

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
January 8, 2018

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Kris Briand, Tim Jennings, Sean Murphy, Mary Paquette (treasurer), Alice Schori, Mike Samson, Peter Thurber (vice chair). Ex- Officio Director: Dr. David Beaufait; Clinic Director: Donna Ransmeier; Interested community members: Bruce Shinn, Denis Salvail. Recorder: Roger Lohr.

Board members not in attendance: Christopher Partain, Michael Paine, Curtis Payne, Barbara Dolyak, Carolyn Barney, John Dow, Karen Ewer-Gray, Andy Ware, Ed McGee.

1. Call to Order

Chair Dale Barney called the meeting to order at 7:00 PM.

2. Minutes Approval

Briand moved to approve the Mascoma Community Health Center Board meeting minutes for December 13, 2017 as submitted and amended, seconded by Paquette. Approved 9-0-0.

There was discussion about the number of Board members that voted at the meeting and the amendments were the spelling of Ransmeier.

Executive session meeting minutes for November, December, and January will be copied by Mike Samson and distributed for approval at the February Board meeting.

3. Clinical Director's Report Combined with Reports on Medical and Dental

Clinical Director Donna Ransmeier reported that the MCHC now has 1,000 patients registered as of today. There were 15 new dental patients since January 1. There were 610 patients on October 16 and 724 on November 8 and 891 patients on December 11. The MSLA program for Veterans was initiated but there were some system issues that had to be corrected so appointments had to be rescheduled. There are other MSLA appointments that have been scheduled. The Family Planning program is ready to move forward and a visit will be conducted for the "on boarding" process.

The dental appointments are booked out three weeks. The Ottaquechee Health Foundation has been sending patients. Since September there have been 47 of 220 dental patients that used the sliding scale in different amounts. The projection was about 10% using the sliding scale and that is currently running more than 20%. For the most part, the patients using the sliding scale have been on payment plans, have paid promptly after being billed, and have been very appreciative. It was felt that about 400 dental patients could be handled by the current staff.

4. Committee Report Summaries

A. Finance Committee

Finance Committee documents were made available to the Board. Mike Samson stated that the financial data details will be reviewed in Executive Session. It is still expected that MCHC will attain break even status in the April time period, when it should have about 1,600 patients. There was a decline in December that was possibly due to the holidays and the frigid weather. Charts on a document showed patient growth, visit growth, earnings, and accounts receivable. Net earnings will need to double to meet MCHC goals, Successes are that MCHC has attained 1,000 patients in six months and the dental operation appears to be going very well. Challenges to the operation include cash flow, management of the sliding scale patients, increasing the number of patients by 60%, and doubling revenue and visits. Strategies are to increase patients with the Family Planning and MSLA programs, advertise, and manage the sliding scale aspect. There have been more expenses than originally anticipated.

Paquette moved to accept the Finance Committee Report as submitted, seconded by Schori. All voting attendees approved 9-0-0.

B. Development Committee

The Development Committee report was made by Tim Jennings and Mike Samson, who distributed a document reporting MCHC Contributions and Loans. Without counting the loan and Byrne Foundation funding, about \$150,000 has been raised through fundraising efforts.

A donor database is being established and more patient outreach efforts will be conducted. There are efforts planned in Enfield to reach business leaders and residents to seek new donors, potential Board members, and new patients.

Samson reported that the radio advertising will start again soon. It was suggested that the email newsletter be sent to other towns beside Canaan and that displays be used for upcoming public meetings and elections. There was mention of the MCHC Christmas Party.

Paquette moved to approve the Development Committee report, seconded by Schori. All voting attendees approved 9-0-0.

C. Physical Plant & Equipment Committee

The Physical Plant & Equipment Committee report document was made available. There have been some sewer issues that have been addressed and some brief power outages that did not require the backup power source. **Schori moved to accept the Physical Plant & Equipment Committee report, seconded by Paquette. All voting attendees approved 9-0-0.**

D. Recruitment and Staffing Committee

The need for the clinical social worker on staff has not yet been fulfilled but there are some options that will be discussed at the next Board meeting. The Recruitment and Staffing Committee will transition to the Human Resources Committee. Board members Briand and Berry have discussed some areas of Board member responsibility, non-profit board training, and other issues related to the Human Resources Committee. **Berry moved to approve the Recruitment and Staffing Committee report, seconded by Samson. All voting attendees approved 9-0-0.**

E. Quality and Safety Committee

The Quality and Safety Committee needs to assign a new chair and be revitalized. The Executive Committee is looking at the committee structure. **Berry moved to approve the Quality and Safety Committee report, seconded by Briand. All voting attendees approved 9-0-0.**

F. Executive Committee

The Executive Committee document was made available and reviewed.

The Executive Committee includes Scott Berry, Peter Thurber, Tim Jennings, Mike Samson and Karen Ewer-Gray. **Briand moved to approve the Executive Committee report, seconded by Samson. All voting attendees approved 9-0-0.**

5. Executive Session

Thurber moved to approve entering executive session, seconded by Samson. All voting attendees approved 9-0-0.

The Board entered executive session at 7:40 PM.

The Board reconvened the MCHC Board meeting at 8:16 PM. Executive session meeting minutes for November, December, and January will be copied by Mike Samson and distributed for approval at the February Board meeting.

6. Adjournment

Paquette moved to approve adjournment of the meeting, seconded by Thurber. All voting attendees approved 9-0-0.

The meeting was adjourned at 8:16 PM.

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Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
February 5, 2018

DRAFT MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry and Barbara Dolyak via web, Kris Briand, Tim Jennings, Sean Murphy, Michael Paine, Mary Paquette (treasurer), Curtis Payne, Alice Schori, Mike Samson, Peter Thurber (vice chair). Ex- Officio Director: Dr. David Beaufait; Interested community members: Claude Lemoi, Bruce Shinn, Denis Salvail. Recorder: Roger Lohr.
Board member not in attendance: Christopher Partain.

1. Call to Order

Chair Dale Barney called the meeting to order at 7:05 PM.

2. Minutes Approval

Paquette moved to approve the Mascoma Community Health Center Board meeting minutes for January 8, 2018 as submitted, seconded by Briand. Approved 9-0-3 (Paine, Payne, and Dolyak abstained).

Executive session meeting minutes for November, December, January, and February will be approved at the next Board meeting.

3. Committee Report Summaries

A. Finance Committee

The Clinical Director was meeting with a billing coder candidate so she could not attend the meeting.

Finance Committee documents were distributed to the Board. Mike Samson stated that there are 1,109 patients and in January there were 278 new patients signed up. The month had 320 medical visits and 240 dental visits. The goal is 500 medical visits and 300 dental visits each month. Various charts were reviewed showing which towns the patients and visits were from and percentages from the towns with Canaan representing 62% in September-January and Enfield with 22%. There was also a breakdown of 414 patients from Canaan and 134 from Enfield. The dental patients showed 212 from Canaan and 104 from Enfield. The number of medical visits from Canaan to date was 674 and there were 388 dental visits. The numbers from Enfield respectively were 255 and 201. There are 82 different towns represented among the patients.

The financial data details will be reviewed in Executive Session, but it was stated that there has been \$120,000 reduction in assets due to operating losses, which are declining on a monthly basis. There has been \$344,000 raised from donations since April. The family planning is expected to help attain more patients and visits. It was explained the veteran program is expected to bring patients to the MCHC for only one visit per person.

A point was raised about the potential for new patients from Enfield. Currently about 10% of the Canaan population are patients at MCHC and Enfield has less than 5%. Planning is underway for outreach efforts to target Enfield. It is still expected that MCHC will attain break even status in the April time period, when it is anticipated that there will be about 1,600 patients. **Paquette moved to accept the Finance Committee Report, seconded by Briand. All voting attendees approved 12-0-0.**

B. Development Committee

The Development Committee report was made by Mike Samson, who stated that there is a need to raise about \$100,000 in the next few months.

Schori moved to approve the Development Committee report, seconded by Paquette. All voting attendees approved 12-0-0.

