

Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
January 28, 2019

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Ashleigh King, Michael Paine, Denis Salvail, Mike Samson, Alice Schori, Louis Shelzi, Katie Silvius, Karen Wolk (secretary). Board not attending: Kris Briand, Barbara Dolyak, John Dow, Sean Murphy, Mary Paquette (treasurer), Curtis Payne, Peter Thurber, Andrew Ware, Jill Zambon. Dr. Ben Gardiner, 1 public attendee. Recorder: Roger Lohr.

**1. Call to Order and Announcements**

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

**2. Minutes Approval**

**Salvail moved to approve the Mascoma Community Health Center Board meeting minutes for December 17, 2018 as submitted and amended, seconded by Shelzi. Approved by all voting Board members and Board member Paine abstained.** Changes included updating the attendee roster names.

**3. MCHC and Committee Report Summaries**

A. Clinical Director Report

Board member Scott Berry reported there are 2,438 patients at MCHC and that there was an anticipated slowing during the holiday period. The new dentist has received positive comments from patients and staff. The number of walk-up patients has been very steady and these patients have been accommodated.

The research done the University of Massachusetts on the Rural New England Health Study has been completed. A 2-hour power outage at MCHC was handled and response protocols are being reviewed and codified as a result of the situation. The Cardigan Mountain School is the backup plan for a major outage.

B. Executive Committee

The Executive Committee distributed a document to the Board and it has been working with the other committees, strategic planning, and exploring a partnership. The actions taken such as the request for a full inventory assessment for the audit are outlined in the document.

C. Nominating Committee

It was suggested that the Nominating Committee be titled the Board Membership Committee. There have recently been two board resignations including Kris Briand and Barbara Dolyak. It was suggested that other board members that have not been participating might consider their level of involvement.

**Samson moved to accept the MCHC Board member resignations of Kris Briand and Barbara Dolyak with appreciation for their service to MCHC. Approved by all voting Board members.**

D. Human Resources

Board member Scott Berry informed the Board that Dr. Weiss, who was a former cardiologist has expressed an interest in working at MCHC for 2-3 days per week and is expected to begin in March. Credentialing is underway for Dr. Weiss. Additionally, a dental assistant who has shadowed with former and current MCHC dentists is in discussions to work in the dental department.

E. Physical Plant & Equipment Committee,

There have been some heating and drainage issues. Sean Murphy, who has been instrumental with MCHC PPE is expected to be focused on seeking employment.

F. Healthcare Advisory/Quality and Safety Committee

The Quality and Safety Committee met and discussed review for the diabetic patient population. The staff suggested that collecting data regarding high blood pressure levels in patients over 18 is an area of concern that can be compiled. The committee decided to meet only once per month. It was suggested that protocols be put in place so that data collection efforts can be easily passed along to future staff.

The Board was informed that a gynecological doctor from the New London Hospital will work part time at MCHC and the hospital will provide ultrasound equipment to MCHC. Scott Berry met with an ultrasound technician and he commented that providing the service will meet some of the Family Planning Program Title 10 obligations.

#### G. Development Committee

With Kris Briand leaving, there is an opening for a special events coordinator and there is a continued opening for a communications and marketing coordinator. MCHC has received 42% of the \$600,000 goal by October 2019. Some of the grants that have been received were announced. Other suggestions included the COOP Pennies for Change program and other donors that were approached before the MCHC doors were opened. Posters and brochures have been circulated by Board member Alice Schori. Board members Katie Silvius and Ashleigh King are orchestrating supportive efforts at TDI.

#### H. Finance Committee

Finance Committee documents were distributed to the Board and an overview was given by Board member Mike Samson. The payables are running under 60 days and earned income in December was \$91,000 with donations covering the balance of expenses. The accounts receivable is over \$380,000, which includes insurance companies, government, and patients. New accounts receivable in December reached \$40,000. There was \$5,000 received for the outstanding Vermont Dental Medicaid reimbursements which currently totals \$108,000.

#### I. Other Business

It was stated that MCHC Treasurer Mary Paquette has been somewhat sidelined with a medical issue and there is a need for a volunteer who is familiar with Quickbooks.

#### 4. Executive Session

The Board moved to enter Executive Session (Berry, Shelzi). The Board meeting was then recessed and the Board entered Executive Session at 7:06 PM.

The public Board meeting was reconvened at 8:05 PM

#### 5. Adjournment

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

The meeting was adjourned at 8:06 PM.

Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
February 18, 2019

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Ashleigh King, Sean Murphy, Michael Paine, Denis Salvail, Mike Samson, Alice Schori, Louis Shelzi, Katie Silvius, Peter Thurber, Karen Wolk (secretary). Board not attending: John Dow, Mary Paquette (treasurer), Curtis Payne, Andrew Ware, Jill Zambon. Staff Donna Ransmeier; 1 public attendee (Bruce Shinn). Recorder: Roger Lohr.

**1. Call to Order and Announcements**

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

**2. Minutes Approval**

**Samson moved to approve the Mascoma Community Health Center Board meeting minutes for January 28, 2019 as submitted and amended, seconded by Schori. Approved by all voting Board members.** Change on item 3F the last sentence was removed.

**3. MCHC and Committee Report Summaries**

A. Clinical Director Report

MCHC Clinical Director Donna Ransmeier reported there are 2,519 patients at MCHC as of February 18, 2019. There have been increases in dental patients, and families on the medical side. Two new part time staff members have joined in reception and insurance certification/collection. There is a long term leave for one of the nurses that has been filled by new part time staff. The Medical Director is seeing many patients daily.

B. Executive Committee

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

C. Nominating Committee

There were no new nominations to the MCHC Board.

D. Human Resources

Board member Scott Berry informed the Board that Dr. Wiese, who was a former cardiologist has expressed an interest in working at MCHC for 2-3 days per week and is expected to begin in March. And credentialing is underway. Dr. Gardiner's contract will be redone in May and his interest in serving younger patients has been expressed. The dental assistant who shadowed with former and current MCHC dentists decided to not join the staff.

E. Physical Plant & Equipment Committee,

There have been some heating and drainage issues in the facility and Johnson Controls and Arc Mechanical are dealing with them respectively.

F. Healthcare Advisory/Quality and Safety Committee

The Quality and Safety Committee met and discussed service for the diabetic patient population. The data regarding high blood pressure levels in patients over 18 is an area of concern that can be compiled but has not been initiated yet. There have also been discussions about increasing the Chlamydia screening at MCHC.

G. Development Committee

Fund raising efforts beginning in October 2018 have netted \$260,730, which is 43% of the goal for October 2019. The small donor campaign received \$4,530 out of a \$15,000 potential and Tim Jennings asked participating Board members to continue with their contacts. Recent grants included \$3,000 from the Lions Club and others have been written and submitted. Jill Zambon reported that three volunteers are doing administrative work and she suggests a recognition party for volunteers.

