CCC, COW, and JCC. We expect to hear about our Sentara Cares grant within the next week.
 - iii. The dental contract with Eastern State has been renewed for FY’25.
 - iv. We have signed an agreement with Cherry Beckaert for our FY24 audit and 990. Heather Modispaw will be our contact within JCC.
 - v. Tom Brownlie and David Lees presented the Ford’s Colony check from their fundraising efforts through their resident’s campaign and golf tournament.
 - vi. The Board of Supervisors has approved our lease – 2024 – 2027. Renewable annually.
- b) Business Office | Jacob Cooper
 - i. No questions were raised.
- c) Dental | Dr. Lorenzo Modeste
 - i. Are there any residual effects from GKAS? Dr. Modeste replied that we have seen many patients come back for further treatments.
- d) Marketing & Communications | Michelle Williams
 - i. Is there a golf ball drop update? Michelle replied that we are considering moving the date to fall to increase donations.
- e) Communications & Development | Susan Dunn
 - i. No questions are raised.
- f) Grants & Development | Tonya Sabb
 - i. No questions were raised.



5. Committee Reports

a) Finance Committee | Melissa Tucker, Chair

i. FY'25 Budget Review

1. No questions were raised. A vote to approve the budget was taken during the WAMAC annual meeting session.

ii. Discussion on moving endowment funds not to exceed 5% annually.

1. The finance committee moved to change the bylaws to state that the transfer of endowment funds is not to exceed 5% annually. Anything over and above that threshold would require board approval. Jackson seconded the motion, which was approved by the board.

iii. Current financials discussed.

b) Communications and Development | Mr. Frank Sisto, Chair

i. The Ford's Colony Charity Classic and Resident's Campaign raised \$80,000. FCCC donated much of the overhead and food costs.

ii. Under Frank Sisto's leadership, outreach and fundraising have increased, and he feels that the staff at Olde Towne is the result of this.

c) Governance & Nominating | Becca Bruhl, Chair

i. Due to the possibility of FQHC, some of the policies regarding the board's makeup will need to be reviewed, discussed, and updated.

ii. Ask staff to look for possible candidates for being a patient representative board member.

iii. The role of jurisdictional representatives' status needs to be reviewed. BOS J. McGlennon has recommended 1 representative per jurisdiction, and their ability to vote will be further discussed.

6:00 pm - OTMDC meeting suspended and WAMAC annual session began

6. WAMAC Annual Session

i. FY'25 Budget

1. An opportunity to entertain questions and or comments with regard to the FY25 budget proposal was given. Discussion ensued.

2. A motion was made to approve the budget as presented by Dr. Cornelius Powell and seconded by Jonathan Weiss and the motion was **approved** by the board.

ii. Change to bylaws

1. An opportunity to entertain questions and or comments with regards to the change in the bylaws stating that the number of board members will be no less than 17 and no more than 25.

2. A motion was made to approve the bylaw change as presented by Rick Jackson and seconded by Frank Sisto and the motion was approved by the board.

iii. Election of new chair

1. Becca Bruhl was voted affirmatively as the Board Chair.

2. A motion was made by the Executive Committee for the election of Becca Bruhl as Board Chair by acclimation and was approved by the board.

A motion was made to adjourn the WAMAC session was made by John McGlennon and seconded by Rick Jackson and board approved to end session.

6:15 WAMAC session ends and OTMDC meeting continues.

7. New Business

a) Presentation of appreciation for term-limited board members.

8. Next Board Meeting | July 22, 2024 at 5:00 pm

9. Adjourn: a motion to adjourn the meeting was made by John McGlennon and seconded by Rick Jackson and was approved by the board.

**Governance & Nominating Committee Meeting
July 16, 2024 | 12:00pm**

- Call to Order
 - The meeting was called to order by Becca Bruhl at 12:02, and a quorum was present.

- Roll Call

Members Present	Members Absent	Staff Members Present
Becca Bruhl, Chair John McGlennon Cornelius Powell Christine Payne		Susan Dunn (minutes)

- Approval of Minutes
 - The minutes from the June meeting were approved by the board at the June board meeting.
- FQHC Updates
 - Bylaws will need to be reviewed and updated. The FQHC committee is still sorting out what exactly will need to be completed.
 - The current focus will be on adding more at large members and in the coming months.
- Recruitment of Board Members
 - Several individuals were discussed.
 - Christine Payne spoke with an interested candidate, Elias, and he would be a good fit to represent the minority and immigrant population.
 - Cornelius Powell recommends reaching out to Steve Prince from W&M. He is very active in the community.
 - David Aday reached out to Jonathan Weiss and is retired and interested in working on the board.
 - Dr. Robin Nelhuebel would be a representative from Riverside.
 - Becca Bruhl has several recommendations that could bring a Latino perspective.
 - Total number of positions to fill 3-4
 - This would bring the total to 16-17 at large members, plus current 6 jurisdictional members.
 - Candidates to Prioritize

- Robin Nelhuebel
 - David Aday
 - Sandra Cabellaro
 - Motion to present to the board these candidates for membership to the board was made by John McGlennon and seconded by Cornelious Powell. Motion approved.
 - The others should be offered committee memberships or considered for openings next fiscal year.
- Updated board positions
 - Rashid Jones accepted Vice Chair position.
 - Scott Herr accepted the Chair position for the Planning and Performance committee.
 - Board Retreat
 - Discussion on having a board retreat this fall will continue.
 - Possible topics for the board retreat would be
 - Strategic planning
 - Creation of a Patient Advisory Board
 - Adding committee members that are not on board
 - FQHC discussion with a facilitator
 - Next Meeting | August 7, 2024



**Finance Committee Meeting Agenda
July 8, 2024 | 3:30pm**

- Call to Order
 - The meeting was called to order by Melissa Tucker at 3:30, and a quorum was present.

- Roll Call

Members Present	Members Absent	Staff Present
Melissa Tucker, Chair Becca Bruhl Cheryl Fields Scott Herr Jonathan Weiss Heather Modispaw Brian Fuller	Amanda Ulishney	Aaron Thompson Gary Preston Jacob Cooper

- Minutes from the June meeting were reviewed and approved by the Board during the June meeting.
- Review of Financial Reports for 6/30/2024.
 - The \$900k (grant money that came during FY24, but is marked for FY25) will be moved.
 - Revenue is closer to \$2.9m rather than \$3.8m.
 - Verifying JCC funds official posting date. Should be placed under FY25 if they posted in June.
 - Remaining check from Ford’s Colony should be marked for FY24.
 - Discussion on Medicare/Medicaid reimbursements and how the county handles processing them.
- Status of Year end June 30, 2024 period 13 adjustments in MUNIS
- Reviewed the Endowment performance and transfer history
 - Discussed spreadsheet data.

- Question regarding the cost of Vanguard to manage the account. Mr. Thompson will look into the exact percentage.
- Melissa Tucker will begin creating a quarterly report to view the current gains/losses within the endowment.
- Discussion regarding if it would be beneficial to create a second account to keep the \$2.25m of the endowment separate. What would be costs to do so? Would it be worth it?

- Facility Updates | Aaron Thompson
 - FY24 audit process is underway.
 - Lease has been received from the county and will be forwarded on to the Executive Committee for review.
 - Chris, Aaron, and Becca will be visiting VCHA tomorrow to discuss FQHC application questions with Michael Jackson and Tracy Douglas.
 - The impact report is currently being created.
 - There will be staff training on 7/25/24.
 - Ranganai Simango has submitted his application to JCC to make him a vendor for us to use his contracted services out with our transition to QuickBooks.
 - Looking at transitioning our bookkeeping from JCC to in house to comply with FQHC policy.

- Next Meeting: September 9, 2024 | 3:30 pm

- Adjournment
 - With no further business to be discussed the meeting was called to adjourn by Scott Herr and seconded by Jonathan Weiss.

**Executive Committee Meeting
July 8, 2024 | 5:00**

- Call to Order
 - The meeting was called to order by Ms. Melissa Tucker at 4:34, and a quorum was present.

