

**CTMDC**

*Olde Towne*  
Medical & Dental Center

# Strategic Plan

2025- 2028



# Table of Contents

Leadership .....	3
Mission, Vision, and Values .....	4
Introduction .....	5
Background .....	6
Environmental Scan .....	7
SWOT Analysis .....	11
Strategic Framework .....	12
Service .....	14
Growth .....	15
Quality .....	16
People .....	17
Finance .....	18
Moving Forward .....	19



*Olde Towne*  
Medical & Dental Center

# Leadership | 2025-2028

## BOARD OF DIRECTORS

**Becca Bruhl, DrPH, MPH, MEM | Board Chair - Williamsburg**

**Rashid Jones, MBA | Vice Chair – Williamsburg**

**Melissa Tucker, CPA | Treasurer – Newport News**

**R. Scott Herr | Planning & Performance Chair – Williamsburg**

**David Aday, PhD | Governance & Nominating Chair– Williamsburg**

**Cheryl Fields, MBA, CPA, CMI | Finance Committee – Quinton**

**Rana Graham-Montaque, DDS | Planning & Performance Committee – Richmond**

**Rick Jackson | Planning & Performance Committee – Williamsburg**

**Jennifer Kirby Henderson | Governance & Nominating Committee – Yorktown**

**Robin Nelhuebel, PhD, MSN, RN, RT(R) | Planning & Performance Committee – Williamsburg**

**Christine Payne, MBA, BSN, RN, MPH | Governance & Nominating Committee – Williamsburg**

**Cornelius Powell, MD, MBA, CHCQM-PSRM | Governance & Nominating Committee – Williamsburg**

**Henry Ranger, PharmD | Planning & Performance Committee – Williamsburg**

**Amanda Ulishney | Finance Committee – Williamsburg**

**Jonathan Weiss, LCSW | Finance Committee – Williamsburg**

## JURISDICTIONAL REPRESENTATIVES

**Brian Fuller | Finance Committee – York County, Dep County Administrator**

**Doug Holroyd | Planning & Performance Committee – York County, Board of Supervisors**

**Heather Modispaw | Finance Committee – James City County**

**John McGlennon | Governance & Nominating Committee – James City County, Board of Supervisors**

**Larry Snyder | Planning & Performance Committee – City of Williamsburg, Fire Chief**

**Ayanna Williams | Governance & Nominating Committee – City of Williamsburg, Council Member**

## SENIOR MANAGEMENT

**Aaron Thompson, MBA, CRHCP, CMR | CEO, OTMDC**

**Kendra Robinson, NP, CDE | Clinic Director, OTMDC**

**Greg Biernacki, MD | Medical Director, OTMDC**

**Lorenzo Modeste, DDS | Dental Director, OTMDC**

# Mission

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



# Vision

At Olde Towne Medical & Dental Center, we appreciate every patient and their contribution to creating a diverse and vibrant community for living, working, and enjoying life. Our dedication to our patients will always reflect our unwavering integrity and commitment to operational excellence.

# Values

Value	Commitment
<b>Advocacy</b>	We enhance access to care by partnering with patients to elevate their voice in the community, remove barriers that impact their lives, and empower them to navigate their care to achieve overall health and well being.
<b>Collaboration</b>	We take a team approach to all that we do by partnering with one another, our patients, other providers, and community stakeholders to fulfill our mission and vision.
<b>Compassion</b>	We care for our patients with empathy, striving to understand their individual experiences and keeping their independence and dignity at the center of our model of care.
<b>Efficiency</b>	We provide high value care to produce quality outcomes in the most cost-effective manner, making good use of resources and continually adapting to a changing environment.
<b>Respect</b>	We treat everyone equally, with sensitivity to and acceptance of the range of human differences, including but not limited to race, ethnicity, gender, sexual orientation, economic status, religion, and national origin.

# Introduction

Since the launch of its 2021–2024 Strategic Plan, Olde Towne Medical & Dental Center (OTMDC) has demonstrated resilience and purpose in navigating a rapidly changing healthcare environment. Through thoughtful adaptation and strategic evolution, the Center has remained firmly rooted in its mission while advancing operational effectiveness, clinical integration, and patient-centered care.

Over the past several years, OTMDC has strengthened its organizational structure, enhanced clinical oversight, and positioned itself to better meet the growing and diverse needs of the Greater Williamsburg community. These efforts have reinforced the Center’s vision of equitable, high-quality, and compassionate care for all.