C. Physical Plant & Equipment Committee

The Physical Plant & Equipment Committee report was given by Sean Murphy. There have been some sewer issues that are still being addressed with a contractor. The HVAC issues in the building are being addressed by Johnson Controls. IT issues and winter preparedness have been addressed. Next year's budgeting for physical plant and equipment are being worked on. It was suggested that a "new patients welcome" sign be displayed to be seen by travelers on Route 4. **Jennings moved to accept the Physical Plant & Equipment Committee report, seconded by Samson. All voting attendees approved 12-0-0.**

D. Recruitment and Staffing Committee

Scott Berry gave the Recruitment and Staffing Committee report. The candidate being interviewed was for a billing coder. A RN candidate will also be interviewed soon. A part time dentist is being sought to fill some of the time for Henry Lemieux, who wants to reduce his time at MCHC. Berry will reach out to dentist Dr. Osafsky. The need for the clinical social worker on staff has not yet been fulfilled but there are some options that are being considered. **Paine moved to approve the Recruitment and Staffing Committee report, seconded by Paquette. All voting attendees approved 12-0-0.**

E. Quality and Safety Committee

The Quality and Safety Committee needs to assign a new chair and be revitalized. The work is currently being done by the Executive Committee. **Schori moved to approve the Quality and Safety Committee report, seconded by Payne. All voting attendees approved 12-0-0.**

F. Executive Committee

The Executive Committee report was given by Peter Thurber. The committee has been meeting 2-3 times per week to help set up programs and deal with the workload. The committee is looking into becoming a WIC (Women, Infants and Children on nutrition) site. The DOT physicals are expected to move forward. The committee has been working on financial reporting (pro forma developed), scheduling policy, exploring partnerships, seeking additional board members, considering the social worker position, and looking at long term planning among other things. The patient satisfaction survey is in the planning stages.

The Executive Committee met with the staff to improve transparency that was well received as the staff has become better informed. It was stated that the center is a success with 1,100 patients already and that the dental practice is better than anticipated. People in need are being served in the communities. It was suggested that a similar meeting be held quarterly.

Thurber moved to nominate Sean Murphy for the MCHC Executive Committee, seconded by Jennings. All voting attendees approved 12-0-0.

Briand moved to approve the Executive Committee report, seconded by Samson. All voting attendees approved 12-0-0.

Samson moved to nominate Denis Salvail for the MCHC Board, to be voted by the Board after the Executive Session. All voting attendees approved 12-0-0.

Samson moved to accept the resignation of Karen Ewer-Gray from the MCHC Board with gratitude and appreciation for her service and commitment to the MCHC. All voting attendees approved 12-0-0.

4. Other Business

The Board discussed holding a retreat during late April to set goals and priorities and a date will be selected via email. A question was asked and answered about Federal funding of health facilities and it does not impact MCHC at this time. It was suggested that MCHC become more affiliated with DHMC and the status of those efforts was discussed. An agreement is in the hands of the DHMC legal office and the agreement could provide referrals from DHMC. It was stated that most health clinics have about 80% of patients using Medicare and Medicaid but at MCHC there is half that amount with many more using commercial insurance companies, which often pay more.

5. Executive Session

Thurber moved to approve entering executive session, seconded by Samson. All voting attendees approved 12-0-0.

The Board recessed and entered executive session at 8:06 PM.

The Board reconvened the MCHC Board meeting at 9:19 PM.

Samson moved to accept the nomination of Denis Salvail to the MCHC Board, seconded by Thurber. All voting attendees approved 12-0-0.

Thurber moved to accept the resignation from the MCHC Board by Dr. David Beaufait, effective immediately, seconded by Samson. All voting attendees approved 12-0-0.

6. Adjournment

Thurber moved to approve adjournment of the meeting, seconded by Samson. All voting attendees approved 12-0-0.

The meeting was adjourned at 9:19 PM.

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Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
March 12, 2018

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Sean Murphy, Mary Paquette (treasurer), Christopher Partain (secretary), Barbara Dolyak, Mike Samson, Denis Salvail, Michael Paine, Curtis Payne, Alice Schori, Peter Thurber (vice chair), Kris Briand, Ex- Officio Directors:
Clinic Director: Donna Ransmeier. Medical Director: Carrie Webber, M.D.
Interested community members: Bruce Schinn, Karen Wolk, Richard Fox. Not in attendance: Andy Ware,

1. Call to Order

Chair Dale Barney called the meeting to order at 7:00 PM.

2. Meeting Minutes Approval & Introductions

A. Meeting Minutes

Thurber moved to approve amended minutes from February 5, 2018, seconded by Briand. All voting attendees approved.
Changes to the amended minutes: Dr. Osofsky misspelled in 3 D.

3. Clinical Director's Report

Donna Ransmeier reported as of today we have 1,296 patients. We are doing well with recruiting new dental and medical patients. Currently, HALO is having recovery coach training at MCHC. Similar to being a sponsor in AA, but deals with other areas of substance abuse. HALO is not paying to use the facility. We started a new program with Delta Dental called HOW, which allows patients up to 4 cleanings and a treatment plan. Ransmeier also reported on the utilization of the Title X Family Planning Grant for patients in our community. Services include several types of contraceptives, reproductive health care, lab testing, general family planning help, and fertilization education. By the end of the grant our goal is to serve >500 patients. We have the ability to reapply to the grant. To ensure the grant is applied appropriately, we will identify the visits by services rendered.

4. Medical Director's Report

Carrie Webber, M.D. reported we are liaising with various other medical partners about our Family Planning Grant. We have met with Planned Parenthood and WISE so there are more in the community who know about our services.

5. Committee Report Summaries

A. Finance Committee Report

Mike Samson reports there should be continual growth and hopefully by May we will reach our break-even point. Patient load is increasing at ~15% per month. Break-even means we will have ~504 medical visits and ~304 dental visits per month. Through the first 10 months of the FY we had 600K in operating losses, which is more than anticipated. Loans total 180K from all sources, with no collateral or interest. These figures have no immediate impact on operations or assets and loan from the USDA. Our difference between income and expense has dropped by a rate of 15K per month. All said, in 10 months we went from 0 patients to 1,278 patients and have 570 visits a month and our break-even is around 800 per month. Our credit line is up for review and if we continue as our projections show, the line will be increased. Going forward receivables should break down between 90 day receivables and longer term receivables. Medicaid has made progress with payments. Our state credentialing with Medicaid was not accepted until October 2017 due to program issues.

Thurber moved to approve the finance committee report, seconded by Paquette. All voting attendees approved.

B. Development Committee Report

Tim Jennings reports there are several jobs to fill which include the following: Fundraising Coordinator, Patient Outreach and Volunteer Coordinator, Communications and Advertising Coordinator, Special Events Coordinator, and Grants Coordinator. Included in the report are the job descriptions for each. Fundraising to date has been handled by Mike Samson and he has done an exceptional job. If you know of any grant opportunities, please send them our way. Mike Samson reports there are about 4 grant applications which are outstanding. Radio spots for advertising will be changing soon. A more robust campaign for our family planning services will be published on Facebook.

Thurber moved to approve the development committee report, seconded by Partain. All Voting attendees approved.

C. Physical Plant and Equipment Committee Report

Sean Murphy reports the committee has moved refrigeration in the lab, replaced a few faucets, the door between dental and medical was completed, and the 1 year warrantee walkthrough was completed which identified some items to be repaired. The list itself is not very concerning however, all identified items will be addressed. In order to address the septic concern, only necessary items should be placed in the toilets. Paper towels dispensers will be taken out and air dryers will be installed. The IT problems have been fixed.

Thurber moved to approve the Physical Plant & Equipment committee report, seconded by Partain. All voting attendees approved.

D. Recruitment and Staffing Committee Report

Scott Berry reports another nurse started. We added Nancy Daniels to help with chart abstractions and Julie Bingell to assist with billing and collection. Currently we are recruiting nurse practitioners and family practice doctors. At this time we are setting up an interview with a nurse practitioner. We are listed with Bi-State on their recruitment board for additional providers. Dr. Lemieux is looking to cut his hours. As a solution, there is dentist candidate who would like to retire to this area and would like to possibly come aboard. The dentist would possibly work Mondays and Tuesdays. Right now there is no intention to have hours on the weekends.

Briand moved to approve the recruitment and staffing committee report, seconded by Paquette. All voting attendees approved.