- Roll Call

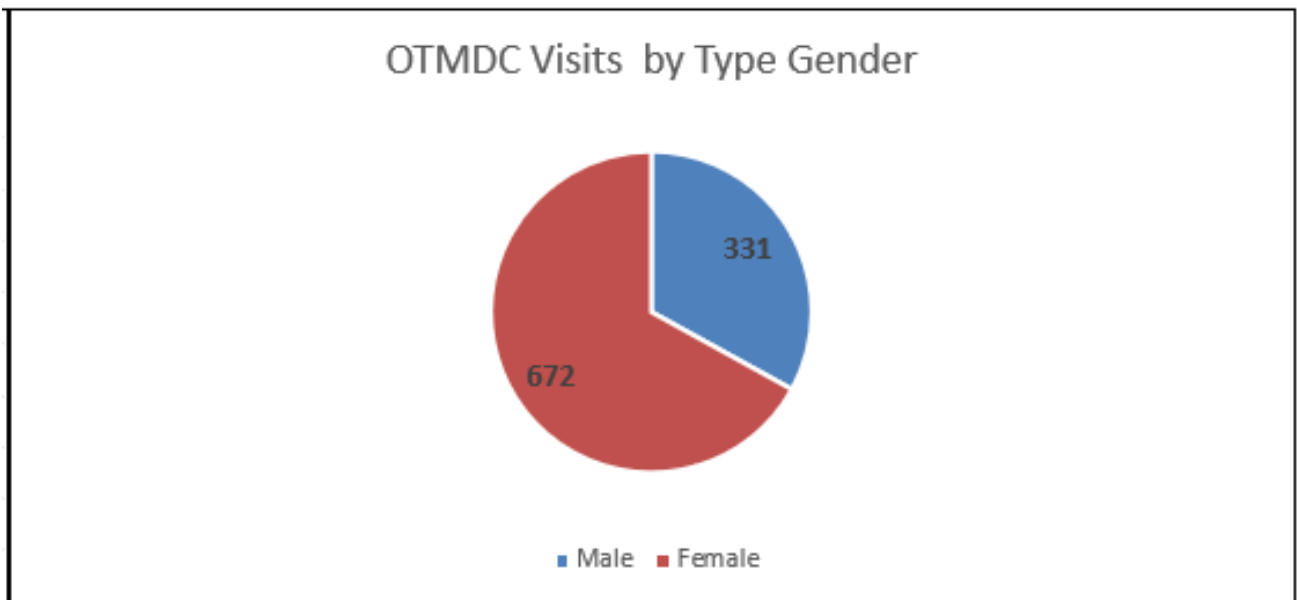
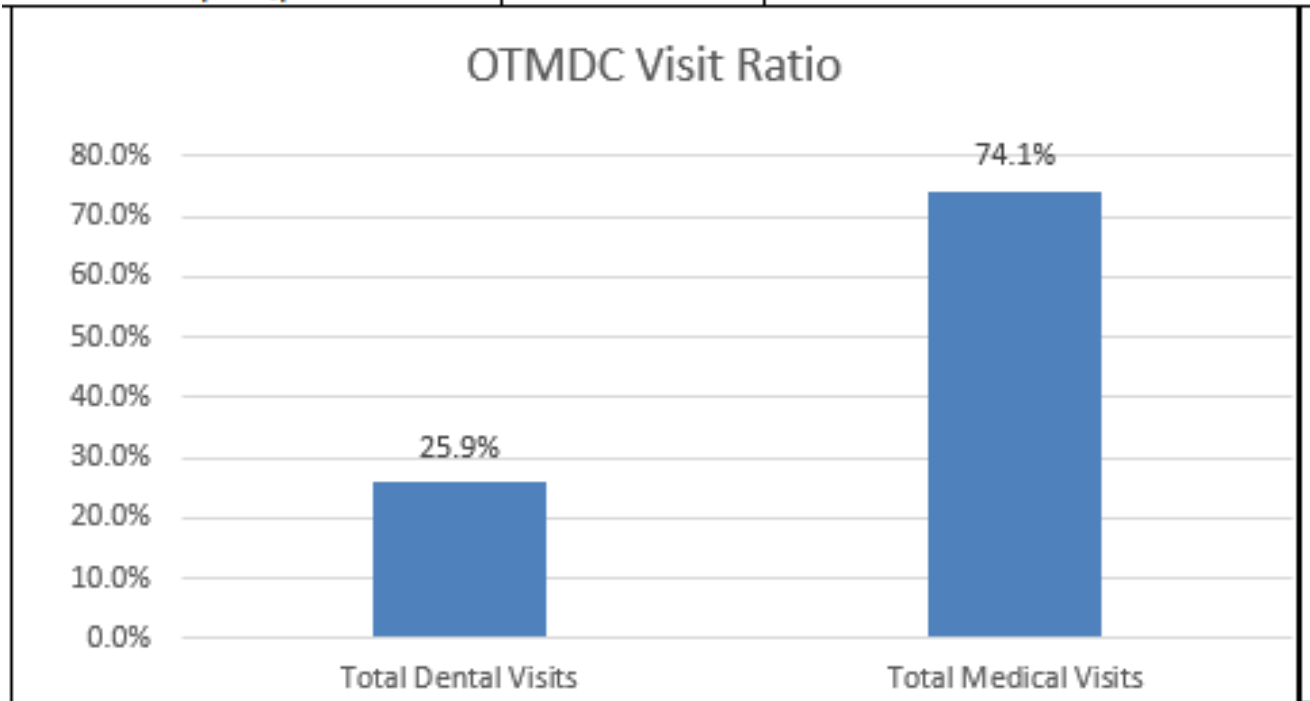
Members Present	Members Absent	Staff Present
Becca Bruhl Melissa Tucker Jonathan Weiss Scott Herr Chris James		Aaron Thompson

- Approval of Minutes
 - The minutes from June 10, 2024 meeting were approved at the June board meeting.
- FQHC Discussion
 - Chris James, Aaron Thompson, and Melissa Tucker will be meeting tomorrow with VCHA’s Tracy Douglas and Michael Jackson to discuss questions regarding applying for FQHC status.
 - By August 15, 2024 the OTMDC will submit the application as well as a budget plan.
 - September 30th additional supplemental items are due.
 - Notification of award is around June 2025 to begin July 1st 2025.
 - The Unmet Needs metric will be analyzed.
- Committee Reports
 - Governance & Nominating | Becca Bruhl
 - We currently have 13 at large board members, 6 jurisdictional members for FY’25.
 - Some at-large members need to be added to balance out the board.
 - Jonathan Weiss has suggested some candidates and they are under review.
 - Committees are still in need of an Events & Outreach, Planning & Performance, and G&N chair.
- Next Meeting | September 9, 2024

- Adjournment

- With no further business to be discussed the meeting was called to adjourn by Jonathan Weiss and seconded by Melissa Tucker.

Total Patients	768
Total Visits	1,003
Visits per {patient	1.31



NUMBER OF CLIENTS SERVED

Category	Visits	Ratio
Total Dental Visits	260	25.9%
Total Medical Visits	743	74.1%
Total Visits	1,003	

GENDER

Gender	Visits	Ratio
Male	331	33.0%
Female	672	67.0%
	1,003	

AGE

Age Groups	Visits	Ratio
0-11 Months	2	0.2%
1-11 Years	78	7.8%
12-18 Years	67	6.7%
19-35 Years	229	22.8%
36-64 Years	502	50.0%
65+ Years	125	12.5%
	1,003	

RACE

Race	Visits	Ratio
Asian	47	4.7%
Black	163	16.3%
Hispanic	345	34.4%
White	257	25.6%
Other	191	19.0%
	1,003	

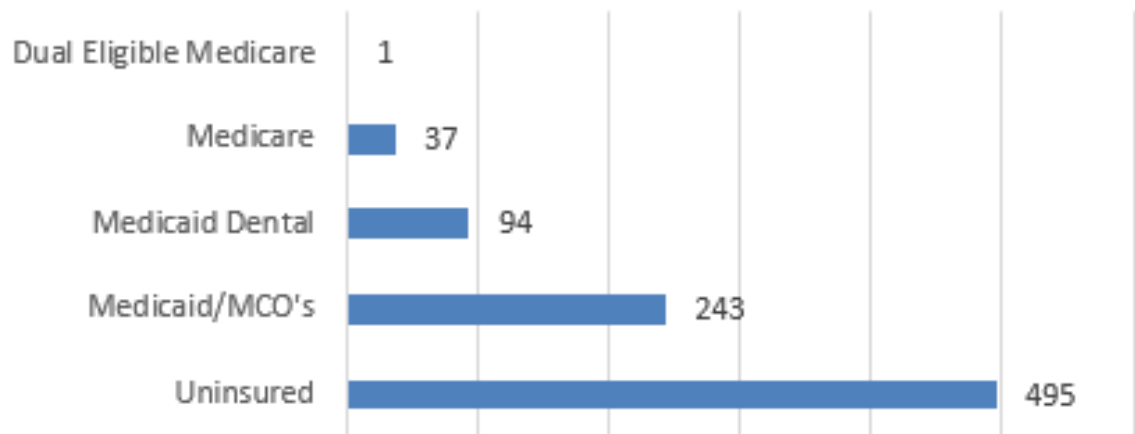
SLIDING SCALE

FPL Sliding Scales	Visits	Ratio
Level B 100% FL & Below	285	28.4%
Level C 101-138% FPL	129	12.9%
Level D 139-166% FPL	44	4.4%
Level E 167-200% FPL	21	2.1%
Level F 201-250% FPL	14	1.4%
Non Compliant Patients	65	6.5%
Full Fee	9	0.9%
Level I (Insured)	436	43.5%
Budget		0.0%
	1,003	