As OTMDC enters its next chapter, the 2025–2028 Strategic Plan builds on a strong foundation of progress and community impact. It reaffirms the Center’s commitment to excellence in care delivery, operational sustainability, and health equity. With a forward-thinking approach, OTMDC will continue to expand access, embrace innovation, and deepen partnerships to ensure inclusive, sustainable healthcare for all who live and work in the region.



# Background

Established in 1993, Olde Towne Medical & Dental Center serves as a critical rural safety net facility for the Greater Williamsburg region, which includes the City of Williamsburg (population: 16,030), James City County (population: 82,797), and York County (population: 71,410), totaling over 170,000 residents (U.S. Census, July 2024). As a public-private, nonprofit 501(c)(3) organization, OTMDC is uniquely positioned to address health disparities by ensuring access to essential health and wellness services for underserved individuals and working families.

OTMDC's impact is grounded in a holistic, patient-centered care model that includes medical, dental, and obstetric services delivered by a committed team of professionals and supported by more than 30 volunteer medical and dental specialists. Through its sliding fee scale and acceptance of Medicaid and Medicare, the Center ensures that no patient is turned away due to financial hardship.

Additional support services, such as the Medication Access Program, further reduce barriers to care by connecting patients with affordable prescriptions. Collaborative partnerships with local healthcare providers expand access to specialty services at no or low cost, reinforcing OTMDC's role as a cornerstone of health equity in the region.

As it charts a path forward, OTMDC remains steadfast in its mission to serve with integrity, compassion, and operational excellence, improving the health and well-being of the Greater Williamsburg community now and for generations to come.





# Environmental Scan

As Olde Towne Medical & Dental Center (OTMDC) charts its course for 2025–2028, it does so within a dynamic and evolving healthcare landscape. The environmental scan provides an overview of key external and internal factors that continue to influence operations, strategic priorities, and the Center’s ability to fulfill its mission. These factors, ranging from public health shifts to infrastructure stability and funding changes, inform a responsive and resilient approach to care delivery and community engagement.

## COVID-19 PANDEMIC

The COVID-19 pandemic has permanently reshaped healthcare delivery, accelerating innovations in care models and revealing persistent health disparities. For OTMDC, the pandemic served as both a challenge and a catalyst for progress. The Center rapidly implemented enhanced safety protocols, expanded its telehealth services, and adjusted workflows to continue providing critical care during periods of uncertainty.

These adaptations reinforced OTMDC’s essential role in serving vulnerable populations across the Greater Williamsburg region. The crisis also underscored the importance of flexible, patient-centered care models that support access, safety, and equity. Moving forward, OTMDC will continue to optimize its hybrid care approach, combining in-person and virtual services to meet evolving patient needs while supporting long-term sustainability.

## FACILITY STATUS

Initial plans anticipated a potential relocation of OTMDC in 2024. While the James City County Department of Social Services has expressed interest in relocating to the new government center once completed, OTMDC has secured a new three-year lease, effective July 1, 2024, allowing the Center to remain in its current location.

This lease provides valuable short-term stability and allows OTMDC to focus its energy and resources on enhancing services, improving operations, and strengthening the patient experience, rather than navigating the logistical and financial challenges of relocation.

OTMDC looks forward to continuing dialogue and collaboration with the County Administrator to support long-term planning and ensure continuity of care for the patients and families we serve. The stability of the current facility reinforces the Center’s deep roots in the community and supports thoughtful, strategic growth in the years ahead.

# INTEGRATED CARE

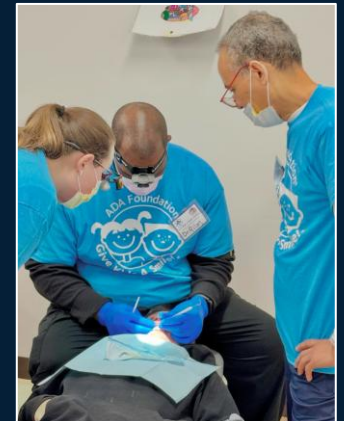
OTMDC has made notable strides in expanding integrated behavioral health services through strategic partnerships and targeted investments. These efforts align with value-based care principles and respond directly to the increasing demand for mental health support, particularly in the aftermath of the pandemic.