E. Quality and Safety Committee

Peter Thurber reports the committee is still waiting to be officially stood up.

F. Executive Committee report

Peter Thurber reports the committee continues to liaise with the other committees. One area we are focusing on is to assist the finance committee with their work as well as assisting the staffing committee. Scott Berry reports the SMILES program will come to our facility once a month. This program helps lower income families with dental care. The program will benefit both MCHC and our partners across the river.

Jennings moved to approve the executive committee report, seconded by Berry. All voting attendees approved.

6. Other Business

A. Michael Paine would like to have Richard Fox or Karen Wolk to become potential board members. Mike Samson has asked to include both Richard Fox and Karen Wolk be invited to join our executive session.

7. Executive Session

Thurber moved to approve entering executive session and invite Richard Fox and Karen Wolk, seconded by Partain. All voting attendees approved.

The Board entered executive session at 8:07 PM.

8. Adjournment

Thurber moved to approve adjournment of the meeting, seconded by Briand. All voting attendees approved.

The meeting was adjourned at 9:17 PM.

Respectfully submitted by
Christopher Partain, Secretary

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
April 9, 2018

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Kris Briand, Tim Jennings, Sean Murphy, Michael Paine, Mary Paquette (treasurer), Christopher Partain, Curtis Payne, Denis Salvail, Alice Schori, Mike Samson, Peter Thurber (vice chair). Staff: Donna Ransmeier, Dr. Carrie Webber; Community attendees: Louis Shelzie, Bruce Shinn. Recorder: Roger Lohr.
Board member not in attendance: Barbara Dolyak.

1. Call to Order

Chair Dale Barney called the meeting to order at 7:00 PM.

2. Minutes Approval

Samson moved to approve the Mascoma Community Health Center Board meeting minutes for March 12, 2018 as submitted, seconded by Murphy. Approved unanimously.

3. Committee Report Summaries

A. Clinical Director Report

There are 1,395 patients at MCHC as of March 12, 2018. Five patients are being scheduled with the Family Planning Program, and there are about 250 females that could be served within the list of MCHC patients. Outreach with the Family Planning Program has been conducted at the high school, the WISE program in Lebanon, MOMS program at Dartmouth, and the DHMC community health worker. A CPR class for infants and children is scheduled at the clinic in May. There has been \$40,000 from the Family Planning Program for reimbursement on salaries and other expenses.

B. Medical Director Report

MCHC is applying to become a provider for veteran service programs. The Family Planning Program has communicated with DHMC, Plymouth State University, and elsewhere. A staff procedure manual has been produced and it was reported that the nurse is more focused on patients instead of doing the computer entry work.

C. Finance Committee

Finance Committee documents were distributed to the Board. Mike Samson stated that last month saw 72 new patients and 45 in the last nine days. The medical visits are down but the dental visits are up. More than 200 dental patients are on the sliding scale.

Cash income has increased 16% per month and receivables increased 19% per month. The Budget and Actual expense report shows a start up loss at \$600,000 without counting interest. The loss exceeded the budget by \$160,000 but break even is near and expected in June or July. In March the income/expense gap was \$12,000 and during the prior December it was \$90,000. Receivables are expected to reach \$300,000 during the coming year. Donations and grants are anticipated to reach \$350,000.

Paquette moved to accept the Finance Committee Report, seconded by Briand. All voting attendees approved.

D. Development Committee

The Development Committee report was made by Tim Jennings, who distributed a document that included a report and job descriptions of the Development Committee needs such as fundraising, grants, patient outreach and recruiting, communication and advertising, and special events. Increasing the number of new patients was encouraged and Board members were asked to have ready patient packets. **Berry moved to approve the Development Committee report, seconded by Partain. All voting attendees approved.**

E. Physical Plant & Equipment Committee

The Physical Plant & Equipment Committee report was given by Sean Murphy. Contractors are addressing the punch list and a new budget is being developed with a planning schedule. **Samson moved to accept the Physical Plant & Equipment Committee report, seconded by Salvail. All voting attendees approved.**

F. Recruitment and Staffing Committee

Scott Berry gave the Recruitment and Staffing Committee report. A new medical position is looking to be filled but it is a competitive field. Berry has personally reached out to 20 people for the position. There are other options being considered to fill the position, and there is also a search for per diem nurses for MCHC. The center is also speaking with another dentist to fill Mondays and give Dr. Lemieux days off. Future staffing is under consideration. The social worker position is still open but a lower priority based on demand for those services, necessary training time, and revenue potential. **Samson moved to approve the Recruitment and Staffing Committee report, seconded by Salvail. All voting attendees approved.**

G. Quality and Safety Committee

The Quality and Safety Committee needs to assign a new chair and be revitalized. The work is currently being done by the Executive Committee

H. Executive Committee

The Executive Committee report was given by Peter Thurber and a report document was distributed. The Executive Committee meets regularly with the other committees and the directors. Efforts are on operations and long range planning is underway. There is a need to set up a Health Care Advisory Committee. The Annual Meeting needs to be planned and organized. The date decided for the Annual Meeting is Saturday, May 5 at 8:30 AM.

Partain moved to accept the Executive Committee report, seconded by Briand. All voting attendees approved.

Thurber moved to invite Louis Shelzi to talk with the Board at the Executive Session, seconded by Partain. All voting attendees approved.

4. Executive Session

Berry moved to enter Executive Session, seconded by Thurber. All voting attendees approved.

The Board recessed and entered Executive Session at 7:56 PM.

The Board meeting was reconvened at 8:40 PM

Samson moved to accept Karen Wolk to the MCHC Board, seconded by Partain. All voting attendees approved.

Samson moved to thank Christopher Partain for his efforts at MCHC, seconded by Thurber. All voting attendees approved. The Board needs to appoint a new secretary after Mr. Partain leaves.

5. Adjournment

Berry moved to approve adjournment of the meeting, seconded by Thurber. All voting attendees approved.

The meeting was adjourned at 8:41 PM.

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Mascoma Community Healthcare

Minutes of the annual meeting of the Board of Directors

Location: Mascoma Community Health Center

May 5, 2018 8:30 AM

Dale Barney presiding

In attendance:

Voting Directors – Dale Barney (chair), Scott Berry, Tim Jennings, Sean Murphy, Mary Paquette (treasurer), Christopher Partain (secretary), Barbara Dolyak, Mike Samson, Denis Salvail, Michael Paine, Curtis Payne, Peter Thurber (vice chair), Karen Wolk, John Dow, Louis Shelzie, Ashleigh King, and Kris Briand.

Not in attendance: Alice Schori, Andy Ware, Carolyn Barney

Mike Samson circulated the financial information in order to approve the budget for FY2019 with proposed numbers of \$1,996,474 in Total Income and \$1,925,378 in Total Expense, estimating a Net Income/(Loss) of \$75,095. Michael Paine moved to approve, seconded by Mary Paquette. All present voting members approved. Peter Thurber moved to approve the Mission & Vision statement of Mascoma Community Health Center as amended, seconded by Mike Samson. All present voting members approved. Mike Samson moved to renew the terms of all voting directors and elect the present slate of officers including Dale Barney, Chairman, Peter Thurber, Vice Chairman, Mary Paquette, Treasurer and Chris Partain, Secretary. Motion seconded by Peter Thurber. All present voting members approved. Mike Samson moved to enforce the policy of possible expulsion of members from the board due to lack of attendance and participation of board committees as outlined in our bylaws, seconded by Peter Thurber. All present voting members approved.

Respectfully submitted by
Christopher Partain, Secretary

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
May 14, 2018

FINAL MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Kris Briand, Tim Jennings, Ashleigh King, Sean Murphy, Michael Paine, Mary Paquette (treasurer), Curtis Payne, Denis Salvail, Alice Schori, Mike Samson, Peter Thurber (vice chair), Andrew Ware; Board participating via phone Barbara Dolyak, Christopher Partain, Louis Shelzi. Staff: Donna Ransmeier, Dr. Carrie Webber; 3 community attendees. Recorder: Roger Lohr.

1. Call to Order

Chair Dale Barney called the meeting to order at 7:03 PM. New Board members Ashleigh King and Louis Shelzi introduced themselves.