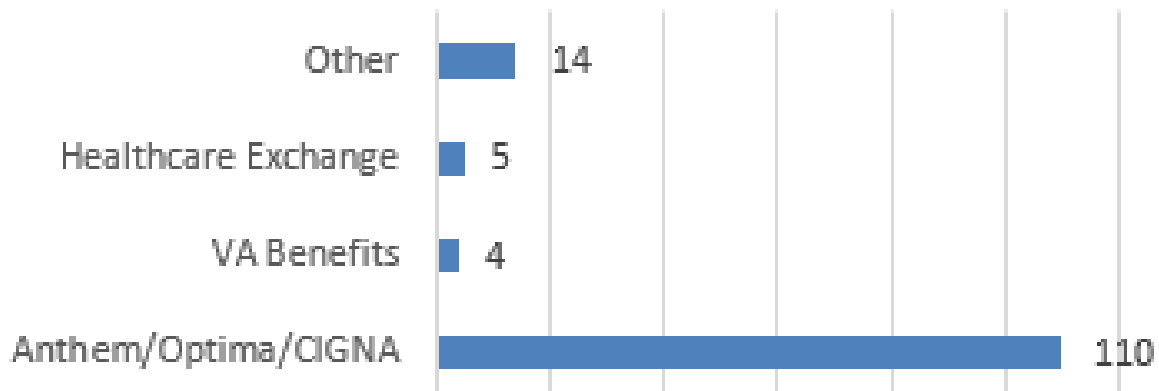
HEALTH INSURANCE

Insurance Category	Visits	Ratio
Uninsured	495	49.4%
Medicaid/MCO's	243	24.2%
Medicaid Dental	94	9.4%
Medicare	37	3.7%
Dual Eligible Medicare	1	0.1%
Commercial Ins.		
Anthem/Optima/CIGNA	110	11.0%
VA Benefits	4	0.4%
Healthcare Exchange	5	0.5%
Other	14	1.4%
	1,003	

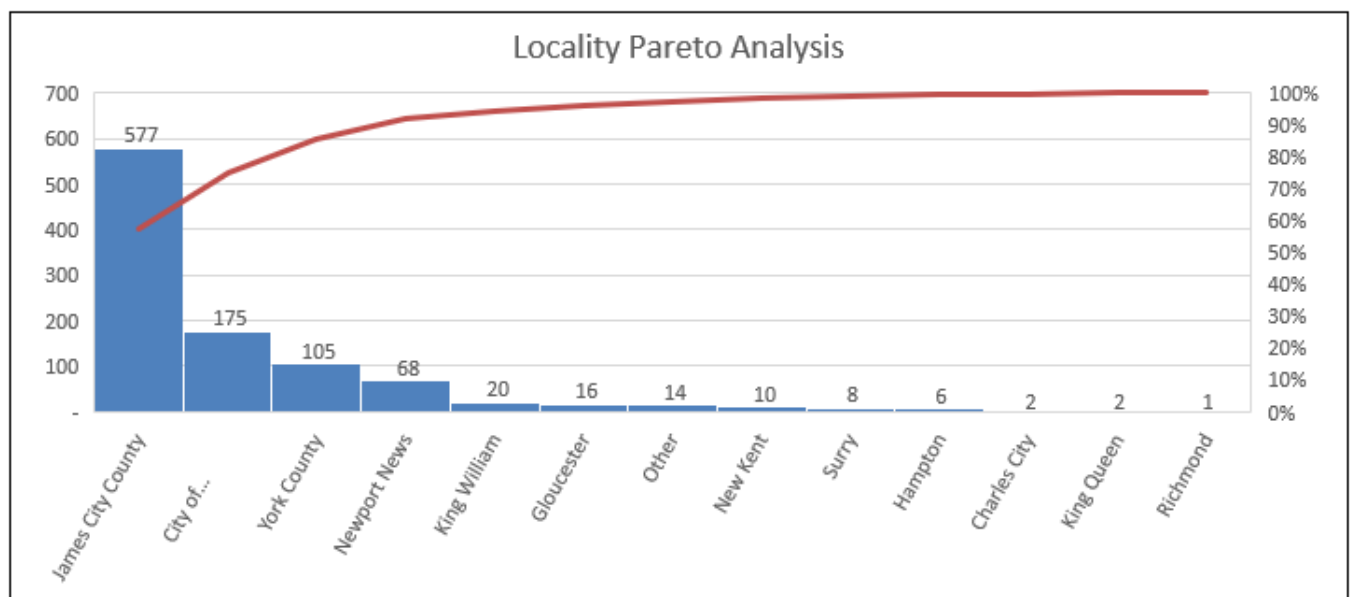
Encounters by Carrier - Other



Encounters by Carrier- Commercial



LOCALITY			
Location	Visits	Ratio	Cumulative %
James City County	577	57.5%	57.5%
City of Williamsburg	175	17.4%	74.9%
York County	105	10.5%	85.4%
Charles City	2	0.2%	85.6%
Gloucester	16	1.6%	87.2%
King Queen	2	0.2%	87.4%
New Kent	10	1.0%	88.3%
Newport News	68	6.8%	95.1%
Hampton	6	0.6%	95.7%
King William	20	2.0%	97.7%
Richmond	1	0.1%	97.8%
Surry	8	0.8%	98.6%
Other	14	1.4%	100.0%
1,004			



Clinical Department Update: 7/19/2024

Submitted by: Kendra Robinson, FNP

- **Medical Department**

- Vacancies:

- PRN Medical Assistant (Vacant since 12/1/2023)
- Nurse Practitioner/Physician Assistant (1)
 - Lisa Coleman, FNP started at OTMDC on July 1, 2024. She is in the orientation phase of her journey with OTMDC.



Lisa Coleman, FNP

- We continue to recruit for one additional NP/PA.
 - Applications are under review and interviews should be scheduled by the end of the month.
- **Integrated Care Update:**
 - Recruitment for a psych NP or psychiatrist continues.
 - A potential candidate may have been identified. More to come as details become available.
 - Kiara Robinson, a behavioral health consultant employed by CBH, began her work at OTMDC on 6/17/24. She has fit right into the OTMDC team and has provided services to 15 OTMDC patients thus far.

- Bacon Street continues to provide counseling weekly for our patients.
- Melvin Snead continues to come biweekly to provide counseling for our patients and has added a few hours a month to accommodate growing need for counseling.
- VMAP is available to providers daily.

- **General Updates**
 - We have partnered with Louisa Johnson and WJCC schools to provide vaccines for their students during the summer. Thus far, we have staffed two of the vaccine clinics and provided all of the vaccines.
 - In June we provided 121 vaccines to 53 students.
 - **The next vaccine clinic is to be held on July 31st at James Blair Middle School.**

 - **COVID is on the rise.**
 - In the last two weeks we have had one staff member out with COVID and 5 patients have tested positive for COVID. We will continue to monitor this in the coming weeks.
 - Pneumonia cases among children is also on the rise.
 - We have had four children (all flu and COVID negative) be diagnosed with pneumonia in the past month. We are not sure what the common denominator is among these children, but we will continue to monitor this as well.

Business Office Departmental Update: July 2024

- The business office continues to remain ahead of schedule in compiling the necessary data and documentation for the FY24 audit.
- We continue to monitor patient demographics data to ensure that we have the correct locale selection for their county of residence. This aids in maintaining the accuracy of our CSR report.
- Olde Towne conducted a table-top test of our emergency action plan where we discussed fire scenarios, ensuring everyone's understanding of exit and gathering points. This meets the CMS requirement for this year.
- This fiscal, total AR fell from over \$520,000 to \$357,000 and our average AR days (average amount of days to collect on what we've billed) fell from 120 to 49.
- The business office continues to conduct insurance verifications and eligibility checks ahead of patient appointments.
- The previous fiscal was successfully closed in our practice management system with no issues. Our first Medicare Credit Balance report will be submitted before July 30.
- The business office continues to work with Ops Management and volunteers to purge old records and consolidate our storage units.