#### H. Finance Committee

Finance Committee documents were distributed to the Board and an overview was given by Board member Mike Samson. The payables are running under 60 days and in January there was \$65,000 of cash brought in not including donations. The Vermont Medicaid for dental service, and growth in the dental operation have helped to increase cash income. The accounts receivable has declined from over \$380,000 to \$330,000 and there was \$55,000 new accounts receivable in January. The January earned income was \$115,903 (subject to allowance).

An audit was completed for fiscal year 2018 and the Board requested it receive a copy to review at the next Board meeting.

#### 4. Executive Session

The Board moved to enter Executive Session (Berry, Shelzi). The Board meeting was then recessed and the Board entered Executive Session at 6:41 PM.

The public Board meeting was reconvened at 7:16 PM

#### 5. Adjournment

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

The meeting was adjourned at 7:16 PM.

Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
March 18, 2019

APPROVED MINUTES

In Attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Sean Murphy, Michael Paine, Denis Salvail, Alice Schori, Katie Silvius, Peter Thurber, Karen Wolk (secretary), Jill Zambon. Board not attending: John Dow, Ashleigh King, Mary Paquette (treasurer), Curtis Payne, Mike Samson, Louis Shelzi, Andrew Ware. Staff: Donna Ransmeier. One public attendee Geraldine Osgood Recorder: Karen Wolk.

**1. Call to Order**

Dale Barney called the meeting to order at 6:00 PM.

**2. Minutes Approval**

**Alice Schori moved to approve the Mascoma Community Health Center Board meeting minutes for February 18, 2019 as submitted and amended, seconded by Scott Berry. Approved by all voting Board members.** Changes to spelling of Donna Ransmeier in item 3., spelling of Drs. Wiese and Gardner in item D.

**3. MCHC and Committee Report Summaries**

**A. Clinical Director Report**

MCHC Clinical Director Donna Ransmeier reported there are now 2622 patients as of March 18, 2019. There are new Dartmouth employee patients as well as their families. Patients, both enrolled and walk-in, with flu are keeping the clinic very busy. Jane Marx, RN is expected to return from medical leave April 2, as expected.

**B. Executive Committee**

The Executive Committee distributed a report outlining continuing efforts and Actions Taken.

**C. Nominating Committee**

There were no new nominations to the MCHC Board.

**D. Human Resources**

Malpractice coverage for anticipated new physician, Dr. Weise, has been approved. This is the final piece required for his credentials for insurance providers. April 1 for him start is now a possibility. Potential new providers include a PA professor at Franklin Pierce to work two half days a week, MD acquaintances of Dr. Gardner, and two MD's who recently quit Urgent Care. We are actively looking for a dental assistant and front desk person especially with dental experience and will consider another PA or nurse practitioner. Board members encouraged to offer any possible persons for these positions to Donna (front desk possibilities) or Scott (professional possibilities). Dental scheduling is at capacity and medical is now fully booked on some days.

**E. Physical Plant & Equipment Committee**

Under-floor drainage repair in Dental Area is completed with some improvement. Drainage/plumbing back-up problems remain. There is also a problem with the hot water. A needed substantive discussion with ARC will be scheduled soon to specify problem list, remedies and warranty coverage.

**F. Healthcare Advisory/Quality and Safety Committee**

Work to identify diabetic patients who need 3 month check-ups or who have transferred their care to another facility is nearly done. Current roster reflects those who wish to have their care at MCHC. Reminder letters sent and a few patients very much in need of follow-up were seen and hopefully stabilized. Also looking at those diabetic patients in need of dental care. This outreach and care can be reported to document and evaluate our care for diabetic patients.

#### G. Development Committee

Tim Jennings distributed a fundraising report in a new format that the Board agreed presents data in a clear and helpful format that shows monthly donations received by donor type and possible/anticipated donation/grant sources. March data to date is not included because Mike Samson is on vacation. We remain at 43% of our fund raising goal of \$600,000 by September 2019. Projection shows \$58,520 needed to be raised from sources yet to be determined.

Tim and Karen made a presentation to the NH Charitable Foundation Upper Valley Advisory Committee on March 15. This group elected to have their quarterly meeting at the Center. We were very happy to showcase our facility, the services we offer, and our plans to partner with First Health Family.

The Enfield Community Access TV station had made a DVD lasting 37 minutes with interviews with Donna, Scott, Tim, Mike and Peter conducted in 2016. It is a credible documentary of how the Center came to be, is likely of historical interest, but does not reflect the Center as it is today. Suggested the Board take the time to look at the DVD. We might ask for an abridged version we could use on our website.

Tim asked for volunteers to staff an information table for the Center at the Mascoma Community Science Fair, March 30 at the High School. Alice Schori will do part of the day.

Tim asked for volunteers to accompany him to the Enfield Business coffee at Visions on Kluge Rd. Friday March 22 at 8 AM.

#### H. Finance Committee

There is no formal Finance Committee report as Mary is still recovering and Mike is on vacation. Bills are being paid and checks deposited in Mike's absence.

#### 4. Other business

Scott gave an update re: Health First Family collaboration. First part of grant application completed and approved by HRSA. Moving to complete full application by April 11. Requests for letters of support have gone out and over a dozen already received. March 18 call with Health First will determine who needs personal follow-up for a letter. Draft budget for the grant soon available for MCHC review. Draft is progressing well.

#### 5. Adjournment

**Peter Thurber moved to adjourn the meeting, seconded by Denis Salvail. All voting members approved.** Meeting was adjourned at 6:55 PM

**There was no Executive Session** on March 18, 2019.

Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
April 15, 2019

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Ashleigh King, Sean Murphy, Denis Salvail, Mike Samson, Alice Schori, Louis Shelzi, Katie Silvius, Peter Thurber, Andrew Ware, Karen Wolk (secretary), Jill Zambon. Board not attending: Michael Paine, Mary Paquette (treasurer), Curtis Payne. 1 public attendee (Bruce Shinn). Recorder: Roger Lohr.

**1. Call to Order and Announcements**

Dale Barney called the meeting to order at 6:00 PM. The monthly Board meeting schedule has been moved to the third Monday of the month at 6:00 PM. Peter Thurber announced that after the public session there would be an MCHC Annual Meeting with officer elections followed by an Executive Session.

**2. Minutes Approval**

The February MCHC Board meeting minutes were unavailable and will be considered at the next Board meeting.

**3. MCHC and Committee Report Summaries**

A. Clinical Director Report

Board member Scott Berry reported there are 2,719 patients at MCHC as of April 15, 2019. The growth has slowed but there has also been a purge of some records. Dr. Weiss started at MCHC and he will be invited to the next Board meeting. New hires were reviewed including a LNA and front desk help. There is a yoga program on Mondays in the clinic and a children's program on Tuesdays. Cardigan Mountain School will have students come to MCHC for physicals and 55 students are expected during the next month.