2. Minutes Approval

Samson moved to approve the Mascoma Community Health Center Board meeting minutes for April 9, 2018 as submitted and amended, seconded by Murphy. All voting attendees approved. The change to the document was the spelling of Shelzi.

3. Committee Report Summaries

A. Clinical Director Report

There are 1,527 patients at MCHC as of May 14, 2018. There was \$40,000 associated with the Family Planning Program last month and \$10,000 previously for reimbursement on salaries and other expenses. There were 7 patients served within the program, 25 adolescents were screened and another 15 patients were eligible within the family planning program. The LNA hiring is almost finalized.

B. Medical Director Report

MCHC is increasing efficiency to see more daily patients and there is more communication with other hospitals on referrals. Interviews continue for recruiting providers.

C. Finance Committee

Finance Committee documents were distributed to the Board. Mike Samson stated that last month there were 591 patients served and the dental operation is reaching full capacity. A document of MCHC accounts was distributed showing contributions, income, and expense For FY 2018 budget and actual and, the proposed FY 2019 budget. A \$15,000 loss is anticipated for May and about \$3-4,000 loss in June is expected. Plans have been developed to expand both the medical and dental operations and about 100 new patients are anticipated on a monthly basis. It is anticipated that the staff will be increased in July with providers and support staff. The Finance Committee is looking at accounts receivable collection policies. There are some grant applications that have been submitted for equipment including for physical therapy and radiography.

Paquette moved to accept the Finance Committee Report, seconded by Murphy. All voting attendees approved.

D. Other Business

It was suggested that the practice of making motions to accept committee reports be suspended and the Board discussed the suggestion.

Jennings moved to suspend the Board practice of making motions to accept committee reports (excluding the Finance Committee report which would continue to be accepted), seconded by Berry. The motion passed 16-1 (Paine opposed).

E. Development Committee

The Development Committee report was made by Tim Jennings and he announced that the volunteer positions for fundraising coordinator and grant coordinator have been filled. There continues to be a need to fill the Development Committee needs for patient outreach/recruiting, communication/marketing, and special events. Database options for tracking donors are being considered.

E. Board Retreat Recap

Four topic areas were listed for the Board to consider ideas including: financial stability, improve organization culture, reduce/expand services, and patient growth.

Culture: Board sponsored breakfast or lunch with the staff a couple times per year; staff wellness programs such as massage; use MCHC website, Facebook, and newsletter to tout staff members, accomplishments, and announce new personnel. Ask the employees for feedback on morale ideas.

Patient growth: Personal outreach efforts to individuals, businesses, and organizations; display “accepting new patients” signage regularly; collect testimonials with a microrecorder device and sign at front desk to use in marketing; massage in lobby area; inform everyone about MCHC status and plans for expansion; targeted marketing and communications.

Financial stability: Increase number of patients and those with insurance; offer services to staff; prioritize expense payments.

Expansion/reduction of services: Assess what is the right-size of MCHC to the community; grants; patient survey to consider additional services; review services that are being used to focus on most popular; partnerships for outsourced services that could be done in-house (acupuncture, audiologist, massage, yoga); market lower cost lab work; increase awareness of services among existing patients, x-ray for Mascoma School District; mobile MRI; behavioral health services; pharmacy; physical therapy; radiography; expand hours to nights and Saturday; streamline insurance prior authorization.

F. Physical Plant & Equipment Committee

The Physical Plant & Equipment Committee report document was distributed to the Board and given by Sean Murphy. Contractor warranty claims are almost wrapped up. Spring green up was done and some new shrubs were added on the grounds.

G. Human Resources Committee

Scott Berry gave the Human Resources Committee report stating that the part time dentist from BU is awaiting approval for his NH license and is expected to be on board soon.

H. Executive Committee

The Executive Committee report was given by Peter Thurber. The Executive Committee meets regularly with the other committees and the directors. A subcommittee will be formed to explore art donations for the facility. Alternative programs for the MSLA program are being explored. Mike Samson requested photos and 100-word background information from the new Board members.

I. Other Business

Some Board members need to sign the annual code of ethics. Scott Berry reviewed the Federally Qualified Health Center (FQHC) “look-alike” status overview document that was distributed to the Board. Some of the benefits for such status include better reimbursement for Medicaid services provided, medical malpractice insurance, purchase of discounted drugs, and health center program funding. A three-day visit would be necessary as part of the application process for FQHC look-alike status.

Berry moved to file an application for the FQHC look-alike program by the end of the year seconded by Samson. All voting attendees approved.

It was suggested that MCHC host and publicize a one-year anniversary open house event.

4. Executive Session

Berry moved to enter Executive Session, seconded by Thurber. All voting attendees approved.

The Board recessed and entered Executive Session at 8:14 PM.

The Board meeting was reconvened at 8:47 PM

5. Adjournment

Jennings moved to adjourn the meeting, seconded by Thurber. All voting attendees approved.

The meeting was adjourned at 8:47 PM.

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Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
June 11, 2018

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Kris Briand, Barbara Dolyak (via phone) Tim Jennings, Ashleigh King, Mary Paquette (treasurer), Christopher Partain, Curtis Payne, Denis Salvail, Mike Samson, Louis Shelzi, Alice Schori, Karen Wolk. Not Attending: Scott Berry, Sean Murphy, Michael Paine, Peter Thurber, Andrew Ware. Staff: Donna Ransmeier; Bruce Shinn community attendee. Recorder: Roger Lohr.

1. Call to Order

Chair Dale Barney called the meeting to order at 7:01 PM.

2. Minutes Approval

Shelzi moved to approve the Mascoma Community Health Center Board meeting minutes for May 14, 2018 as submitted and amended, seconded by Schori. Approved 13-0-0. The change to the document was the spelling of Ashleigh.

Samson moved to approve the Mascoma Community Health Center Board Annual meeting minutes for May 5, 2018 as submitted and amended, seconded by Briand. Approved 12-0-1 (Schori abstained). The change is the spelling of Shelzi.

3. MCHC and Committee Report Summaries

A. Clinical Director Report

There are 1,636 patients at MCHC as of June 11, 2018. The new LNA Diane Hackerman began this week and a new PA will begin on June 25. MCHC is looking to fill a dental receptionist position.

B. Finance Committee

Finance Committee documents were distributed to the Board. Mike Samson stated that last month there were 514 patients served with 624 visits during May. There were 240 first time dental patients in May.

The revenue and cash situation was reviewed and there is a shortfall on cash due to some overdue payments from the Family Planning program and Medicaid. Additionally there were three pay periods in May (four in a five week period). It is expected that the operational loss will be further reduced in June without counting the debt service.

The accounts receivable amount continues to grow because the number of patients and visits is growing. A larger line of credit will be acquired soon. The accounts receivable is \$270,000 and closing on a \$300,000 line of credit is expected soon. There will be a plea for Board members to help with personal contributions to help MCHC meet financial obligations in June.

Partain moved to accept the Finance Committee Report, seconded by Schori. All voting attendees approved.

C. Development Committee

The written Development Committee report was distributed to the Board and Tim Jennings announced that Joy Clancy has volunteered for communication and marketing. There is still the position for the volunteer coordinator to be filled. The Donor Snap software for tracking donors was purchased. A free presentation about the opioid crisis is scheduled to be held in Enfield on June 13 and a one year anniversary celebration is scheduled for August 5 with food and music. The celebration will not have a political focus. The Board congratulated Ashleigh King for completing her Masters program.

D. Physical Plant & Equipment Committee

The Physical Plant & Equipment Committee report included discussion about visits by a bear in the dumpster. The fiber optic is done and is expected to work soon.

E. Other Business

The financial dashboard will be set up for the next Board meeting. The Board discussed responses to questions about DHMC employee insurance coverage for MCHC services and this is being worked on. The MCHC dental services are currently covered for the DHMC insurance plan.

4. Executive Session

Shelzi moved to enter Executive Session, seconded by Partain. All voting attendees approved.

The Board recessed and entered Executive Session at 7:44 PM.

The Board meeting was reconvened at 8:47 PM

5. Adjournment

Salvail moved to adjourn the meeting, seconded by Partain. All voting attendees approved.

The meeting was adjourned at 8:52 PM.