Behavioral health capabilities currently include:

- Bi-weekly onsite counseling services from a Licensed Professional Counselor for insured and uninsured patients
- A partnership with Bacon Street Youth and Family Services providing onsite support
- A planned contract with a Psychiatric Mental Health Nurse Practitioner for weekly medication management and counseling
- Ongoing collaboration with the Virginia Mental Health Access Program (VMAP) for real-time pediatric psychiatric consultations
- Routine behavioral health screenings and defined referral pathways

These services are delivered through OTMDC’s Integrated Care Model, which employs a stepped care approach to match the intensity of care with patient needs. This model enables early identification of behavioral health issues, timely primary care interventions, and escalation to specialized support when needed—all within the primary care setting.

OTMDC remains committed to increasing onsite behavioral health access, with the long-term goal of offering services daily. These enhancements support early intervention, continuity of care, and improved health outcomes.



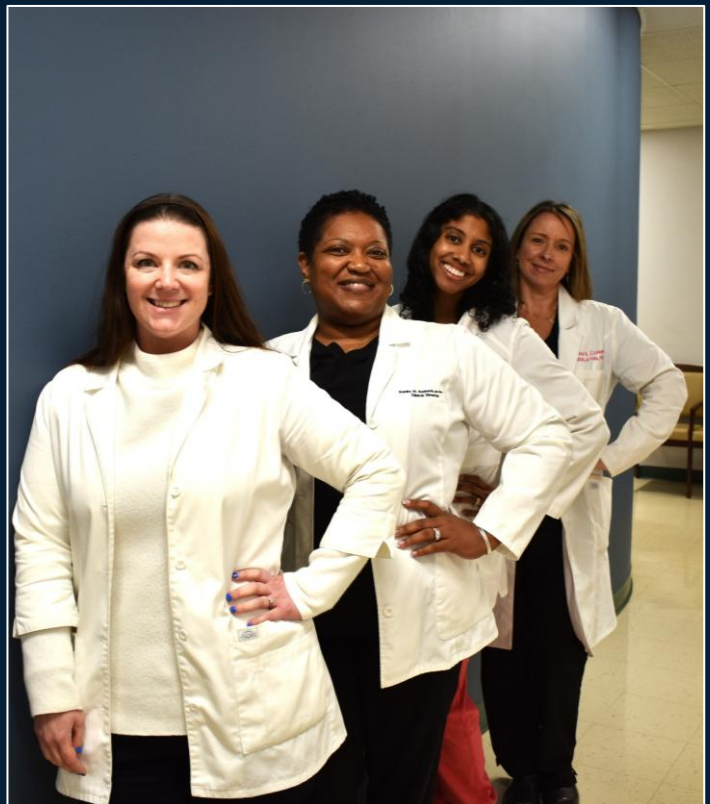


# EXTERNAL FUNDING

External partnerships and public support remain vital to OTMDC’s long-term sustainability and mission fulfillment. The Center continues to receive consistent financial support from the City of Williamsburg, James City County, and York County. In addition, its longstanding relationship with the Williamsburg Health Foundation has evolved in meaningful ways, including:

- Promotion of OTMDC’s grant from the “Responsive” category to the “Basic Operating” category
- Adjustments to the grant amount to support core operations
- Expanded opportunities for partnership and collaboration

To further advance its financial sustainability, OTMDC is actively recruiting a Development & Grants Coordinator tasked with diversifying funding sources, strengthening donor relations, and expanding community awareness. Additionally, recent changes in Medicaid coverage, particularly the inclusion of adult dental benefits, present opportunities to increase service delivery and boost revenue. The Center continues to focus on optimizing revenue cycle management while upholding its commitment to affordability through a sliding fee scale.