B. Executive Committee

The Executive Committee distributed a document to the Board and it has been working with the other committees and strategic planning. The Health First partnership application was submitted in April, which is the second step in the process to merge organizations. There is a project application with Dartmouth Psychiatric regarding trauma related to parents of kids. There was a decision to end the Title 10 Family Planning program due to heavy administrative work and new NHDHHS stipulations put into effect. It was not clear about how much funding might be received associated with the Family Planning program once it is terminated.

C. Nominating Committee

There were no new nominations to the MCHC Board and there are no further plans to expand the Board at this time.

D. Human Resources

Board member Scott Berry updated the Board that a dental assistant is being sought at this time. Dr. Weiss will be on staff for two days per week. There is a search for a per diem RN.

There was an increase in benefits costs for the staff on April 1 and the Executive Committee investigated changes but will not make any changes at this time. The additional cost is projected at \$6,000.

E. Physical Plant & Equipment Committee,

There have been some heating and drainage issues in the facility and Johnson Controls and Arc Mechanical are dealing with them respectively. The responsibility for the expenses is being discussed with the companies involved. A valve had to be replaced for \$800. Spring cleanup will be coordinated.

#### F. Healthcare Advisory/Quality and Safety Committee

The Quality and Safety Committee met and discussed service for the diabetic patient population, and tracking the data regarding high blood pressure levels in patients over 18. There has also been an increase in the Chlamydia screening at MCHC which will be continued after the Family Planning program grant is terminated.

#### G. Development Committee

Development Committee documents were distributed to the Board and an overview was given by Board member Tim Jennings. An update was given in the six development areas. Jill Zambon reported that volunteers will be working on the spring cleanup. An opportunity to raise funds has been offered by a Poker Club and the Board considered this option.

**Thurber moved to approach a Poker Club for MCHC to participate in a fundraising program, seconded by Wolk. All voting attendees approved.**

#### H. Finance Committee

Finance Committee documents were distributed to the Board and an overview was given by Board member Mike Samson. The net loss has been reduced by 40% and the revenues have doubled but MCHC is still struggling with cash flow. There was a discussion about the passing of John Dow and a donation associated with it. A flagpole and light will be installed in Mr. Dow's honor.

An audit was completed for fiscal year 2018 and the Board will review it in the MCHC Annual Meeting.

#### 4. Executive Session

The Board moved to enter Executive Session (Berry, Shelzi). The Board meeting was then recessed and the Board entered Executive Session at 6:27 PM.

The public Board meeting was reconvened at 8:00 PM

#### 5. Adjournment

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

The meeting was adjourned at 8:00 PM.



Mascoma Community Healthcare  
MCHC Board **Annual Meeting**  
Mascoma Community Health Center  
April 15, 2019

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Ashleigh King, Sean Murphy, Denis Salvail, Mike Samson, Alice Schori, Louis Shelzi, Katie Silvius, Peter Thurber, Andrew Ware, Karen Wolk (secretary), Jill Zambon. Board not attending: Michael Paine, Mary Paquette (treasurer), Curtis Payne. 1 public attendee (Bruce Shinn). Recorder: Roger Lohr.

**1. Call to Order and Announcements**

Dale Barney called the meeting to order at 6:27 PM. The MCHC Annual Meeting agenda was to cover the Auditor's 2018 Report, to ratify the Board membership, and to discuss options on holding a Board retreat.

**2. 2018 MCHC Auditor's Report**

Mike Samson distributed a copy of the Auditor's Report for the fiscal year ending in March 2018 to the Board members and reviewed the various summaries including the statement of financial position, operations, functional expenses, supporting services, cash flows, and management plans. He compared the March 2019 financial report stating that the number of patients has increased substantially, the revenue had doubled, and the deficit has been reduced from \$525,000 to \$374,000.

The management plans included building the MCHC dental practice, increasing the number of patients overall, and entering a strategic partnership to acquire FQHC status. The partnership would add \$80,000 per month to the operation. Currently there is a \$50-60,000 monthly deficit on about \$130,000 of monthly expenses. Loans and donations have been used to cover this shortfall. The charity care was estimated in the Auditor's Report at \$174,000 and is estimated to total about \$250,000 to date.

MCHC assets are \$3,356,787 and there are short and long term notes payable. The MCHC tax return was included in with the Auditor's Report document that was distributed to the Board.

The March 31, 2019 Balance Sheet was reviewed by Mike Samson citing \$1,500,000 in revenue, grants and gifts for the year with the major expenses as follows: \$1,126,000 payroll; \$97,000 in interest; Eclinical Works \$56,000; utilities \$50,000; supplies \$39,000. The net operating revenue is -\$50,346.

**Shelzi made a motion to accept and ratify the 2018 Auditor's Report seconded by Berry. All voting board members were in favor.**

**3. MCHC Board Officers**

A. Elections

The Executive Committee recommended the officers remain the same and that a new treasurer be appointed. The significant work will be to prepare for the merger with Health First. The organization is seeking a bookkeeper to replace Mary Paquette.

**Mike Samson nominated Sean Murphy to be the MCHC Board treasurer and the nomination was seconded by Scott Berry. There being no other nominations the all voting board members voted and Sean Murphy was elected MCHC Board treasurer.**

It was suggested that the existing Board may become an organization such as the Friends of MCHC, which will retain ownership of the MCHC facility and equipment. This could also be a fundraising entity and a sounding board for the community. There was a need to vote to continue board terms for two board members and it was stated that Michael Paine was planning to resign from the board and MCHC was awaiting his official letter on the matter.

**Shelzi made a motion to approve Andrew Ware and Tim Jennings as MCHC Board members and Alice Schori seconded the motion. All voting members were in favor.**

The slate of officers for the MCHC Board were Dale Barney as chair, Peter Thurber as vice chair, Karen Wolk as secretary and Sean Murphy as treasurer.

**Samson made a motion to approve the slate of MCHC Board officers as presented and Denis Salvail seconded the motion. All voting members were in favor.**

#### B. Board Retreat

A Board Retreat was scheduled for 8:00 AM – 12 Noon on Saturday, June 1 with the agenda to work on the particulars of the MCHC – Health First agreement. Additional time on the details could be taken in the upcoming monthly Executive Sessions.

#### **4. Adjournment**

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

The meeting was adjourned at 7:35 PM.

Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
May 20, 2019

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Ashleigh King, Curtis Payne, Mike Samson, Alice Schori, Louis Shelzi, Katie Silvius, Peter Thurber, Andrew Ware, Karen Wolk (secretary). Board members not attending: Sean Murphy (treasurer), Denis Salvail, Michael Paine, Mary Paquette, Jill Zambon. 1 public attendee (Bruce Shinn). Recorder: Roger Lohr.

**1. Call to Order and Announcements**

Dale Barney called the meeting to order at 6:02 PM.

**2. Minutes Approval**

The April meeting minutes for the Board meeting and the Annual Meeting were distributed.