Date 07/19/2024

By: Margaret “Maggie” Beamon

Medication Access Program

- For the past fiscal year, MAP has requested 2,752 medications on behalf of 339 patients which was valued at \$2,826,565.30. MAP assisted 173 new patients and completed 78 Medicaid applications.

Dates: 07/01/2023 – 06/30/2024		
Patient Count	Request Count	Total Value (AWP)
339	2,752	\$2,826,565.30

Operations Manager

- We are continuing to monitor the incoming calls to the main line and adjust our workflow as needed in hopes to improve the response time for both answering the phones and responding to voicemails received.
- We are continuing to adjust the dental schedule in order to accommodate the patients who have been waiting for an appointment.



To assure access to quality health and wellness care to the residents and workforce of the greater Williamsburg Community.

Dental Department Update June 2024

As the summer continues to sizzle from the heat, Olde Towne Dental Clinic continues to focus on treating patients! The clinic has partnered with the Medical College of Virginia Dental School in Richmond and we are rotating fourth year dental students. They come to the clinic on Thursday and Friday (all day). They will continue to rotate thru the clinic until April 2025. I help students with diagnosis and treatment planning, along with various disciplines in the field of general dentistry. Of course, the students need general supervision, but the students are willing to accept all forms of constructive criticism.

The clinic is such a unique learning environment because we have patients from various countries and the dental procedures and treatment can be vastly different from our training in American institutions. It's really interesting to discuss with the students the unique differences and how foreign dentists' treatment can be vastly different from our training. We recently had a patient from Uzbekistan that needed a redo on a root canal. The treatment was very "different" from our treatment here in the states, but we were able to help assist her in getting the proper treatment that she needed!

We are continuing with our treatment of dentures and partial dentures along with crown procedures. The clinic has also noticed that Dentaquest (Virginia Medicaid) has been approving more crown procedures, which will create an increase in monthly revenue. For the month of June, the clinic had 245 patient visits. The monthly revenue can be directed from the business office report. As we look forward to a continued warm summer, the Center will continue to provide excellent care to the community.

Dr. Modeste



To assure access to quality health and wellness care to the residents and workforce of the greater Williamsburg area

Marketing & Communications Report Summary

June 12, 2024 – July 12, 2024

Events & Fundraising:

The annual **Ford's Colony Resident's Campaign and the OTMDC CHARITY CLASSIC Golf Tournament** on May 15 received a ceremonial check for \$80K from the event. The Resident's Campaign received an actual amount of \$51,496 and the tournament netted \$30,302.44 after expenses making the grand total \$81,798.44. The goal was \$75K.

Second annual **Golf Ball Drop** date has been moved to September 12 to allow for more participation. We have 2 opportunities to raise funds at public events in August and early September in addition to regular continued advertising.

The team is working on a **Casino Night** New Fundraising Event for November 2. We plan to have gaming tables with "play" money, drinks and appetizers and a DJ and dancing. We hope to host the event here in the OTMDC building on a Saturday evening. Tickets will include entry, chips for playing, and 2 drinks and food. More info as details become available.

We have signed up to have a table at the **Summer Breeze Concerts** in Colonial Williamsburg for August and September as the non-profit guest. This is a new endeavor for both OTMDC and Colonial Williamsburg.

The team is working on applying for the **Riverside Sponsorship** for 2025 events with the intention of securing a sponsorship for the 2025 Gala.

Working with Virginia Beer Company to host another **Brewery Night** in August at their facility.

Communications:

Email Blasts/Newsletters: Working on the July Newsletter. Info about upcoming events will be highlighted along with staff news.

Posted content for **Social Media Posts** on all channels as well as happenings about Olde Towne along with health information for patients. Focus is on News and Services, Fundraisers, Summer Safety, Volunteer and Board needs.

Michelle placed an ad for OTMDC in **Next Door Neighbors** and we have placed information concerning the Community Baby Shower and the Sentara Mammography event with multiple connections throughout the community.



To assure access to quality health and wellness care to the residents and workforce of the greater Williamsburg area

Marketing & Outreach:

Staying connected to **GWOM and FISH** by attending their quarterly meetings on behalf of Olde Towne.

Attended bi-monthly meeting with the **Williamsburg Advisory Council** at PAA to stay abreast of needs and community resources available for patients and families.

Olde Towne will be participating with Real People Educating Others **Back To School Event** in August. Olde Towne will have a table at the event again this year. Any volunteers that would like to help are welcome.

Impact Report is near final pages being complete. Donor information has been input and will not be printed this year but will have a QR code so that donor information can be downloaded and will also live on the website. This will significantly cut costs on pages to be printed as well as mailing costs. Planning to complete by month end with the hope of printing and mailing in early August.

Social Media Analytics

Facebook Reach 1.6K Facebook Engagement 749 Reactions 276

Instagram Reach 237 Instagram Followers 321 Instagram Engagement 138

Communications & Development | Susan Dunn

June 2024

Development

- Events
 - Community Baby Shower
 - This was hosted by OTMDC. I worked with the event sponsors on getting the flyer finalized, creating a google form for RSVP's to the event and tracking those attending, as well as arranging lunch for the attendees. The event went well, there were giveaways, raffle prizes, speakers, food, and vendors information/giveaways for those in attendance.
 - Planning has begun on a fall casino night type event.
 - Potential flyer has been created.
- Volunteers
 - Starting to see an uptick in volunteer applications the closer we come to the fall semester starting at W&M. We did receive an application from a retired NP who will begin working at the clinic shortly.

Communication

- Website
 - Keeping the website up to date with events, board changes, new items to make tasks easier for patients/clinic, as well as setting up a password protected page for board members to access documents.
- Misc
 - Continuing to create infographics for social media and print documents, as well as maintaining patient/staff informational boards.
 - In the midst of preparing for our staff training alongside the development department. We have secured a venue at no cost, lunch for the staff, and working on activities that will focus on teamwork and bonding.

Board Report: OTMDC Activities and Progress

By

Tonya Sabb, Grants & Development

July 2024

I. Grants

- Researching new grants that align with our mission.
- Researching companies for Sponsorships to fund upcoming events.
- Completed two grants and one sponsorship.
- Currently working on two new grants that are opening beginning of August that I have already had success with. The hope is to continue the funding relationship that has already been established.
- With Aaron's guidance I'm working on yearend reports gathering data and collecting information for two of the WHF grants.

II. Networking and Community Engagement and Outreach

- Involved with the coordination of preparing gift bags and food for the Baby Shower sponsored by Olde Towne. Made connections with the NAACP of Williamsburg.
- Currently training and working on NAP s credits. Successfully submitted application to continue to receive credits through the NAP program with Lisa Tinker.
- Trained with Lisa Tinker on submitting NAP credits for our Physicians once completed I researched board members who could benefit from the program, I made phone calls and sent emails.

- Currently continuing to gather the information needed to submit by August 15th.

III. Development and Event Planning

- Currently working with Susan and Michelle the development team on a “Casino Royale” night. I’ve been in touch with different casino event planning companies. The one that gave the best price was Richmond Casino & Poker Rentals. A sponsorship form was created along with a preliminary budget and much more.
- Continuing to meet with the development team and share many more fundraising ideas.

OTMDC Finance Committee
July 2024
Summary Report to the Board

Recommended Actions:

None.

Financial Report: attached to this report is the ‘condensed’ year to date financial report for year ending 6/30/2024. The report is before final adjusting entries for the year. The audited financial statements are expected to have some differences.

Revenue: Total revenues from operations year to date are \$3.804m, 114% of the annual budget. The higher revenue continues to include \$489k of grant income received that was not included in the budget. *It also appears that \$900k of fiscal year 2025 grant income will be reclassified. Without this \$900k, revenue will be \$2.904m, which is 87% of the fiscal year 2024 budget.* Patient revenue (before deduction of bad debt expense) is \$852 and 61% of budget. Net patient revenue (after deduction of bad debt expense) is \$893k after an increase to revenue adjustment of \$40k and \$500 (receipts of prior bad debt). This brings net patient revenue to 67% of budget. In June of 2023 net patient revenue was \$979k, so we are \$86k below the previous year. The current fiscal year net patient revenue is \$440k below budget.