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
July 9, 2018

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Kris Briand (via phone), Barbara Dolyak Tim Jennings, Ashleigh King, Sean Murphy, Mary Paquette (treasurer), Michael Paine, Curtis Payne, Denis Salvail, Mike Samson, Louis Shelzi, Alice Schori, Peter Thurber, Andrew Ware, Karen Wolk. Public: Bruce Shinn and one other community attendee. Staff Not Attending: Donna Ransmeier, Dr. Ben Gardner; Recorder: Roger Lohr.

1. Call to Order and Announcements

Chair Dale Barney called the meeting to order at 7:00 PM.

Peter Thurber reviewed the revised Board agenda and meeting format. There will be focus on fewer committee reports that will be more in depth and the other committee reports will be shortened. The Dashboard will be introduced to the Board for its consideration and input. It was suggested that the written committee reports be sent earlier in advance of the board meeting.

2. Minutes Approval

Schori moved to approve the Mascoma Community Health Center Board meeting minutes for June 11, 2018 as submitted and amended, seconded by Shelzi. Approved by all voting Board members. The changes to the document included Joy Clancy, LNA, and the event in Enfield.

3. MCHC and Committee Report Summaries

A. Clinical Director Report

The report was given by Board member Scott Berry. There are 1,744 patients at MCHC as of July 9, 2018. The new LNA Diane Hackerman began this week and a new PA. Both new staff have received a positive patient and staff response. The Canaan Senior Center will conduct monthly classes in MCHC space and the facility is available to use for other organizations.

B. Executive Committee

The Executive Committee has been working with the other committees, strategic planning, and addressing personnel issues.

C. Finance Committee

Finance Committee documents were distributed to the Board. The Dashboard document was reviewed. Mike Samson stated that the current issues include paying \$95,000 to the USDA in early August, getting a line of credit to cover 6 months of receivables and reaching stable patient revenue and cash flow. The Dashboard metrics were reviewed and some of the background issues were mentioned. It was suggested that the patient visit chart target be evaluated. The visits are more significant to staffing with regard to growth and capacity rather than the budget. The Dashboard can be changed as Board members consider the information on it. Comments about the Dashboard can be sent to Board member Sean Murphy.

D. Human Resources

MCHC is currently searching for help with the front desk and/or a dental scheduler and would like to fill the position by the end of the summer.

E. Physical Plant & Equipment Committee

The Physical Plant & Equipment Committee report was submitted and the two issues discussed included the volunteer landscape work and plumbing problems.

F. Quality and Safety Committee

A draft Patient Experience Survey was distributed to the Board and discussed. It was suggested that the in section A there was an additional line, in section B the Provider section could eliminate some redundant

lines, and there was a spelling error in item C. It was suggested that the care providers include the hygienist and request that the relevant providers be circled. Other feedback on the survey should be sent to Board member Scott Berry. It was asked if the survey should be with Human Resources Committee or Quality Committee. A Health Care Advisory will be developed with Dr. Gardner and Board member Michael Paine.

G. Development Committee

The written Development Committee report was distributed to the Board and Tim Jennings announced that Joy Clancy has volunteered to help with communication and marketing. There are still positions to be filled for the volunteer coordinator and communication coordinator. A one year anniversary celebration is scheduled for August 5 with food and music and Board member Kris Brian reviewed the details.

On patient outreach it was suggested that the MCHC Board participate in the Enfield Old Home Days on July 28 at 11:00 AM. A regular MCHC newsletter was an idea that was suggested to cover health tips and info as well as MCHC activities. It was suggested that presentations could be given at senior centers in the region. It was suggested that school sporting events could present a large number of people for MCHC exposure. There was also a discussion about promoting physical exams for school athletes and camps. Board members were asked to send other patient outreach ideas to Ashleigh King.

H. Other Business

The Board discussed the use of social media. There is a need to find an experienced person to help MCHC with social media for promotion and response to criticism. It was suggested that Facebook postings by anyone other than MCHC staff could be eliminated. It was suggested that a general response message could be created to send to critical posts and that specific posts could be addressed on a case-by-case basis if necessary. It was also mentioned that social media could be successfully used to target messages to specific audiences in the region at a very low cost.

4. Executive Session

Shelzi moved to enter Executive Session, seconded by Schori. All voting Board attendees approved.
The Board recessed and entered Executive Session at 8:30 PM.

The Board meeting was reconvened at 9:50 PM

5. Board Motions

Paine moved to authorize and ratify the MCHC Executive Committee to take action if necessary to retroactively terminate any MCHC contracts including employment contracts, seconded by Shelzi. All voting attendees approved.

Salvail moved to authorize the MCHC Finance Committee chairman to take any actions necessary to meet cash flow needs during the next two weeks subject to approval by the majority of the MCHC Executive Committee. All voting attendees approved.

6. Adjournment

Thurber moved to adjourn the meeting, seconded by Shelzi. All voting attendees approved.
The meeting was adjourned at 955 PM.

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
August 13, 2018

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Kris Briand, Barbara Dolyak, Tim Jennings, Ashleigh King, Mary Paquette (treasurer), Michael Paine, Curtis Payne, Denis Salvail, Mike Samson, Louis Shelzi, Alice Schori, Peter Thurber, Karen Wolk. Public: Bruce Shinn and one other community attendee. Board Not Attending: Scott Berry, Sean Murphy, Andrew Ware; Staff Not Attending Donna Ransmeier, Dr. Ben Gardner; Recorder: Roger Lohr.

1. Call to Order and Announcements

Chair Dale Barney called the meeting to order at 7:03 PM.

2. Minutes Approval

Schori moved to approve the Mascoma Community Health Center Board meeting minutes for July 9, 2018 as submitted and amended, seconded by Paquette. Approved by all voting Board members. The changes to the document included item 3A where the senior classes were to be scheduled as needed rather than monthly; in item 3F there were typos in the 2nd sentence; and in item 3G the spelling of Briand.

3. MCHC and Committee Report Summaries

A. Clinical Director Report

There were no director reports but it was stated that the patient count had surpassed 1,800 in August.

B. Executive Committee

The Executive Committee has been working with the other committees, strategic planning, and addressing personnel issues.

C. Finance Committee

Finance Committee documents were distributed to the Board via emails prior to the meeting. The Dashboard document was not produced this month but it will be forwarded to the Board as soon as possible. The Board intended to address the motions associated with the Bar Harbor bank line of credit later in the meeting. Cash flow issues continue at MCHC but it is expected that the line of credit will help alleviate the issues for a few months. There was a \$154,000 grant that was explained. The grant will be used to acquire equipment at MCHC that would entail 9 additional staff and the grant can be allocated incrementally within a 3-year period.

Paquette moved to accept the Finance Committee report, seconded by Schori. All voting Board members approved.

D. Nominating Committee

There was no Nominating Committee report but it was stated that 3 additional Board members are needed to attain the number of 19 Board members. Additionally, some Board members have asked to be replaced.

E. Human Resources

MCHC is currently searching for a dentist and a primary care doctor. Discussions have been held with a job recruiting company to consider help in the search efforts.

F. Physical Plant & Equipment Committee

The Physical Plant & Equipment Committee report was submitted and the Board discussed the tree issues related to the abutting neighbors.

G. Ethics Committee

The Ethics Committee is planning for work to begin.

H. Health Care Advisory Committee

It was suggested that the Health Care Advisory Committee could look at consideration of equipment to be purchased for MCHC. The committee will also work on protocols, procedures and oversight.

I. Development Committee

The written Development Committee report was distributed to the Board via email and Tim Jennings announced that the position to be filled is the volunteer coordinator. The anniversary party was attended by about 150 people and the Board expressed appreciation to Board member Kris Briand for coordinating the event. The Board also expressed appreciation to Ashleigh King for coordinating the MCHC activity at the Enfield parade. There were comments made regarding the Byrne Foundation gift to MCHC and flowers were sent as a thank you.

J. Quality and Safety Committee

Board member Louis Shelzi reported that the Quality and Safety Committee held its first meeting to consider what needs to be done to meet standards for FQHC. The issues for the committee will involve staff and patients. The clinic director and a staff member will participate with the committee, which plans to meet twice monthly to get things going. Metrics will be developed for the Board to see progress in this committee's work.