**Thurber moved to approve the MCHC Board meeting minutes for the meeting held on April 15, 2019 as submitted, and the motion was seconded by Silvius. All voting attendees approved with 1 abstention (Payne).**

**Berry moved to approve the MCHC Annual meeting minutes for the meeting held on April 15, 2019 as submitted and the motion was seconded by Thurber. All voting attendees approved with one abstention (Payne).**

**3. MCHC and Committee Report Summaries**

A. Clinical Director Report

Board member Scott Berry reported there are 2,769 patients at MCHC as of mid May 2019. The growth has slowed but there has also been a purge of some patients no longer being served by MCHC. Efforts are underway to enforce the “no show” policy regarding patients that schedule appointments and do not show up. There are about two dozen people who have issues with this matter.

B. Executive Committee

The Executive Committee distributed a document to the Board and it has been working with the other committees and strategic planning. The Health First partnership application was submitted in April, which is the second step in the process to merge organizations. It is expected to know whether the application has been accepted by the end of July.

C. Nominating Committee

There were no new nominations to the MCHC Board and there are no further plans to expand the Board at this time.

D. Human Resources

Board member Scott Berry updated the Board that an offer has been extended to a new PA to start in July, and a new dental assistant, who will work half time as a coordinator and half time as an assistant. This should address scheduling for the dental operation. A new RN will start this week and there is a discussion with a local nurse practitioner. The part timers and volunteers have been working effectively. Dr. Weise is working two days per week.

E. Physical Plant & Equipment Committee,

Computers are being set up for the new staff. Meetings are scheduled to deal with invoices by companies associated with the facility problems. A 32-piece art collection donation to be displayed at the clinic was announced and there will be a fundraising event to unveil the displays. The Board was asked to contribute to cover the costs of preparing and displaying the art work.

F. Healthcare Advisory/Quality and Safety Committee

The Quality and Safety Committee met and discussed service for the diabetic patient population, and tracking the data regarding high blood pressure levels in patients over 18. Since the Family Planning program grant is terminated, the committee is considering how to continue the data collection. Berry will look into acquiring devices to monitor patient blood pressure. The committee activity may pause before it considers new initiatives and it was suggested that it could meet to plan for the future.

#### G. Development Committee

A Development Committee document was distributed to the Board and an overview was given by Board member Tim Jennings. April and May were successful for fundraising receiving \$50,000 Dartmouth-Hitchcock Benefit Fund, \$85,000 from the Byrne Foundation, and \$66,000 from the McLaughlin Charitable Foundation, and nearly \$10,000 from the John Dow Memorial Fund. Nearly 90% of the fundraising goal has been met.

#### H. Finance Committee

A Finance Committee document was distributed to the Board and an overview was given by Board member Mike Samson. There was a \$5,000 increase for cash flow in April and about \$12,000 of overdue bills were paid after the donations received in March. There are five candidates to be interviewed by Samson and Murphy for the bookkeeper position.

#### 4. Other Business

Mike Samson will look into whether a Board resignation letter has been received from Michael Paine.

#### 5. Executive Session

The Board moved to enter Executive Session (Berry, Thurber). The Board meeting was then recessed and the Board entered Executive Session at 6:45 PM.

The public Board meeting was reconvened at 7:53 PM

#### 6. Adjournment

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

The meeting was adjourned at 7:54 PM.

Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
June 17, 2019

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Sean Murphy (treasurer), Denis Salvail, Mike Samson, Alice Schori, Louis Shelzi, Katie Silvius (on phone), Peter Thurber, Karen Wolk (secretary), Jill Zambon. Board members not attending: Ashleigh King, Curtis Payne, Andrew Ware. 2 public attendees. Recorder: Roger Lohr.

**1. Call to Order and Announcements**

Dale Barney called the meeting to order at 6:00 PM.

**2. Minutes Approval**

The meeting minutes for the May Board meeting and the Annual Retreat Meeting were distributed.

**Schori moved to approve the MCHC Board meeting minutes for the meeting held on May 20, 2019 as submitted and amended, and the motion was seconded by Shelzi. All voting attendees approved.**

The change was to remove the second sentence in item 1 and spelling of Dr. Weise. The meeting minutes for the Annual Retreat would be considered for approval in Executive Session.

**3. MCHC and Committee Report Summaries**

**A. Clinical Director Report**

Interim clinical director Scott Berry reported there are 2,803 patients at MCHC as of the June 2019 meeting.

The new dental assistant has started full time and the dental appointment schedule will be expanded in July. The full time receptionist has started and the nurse practitioner will start full time in July. An offer letter has been signed for the PA to start in August. A new bookkeeper has been hired to start this week.

There are now no open positions at MCHC and Dr. Weise is reportedly doing well. The Board discussed the announcement that Dr. Beaufait is closing his practice and that some of his patients could return to MCHC.

An open house is planned at MCHC on July 1 from 5:00 – 7:30 PM to introduce the new staff members and celebrate two years of operation (16,000 patient visits). There will also be information about the employer program and a 5,000 piece postcard mailing is planned. The Board also discussed the front page Sunday Valley News article that covered the proposed MCHC merger.

**B. Executive Committee**

The Executive Committee has been working with the other committees and is looking into pharmacy operation alternatives in response to the closure of Family Pharmacy in Enfield.

**C. Human Resources**

A resignation from the board letter has been received from Michael Paine. A letter of appreciation will be sent to him. A Board vacancy was also officially declared after the passing of John Dow and the Mascoma Healthcare organization graciously accepted \$11,000 from a memorial.

**Shelzi moved to accept Michael Paine's resignation from the MCH Board with regret, and appreciation for his commitment to MCHC, and the motion was seconded by Schori. All voting attendees approved.**

**D. Physical Plant & Equipment Committee,**

The bird nest at the MCHC entrance is being addressed. ARC has forgiven all but \$500 of MCHC invoices and has ideas about the sewage problem but Johnson Control's has not yet met with MCHC. Carpet was installed in the dental area. Sean Murphy will speak with NH Fire Protection regarding an overdue invoice.

#### F. Healthcare Advisory/Quality and Safety Committee

The Quality and Safety Committee decided to pause during the summer. There was a state child vaccine inspection and it was discovered that MCHC is eligible to get adult vaccines for uninsured patients. There will be a Family Planning report done at the end of the summer.

#### G. Development Committee

The May donations totaled to \$204,600. In June MCHC has received \$110 from the NH Gives program. There are ongoing discussions with Irving and Jakes. The COOP Pennies for Change program is still under discussion. Louis Shelzi will speak with Karen Wolk about a contact that might be able to introduce another large donor. The Northern Border grant remains available for equipment acquisition when a match \$154,000 can be found and it was suggested that First Family Health could invest in this match.

There was a discussion about working at a polo match fundraiser for about \$2,500 of contributions in early August. It was decided to get more details about the opportunity.