Public support revenue is at \$185k, which is 32% of budget, and is \$147k less than June of last year. The public support received to-date is from Individual giving plus \$16,000 from corporate contributions, \$2,700 from smaller foundations and \$5,000 from local organizations. Fundraising is at 76% of budget and is made up of \$49k for the golf tournament, \$78k for the gala, and \$15k other. Grant income is recorded at 321% of budget, see comment above about unbudgeted and fiscal year 2025 grant income. *It is likely that fiscal year 2024 grant income will be adjusted to \$1m and 172% of budget.*

Expenses: Total expenses are \$3.344m, 96% of budget. Personnel costs are 93% of budget, with other (non-salary) operating costs at 110% of budget.

Net income/loss from operations (revenues less expenses) is currently recorded at \$460k, *but without the \$900k it will be <\$440k> for the year* vs. budgeted net loss of <\$160k>. Last year’s unaudited net income/(loss) through June was <\$366k> and the audited amount for operations was <\$399>.

The **endowment fund** is at \$6.062m as of June, 30, 2024, which is a net increase of \$510k for the fiscal year. This is after \$330,000 was transferred to the operating account on March 13, 2024. The fiscal year realized earnings and market gain come to \$840k.

Current Assets: Cash balance is \$920k, a decrease of \$31k from the end of June 2023 balance. Receivables (net of allowance for doubtful accounts) are \$155k, a decrease of \$47k from the June 2023 balance.

Other business/activities:

The next finance committee meeting is scheduled for September 9, 2024 at 3:30 pm.

Respectfully submitted,
Melissa Tucker, Chair, Finance Committee

OTMDC -- Summary Financial Results: YTD 6-30-2024

<u>Income-Expense:</u>					
	<u>Tot. June</u>	<u>Total YTD</u>	<u>Annual Budget</u>	<u>Variance</u>	<u>% of annual</u>
<u>Revenue:</u>					
Local Government	\$ 1,975	\$ 641,020	\$ 619,868	\$ 21,152	103%
Patient Revenue	\$ 37,257	\$ 852,146	\$ 1,405,321	\$ (553,175)	61%
Less: Bad Debt "Adjustment"	\$ -	\$ 40,088	\$ -	\$ 40,088	
Less: Bad Debt Expense	\$ -	\$ 527	\$ (72,000)	\$ 72,527	-1%
Net Patient Revenue	\$ 37,257	\$ 892,762	\$ 1,333,321	\$ (440,559)	67%
Public Support	\$ 8,947	\$ 185,246	\$ 577,000	\$ (391,754)	32%
Special Events-Fundraising	\$ 4,920	\$ 141,384	\$ 187,000	\$ (45,616)	76%
Grants	\$ 907,429	\$ 1,943,540	\$ 605,250	\$ 1,338,290	321%
Misc. (inc. cash over/short)	\$ -	\$ 150	\$ -	\$ -	
Total Revenue	\$ 960,528	\$ 3,804,101	\$ 3,322,439	\$ 481,512	114%
<u>Expenses:</u>					
Total Personnel	\$ 227,616	\$ 2,664,983	\$ 2,860,661	\$ (195,678)	93%
Total Non-Personnel Exp.	\$ 40,621	\$ 678,841	\$ 616,925	\$ 61,916	110%
Furn/Equipment (Total)	\$ -	\$ 33	\$ 5,000	\$ (4,967)	1%
Total Expenses	\$ 268,237	\$ 3,343,856	\$ 3,482,586	\$ (138,730)	96%
Net Income	\$ 692,291	\$ 460,245	\$ (160,147)	\$ 620,242	-287%
Transfer From/(To) Endowment	\$ -	\$ 330,000	\$ 160,147	\$ 169,853	
Net Cash Change After Trfr.	\$ 692,291	\$ 790,245	\$ -	\$ 790,095	
<u>Investment Fund Summary:</u>					
		<u>Curr. Mo.</u>			
Beg. Balance		\$ 5,563,750			
+/-: Gains/Losses		\$ 499,070			
+/-: Transfer from/(to) Operations		\$ -			
End Balance		\$ 6,062,820			
<u>Current Assets Report</u>					
		<u>6/30/2024</u>	<u>YTD</u>	<u>6/30/2023</u>	
			<u>Diff.</u>		
Cash		\$ 919,715	\$ 951,187	\$ (31,472)	
Investments		\$ 6,062,820	\$ 510,750	\$ 5,552,070	
SUBT.		\$ 6,982,535	\$ 1,461,937	\$ 5,520,598	
Total Receivables		\$ 231,361	\$ (115,600)	\$ 346,961	
Less: Allow. For Doubtful Accts.		\$ (75,977)	\$ 68,323	\$ (144,300)	
Net Receivables		\$ 155,384	\$ (47,277)	\$ 202,661	
Total Current Assets		\$ 7,137,919	\$ 1,414,660	\$ 5,723,259	

OTMDC Endowment History:

	FY Ending:										(9 yrs.)	
	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	Total	Avg./Yr.	
Beg. Balance	\$ 4,207,422	\$ 4,278,475	\$ 4,287,136	\$ 4,400,307	\$ 4,695,253	\$ 4,642,405	\$ 6,014,103	\$ 5,436,219	\$ 5,552,070	\$ 4,207,422		
Earnings	\$ 143,268	\$ 391,164	\$ 245,861	\$ 470,019	\$ 201,120	\$ 1,229,875	\$ (577,884)	\$ 515,851	\$ 840,750	\$ 3,460,025	\$ 384,447	
Transfer from/(to) operations	\$ (72,215)	\$ (382,503)	\$ (132,691)	\$ (175,073)	\$ (253,968)	\$ 141,823	\$ -	\$ (400,000)	\$ (330,000)	\$ (1,604,627)	\$ (178,292)	
Ending Balance	\$ 4,278,475	\$ 4,287,136	\$ 4,400,306	\$ 4,695,253	\$ 4,642,405	\$ 6,014,103	\$ 5,436,219	\$ 5,552,070	\$ 6,062,820	\$ 6,062,820		
% draw (avg. balance)	1.7%	8.5%	3.0%	3.8%	5.3%	-2.7%	0.0%	7.0%	5.5%		3.6%	
Avg. earnings %	3.4%	9.1%	5.7%	10.3%	4.3%	23.1%	-10.1%	9.4%	14.5%			
Avg. balance	\$ 4,242,949	\$ 4,282,806	\$ 4,343,721	\$ 4,547,780	\$ 4,668,829	\$ 5,328,254	\$ 5,725,161	\$ 5,494,145	\$ 5,807,445	\$ 4,937,899		
Updated	7/5/2024											



Robin Nelhuebel, PhD, MS, RN, RT(R)

BIO:

Dr. Nelhuebel is a Registered Nurse and Radiologic Technologist with 33+ years of clinical, instructional, and administrative experience. As the College President of Riverside College of Health Sciences in Newport News, Virginia, she provides academic, organizational, and compliance oversight of Nursing and Allied Health programs offered at certificate, associate, and bachelor's degree levels. Robin is passionate about health careers education and development of a strong, competent healthcare workforce. She has served on several local boards to include Newport News Education Foundation, New Horizons Regional Education Center, Thomas Nelson Community College, and the Greater Peninsula Workforce Board. Dr. Nelhuebel holds a PhD in Education Leadership in Higher Ed. and master's degrees in both Education and Nursing.

Robin, her husband Kevin and two adult children Kyle and Jana, moved to Williamsburg in 2019 after living in Suffolk, Virginia for over 25 years. Robin is a native of Suffolk, but as Kevin is from Massachusetts, the family are avid New England sports fans. The family enjoys discovering all that Williamsburg and the surrounding area offers, especially hiking and biking trails.