# THE HEART OF OUR WORK: STAFF REFLECTIONS

When asked what makes them feel proud about their work, Olde Towne Medical & Dental Center (OTMDC) staff voiced a deep sense of purpose, compassion, and commitment to equitable care. Common themes include:

- **Comprehensive, Compassionate Care:** Staff takes pride in providing timely, thorough, and high-quality care that puts patients first, particularly those who are uninsured, underinsured, or on Medicaid/Medicare.
- **Affordability & Access:** Many highlighted the Center’s role in making healthcare, dental services, medications, immunizations, and lab work financially accessible through sliding scales, assistance programs, and outreach.
- **Integrated & Holistic Services:** Staff appreciates OTMDC’s ability to deliver integrated health services; including physical, dental, and behavioral health -under one roof and across all ages, from pediatrics to geriatrics.
- **Community Engagement & Partnerships:** Initiatives like Give Kids A Smile, school vaccination programs, and partnerships with local agencies help bridge care gaps and extend OTMDC’s reach to those most in need.
- **Personal Fulfillment:** Staff expressed genuine joy in seeing patients smile again, reducing pain, building trust, and making people feel at home - reflecting the deep emotional reward of service.
- **Inclusive & Nonjudgmental Approach:** A consistent theme was OTMDC’s culture of welcoming everyone, regardless of their background or barriers, and treating all patients with dignity and respect.

“

*At Olde Towne Medical & Dental Center, our greatest achievement isn't measured in numbers but in the lives we touch every day. What makes me proudest is seeing our team's unwavering commitment to providing compassionate, equitable care to everyone who walks through our doors, regardless of their circumstances. Our staff embodies the true meaning of community healthcare—treating each patient with dignity while breaking down barriers to access. When I see the relief on a patient's face after receiving the care they thought was out of reach; I'm reminded why we do this work. That shared sense of purpose unites us and drives everything we do at Olde Towne.*

*~Aaron Thompson  
Chief Executive Officer*

”

# SWOT Analysis

The Environmental Scan outlines key internal and external factors shaping Olde Towne Medical & Dental Center’s (OTMDC) planning environment. These insights informed the development of a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis to identify the organization’s current position and outlook.

This analysis highlights OTMDC’s internal capabilities and challenges, as well as external conditions that present both risks and opportunities. It serves as a foundational tool to guide strategic priorities, support informed decision-making, and ensure the Center remains responsive to community needs.

Strengths	Weakness
<ul style="list-style-type: none"> <li>• Comprehensive care offered in one location</li> <li>• Affordable services through sliding fee scale</li> <li>• Accessible via public transit</li> <li>• Operational efficiency and resourcefulness</li> <li>• Strong advocacy for vulnerable populations</li> <li>• Established referral network, including local hospitals</li> <li>• Positive reputation with community partners and members</li> <li>• Balance of experienced and newer staff</li> <li>• Engaged volunteers and Board of Directors</li> <li>• Meaningful community partnerships</li> <li>• Robust endowment fund</li> </ul>	<ul style="list-style-type: none"> <li>• Limited language diversity among staff and volunteers</li> <li>• Dependence on a small pool of donors/ funders</li> <li>• Challenges with Medicaid/Medicare billing processes</li> <li>• Outdated Electronic Health Record (EHR) system</li> <li>• Inadequate phone system functionality</li> <li>• Limited community awareness of OTMDC</li> <li>• Difficulty predicting reliable revenue</li> <li>• Limited specialty care referral options for uninsured and Medicaid patients</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Diversification and growth of donor/funder base</li> <li>• Improved grant-writing &amp; application processes</li> <li>• Succession planning to ensure leadership continuity</li> <li>• Pursuit of FQHC/FQHC Look-Alike designation</li> <li>• Development of quality dashboards and success metrics</li> <li>• Expansion of pediatric dental services</li> <li>• Increased patient engagement in leadership and planning (e.g., Board of Directors)</li> <li>• Enhanced access to mental health referral options</li> <li>• Addressing social determinants of health (e.g., food insecurity, housing, transportation)</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistent jurisdictional funding</li> <li>• External influence over facility location decisions</li> <li>• Potential changes in fiscal agency relationships</li> <li>• Staff and volunteer turnover</li> </ul>

# Strategic Planning Approach

The development of the 2025–2028 Strategic Plan for Olde Towne Medical & Dental Center (OTMDC) was grounded in a thoughtful, inclusive, and highly collaborative process. Recognizing the importance of shared vision and collective ownership, the planning effort intentionally engaged both the Board of Directors and OTMDC staff to ensure the resulting strategy reflects the diverse perspectives and deep expertise of those closest to the Center’s mission.

Board members played an active role in shaping the plan’s direction. Each member had the opportunity to provide input in advance of the strategic planning session and participated directly in collaborative discussions to refine the plan’s goals and objectives. This process fostered open reflection, alignment around core priorities, and a shared commitment to the Center’s future direction.