4. Other Business

A. Board Motions

Board member Mike Samson explained the issues related to the trees on the property that abut neighbors. **Paine moved to extend the warranty on one of the trees planted at the home of David Reynolds and Terry Powers by a year, seconded by Briand. All voting attendees approved.**

Board member Mike Samson explained the need to assign a promissory note.

Salvail moved to accept the assignment of the Dudley promissory note to the Dudley Estate Trust seconded by Wolk. All voting attendees approved.

A document was distributed to the Board regarding motions related to the line of credit involving Bar Harbor Bank & Trust, Mascoma Savings Bank, USDA, and the NH Charitable Foundation. Board member Mike Samson explained the details about the motions. A copy of a letter regarding the USDA was distributed to the Board.

Jennings moved for the MCHC Board to address the Board motions related to line of credit in a consent agenda format, seconded by Shelzi. All voting attendees approved.

Jennings moved to authorize Sean Murphy and Michael Samson who are members of the MCHC Finance Committee to individually execute any necessary documents, sign checks, make deposits, make withdrawals, use the debit card, make ACH and wire transfers, and transfer funds between accounts at Mascoma Savings Bank and at Bar Harbor Bank & Trust upon transfer of accounts to Bar Harbor Bank & Trust and authorize Mary Paquette, Dale Barney, Peter Thurber, Sean Murphy, and Michael Samson to individually sign any documents related to this authority at either Mascoma Savings Bank or Bar Harbor Bank & Trust, seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to require two out of five signers (Barney, Paquette, Thurber, Murphy, Samson) to authorize checks over \$1,000, seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to accept the offer of financing from Bar Harbor Bank & Trust dated 7/27/18 totaling \$300,000 at a rate of WSJ prime plus 1.75% and requiring a \$50,000 guarantee from NH Charitable Foundation (see attached), seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to authorize, in conjunction with NHCF, the transfer of \$50,000 from Mascoma Bank to a limited access account held in Bar Harbor for partial guarantee of the \$300,000 Line of

Credit financing at the closing for the Line of Credit , seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to request that the New Hampshire Charitable Foundation (NHCF) transfer the \$50,000 LOC guarantee to Bar Harbor Bank & Trust at the closing on the \$300,000 Line of Credit, seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to authorize Dale Barney and/or Peter Thurber and/or Mary Paquette and/or Michael Samson to sign any documents necessary to complete the closing of the Bar Harbor Bank & Trust loan documents, seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to authorize Dale Barney and/or Peter Thurber and/or Mary Paquette and/or Michael Samson to sign any documents necessary to open a general checking account, a payroll checking account, a debit card account and a limited access guarantee account at Bar Harbor Bank & Trust, seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to authorize Dale Barney and/or Peter Thurber and/or Mary Paquette and/or Michael Samson to sign any documents necessary to obtain a debit credit card from Bar Harbor Bank & Trust, seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to authorize Dale Barney and/or Michael Samson to obtain a device to allow remote deposits of checks into the general checking account at Bar Harbor Bank & Trust, seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to authorize Dale Barney and/or Peter Thurber and/or Mary Paquette and/or Michael Samson to sign any documents prepared by NHCF necessary to complete the transfer of the \$50,000 guarantee funds from Mascoma Bank to the Bar Harbor Bank & Trust, seconded by Shelzi. All voting MCHC Board member attendees approved.

Jennings moved to authorize Dale Barney and/or Peter Thurber and/or Mary Paquette and/or Michael Samson to sign any documents required by USDA to authorize a partial release by the USDA of its security interest, if any, in the accounts receivable of Mascoma Community Healthcare, Inc. , seconded by Shelzi. All voting MCHC Board member attendees approved.

Samson moved to authorize Dale Barney and Michael Samson to execute seven promissory notes in the amount of \$106,150, seconded by Jennings. All voting MCHC Board member attendees approved.

B. MCHC Board Secretary Position

Board member Peter Thurber explained the responsibilities of the MCHC Board secretary position, which needed to be filled (such as keeping track of Board minutes). The Board discussed some possible candidates and Board member Thurber will appoint a Board member to fill the secretary position.

5. Public Comment

There was a question regarding the schedules for flu shot, school physical exams, and immunizations.

6. Executive Session

Briand moved to enter Executive Session, seconded by Schori. All voting Board attendees approved.

The Board recessed and entered Executive Session at 8:01 PM.

The Board meeting was reconvened at 8:55 PM

7. Adjournment

Thurber moved to adjourn the meeting, seconded by Shelzi. All voting attendees approved.

The meeting was adjourned at 8:56 PM.

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
September 10, 2018

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Kris Briand, Barbara Dolyak, John Dow, Tim Jennings, Sean Murphy, Mary Paquette (treasurer), Michael Paine, Denis Salvail, Mike Samson, Louis Shelzi, Peter Thurber, Andrew Ware, Karen Wolk. Staff Attending: Donna Ransmeier. Public: 2 community attendees Paula Maxwell, Katie. Board not attending: Ashleigh King, Curtis Payne, Alice Schori. Recorder: Roger Lohr.

1. Call to Order and Announcements

Chair Dale Barney called the meeting to order at 7:02 PM.

2. Minutes Approval

Samson moved to approve the Mascoma Community Health Center Board meeting minutes for August 13, 2018 as submitted and amended, seconded by Salvail. Approved by all voting Board members. The changes to the document included plus 1.75% to rate in item 4 motion.

3. MCHC and Committee Report Summaries

A. Clinical Director Report

Clinic Director Donna Ransmeier reported there are 2,006 patients at MCHC as of September 10, 2018. The new PA Maria Nunez Stiglich is doing well and appointment bookings are increasing. Interviews for the front desk position that is mostly for the dental service are ongoing and the position should be offered by next week. The MAT program will begin this week. A review of the no-show rate showed 8-10% and typical rates for similar clinics is about 15%. The Board discussed the no-show policy. There will be a flu clinic in October and the date has not been confirmed. The flu shots will be announced for example, sending an email blast and displaying a banner.

B. Executive Committee

The Executive Committee has been working with the other committees, strategic planning, and addressing personnel issues.

C. Finance Committee

Finance Committee documents were distributed to the Board. The Dashboard document was reviewed. Mike Samson stated that the current issues include revenue and patient count increases. The \$350,000 accounts receivable are divided between insurance companies, government, and patients. The Vermont Medicaid reimbursement is expected within 90 days and will represent about 25% of the receivables, which is more than \$30,000.

The line of credit at Bar Harbor was not approved as expected in August so individual loans helped to make the USDA debt payment. The \$36,000 gap between revenue and expense should take about 4 months to relieve and the Development efforts are expected to cover what is needed. It is projected that break even will be attained in January and additional staffing will be on board by then, too,

Mr. Samson reviewed the MCHC financial goals for September and he explained the Vermont Medicaid reimbursement process. Potential MCHC revenue and the need for an additional dentist were discussed. There is also a need to increase the number of medical patients, and add to the medical staff for more flexibility in the staffing schedule.

D. Nominating Committee

Dale Barney chairs this committee and the Board discussed that there are 16 currently Board members and the number serving should be 19. Additionally, some Board members have expressed an interest to leave the Board. There is a need to have representation from the towns of Dorchester and Grafton. Another need

is for Board members with experience in healthcare administration, patient care, and marketing. The Board discussed that each Board member recommend a name to serve on the Board with consideration of the experience factors that were outlined.

E. Human Resources

MCHC is currently searching for help with the front desk and/or a dental scheduler and interviews are ongoing. The position is expected to be filled soon. Two recruiting firms are helping MCHC. The Board discussed approaching new dental school graduates and the need for FQHC certification so such staff can address repaying medical school loans. Currently, the state of New Hampshire has no funding for repaying these loans. The board certified physician needed for Anthem was also discussed.

F. Physical Plant & Equipment Committee

The Physical Plant & Equipment Committee document was distributed and the report was submitted. The HVAC and plumbing problems have been addressed.

G. Ethics Committee

No ethics violations were reported.