The Board members were asked to identify prospective small businesses that could take advantage of the employer program. One company has signed up for the program for \$3,000.

#### H. Finance Committee

A Finance Committee document was distributed to the Board showing the historical storyboard view of MCHC that was done for the USDA. A second document showed the financial snapshot in May for the upcoming summer months. The dental operation is expected to increase revenue. Cash flow continues to grow but there was a \$50,000 shortfall in May. The projected shortfall is under \$30,000 in July and about \$50,000 in August. The Board discussed using a collection agency for the older accounts receivable, which would send five letters to collect payments and then call to collect outstanding balances.

#### **4. Executive Session**

The Board moved to enter Executive Session (Salvail, Shelzi). The Board meeting was then recessed and the Board entered Executive Session at 7:15 PM.

The public Board meeting was reconvened at 7:35 PM

#### **5. Adjournment**

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

The meeting was adjourned at 7:35 PM.

Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
July 15, 2019

DRAFT MINUTES

In attendance: Voting Directors: Tim Jennings, Ashleigh King, Denis Salvail, Mike Samson, Alice Schori, Louis Shelzi, Katie Silvius, Peter Thurber, Karen Wolk (secretary), Jill Zambon. Board members not attending: Dale Barney (chair), Scott Berry, Curtis Payne, Sean Murphy (treasurer), Andrew Ware. Public attendee Bruce Shinn. Recorder: Roger Lohr.

**1. Call to Order and Announcements**

Peter Thurber called the meeting to order at 6:02 PM.

**2. Minutes Approval**

The meeting minutes for the March Board meeting and the June Board meeting were distributed.

**Schori moved to approve the MCHC Board meeting minutes for the meeting held on March 18, 2019 as submitted and amended, and the motion was seconded by Samson. All voting attendees approved.** The change was the spelling of Weise.

**Schori moved to approve the MCHC Board meeting minutes for the meeting held on June 17, 2019 as submitted, and the motion was seconded by Samson. All voting attendees approved.**

**3. MCHC and Committee Report Summaries**

A. Clinical Director Report

A written Director's Report was distributed. There are 2,886 patients at MCHC as of July 12, 2019. New patients are coming from DHMC and Dr. Beaufait's former practice. The new dental chair is beginning to build revenue and increasing patient appointments from the waiting list. There were 10 additional dental appointments in the last week. The new nurse practitioner is doing well and the physician assistant is due to start in late August after the NH license is finalized. With the full staff, the doctor vacation is not impacting the appointments beside the delay of DOT physicals which require Dr. Gardner.

Samson commented that there have been 16,930 total visits to MCHC since inception. It was stated that the front office is running very well and Scott Berry's leadership was cited for how well things were currently going at MCHC.

B. Executive Committee

The Executive Committee has been working to support the committees and director's efforts.

C. Nomination Committee

It was stated that Board nominations are on hold until the FQHC status is announced in mid-August. It was suggested that volunteers with specific experience should be sought to be considered as board members later.

D. Human Resources

It was stated that shifts have been staffed at MCHC and things should be fine for the summer period.

E. Physical Plant & Equipment Committee,

The sewage problem has been addressed successfully but the air conditioning (in the dental area) and an alarm have been recent problems. Computers are being set up for the new staff.

F. Ethics Committee

There needs to be a clarification about confidentiality regarding patient treatment information for the Board and Executive Committee. Curtis Payne will be asked about a policy on this matter.

#### G. Healthcare Advisory/Quality and Safety Committee

The Quality and Safety Committee decided to pause during the summer until after the FQHC status is determined.

#### H. Development Committee

There were minimal donations in June following the substantial May donations. In July a grant from the Lindsay Trust for dental equipment was received for \$2,500. The COOP Pennies for Change program will include MCHC in September and is projected to raise \$1,500-2,000. There is \$150,000 remaining on the fundraising goal for the year (\$590,000 has been raised). The status of the Jakes/Irving program is unknown.

There are two extra payroll periods of \$45,000 during the year that have now been incorporated in financial planning. There was a two-month delay initiating the second dental chair which is now up and running.

If FQHC status is not attained, there is a need for \$180,000-200,000 for the upcoming year. The Board members were asked to identify prospective small businesses that could take advantage of the employer program. The planned Open House will become a fundraising event.

#### I. Finance Committee

A Finance Committee document was distributed to the Board showing the June 2019 financial snapshot. The July analysis anticipates an increase of revenue with more cash and higher accounts receivable. If the FQHC status is not attained it is projected that a CEO could be hired in November.

A postcard announcing the new staff has been mailed.

#### **4. Executive Session**

The Board moved to enter Executive Session (Shelzi, King). The Board meeting was then recessed and the Board entered Executive Session at 6:56 PM.

The public Board meeting was reconvened at 7:45 PM

#### **5. Adjournment**

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

The meeting was adjourned at 7:45 PM.



Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
August 19, 2019

APPROVED MINUTES

In attendance: Voting Directors: Dale Barney (chair), Scott Berry, Tim Jennings, Sean Murphy (treasurer), Denis Salvail, Alice Schori, Louis Shelzi, Katie Silvius, Peter Thurber, Board members not attending: Ashleigh King, Curtis Payne, Mike Samson, Andrew Ware, Karen Wolk, Jill Zambon. 2 public attendees.  
Recorder: Roger Lohr.

**1. Call to Order and Announcements**

Dale Barney called the meeting to order at 6:01 PM.

**2. Minutes Approval**

The meeting minutes for the July Board meeting were distributed.

**Schori moved to approve the MCHC Board meeting minutes for the meeting held on July 15, 2019 as submitted, and the motion was seconded by Shelzi. All voting attendees approved.**

**3. MCHC and Committee Report Summaries**

A. Clinical Director Report

Volunteer Clinical Director Scott Berry gave the clinic director report. There are 3,033 patients at MCHC as of August 19, 2019. The new dental chair is building revenue as in 26 days the rate of patients seen went from 1.1 patients per hour to 1.5 patients per hour. There were grants that helped to acquire equipment but another \$3,000-8,000 will be needed to acquire additional equipment (autoclave) within 30 to 60 days.

Dr. Gardner returned from vacation and saw 14 patients today. He will spend some daily time at Cardigan Mountain School when school starts. The nurse practitioner is at full time and has blended well with the staff. The part time PA starts tomorrow (working Tues 1-7 and Fri 8-12) and will begin seeing patients on September 3. Evening hours have been reinstated on Tuesdays. Mr. Berry read a positive patient comment referring to Dr. Weise. The front desk will undergo staff schedule changes with the beginning of the school term.

There will be a Valley News article regarding the Federal family planning program termination at MCHC. On a national level the Planned Parenthood organization is also terminating the program. There will be a "Health Watch" magazine advertorial article about MCHC. Peter Thurber will forward a sample release to MCHC regarding photograph permission. Yoga sessions will be held at MCHC on Sundays.