The strategic framework was developed through a structured and participatory methodology, anchored in both reflection and foresight. Key steps in the process included:

- **Review of Existing Strategic Goals**

A full evaluation of goals from the 2021–2024 plan to assess progress, continued relevance, and areas for refinement.

- **Analysis of Stakeholder Input**

Integration of survey responses and SWOT analysis rankings collected from Board and staff to surface shared themes, critical issues, and future opportunities.

- **Goal Setting Across Five Core Areas**

Establishment of three to five strategic goals within each of the following priority domains:

- **SERVICE:** Enhancing access, experience, and scope of care
- **GROWTH:** Building capacity, reach, and impact
- **QUALITY:** Strengthening operational excellence and clinical outcomes
- **PEOPLE:** Investing in staff development, leadership, and culture
- **FINANCE:** Ensuring sustainability through sound fiscal management and strategic funding

- **Objective Development**

For each goal, actionable and measurable objectives were identified to provide clear direction and accountability throughout the plan’s lifecycle.

This strategic framework reflects the collective voice and values of OTMDC’s leadership and staff - and serves as a roadmap for delivering on its mission with integrity, compassion, and excellence over the next three years.

# Strategic Framework

# SERVICE



*Outcome: Strengthen awareness, access, and integration of care through partnerships and community outreach.*

Goal	Objective	Measure
Enhance overall patient experience and satisfaction with OTMDC	<ul style="list-style-type: none"> <li>Evaluate phone system for optimization or replacement</li> <li>Explore phone triage by clinical team members</li> <li>Assess secure text messaging for results delivery</li> <li>Continue customer service training</li> <li>Assess satisfaction of dental patients</li> </ul>	<ul style="list-style-type: none"> <li>Increase in first-call resolution</li> <li>Improved timeliness of results reporting</li> <li>Improved Net Promoter Score (NPS)</li> <li>Higher post-visit survey response rate and satisfaction scores across key areas: wait time, communication, treatment clarity, overall care, and facility environment</li> <li>Implementation of dental satisfaction survey</li> <li>BUDGET IMPACT: New phone system cost TBD; installation planned by County in Q1.</li> </ul>
Increase access to primary and specialty care	<ul style="list-style-type: none"> <li>Expand telehealth options for specialty and behavioral health care</li> <li>Assess and address public transportation barriers to care</li> </ul>	<ul style="list-style-type: none"> <li>Number of telehealth visits (medical, dental) per month</li> <li>Decrease in wait times for specialty care</li> <li>Increased referral completion rates</li> <li>Identified transportation gaps and shared with community stakeholder</li> </ul>
Enhance OTMDC's ability to serve patients whose primary language is not English	<ul style="list-style-type: none"> <li>Recruit multilingual candidates for all roles</li> <li>Identify multilingual volunteers with clinical communication skills</li> <li>Evaluate language access needs and the potential for a dedicated interpretation coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Increased percentage of multilingual employees</li> <li>Growth in volunteer hours for translation support</li> <li>% of patients best served in another language</li> <li>Interpretation service utilization rates</li> <li>BUDGET IMPACT: Potential addition of two part-time translators; cost analysis pending.</li> </ul>
Enhance support of social needs for the underserved	<ul style="list-style-type: none"> <li>Develop formal care coordination program overseen by a social worker</li> <li>Assess need for a patient navigator or case manager role</li> </ul>	<ul style="list-style-type: none"> <li>Number of patients actively case managed</li> <li>Follow-up appointment completion rates</li> <li>Volume and type of social service referrals (e.g., transportation, food, Medicaid/insurance)</li> <li>BUDGET IMPACT: Potential grant-funded position, currently supported through BOA agreement and collaboration with CBH.</li> </ul>





# GROWTH

*Outcome: Expand OTMDC’s reach, services, and impact through intentional partnerships, outreach, and innovation.*