ROBIN M. NELHUEBEL, PhD, MSN, MEd, RN, RT(R)

(H) 3907 Northridge Street • Williamsburg, Virginia 23185 • 757-334-1267 • robin.nelhuebel@gmail.com

(W) 316 Main Street • Newport News, Virginia 23601 • 757-334-1267 • rnelhuebel@riverside.edu

Education

CAPELLA UNIVERSITY

PhD in Education – Leadership for Higher Education Specialization
Minneapolis, Minnesota

REGENT UNIVERSITY

Master of Science in Nursing - Leadership
Virginia Beach, Virginia

TROY UNIVERSITY

Master of Education - Adult Education
Troy, Alabama

RIVERSIDE SCHOOL OF PROFESSIONAL NURSING

Diploma in Professional Nursing
Newport News, Virginia

MEDICAL UNIVERSITY OF SOUTH CAROLINA

Bachelor of Health Sciences Degree – Management & Education
Charleston, South Carolina

NORFOLK GENERAL SCHOOL OF RADIOLOGIC TECHNOLOGY

Certificate in Radiologic Technology
Norfolk, Virginia

Professional Experience

RIVERSIDE HEALTH SYSTEM – RIVERSIDE COLLEGE OF HEALTH SCIENCES - NEWPORT NEWS, VA

2003 to Present

College President (Jun 2014 – Present)

- Direct administrative, strategic planning, and operational responsibility for all RCHS departments to include business and educational units to include nursing and allied health programs.
- Responsible for all fiscal and human resources oversight and leadership of all Dean positions.
- Administrative oversight of Student Services operations to include but not limited to: Department of Education and SCHEV compliance, Student Accounts, Student Financial Aid, Admissions and Recruitment, determination of Student Satisfactory Academic Progress, Clock & Credit Hour conversions and allocations, survey data to include Student Satisfaction and Student Outcomes assessments, regulatory compliance related to Student Records Maintenance, evaluation of regulatory standards for degree programs, and the development and review of the college's Program Effectiveness Plans.
- Liaison to Riverside Health System and college sponsor, Riverside Regional Medical Center to ensure mission alignment.

Interim Program Director – Traditional BSN Program (Nov 2023 – Present)

- Responsible for the direction, goals and objectives formulation and accomplishment, financial management, operations management, oversight of human resource and student management, promotion of the program and community relations.
- Accreditation and regulatory compliance with institutional and programmatic agencies and the Virginia Board of Nursing.
- Curriculum development and revision for residential, blended, and distance delivery methods.

Adjunct Nursing Faculty – RN-to-BSN Online Program (Aug 2022 – Present)

- Faculty member in the instruction of baccalaureate level nursing courses – NSG 443 – Evidence-Based Practice and Nursing Research delivered fully online via Canvas learning management system.

Director of Academic Affairs (Dec 2013 – Jun 2014)

- Direct administrative and operational responsibility for all RCHS Educational Programs, Program Directors, and faculty (Professional Nursing, Practical Nursing, Nurse Aide, Medical Assistant, Physical Therapist Assistant, Radiologic Technology, Surgical Technology, Sterile Processing Technician).
- Responsible for analyzing and reporting all statistical measures required for RHS & RCHS quality reports as well as accreditation and regulatory body applications, interim and self-study reports, and annual reports (SCHEV, ABHES, ACEN, CAAHEP, ARC/STSA, CAPTE, JRCERT, VBON, VBPT).

Director of Allied Health Education (Aug 2011 – Dec 2013)

- Responsibilities include strategic planning, situational leadership, goals and objectives formulation and accomplishment, financial management, operations management, human resource management and execution of RHS initiatives.
- Directed multiple programs through accreditation and regulatory reviews requiring thorough knowledge of accreditation standards.
- Responsible for strategically planning, presenting, and proposing new allied health programs; developed financial proformas to assess return on investment for new programming.
- Responsible for oversight of campus-wide facilities management.

Program Director Radiologic Technology (May 2009 – Apr 2014)

- Responsible for the direction, goals and objectives formulation and accomplishment, financial management, operations management, human resource and student management, promotion of the program and community relations.
- Curriculum development and revision for residential, video teleconferencing, and online (MOODLE) delivery methods.
- Provided direct didactic instruction in Patient Care, and Senior Radiographic Procedures courses.

Clinical Coordinator & Instructor, School of Radiologic Technology (May 2003 – May 2009)

- Coordinated student clinical rotations in eighteen various sites throughout the Hampton Roads region for up to 64 radiography students.
- Correlated clinical assignments with didactic instruction and evaluated competency of assigned examinations.
- Oriented, evaluated, and updated clinical instructors on RCHS and Program Policies and process changes.
- Participated in all facets of school administration working directly with the Program Director regarding all accreditation requirements.
- Provided direct didactic instruction in Introduction to Radiologic Technology, Medical Ethics, Patient Care, and Senior Radiographic Procedures courses to include distance education courses via video teleconferencing.

SENTARA CAREPLEX HOSPITAL - HAMPTON, VA

Nov 2002 – May 2003

Radiology Manager – Imaging Services

- Departmental manager over all radiologic modalities.
- Responsible for the move of the Radiology Department from the old Hampton General Hospital location to the completely new, fully digital CarePlex Hospital.
- Implemented Cerner Millennium Radiology Information System, TALK voice dictation system and Picture Archival Computerized System (PACS). Worked directly with Radiologists, technologists and team coordinators to develop and train a fully staffed department.

RIVERSIDE HEALTH SYSTEM – NEWPORT NEWS, VA

Nov 1990 – Nov 2002

Diagnostic Center Manager – Riverside Healthcare Center – Carrollton (Aug 1998 – Nov 2002)

- Responsible for all managerial aspects of personnel, budget, physician relations and daily operation of rural diagnostic center including outpatient laboratory, radiology, physical therapy, audiology and physician timeshare services.
- Diagnostic Radiologic Technologist supporting Podiatric practice and adjacent Family Practice physicians.

GI Lab Registered Nurse – Riverside Regional Medical Center (Oct 1997 – Aug 1998)

- Provided direct patient care and administration of conscious sedation.
- Assisted gastroenterologists with endoscopic procedures including PEG placements, ERCP's, endoscope manipulation, biopsies and specimen processing.
- Provided Diagnostic Radiologic Technologist support as needed for fluoroscopy examinations.

Oncology/Medical – Surgical Registered Nurse – RPMC (Jan 1997 – Oct 1997)

- Direct patient care on 5West Oncology unit to include administration of chemotherapy, TPN, blood transfusions and wound care as well as general nursing care for oncology and general medical-surgical patients.

Director, Communications & Patient Transportation – RPMC (Jun 1991 – Jan 1997)

- Direct responsibility for multi-million-dollar budget and personnel management of 60+ employees. Accountable for all telephonic, paging, operator and in-house patient and supply transportation within the Medical Center.
- Consultant for all Health System facilities regarding telephonic communications needs.

Administrative Extern – RPMC (Nov 1990 – Jun 1991)

- Project manager for the development of the Communications Department and implementation of new answering service/paging system for the Health System. Chairperson for the Health System Toys-For-Tots Christmas campaign.

ROPER HOSPITAL – CHARLESTON, SC

Aug 1988 – Aug 1990

Diagnostic & CT Radiologic Technologist (Aug 1988 – Aug 1990)

- Direct patient care in the performance of diagnostic, fluoroscopic, and computed tomography radiologic procedures.

Adjunct Faculty - Roper School of Radiologic Technology (Aug 1989 – Aug 1990)

- Support of radiologic technology students during clinical experiences as well as guest lecturer for sectional anatomy and computer tomography modality topics.

Certifications & Licensure

- Virginia Registered Nurse license - #0001151845, board certified and licensed registered nurse
- Virginia Radiologic Technologist license - #0120005429
- American Registry of Radiologic Technologists (ARRT) Registry Certification - #228461-R

Publications

- Dissertation – Incorporation of general education in radiography program curricula: A basic qualitative study. Capella University, ProQuest Dissertations Publishing, 2017. 10254769.

Awards

- Virginia Nurses Foundation Leadership Excellence Award – Nursing School Dean/Director 2017

Community, Workforce, & Extracurricular Activities

- Virginia Hospital & Healthcare Association Workforce Steering Committee – March 2024 to Present
- Accrediting Bureau of Health Education Schools (ABHES)
 - Elected Commissioner, Educator in a Specialty Area – May 2017 to July 2023
 - Distance Education Committee Chair 2017 – 2019
 - Substantive Review Committee 2017 to 2021
 - Standards Review Committee 2021 to 2023
 - Preliminary Review Committee 2018
 - Radiology Program Advisory Board 2011 to Present
- Riverside Diversity, Equity & Inclusion Leadership Committee 2022 to Present
- New Horizon’s Regional Education Center – Foundation Board – 2020 to 2023
- Regent University Nursing Advisory Council – 2019 to Present
- Riverside Nurse Residency Program Mentor – 2016 to Present
- Riverside Nurse Executive Committee – 2016 to Present
- Riverside Emerging Leaders Academy Mentor – 2015 to Present
- Newport News Public Schools Education Foundation Board – 2014 to Present (President 2020-2022; President-Elect 2018-20)
- Regent University Graduate Nursing preceptor – 2022
- Old Dominion University Graduate Nursing preceptor – 2023 to present
- Old Dominion University – College of Health Sciences Advisory Board – 2018 to 2022
- Greater Peninsula Workforce Executive Board – 2011 to 2021
- Thomas Nelson Community College – Corporate Workforce Advisory Board 2015-2020
- Eclipse/Crittenden (City of Suffolk) Village Initiative Plan Steering Committee 2005 – 2018
- Joint Review Committee on Education in Radiologic Technology (JRCERT) site visitor 2008 – 2017
- William & Mary – MBA Career Acceleration Modules – Executive Sponsor 2016
- Greater Peninsula Healthcare Workforce Partnership member 2011 – 2015
- Leader - Girl Scouts - Northern Suffolk Service Unit 731 GSCCC – 2008 – 2012
- Isle of Wight County Leadership Institute – Class of 2001
- United Way of Isle of Wight County Allocation/Campaign Board - 2001-2003



David Aday, PhD

June 9, 2024

Jonathan:

I'm attaching my resume and hope you will share this note and the bio with Christine Payne. I edited the resume to reduce the clutter, but it still is longer than probably is ideal. (It was a long and somewhat varied career.) I tried to leave those entries that might suggest experiences that would ground contributions I hope I can make to the board.