B. Executive Committee

The Executive Committee has been working to support the committees and director's efforts. Thurber reported about the Old Home Days MCHC table and he reminded the Board members to continue to talk to others about MCHC. A service animal policy for MCHC has been drafted and pets brought to the facility for emotional support will be not allowed to enter.

C. Nomination Committee

It was stated that Board nominations are on hold until the FQHC status is announced. It was suggested that volunteers with specific experience should be sought to fill needs and they would be considered as board members later. It was raised that Board members that are not attending meetings and perhaps they should be asked to step down if they are not interested in participating. Currently there are 15 Board members. The bylaws regarding the range of Board membership is a minimum of 9 and maximum of 19.

D. Human Resources

Human resources were covered in the Clinical Director report.

E. Physical Plant & Equipment Committee,

The sewage problem has been addressed successfully but the HVAC issues are still being discussed with the vendor. Computers are being set up for the new staff. Related to the septic system, a section of the parking lot is still uncovered and a report is expected before the lot is addressed. There are faucet issues in the dental department. The Board discussed finding more volunteers for the PP & E needs.

#### F. Healthcare Advisory/Quality and Safety Committee

The Quality and Safety Committee decided to pause during the summer until after the FQHC status is determined. There was a deficit in OSHA compliance reporting and the manual has been received to review and apply to MCHC processes.

#### G. Development Committee

Documents outlining the MCHC Fundraising Report and a current campaign (Oct 2018-Sept 2019) were distributed to the Board. A \$20,000 grant application has been submitted and a few other applications will be sent in the fall. There are about \$120,000 of grants for operating support that are projected to be submitted annually. A volunteer to develop a MCHC social media effort was mentioned. The Health Watch and Valley News coverage were mentioned earlier in the meeting. The Board briefly discussed the employer program and whether sole proprietors should be eligible.

There were some volunteers who helped with the MCHC property and thank you notes will be sent to them. Patient outreach efforts are uncertain at this time but the patient base continues to grow by about 100 patients each month. There was a decision that there was not enough support to work with the Polo Club. An exhibition of donated artwork at MCHC will be conducted during September.

#### H. Finance Committee

A Finance Committee document was distributed to the Board showing a Financial Snapshot from April - August 2019. The July analysis showed a decrease in the deficit and another decrease is expected in August. There is a \$50,000 amount needed monthly to attain breakeven and it is projected to decrease by about \$10,000 per month between now and March associated with the increase in the dental operations and the number of patients. It appears that rate of income increase will result in break even by March. The line of credit should be renewed in September.

#### **4. Other Business**

The outgoing phone message needs to be changed. Mr. Berry discussed the MCHC front desk lunch break and call back operation.

#### **5. Executive Session**

The Board moved to enter Executive Session (Schori, Shelzi). The Board meeting was then recessed and the Board entered Executive Session at 7:00 PM.

The public Board meeting was reconvened at 7:45 PM

#### **6. Adjournment**

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

The meeting was adjourned at 8:10 PM.

Mascoma Community Healthcare  
Board of Directors Meeting  
Mascoma Community Health Center  
October 21, 2019

MINUTES

In attendance: Voting Directors: Scott Berry, Tim Jennings, Sean Murphy, Denis Salvail, Mike Samson, Alice Schori, Katie Silvius, Peter Thurber, Karen Wolk. Recorder: Roger Lohr.

**1. Call to Order and Announcements**

Peter Thurber called the meeting to order at 6:10 PM. The meeting was to have a different format than previous MCHC Board meetings and there was supposed to be a discussion with a representative from the USDA (never arrived) followed by an Executive Session.

The previous MCHC Board meeting minutes approval was tabled.

**2. Director Report**

**A. Patient Count**

The patient count as of October 21, 2019 is 3,232.

**B. Dental Report**

In October, Dr. Takach was on vacation and attended a conference missing 7 days from the MCHC dental operations. A letter summarizing the conference was distributed to the Board. Productivity and efficiencies should be applied to the operation as a result of attending the conference. There will be part time dentist and assistant positions advertised to help meet the demand for dental services at MCHC.

**C. Collections**

One hundred accounts have been sent to a company for collection (\$10 per account). Five letters will be sent to collect and afterward there will be verbal contact to collect. Funds collected will be given to MCHC. The accounts are beyond 120 days overdue. Some of the overdue accounts are self-pay and some are co-pay or payments associated with deductibles. There are currently about 500 patients in arrears (valued at \$180,000) and Scott Berry stated that he has reviewed about 200 of them. The total accounts receivable is above \$392,000 currently and the uncollectible portion is within that amount.

**D. FQHC and HealthFirstFamily**

There has not been any further information regarding the FQHC application or scoring on the decisions. HealthFamilyFirst will do a Medicaid enrollment and eligibility presentation for the public at MCHC. Medicaid is now available for dental services in New Hampshire. MCHC will promote this Medicaid event scheduled for Saturday, November 2 at 10:00 AM.

**E. Genoa Healthcare Pharmacy**

The Genoa Healthcare company has contacted MCHC to discuss operating an in-house pharmacy at the clinic.

**F. Insurance Accepted**

The Board discussed that there are 143 insurance companies accepted at MCHC and more dental insurance is accepted at the clinic compared to most private dentists. It was suggested that the MCHC website post this insurance information and update it during the year. It was stated that Delta Dental has paid \$121,000 to MCHC for services and there is about \$60,000 outstanding currently from the company.

**G. Flu Shots**

There will be free flu shots offered at MCHC on Thursday, October 31.

**3. Art Exhibit Open House**

The art exhibit open house had about 60-70 attendees including public and staff. The speech by Gary Hamel was well received and it may have motivated others to get involved with MCHC. The committee that has been involved with the art exhibit included Thurber, Silvius, and Murphy. A proposal and agreement associated with the art exhibit and other potential similar efforts will be forwarded to the Board.

#### **4. Executive Session**

The Board moved to enter Executive Session (Jennings, Salvail). The Board meeting was then recessed and the Board entered Executive Session at 6:50 PM.

The public Board meeting was reconvened at 8:12 PM

#### **5. Adjournment**

**Samson moved to adjourn the meeting, seconded by Schori. All voting attendees approved.**

The meeting was adjourned at 8:12 PM.

The next MCHC Board meeting is scheduled for Wednesday, November 6, 2019 at 6:00 PM.

#### **TASKS:**

1. Send task list developed at the Retreat to Board members. Job descriptions for officers.
2. Send agreement and proposal associated with art exhibit to Board members.

Mascoma Community Healthcare  
Board Meeting  
Mascoma Community Health Center  
November 6, 2019

APPROVED MINUTES

In attendance: Voting Directors: Scott Berry, Tim Jennings, Sean Murphy, Denis Salvail, Mike Samson, Louis Shelzi, Katie Silvius, Peter Thurber, Karen Wolk. DDS Katie Takach; Recorder: Roger Lohr.