Goal	Objective	Measure
Improve community awareness of OTMDC	<ul style="list-style-type: none"> <li>• Increase frequency and reach of print and digital marketing</li> <li>• Expand OTMDC’s presence in community groups and collaboratives</li> <li>• Develop and implement a strategy for attending relevant events and engaging potential donors</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in social media engagement and newsletter open rates</li> <li>• Increase in community meeting/workgroup participation</li> <li>• Patient-reported referral source data</li> <li>• BUDGET IMPACT: Covered under existing marketing and development budget.</li> </ul>
Grow community partnerships	<ul style="list-style-type: none"> <li>• Create a strategic plan for partnerships with faith-based groups, healthcare providers, social services, and philanthropic organizations</li> <li>• Build relationships with local employers to serve underserved workforce populations</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of partnership strategy</li> <li>• Increase in number of active community and corporate partnerships</li> <li>• Growth in patient referrals from partner employers</li> </ul>
Expand available mental health resources	<ul style="list-style-type: none"> <li>• Strengthen collaborations with Colonial Behavioral Health and Bacon Street</li> <li>• Provide access to a psychiatric nurse practitioner for direct patient care</li> </ul>	<ul style="list-style-type: none"> <li>• Number of referrals between OTMDC and partners</li> <li>• Percentage of completed mental health referrals</li> <li>• Reduction in average wait time for mental health appointments</li> <li>• BUDGET IMPACT: Supported by existing grant agreements.</li> </ul>
Increase dental care capacity	<ul style="list-style-type: none"> <li>• Develop short- and long-term staffing and space plans to increase adult dental access</li> <li>• Explore integration of medical, OB, and dental services to improve patient outcomes</li> <li>• Expand pediatric dental services and monitor utilization trends</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in weekly dental appointment availability</li> <li>• Decrease in average wait time for adult dental visits</li> <li>• Higher percentage of same-day dental appointments filled</li> <li>• Growth in number of pediatric dental patients and preventive care delivery</li> <li>• BUDGET IMPACT: Growth in services expected to increase Medicaid (Dentaquest) revenue</li> </ul>



# QUALITY

*Outcome: Strengthen clinical systems, data tracking, and care coordination to improve outcomes and operational excellence.*

Goal	Objective	Measure
Enhance ability to maintain and share electronic health records (EHR)	<ul style="list-style-type: none"> <li>Implement EHR system for medical services</li> <li>Develop and execute rollout plan for Epic, including a quality dashboard</li> <li>Evaluate options for implementing dental EHR</li> </ul>	<ul style="list-style-type: none"> <li>Epic implementation progress (% of milestones completed on time)</li> <li>Staff EHR training completion rates</li> <li>BUDGET IMPACT: Supported through partnership with Sentara Quality Care Network (SQCN) and funding from a Sentara Cares grant.</li> </ul>
Track and benchmark clinical performance measures to other safety net providers	<ul style="list-style-type: none"> <li>Identify performance indicators for each clinical service line</li> <li>Collaborate with peer clinics to establish benchmarks</li> <li>Develop and utilize a performance dashboard</li> </ul>	<ul style="list-style-type: none"> <li>Dashboard in use and shared with Board quarterly</li> <li>Regular reporting of patient demographics, quality of care indicators, and service delivery metrics</li> </ul>
Maintain team-based approach to chronic disease management	<ul style="list-style-type: none"> <li>Evaluate the current diabetes management program</li> <li>Explore expanding the program to other chronic conditions</li> </ul>	<ul style="list-style-type: none"> <li>Outcome improvements for diabetic patients (e.g., 80% of patients with improved HbA1c levels)</li> <li>Recommendations for expansion to other chronic conditions</li> </ul>



# PEOPLE

*Outcome: Foster a strong, values-driven culture that supports staff development, collaboration, and long-term organizational success.*

Goal	Objective	Measure
Continue to build a culture that supports OTMDC's core values and connects people to purpose	<ul style="list-style-type: none"> <li>Strengthen collaboration and transparency across departments</li> <li>Prioritize hiring team members who reflect OTMDC's values</li> <li>Encourage staff to take initiative in advocating for patients and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Completion of professional development goals</li> <li>Reduction in staff turnover rate.</li> <li>BUDGET IMPACT: Potential increase in headcount; costs to be evaluated.</li> </ul>
Maximize the efficiency of the OTMDC team	<ul style="list-style-type: none"> <li>Enable staff to work at the top of their licensure</li> <li>Improve awareness of roles and responsibilities across teams</li> <li>Increase ancillary support for providers to improve productivity</li> </ul>	<ul style="list-style-type: none"> <li>Patient satisfaction scores by provider or department</li> <li>% of roles with cross-coverage or backup support</li> <li>Progress on departmental goal achievement</li> </ul>
Create an environment that encourages continuous learning	<ul style="list-style-type: none"> <li>Offer regular training and continuing education for all staff</li> <li>Ensure tools and processes are in place to support job readiness</li> <li>Provide structured onboarding to empower new hires</li> </ul>	<ul style="list-style-type: none"> <li>Training completion rates</li> <li>Implementation and use of onboarding plans and resources</li> <li>BUDGET IMPACT: Requires new line item or increase to existing training and development budget.</li> </ul>
Optimize the use of volunteers and students to support OTMDC operations	<ul style="list-style-type: none"> <li>Match volunteer skills and experience with appropriate tasks</li> <li>Expand opportunities for students to gain experience while contributing to OTMDC's mission</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer engagement levels</li> <li>Number of student placements and task alignment</li> </ul>