H. Healthcare Advisory

The Board discussed how to differentiate efforts of the Healthcare Advisory and Quality Committees that are done by the same group of Board members and staff. The committee purposes will be reviewed with attention to FQHC requirements.

I. Quality and Safety Committee

A Quality and Safety Committee report document was distributed to the Board. Staff members have been added to this committee including a dental representative. FQHC requirements for reporting such as immunizations are being compiled. The committee will meet again on September 13 at 7:30 AM.

J. Development Committee

The written Development Committee report was distributed to the Board and Tim Jennings announced that there are still positions to be filled for the volunteer coordinator and communication/marketing coordinator. Charts on development were reviewed for January through July and in August. The "in-person ask" line was highlighted. A letter has been drafted to conduct a direct mailing to previous small donors to solicit the \$5-500 contributions. It is anticipated that this appeal can raise about \$18,000 annually.

4. Other Business

The Board discussed patient recruitment and marketing. The factors on these efforts include the cost, the amount of manpower and effort needed, and the effectiveness of the efforts. There is also a need for clarity on issues such as the need for membership or insurance to patronize the clinic. It was felt that personal contacts have been successful in the past to recruit patients and a list of organizations to approach was produced including elections, basketball games, town PD and FD, realtors, welcome packets, friends groups, employer packages, youth leagues, religious orgs, farmers markets, Lions clubs, etc. Suggestions were made to solicit speakers to discuss health issues or hold roundtable discussions, offer yoga, maternal or CPR classes, provide transportation to senior centers, use list services, and Facebook boosts, and fast squads. There was a call to develop a process to develop content to use on some of the media outlets. It was suggested that a matrix be devised to incorporate the factors (cost, manpower, effectiveness) for each of the ideas to see which ideas could be successful.

Public attendee Paula Maxwell commented about her interest in the MCHC Board. She works with business owners as a financial consultant.

5. Board Motions

Berry moved to nominate and approve Karen Wolk as the MCHC Board Secretary, seconded by Shelzi. All voting attendees approved.

6. Executive Session

The Board recessed and entered Executive Session at 8:48 PM.

The Board meeting was reconvened at 9:18 PM

7. Adjournment

Paquette moved to adjourn the meeting, seconded by Dolyak. All voting attendees approved.

The meeting was adjourned at 9:18 PM.

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
October 15, 2018

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Kris Briand, Tim Jennings, Ashleigh King, Sean Murphy, Mary Paquette (treasurer), Michael Paine, Denis Salvail, Alice Schori, Mike Samson, Louis Shelzi, Peter Thurber, Andrew Ware, Karen Wolk (secretary), Jill Zambon. Public: 3 community attendees including Alice Kennedy and Bruce Shinn. Board not attending: Barbara Dolyak, John Dow, Curtis Payne. Recorder: Roger Lohr.

1. Call to Order and Announcements

Chair Dale Barney called the meeting to order at 6:04 PM. The monthly Board meeting schedule has been moved to the third Monday at 6:00 PM.

2. Minutes Approval

Briand moved to approve the Mascoma Community Health Center Board meeting minutes for September 10, 2018 as submitted, seconded by Schori. Approved by all voting Board members with one abstention (Schori).

3. MCHC and Committee Report Summaries

A. Clinical Director Report

Board member Scott Berry reported there are 2,121 patients at MCHC as of October 11, 2018. The clinical director schedule has been reduced to 4 days per week. The front desk position has been filled and the RN has been well received. The dental appointments are now into January.

B. Executive Committee

The Executive Committee has been working with the other committees, strategic planning, and addressing personnel issues. Karen Wolk has been participating with the Executive Committee.

Shelzi moved to appoint Karen Wolk to serve on the MCHC Executive Committee, seconded by Salvail. Approved by all voting Board members.

C. Human Resources

MCHC is currently searching for a dentist and candidates have been interviewed. It is expected that the position will be filled to start on December 1 or January 1 depending on which candidate takes the job. Another dental assistant will be needed so that 2-3 chairs can be worked at a time. This should help to reduce the dental appointment scheduling, which is currently 3 months. Two recruiting firms are helping MCHC to find a primary care medical provider. An additional dental hygienist could be considered in mid 2019 and there are some interested candidates for that position.

D. Nominating Committee, Physical Plant & Equipment Committee, and Ethics Committee had no reports.

E. Healthcare Advisory/Quality and Safety Committee

The Healthcare Advisory did not have activity but the Quality and Safety Committee distributed a Family Planning Data Trend Table showing performance measures. The Committee wants to conduct on site review and needs to schedule a time when it can meet with the staff. The Board discussed concerns about the Family Planning program to get supplies needed to conduct the tests to acquire results that are necessary to show program results. The test kits in question are on order.

F. Development Committee

The written Development Committee report was distributed to the Board and Tim Jennings announced that there are still positions to be filled for the volunteer coordinator and communication/marketing coordinator. A fundraising letter campaign will be conducted this week that will include an update about MCHC and a call for donations. The campaign is focused on smaller donors from the past couple of years.

An outreach effort will be coordinated in the vicinity to reach out to people at the election polling stations in November. Canaan and Dorchester are covered but volunteers from the Board are needed to staff the prime times at the stations in Enfield, Grafton, and Orange. Board members Berry, Jennings and Schori volunteered. A FAQ sheet will be distributed to Board members to help with this effort.

G. Finance Committee

Finance Committee documents were distributed to the Board. Motions were needed to change MCHC policies regarding the line of credit, sliding scale, accounts receivable, and authorizations to perform transactions. Various semantic changes were also suggested in the documents.

Berry moved to approve changes to the MCHC policies on the materials distributed at the MCHC Board meeting on October 15, 2018, seconded by Salvail. All voting attendees approved.

The Dashboard document was reviewed. Mike Samson stated that the line of credit and cash were used to reduce some of the payables. Accounts receivables remained unchanged. The patient growth on the Dashboard is in part due to a reporting technicality.

A document was distributed to the Board outlining the Business Owner Roundtable meeting that was held. A MCHC package or tier of packaged services for local businesses is being considered. Board members were invited to join in planning to address the issues raised at the Roundtable.

4. Other Business

It was announced that a Flu Clinic will be offered for free at MCHC on Thursday, October 18.

5. Executive Session

The Board moved to enter Executive Session (Paine, Salvail). The Board meeting was then recessed and the Board entered Executive Session at 7:07 PM.

The Board meeting was reconvened at 8:10 PM

6. Adjournment

Salvail moved to adjourn the meeting, seconded by Paquette. All voting attendees approved.

The meeting was adjourned at 8:10 PM.

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
October 15, 2018

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Kris Briand, Tim Jennings, Ashleigh King, Sean Murphy, Mary Paquette (treasurer), Michael Paine, Denis Salvail, Alice Schori, Mike Samson, Louis Shelzi, Peter Thurber, Andrew Ware, Karen Wolk (secretary), Jill Zambon. Public: 3 community attendees including Alice Kennedy and Bruce Shinn. Board not attending: Barbara Dolyak, John Dow, Curtis Payne. Recorder: Roger Lohr.

1. Call to Order and Announcements

Chair Dale Barney called the meeting to order at 6:04 PM. The monthly Board meeting schedule has been moved to the third Monday at 6:00 PM.

2. Minutes Approval

Briand moved to approve the Mascoma Community Health Center Board meeting minutes for September 10, 2018 as submitted, seconded by Schori. Approved by all voting Board members with one abstention (Schori).

3. MCHC and Committee Report Summaries

A. Clinical Director Report

Board member Scott Berry reported there are 2,121 patients at MCHC as of October 11, 2018. The clinical director schedule has been reduced to 4 days per week. The front desk position has been filled and the RN has been well received. The dental appointments are now into January.

B. Executive Committee

The Executive Committee has been working with the other committees, strategic planning, and addressing personnel issues. Karen Wolk has been participating with the Executive Committee.

Shelzi moved to appoint Karen Wolk to serve on the MCHC Executive Committee, seconded by Salvail. Approved by all voting Board members.

C. Human Resources

MCHC is currently searching for a dentist and candidates have been interviewed. It is expected that the position will be filled to start on December 1 or January 1 depending on which candidate takes the job. Another dental assistant will be needed so that 2-3 chairs can be worked at a time. This should help to reduce the dental appointment scheduling, which is currently 3 months. Two recruiting firms are helping MCHC to find a primary care medical provider. An additional dental hygienist could be considered in mid 2019 and there are some interested candidates for that position.