**1. Call to Order**

MCH Board Chair Peter Thurber called the meeting to order at 6:00 PM. The meeting was slated to include announcements, a presentation about the MCH dental operation, the Clinic Director report and financial report. There will be an email about MCH Board responsibilities sent following the meeting. The Board sends get well wishes to Alice Schori.

The Board received a resignation letter from Curtis Payne.

**Berry moved to accept the Board resignation from Curtis Payne with regret, seconded by Silvius. All voting attendees approved.**

**2. Meeting Minutes Approval**

**Samson moved to approve the MCH Board meeting minutes of September 16, 2019 and October 21, 2019 as submitted, seconded by Silvius. All voting attendees approved.**

**3. MCH Dental Operation Presentation**

DDS Katie Takach did a presentation that will be sent to the Board members via email. The slides reviewed the 2019 accomplishments in the MCH dental operation. Compliances, documentation and financial awareness are things that are being addressed. Challenges to the operation include under-utilizing the electronic health records, high number of missed appointments, unfilled schedule slots, patient financial counseling, missed opportunities of the assistants, paperwork issues, and more.

Some ideas were suggested to increase MCH dental capacity. The current dental patient encounter statistics show 1.19 patients per hour and it was suggested that 1.4-1.5 could be achieved.

Takach recommended that success at the MCH dental operation would include setting goals, becoming familiar with budgets, addressing scheduling with a template, support staff education and certification, financial counseling for patients, enhanced use of the ECW, addressing a target population, describing and signed treatment plans, assistant per-

forming sealant work, and so on. The top priority was stated as getting a scheduling template at MCH.

The Board expressed appreciation for the informative deep dive on the MCH dental operation.

#### **4. Clinic Director Report**

Scott Berry stated that as of November 6, 2019 there were 3,210 MCH patients and there has been an effort to begin deactivating some of them who are no longer being serviced.

There were 256 flu inoculations given and 114 were existing MCH patients. The open Medicaid enrollment event did not attract attendees and Sonya will visit Health Family First to see a successful event. The Board discussed the timing of the marketing for the event and how to reach potential Medicaid patients.

There is still no information regarding the FQHC application score. A meeting was held with Genoa Healthcare to get details about a pharmacy service at MCH. The company would need to fill 2,000 prescriptions per month and Berry will look into the number of monthly prescriptions being written by MCH providers. The Genoa focus has been on behavioral health at other outlets. The MCH income associated with the proposal would be limited to renting space in the clinic.

Berry cited a potential grant for a child program on lead that would be conducted with the Enfield and Canaan schools. Proposed policies were cited and will be distributed to the Board members via email to be considered for approval at the next Board meeting.

#### **5. Financial Reports**

A document was distributed Board members to show the profit and loss statement that was sent to the USDA. MCH expense is \$135,000 per month and is expected to increase to \$145,000 with the new CEO and expanded bookkeeper hours. There is currently \$89,000 in monthly cash income from services, donations, and accounts receivable. Monthly income amounts are susceptible to collectibles, donations received, staff vacation, holidays, weather, and so on. An additional \$35,000 per month is needed to breakeven. It was generally felt that the growth at MCH has been good.

The Board discussed the Byrne Foundation matching grant and a check is expected from the organization soon to match the funds that have already been received toward that program. Other grants will be used to match the Byrne grant, and then another \$10,000 of donations will be needed to meet the full \$150,000 amount. A fundraising letter was distributed to the Board and this letter has been sent to past contributors.

#### **6. Other Business**

Peter Thurber will send an email to MCH Board members regarding the responsibilities. The CEO search process will begin and the position will be posted. The MCH website is being worked on and should be updated soon.

**7. Adjournment**

**Silvius moved to adjourn the meeting, seconded by Berry. All voting attendees approved.**

The meeting was adjourned at 8:07 PM.

The next MCH Board meeting is scheduled for Wednesday, November 20, 2019 at 6:00 PM.

Mascoma Community Healthcare  
Board Meeting  
Mascoma Community Health Center  
November 20, 2019

APPROVED MINUTES

In attendance: Board of Directors: Scott Berry, Tim Jennings, Denis Salvail, Mike Samson, Louis Shelzi, Katie Silvius, Peter Thurber. Other attendees: DDS Katie Takach; USDA representative Eric Law. Recorder: Roger Lohr.

**1. Call to Order**

MCH Board Chair Peter Thurber called the meeting to order at 6:00 PM. The meeting was slated to include a presentation for the USDA, questions for the dentist, and other issues.

**2. Meeting Minutes Approval**

The Board decided to shorten the section on the dental operation presentation in the meeting minutes and table approval of the document until next meeting and the task list. The quorum of the MCH Board is now 6 members.

**3. MCH Dental Operation Presentation Follow Up**

The Board was informed that a scheduling template has been initiated for the dental appointments and it will take a couple of months to become fully instituted as the schedule is currently full. The ECW will be built into the scheduling process.

**4. USDA Presentation**

Mike Samson reviewed the financial report data (profit and loss statement, balance statement, ECW data, etc.) for Eric Law of the USDA and the MCH Board.

The USDA representative suggested that as the clinic gets near its goal of sustainability, it is a high risk period. The stated objective is for MCHC to be sustainable as measured by being current in payments by March 2020. If that goal is not met, the USDA will require a consultant to provide an analysis of activities at MCHC at a cost that would be paid by MCH.

The USDA representative was asked to deliver to MCH the list of scores of the FQHC applicants associated with the 2019 applications for FQHC status.

**4. Clinic Director Report**

Scott Berry stated that as of November 20, 2019 there were 3,247 MCHC patients and there have been more deactivations of patients who are no longer being serviced. It was reported that there is a downturn of patient visits in the region.



A total of 309 accounts have been turned over to collection valued at \$107,000 of old accounts receivables. The charge is \$10 for recovering these claims and for sending five written requests to each of the outstanding account holders. The efforts have already returned enough to cover the cost of the undertaking. The next step is for those who have not responded to be called and that will cost 50% of the amount that is owed.

The Board addressed some proposed policies.

**Mike Samson made a motion to approve the policies on water quality and handling extracted teeth as presented at the last MCH Board meeting and this was seconded by Tim Jennings. All voting Board members approved except Shelzi abstained on the tooth handling policy.**

**Mike Samson made a motion to approve the Unattended Children policy as presented and the motion was seconded by Tim Jennings. All voting Board members approved.**

**Mike Samson made a motion to approve the Controlled Substances policy as presented and the motion was seconded by Tim Jennings. All voting Board members approved.**

Scott Berry informed the MCH Board that a no-show policy with a fee charge of \$30 was being considered for dental patients.

Discussions with the Health Family First organization will lead to help on enrolling Medicaid patients, support on operational efficiencies, and conducting a coding review (coding review at a cost to be bundled with Health Family First). Berry will get a cost of the coding review before agreeing to it.

Berry will send an email to the Board relating to other matters.