# FINANCE

**Outcome:** Strengthen financial sustainability through enhanced grant funding, diversified fundraising, and operational efficiency.

Goal	Objective	Measure
Strengthen grant writing capacity	<ul style="list-style-type: none"> <li>Build internal grant writing and development expertise</li> <li>Apply for additional grants from foundations and organizations (e.g., Williamsburg Health Foundation)</li> </ul>	<ul style="list-style-type: none"> <li>Hire of dedicated Grant Coordinator</li> <li>Increase in total grant funding secured annually</li> <li>Greater revenue diversification (measured by % from varied sources)</li> <li>BUDGET IMPACT: Part-time Grants and Development Coordinator identified; funding pending implementation.</li> </ul>
Increase and diversify fundraising	<ul style="list-style-type: none"> <li>Create a sustainability plan with clear fundraising targets</li> <li>Cultivate corporate donors and business relationships</li> <li>Communicate OTMDC's impact to local businesses and jurisdictions</li> <li>Maintain and grow support from local government</li> </ul>	<ul style="list-style-type: none"> <li>Increase in donations from corporate and local business donors</li> <li>Annual jurisdictional funding maintained or increased</li> <li>Communication of value: patients served, average cost per patient, and total value of services provided</li> <li>BUDGET IMPACT: Donor management specialist and consultant under consideration; cost analysis pending.</li> </ul>
Optimize revenue	<ul style="list-style-type: none"> <li>Improve billing and collections procedures</li> <li>Maximize reimbursement from federal payors</li> <li>Leverage financial and payor data to inform strategic decisions</li> </ul>	<ul style="list-style-type: none"> <li>Increase in patient insurance enrollment (Medicaid/Medicare)</li> <li>Growth in average reimbursement rate</li> <li>Increase in net collection rate</li> <li>Reduction in accounts receivable days</li> <li>BUDGET IMPACT: Partnering with Cenevia, Inc. to improve billing, coding, and credentialing; costs included in operational planning.</li> </ul>
Evaluate fiscal agent relationship with James City County (JCC)	<ul style="list-style-type: none"> <li>Review factors impacting the current fiscal agency structure</li> <li>Determine path forward and, if applicable, renegotiate terms</li> </ul>	<ul style="list-style-type: none"> <li>Completion of environmental scan</li> <li>Updated Memorandum of Agreement (if needed)</li> <li>BUDGET IMPACT: Ongoing discussions with county on fiscal relationship and FQHC/Look-Alike options.</li> </ul>

# Moving Forward

The 2025–2028 Strategic Plan represents a shared commitment to advancing health equity, expanding access, and strengthening the impact of Olde Towne Medical & Dental Center (OTMDC) across Greater Williamsburg. Turning this plan into action will require clear focus, collaboration, and accountability across all levels of the organization and the community we serve.

## Board of Directors

- Provide oversight, strategic guidance, and ensure accountability
- Support financial sustainability and mission alignment
- Serve as ambassadors in the community

## OTMDC as an Organization

- Translate strategic goals into annual workplans
- Align operations and resources to support implementation
- Foster continuous improvement and strong partnerships

## OTMDC Staff

- Live out the plan in daily patient care and service
- Engage in professional growth and continuous feedback
- Reflect the mission through compassion and excellence

## The Community

- Stay informed through regular updates and engagement opportunities
- Help shape OTMDC's future by sharing needs and perspectives
- Partner with us to improve health and well-being for all

# Accountability & Action

Progress will be tracked through regular updates, annual reviews, and shared milestones. With ongoing communication and collective ownership, OTMDC will ensure that this plan remains a living, responsive guide to building a healthier future - together.