D. Nominating Committee, Physical Plant & Equipment Committee, and Ethics Committee had no reports.

E. Healthcare Advisory/Quality and Safety Committee

The Healthcare Advisory did not have activity but the Quality and Safety Committee distributed a Family Planning Data Trend Table showing performance measures. The Committee wants to conduct on site review and needs to schedule a time when it can meet with the staff. The Board discussed concerns about the Family Planning program to get supplies needed to conduct the tests to acquire results that are necessary to show program results. The test kits in question are on order.

F. Development Committee

The written Development Committee report was distributed to the Board and Tim Jennings announced that there are still positions to be filled for the volunteer coordinator and communication/marketing coordinator. A fundraising letter campaign will be conducted this week that will include an update about MCHC and a call for donations. The campaign is focused on smaller donors from the past couple of years.

An outreach effort will be coordinated in the vicinity to reach out to people at the election polling stations in November. Canaan and Dorchester are covered but volunteers from the Board are needed to staff the prime times at the stations in Enfield, Grafton, and Orange. Board members Berry, Jennings and Schori volunteered. A FAQ sheet will be distributed to Board members to help with this effort.

G. Finance Committee

Finance Committee documents were distributed to the Board. Motions were needed to change MCHC policies regarding the line of credit, sliding scale, accounts receivable, and authorizations to perform transactions. Various semantic changes were also suggested in the documents.

Berry moved to approve changes to the MCHC policies on the materials distributed at the MCHC Board meeting on October 15, 2018, seconded by Salvail. All voting attendees approved.

The Dashboard document was reviewed. Mike Samson stated that the line of credit and cash were used to reduce some of the payables. Accounts receivables remained unchanged. The patient growth on the Dashboard is in part due to a reporting technicality.

A document was distributed to the Board outlining the Business Owner Roundtable meeting that was held. A MCHC package or tier of packaged services for local businesses is being considered. Board members were invited to join in planning to address the issues raised at the Roundtable.

4. Other Business

It was announced that a Flu Clinic will be offered for free at MCHC on Thursday, October 18.

5. Executive Session

The Board moved to enter Executive Session (Paine, Salvail). The Board meeting was then recessed and the Board entered Executive Session at 7:07 PM.

The Board meeting was reconvened at 8:10 PM

6. Adjournment

Salvail moved to adjourn the meeting, seconded by Paquette. All voting attendees approved.

The meeting was adjourned at 8:10 PM.

Mascoma Community Healthcare
Board of Directors Meeting
Mascoma Community Health Center
November 19, 2018

APPROVED MINUTES

In attendance: Voting Directors: (chair), Scott Berry, Kris Briand, Tim Jennings, Ashleigh King, Sean Murphy, Mary Paquette (treasurer), Michael Paine, Curtis Payne, Denis Salvail, Alice Schori, Mike Samson, Louis Shelzi, Peter Thurber, Karen Wolk (secretary). Public: 3 community attendees including Paula Maxwell, Katie Silvius, and Bruce Shinn. Board not attending: Dale Barney, Barbara Dolyak, John Dow, Andrew Ware. Recorder: Roger Lohr.

1. Call to Order and Announcements

Peter Thurber called the meeting to order at 6:06 PM. The monthly Board meeting schedule has been moved to the third Monday at 6:00 PM.

2. Minutes Approval

Paine moved to approve the Mascoma Community Health Center Board meeting minutes for October 15, 2018 as submitted and amended, seconded by Schori. Approved by all voting Board members.

3. MCHC and Committee Report Summaries

A. Clinical Director Report

Board member Scott Berry reported there are 2,246 patients at MCHC as of mid November 2018. This is about 120 more than last month. The dental appointments are still into January. The new front desk person is catching up and Clinic Director Ransmeier is working on the electronic records. There were 254 flu shots administered but the percentage of them given to MCHC patients is unknown. A member of the public asked about insurance companies payments, and the Board discussed the Vermont Medicaid situation. A conference call is scheduled to figure out the VT Medicaid payment snafu. DHMC employees will be able to use MCHC starting in January and the clinic already works with DHMC insurance purveyor Harvard Pilgrim. There may be as many as 2,500 DHMC employees in the area that could use MCHC.

B. Executive Committee

The Executive Committee distributed a document to the Board and it has been working with the other committees, strategic planning, and addressing personnel issues.

C. Nominating Committee

Tim Jennings nominated Katie Silvius to become a member of the MCHC Board and a document about her background was distributed. The process to elect a new Board member is for a nomination to be made, a discussion with the prospective Board member in Executive Session, circulation of a background document about the candidate, and a vote on the candidate to become a Board member at the next Board meeting in public session.

D. Human Resources

The new MCHC dentist will bring in mid December on a part time basis. Henry Lemieux announced that he will reduce his hours and then cease his practice. MCHC will need another part time dentist and there are currently two dentists that have expressed interest.

The Board received names and photos of the 17 MCHC staff. Nine of the staff live among the five communities served by MCHC. There was a request for staff email addresses (first initial, dot last name). Two recruiting firms are helping MCHC to find a primary care medical provider and mid level medical staff. One candidate is awaiting a license in NH.

E. Physical Plant & Equipment Committee,

There will be an annual inventory of MCHC capital assets prior to year end and Board member Sean Murphy will be looking for volunteers to help.

F. Ethics Committee

Board member Curtis Payne attended a seminar on healthcare ethics and expects the committee to be up and running within a month. He requested that other MCHC Board members of staff email to him ethical issues that might be reviewed by the committee.

G. Healthcare Advisory/Quality and Safety Committee

The Quality and Safety Committee met and discussed the Family Planning program statistics necessary to show program results. The Chlamydia tests were offered to 12% of patients (the test kits were provided by the state). The staff is documenting the requests to take the test so that better tracking is possible. There will be an effort to increase the statistics on telling patients about the test.

It was suggested that MCHC advertise about the availability of flu shots at the clinic and it will be looked into by the staff. The Healthcare Advisory Committee commented about a patient feedback survey that will help raise awareness of concerns that can be addressed by the clinic director.

H. Development Committee

A chart was distributed to the Board showing that there were 387 donations by contact type from January 2015 through September 2018 in the amount of \$971,867. The recent mail campaign raised \$1,525 and the goal was more than \$15,000. A matrix will be set up on line for volunteers to sign up for recruitment efforts and a list of frequently asked questions and responses will be available. New questions can be forwarded to Tim Jennings. There were 900 flyers distributed in the communities at Election Day polling sites. There were a number of grant applications submitted in October and the Byrne Foundation donated \$200,000 to MCHC.

I. Finance Committee

Finance Committee documents were distributed to the Board and an overview was given by Board member Mike Samson. Cash is about one third of earnings so the monthly gap between revenue and expense remains a concern. A normal month is \$50,000 in cash and \$50,000 in accounts receivable. The total of accounts receivable is \$363,000, which increased by \$20,000 in September while new receivables in October totaled \$70,000. The Vermont Dental Medicaid reimbursement is anticipated and the current total is about \$111,000 or 31% of the total accounts receivable. Individual patient accounts receivable is about 30% and the balance of accounts receivable is associated with insurance companies, which is paid regularly.

4. Other Business

A member of the public requested that MCHC consider offering massage services.

5. Executive Session

The Board moved to enter Executive Session (Shelzi, Salvail). The Board meeting was then recessed and the Board entered Executive Session at 6:55 PM.

The public Board meeting was reconvened at 8:53 PM

6. Items for Action

Berry moved to approve Jill Zambon as a MCHC Board member, seconded by Paine. All voting attendees approved.

Tim Jennings suggested that Jill can help as the volunteer coordinator.

Berry moved to expedite the decision on Board membership for Katie Silvius, seconded by Paine. All voting attendees approved.

Berry moved to approve Katie Silvius as a MCHC Board member, seconded by Paine. All voting attendees approved.

7. Adjournment

Shelzi moved to adjourn the meeting, seconded by Briand. All voting attendees approved.

The meeting was adjourned at 8:53 PM.