## **5. Development**

The Byrne Foundation sent a check for \$90,000 to MCH last week and another \$30,000 is expected to match other recent donations. The balance of the matching donations is already expected with the amount of about \$10,000 left to match from the Byrne grant challenge.

A four-page newsletter will be sent to about 5,300 households to attract donations. Karen Wolk sent a direct letter to about 125 previous donors. Tim Jennings will encourage Enfield to include a contribution for MCH on its Warrant Articles and Canaan is expected to contribute, too. Mike Samson is looking into applying for some of the Northern Borders grant.

## **6. Executive Director Search**

Scott Berry left the meeting and afterward it was announced that Scott Berry will fill the MCH executive director position starting on December 1, 2019 on a part time basis for about 20-29 hours per week. A contract will be finalized and it will go through August 31, 2020.

Scott Berry will resign from the MCH Board before signing an agreement.

**Peter Thurber made a motion for a resolution stating that in the best interests of the Mascoma Community Health Inc., it has been decided by the MCH Board to hire Scott Berry, who was a former Board member and has resigned from the MCH Board to fill the position of MCH clinic director to support continuity in the operation of the Mascoma Community Health Center and the motion was seconded by Katie Silvius.**

Discussion: Scott Berry had served as the MCHC clinical director since May 2019 as a volunteer and has been with the organization since its inception.

**All voting Board members approved the motion.**

**Peter Thurber made a motion to accept the resignation of Scott Berry from the MCH Board to take effect upon finalization of a signed and approved contract to fill the position of MCHC Executive Director. The motion was seconded by Denis Salvail. All voting Board members approved the motion.**

## **7. Other Business**

Thurber distributed a document to the Board members regarding the MCH Board reorganization. Board members were asked to consider and decide about their respective areas of focus for MCH. The position of MCH vice chair has not been finalized yet since being first discussed at the November 6 MCH Board meeting. A job description for the position was under consideration. The areas of focus include Policy/Operations, Financial, and Development (which includes marketing).

## **8. Adjournment**

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

The meeting was adjourned at 8:07 PM.

The next MCH Board meeting is scheduled for Wednesday, November 20, 2019 at 6:00 PM.

Mascoma Community Healthcare  
Board Meeting  
Mascoma Community Health Center  
December 18, 2019

APPROVED MINUTES

In attendance: Board of Directors: Tim Jennings, Sean Murphy, Denis Salvail, Mike Samson, Alice Schori, Louis Shelzi, Katie Silvius, Peter Thurber, Karen Wolk, Scott Berry (non-voting clinical director). Recorder: Karen Wolk

**1. Call to Order**

MCH Board Chair Peter Thurber called the meeting to order at 6:05 PM.

Because the first Wednesday in January is New Year's Day, it was decided to adjust board meetings *for January only* to be the second and fourth Wednesdays: January 8 and 22.

**2. Meeting Minutes Approval**

**Alice Schori made a motion to approve the MHC Board meeting minutes of December 4, 2019 with a minor correction of omitting an "a" in the second paragraph on the second page. The motion was seconded by Mike Samson. All voting Board members approved.**

**3. Clinic Director Report**

Scott Berry stated that as of December 18, 2019 there were 3,305 MCHC patients.

Scott presented several items related to the dental practice:

- Missy and Caroline are signing up for courses needed for them to be certified to apply sealants and do coronal polishing. Completion of courses will also qualify Missy to be a Certified Dental Assistant (Caroline already is certified). Cost of courses to the Center is \$1200.00. It is anticipated this investment will be returned to us fairly soon as Missy and Caroline will be able to do procedures currently done only by Dr. Takach.
- 2020 dental billing rates will be, in most cases, slightly higher. We base our rates on Delta Dental rates.
- Dr. Takach has requested we offer free hard and night mouth guards to our staff. She will contribute her time and the Center will pay for the materials. There was no objection from the board, who agreed this is an important, if modest, recognition of the work of our staff.

Scott plans to have data at the January 8 board meeting that ties activities to income. This information will be for our review to help us set strategies to reach break-even financial status. One example of an action is to complete a coding review.

Sonya Carter has requested opportunity to hold another restorative yoga class on Sundays. Previous classes have had high attendance. Scott granted permission to Ms. Carter. There was no objection from the board.

#### **4. Development Report**

Tim Jennings distributed a fund raising report that shows \$167,771.49 contributed toward the Byrne Challenge with an additional \$4500. not shown in that figure. The Byrne Foundation will match \$150,000 but not any additional donations.

The Fall newsletter has spotty delivery for unknown reasons. We have positive feedback from those who have received their copy. We need to change the way we use the Post Office to deliver future editions.

Discussion of getting Town Warrant articles for financial support of the Center. Tim will work on Enfield article and contact Betty Trout for help in Dorchester. Peter and Karen will address Canaan's need for 25 signatures.

#### **5. Financial Report**

Current profit and Loss and cash flow documents were distributed to the Board and reviewed. We are still operating at a deficit exceeding our \$15,000 monthly goal and will need an additional \$40,000 in the first quarter. This does not include a potential \$17,000 for the USDA loan. Some of the lower cash income is due to holidays in November and December. Final shortfall amount to be determined when total December income is available.

USDA is requiring an extra payment to bring us to being one month in arrears. Mike will have another conversation with Eric Law to address that issue.

The Operations squad from the board will review, before the Jan. 8 board meeting, what needs to be done in increase revenue. Increasing medical visits through signing up new medical patients is one need.

There was discussion regarding need for a fund raising plan that lays out donation income for the year. The plan will recognize not every month can bring in \$15,000, but overall effort should meet that goal. It was suggested we take what we have learned about the success of the Byrne matching offer and figure out how to use the matching incentive in the future.

#### **6. Other Business**

- A. At the request of Tim, Peter outlined the nominating process he is currently pursuing. At present he is speaking with Sarah Kopps, Richard Fox, and Elizabeth Carpenter-Song as those who have expressed an interest in either volunteering or joining the

board. We are particularly seeking those with fund raising expertise. Mike noted Myra Opel, who will be moving to Canaan in the spring, has also expressed an interest in helping MHC.

Peter suggested if any board member has interested prospects, the member should request the prospect to contact Peter.

B. Andy Ware resignation/removal. There was discussion on how to secure a resignation from Andy and have him removed from the board by January 8. Peter has been in contact with him requesting his resignation as he has not attended the required number of board meetings as defined in the by-laws.

**Tim Jennings made a motion that if Andrew Ware does not submit his resignation by January 8, the Board will suspend his participation at the January 8 board meeting. Motion seconded by Mike Samson. One vote nay, the rest of voting attendees approved.**

#### **7. Adjournment**

**Louis moved to adjourn the meeting, seconded by Denis. All voting attendees approved.**

The meeting was adjourned at 8:00 PM.

The next MCH Board meeting is scheduled for Wednesday, January 8, 2020 at 6:00 PM.