I began my career primarily as criminologist and ended it working mostly in public and community health. That may seem like an odd transition. It makes sense in that in both fields my primary interests have been in community. I believe that community is a poorly understood dimension of human experience and a potentially rich resource for helping to solve or manage diverse problems of living. That idea sharpened for me significantly in the fall of 2002 while I was a visiting scholar at Australia National University. I was invited to participate as a researcher on a community-based project in an indigenous community. The goal of the work was to better understand the dramatic increase in domestic violence in that community following prolonged and increasing contact with the dominant majority society. The research revealed structural and cultural changes that fundamentally transformed gender, family, kinship, and community relationships. Over the next several years, I observed that some of my colleagues at ANU and I were looking more at public health questions as we pursued research on crime and institutions of social control.

So, I'm interested in how we can tap community resources to help solve human problems, including access to health resources. That focus became sharpened and expanded through the decade of work in two international community health development projects. In the MANOS project, we hired a physician in Managua to travel with us to a small region in the mountains of northwest Nicaragua to partner with local communities to host annual week-long free clinics (up to three times each year). The clinics provided a starting point for research to understand the health and health care needs of the communities and to identify local resources that could become the foundation of sustainable health care arrangements. In the SOMOS project, we partnered with a U.S. family doctor and a Dominican doctor to pursue a very similar strategy in the Dominican Republic. In both projects, our goal was to offer culturally and locally appropriate clinical care while conducting research to better understand the prospects for sustainable change and increased self-efficacy with regard to health and health care.

I had the privilege of directing William and Mary's reaccreditation review. For universities, that happens every 10 years and requires about three years to gear up and another three years to "institutionalize" identified needed improvements to optimize institutional effectiveness. That opportunity allowed me to become deeply familiar with every aspect of the university's operations, from the governing board to facilities maintenance, across the diverse schools, from curricula to placements and endowment. The subfield of "complex organization" was one of my three areas for graduate studies, so I enjoyed drawing from theory and research in that field in applied efforts to understand what is intended as "institutional effectiveness".

I think this summarizes the areas of experience that may help inform me if I'm selected for the Olde Towne Medical and Dental Center Board. I think I can say reliably that I am dependable and would honor the commitment if I make it. I enjoy deliberations with thoughtful people who are well-intentioned and concerned about important issues. One of my most rewarding experiences was serving for about a decade on the Group Home Commission.

Please feel free to raise any questions or request follow-up as needed.

All best,

David P. Aday, Jr.

Abbreviated Resume for David P. Aday, Jr.

Positions:

Professor Emeritus (2017) – retired; College of William and Mary

1978 – 2017 Professor, Department of Sociology; Joint appointment in Community Studies; Co-Director of Public Health Interdisciplinary Programs

Selected Academic leadership positions:

Co-Director, Public Health Minor (2010 – 2015)

Consultant, Department Resources Group, American Sociological Association (1998-2011)

Academic advisor for interdisciplinary majors in public health, 2005 - 2017

Special Assistant to the Provost, January 2007 – July 2010

Director, SACS Reaffirmation of Accreditation Project, January 2003 – December 2006

Task Force on Alcohol Policy, 2003-2004

Director, American Studies Program (B.A., M.A., and Ph.D.), College of William and Mary, 1999-2002

Chair, Department of Sociology, College of William and Mary, 1991-1997

Chair, Assessment Steering Committee, 1991- 2010

Southern Association of Colleges and Schools Liaison, Fall 2008 – July 2010

EDUCATION

Academic degrees, institutions and dates

M.A., M.Phil., and PhD. 1977, Sociology. University of Kansas, Lawrence, Kansas

SELECTED TEACHING EXPERIENCES

Summer 2012 Health and Society May seminar

2008 – 2009 Teaching Enhancement Project: Civic Engagement and Service Learning; Faculty Fellow

Fall 2005 - 2017 Academic Director, Student Organization for Medical Outreach and Sustainability/ Paraiso, Dominican Republic; Academic Director for Medical Aid Nicaragua: Outreach Scholarship (MANOS).

Working with students, I developed MANOS and SOMOS as experiments in sustainable community health intervention projects based on a model that we constructed to guide knowledge-based participatory development through social science research.

- 2002 (March) "Teaching Across Cultures: Core Concepts and Scholarly Collaboration." Invited presentation at Forum 21 International Conference, Keio University, Tokyo, Japan.
- 2001 (March) "Teaching Across Cultures Through the Web: Lessons Learned in a U.S. to Hong Kong Connection." Invited presentation at the Hong Kong University Conference on American Studies, March 2001.
- 2000 (November) American Justice: A Comparative Perspective. Lecture presented in American Studies, Hong Kong University.

SELECTED RESEARCH EXPERIENCES

- Fall 2002 Visiting Scholar, Regulatory Institutions Network, Law Program, School of the Social Sciences, Australia National University, Canberra, ACT, Australia.
- June 2001-2004 Consultant, Youth Violence Initiative Advisory Panel, University of South Alabama, funded by the Office of Juvenile Justice and Delinquency Prevention.
- 2001 – 2017 Advisory Board, The Journal of School Violence.
- 1998 Co-Principal Investigator, Health and Social Services Needs Assessment, Williamsburg (VA) Community Health Foundation.
- 1997-98 Research Collaborator, "Mental Health Services for Youthful Offenders," Institute for Public Policy Studies, Vanderbilt University. Funded by the U.S. Department of Health.
- Aug 93 - May95 Consultant, Court-related Drug Programs, The National Center for State Courts, Williamsburg, Virginia

HONORS, PRIZES AND AWARDS

Professional prizes, awards, honors, editorial positions on scholarly journals, service on review boards outside the College, and offices in professional societies

- 2011 – 2012 and 2008 – 2010 Reves Fellow in International Studies
- 1996 - 2004 Panelist, National Science Foundation Graduate Fellowship Program

- 2004 - 2005 Panelist, Ford Foundation Doctoral Minority Fellowships Program
- 1994 - 2003 Commissioner, Group Homes Commission (regional board overseeing residential and non-residential youth offender programs)

SELECTED PUBLICATIONS AND PRESENTATIONS

2015. Aday Jr DP, Weeks JK, Sherman CE, Marty RA, Silverstein RL. “Developing conceptual and methodological foundations in community engagement.” Journal of Community Engagement & Scholarship. 8(1).
2014. with Kristin Giordano (student), Cathy Merritt (student), and Rebecca Silverstein (student) “Undergraduate Community-based Research in International Settings.” Journal of the Council on Undergraduate Research (Volume 35, Number 2), Winter.
2012. “Community Engaged Scholarship and the Pedagogy of Development Sociology.” Virginia Development Conference. Charlottesville, VA, November 3.
- 2010 with Mark Ryan, M.D., “International Community Health Projects and Family Doctors: Promoting Outreach Medicine.” 19th World Conference of Family Doctors, Cancun, Mexico. May 2010.
2009. “Service Learning or Engaged Scholarship?” International Congress of the Latin American Studies Association, Rio de Janeiro, Brazil. June, 2009.
- 2009 with Mark Ryan, M.D., “Community-Oriented Health Care and International Medical Outreach.” American Academy of Family Physicians, Global Health Workshop, Bloomfield, Colorado. September.
2009. “Understanding Community and Promoting Collective Action.” Pathways to Achieving Civic Engagement Annual Conference, Elon University, February 11 (With Mohammad Torabinejad, John Pothén, Usmaan Bashir, and William Bleser (all students)).
2008. With Susan Bosworth “Promoting a Learning-Centered Model of Institutional Effectiveness: A Five-Step Model.” Invited workshop presentation at the annual meetings of the Commission on Colleges of the Southern Association of Colleges and Schools. December.
2008. With Mark Ryan, MD. “Where is the Community in “Community-Oriented Primary Care?” American Academy of Family Physicians International Family Medicine Development Workshop, September, 2008, Denver, Colorado.
2008. “Research, Relationship, and Reciprocity: International Service Learning and Community Building.” North Carolina Campus Compact, 10th Annual Service-Learning

- Conference Elon University, Feb 13, 2008. With students: Lindsay Usry, Benjamin Winer.
2007. With Mark Ryan, M.D., Christopher Lemon, Alejandro Masquero, M.D. “Good Intentions are Not Enough: Sustainable Health Care Interventions and International Service Learning.” American Academy of Family Physicians International Family Medicine Development Workshop, September 14, 2007, Tucson, Arizona. (Chris Lemon was an undergraduate student at the time.)
2007. With Susan Bosworth “Promoting a Learning-Centered Model of Institutional Effectiveness: A Five-Step Model.” Invited workshop presentation at the annual meetings of the Commission on Colleges of the Southern Association of Colleges and Schools. December.
2007. “The National Accountability Debate: All Politics is Local.” Invited presentation at the national symposium on accountability, the Association of American Colleges and Universities, New Orleans, Jan 16.
2006. “Five Steps to Institutional Effectiveness.” Workshop at the Southern Association for Institutional Research Conference. Arlington, Virginia. October (with Susan Bosworth., College of William & Mary).
2005. “Contexts of Institutional Effectiveness in Higher Education.” American Association for Higher Education National Conference on Higher Education. Atlanta, Georgia. March (with Susan Bosworth, College of William and Mary).
2005. “Intentionality, a Culture of Evidence, and Learning-Centered Decisions.” Invited presentation for the Southern Association of Colleges and Schools, Commission on Colleges, (July) Summer Institute on Quality Enhancement.
2002. “Do Our Education Programs Deliver?” Invited talk for the Annual Training Conference of the Federal Reserve Board Staff Development Center. Washington, D.C (with Susan Bosworth).
2001. Defining and Measuring Crime. In Clifton Bryant (Editor in Chief). Encyclopedia of Criminology and Deviant Behavior. Brunner-Routledge. Pp 117-121.
2000. "School Violence". In George Ritzer (Editor). Primus. McGraw Hill.
1999. March 1999. Health and Social Services Needs Assessment: Final Report, Williamsburg (VA) Community Health Foundation (with David Finifter).
1993. "Gender Differences in Self-Evaluations of Information about Current Affairs." Sex Roles: A Journal of Research 29:817-828 (with Kathleen Slevin).

1992. "Social Control and the National Drug Policy." Journal of Applied Behavioral Science. September: Vol. 28, #3, pp 417-432 (with Nicole Flynn).
1991. "Organizational Research, Structural Data and the Informant Method: Problems of Reliability." Pp 107-122 in Gale Miller, editor. Studies in Organizational Sociology. Greenwich, Connecticut: JAI Press.
1990. Social Control at the Margins: Toward A General Understanding of Deviance. Belmont, California: Wadsworth (272 pages).
1986. "Court Structure, Defense Attorney Use, and Juvenile Court Decisions." The Sociological Quarterly 27: 107-119.
1981. "An Empirical Typology of American Metropolitan Juvenile Courts." American Journal of Sociology 88: 549-564 (with W. Vaughan Stapleton and Jeanne A. Ito).



Board of Directors Conflict of Interest Disclosure Policy

Olde Towne Medical & Dental Center is a group of talented and engaged individuals who, either as members of staff or as volunteers, bring to their positions in the organization the diversity and experience in the greater Williamsburg community that directly enhances the ability of the organization to more effectively accomplish its objective of providing health care to those who would otherwise be under served.

One of the successes of Olde Towne Medical & Dental Center has been our ability to respond to community health care needs that are not being served by other organizations or, if being served, the cost of needed services is beyond the resources of many members of the community. In many instances, the response has been generated by the initiative of a Board member, a member of staff or a volunteer. Without such information and insight, the Center would be severely constrained in initiating new programs.

To ensure that business transactions are as transparent as possible and that programs are evaluated solely in the basis of the health care needs of the community, the Board of Directors has established the following policy regarding the financial and operational dealings of members of the Olde Towne Medical & Dental Center staff, Board and volunteers:

No Director, staff member or volunteer will take part in any Center decision that improperly benefits him or her or his or her immediate family materially nor that improperly benefits any organization with which he or she has any formal or informal relationship. Such improper benefit as the Director, staff member or volunteer could receive as the result of such decision is deemed "self-dealing" and is specifically prohibited. The term "improper benefit" shall be broadly construed to include any financial remuneration, any programmatic or operational advancement of a beneficiary organization or cause, or any transaction that but for the person's position with Olde Towne Medical & Dental Center would not have involved that person or his or her organization.

In addition, each Director, staff member and volunteer shall disclose each and every position that he or she holds in any business or charitable organization and shall identify his or her place of employment, and his/ her ownership of a controlling interest in any business entity. For purpose of this policy, controlling interest shall be the ability to determine the outcome of decisions of such organization through such interest as he or she owns individually.



- 1.) **Board Members:** In order to monitor compliance with this policy, each Director, annually in December, shall submit to the Chairman of the Board a list of offices he or she holds in business or charitable organizations, his or her principal business activity and a list of agencies on whose governing body the person serves. If a decision of Olde Towne Medical & Dental Center might affect an entity on which a director has an interest, the person shall immediately contact the Chairman of the Board and disclose the nature of the relationship to the Chairman.
- 2.) **Volunteers:** Each volunteer in a position to influence decisions of Olde Towne Medical & Dental Center, annually in December, shall submit to the Executive Director a list of offices he or she holds in business or charitable organizations, his or her principal business activity, and a list of agencies on whose governing body the person serves.
- 3.) **Service Providers:** Business entities or agencies shall not be precluded from providing goods and services by reason of a relationship between the prospective provider and a director, member of staff or volunteer; however, the director, staff member and volunteer enjoying such relationship between the provider and Olde Towne Medical & Dental Center shall not use their position, or the knowledge gained from their position, to improperly benefit the provider or the member.
- 4.) **Duty of Loyalty:** In all dealings between Directors, staff members and volunteers with third party providers of goods and services, there shall be deemed to exist a superior duty of loyalty to Olde Towne Medical & Dental Center that supersedes the duty owed to the provider. In the event that a Director, staff member or volunteer is unable to subvert his or her loyalty to the third-party entity the Director shall either take no part in the decision-making process or resign from the governing body; the staff member shall resign his or her position; the volunteer shall discontinue his or her association with Olde Towne Medical & Dental Center.
- 5.) **Conflict of Interest Disclosure Submission:** Annually, in July, each Board member, staff member and volunteer shall sign the following acknowledgement that he or she has been provided and agree to abide by the Conflict-of-Interest Policy and shall complete and submit the Conflict of Interest Disclosure to the Chairman of the Board.
- 6.) **Potential Conflict of Interest:** In the event of a conflict or potential conflict of interest, the matter will be reported to the WAMAC Board of Directors. The Board promptly will forward any such matter to the Governance & Nominating Committee for consideration and a recommendation.



**Board of Directors
Conflict of Interest Disclosure**

Many members of the Williamsburg Medical Assistance Corporation (WAMAC) Board of Directors are actively engaged with various business or government entities outside WAMAC. From time to time, WAMAC may be involved in financial transactions, such as buying or selling of services or property, with these entities.

When WAMAC so engages itself, any Board member who is perceived to have a conflict of interest or a potential conflict of interest shall be excused from the Board of Directors' discussions and actions.

Name: _____

Occupation: _____

Name and Address of Employer: _____

Employment Position: _____

I have reviewed the Conflict-of-Interest Policy of Olde Towne Medical & Dental Center and, in particular, the definition of "conflict of interest" and the disclosure requirements contained therein. Set out below is a description of all of the facts which might constitute a "conflict of interest" to include services as a professional, Board or affiliation memberships, or office with service providers or prospective service providers with the Center:

The undersigned hereby informs the Chairman of the Board of Directors and Executive Director that the past calendar year, he/she or an organization in which he/she has a material interest had the following dealings with:

Authorized Signature

Date

Please print or type full name: _____