



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

Board of Directors Meeting January 26, 2026 | 5:00 PM

- 1) Call to Order and Attendance | Dr. Rebecca Bruhl, Board Chair
- 2) Consent Agenda | Dr. Rebecca Bruhl, Board Chair
 - a) Board of Directors Minutes | December 15, 2025
 - b) Executive Committee | January 12, 2026
 - c) Finance Committee | January 12, 2026
 - d) Planning & Performance | December 17, 2025
 - e) Events & Outreach | January 15, 2026
- 3) State of the Facility Reports | Mr. Aaron Thompson, Executive Director
 - a) Clinical Update | Kendra Robinson, NP
 - b) Business Office | Jacob Cooper
 - c) Operations | Maggie Beamon
 - 1) Action: 2026 Sliding Scale Approval
 - d) Dental | Dr. Modeste
 - e) Marketing & Communications | Michelle Williams
 - f) Communication & Development | Susan Dunn
 - g) Grants & Development | Sara Lewis
- 4) Committee Reports
 - a) Finance Committee | Melissa Tucker, CPA, Chair
 - b) Governance & Nominating | Dr. Aday, Chair
 - c) Planning & Performance | Scott Herr, Chair
 - d) Events & Outreach | Terry Moran, Chair
- 5) New Business
 - a) Look-A-Like Update | A. Thompson & Dr. Bruhl
- 6) Next Board Meeting | February 23, 2026 at 5:00 pm
- 7) Adjourn



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

Board of Directors Meeting
December 15, 2025 | 5:00PM

Members Present	Members Absent	Staff Members Present
Becca Bruhl, DrPH, MPH, MEM Melissa Tucker, CPA R. Scott Herr Terry Moran Robin Nelhuebel, PhD, MSN, RN, RT(R) Cornelius Powell, MD, MBA, CHCQM-PSRM Randy Walton, PHD Doug Holroyd John McGlennon Larry Snyder	Ayanna Williams Rashid Jones, MBA David Aday, PhD Cris Becerra Ron Kirkland Henry Ranger, PharmD Karen Stokes, MSN-RN	Aaron Thompson Kendra Robinson Jacob Cooper Michelle Williams Susan Dunn Gary Preston

1. Call to Order & Attendance | Dr. Rebecca Bruhl, Board Chair
2. Consent Agenda | Dr. Rebecca Bruhl, Board Chair
 - a. Board of Directors Minutes | November 17, 2025
 - b. Governance & Nominating | December 3, 2025
 - i. A motion to approve the consent agenda with the following corrections was made by Dr. Cornelius Powell and seconded by Mr. Scott Herr. The motion carried.
 1. Add the date in the header of the Governance & Nominating minutes.
3. State of the Facility Reports | Mr. Aaron Thompson, Executive Director
 - i. Christine & Dr. Loel Payne, a former board member, donated \$75,000 to OTMDC.
 - ii. The City of Williamsburg grant for jurisdictional funds has been submitted.
 - iii. The James City County grant for jurisdictional funds is due January 14th.
 - iv. The 990 process continues.
 - v. James City County will be closed on December 26, 2025. OTMDC's Board previously approved the date for staff. Directors
- b. Clinical Update | Kendra Robinson, NP
 - i. Are we capturing in-kind medication donations? Mr. Thompson will follow up.

- c. Business Office | Jacob Cooper
 - i. No questions or additions at this time.
- d. Operations | Maggie Beamon
 - i. No questions or additions at this time.
- e. Dental |Dr. Modeste
 - i. No questions or additions at this time.
- f. Marketing & Communications | Michelle Williams
 - i. Mentioned the presentation Sara Lewis did at the congregation.
- g. Communication & Development | Susan Dunn
 - i. Update on the Technology Campaign
- h. Grants & Development | Sara Lewis
 - i. No questions or additions at this time.

4. Committee Reports

- a. Finance Committee | Ms. Melissa Tucker, CPA, Chair
 - i. Nothing to add outside of what was included in the board packet.
- b. Governance & Nominating | Dr. David Aday, Chair
 - i. Dr. Bruhl updated the board on the committee's work and discussions.
- c. Planning & Performance | Mr. Scott Herr, Chair
 - i. Updated strategic plan.
- d. Grants & Development | Terry Moran, Chair
 - i. Nothing new to update.

5. New Business | Dr. Rebecca Bruhl, Board Chair

6. Next Meeting | January 26, 2026

7. Adjourn

- a. A motion to adjourn was made by Dr. Randy Walton and seconded by John McGlennon and the Motion Carried.



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

Executive Committee Meeting
January 14, 2026 | 5:00PM

Members Present	Members Absent	Staff Members Present
Becca Bruhl, Chair Rashid Jones, Vice Chair David Aday Scott Herr Terry Moran Melissa Tucker		Aaron Thompson Susan Dunn

1. Call to Order & Attendance
2. Approval of Minutes | November 13, 2025
 - a. The minutes were approved at the December 15, 2025 Board of Directors meeting.
3. Updates
 - a. Executive Director Update | Aaron Thompson
 - i. The 990 is in progress, we have sent any documentation requested. Mr. Thompson will request a draft to be sent by the end of this month.
 - ii. JCC Jurisdictional grant will be submitted on the 16th.
 - iii. In early February Layer 9 should be onsite to exchange our temporary equipment to permanent.
 - b. Committee Reports
 - i. Finance | Melissa Tucker
 1. Medicaid revenue has increased due to a streamlined cost report process.
 2. Public support revenue has increased.
 3. Expenses are also slightly up due to cybersecurity upgrades.
 4. Endowment is reflective of the market in a positive manner.
 5. The budgeting process for FY'27 will begin in March.
 - ii. Planning & Performance | Scott Herr
 1. The committee spent the last meeting going through the strategic plan with a focus on the service section to evaluate metrics and determine if OTMDC is meeting these metrics, if the mode of evaluation method needs to be changed, or if the item needs to be evaluated. This month they'll focus on financial goals.
 - a. Items of note:

1. Need a survey system. Considering Press-Ganey as well as a shorter survey that may work better for our client base. Future Patient Advisory Committee will review as well.
- ii. Awaiting phone metrics, this will be obtained once JCC has installed phones in all county buildings. There is no official time frame.
- iii. Solutions needed for Spanish speaking patients.

- iii. Governance & Nominating | David Aday
 1. The committee is working on an outline of a recruitment plan to replace offboarding members.
 2. Succession planning is ongoing.
 3. The board self-evaluation survey had a good response: 12 out of 16 board members replied.
- iv. Development & Grants | Terry Moran/Rashid Jones
 1. The next meeting will be tomorrow (1/15). Information has been compiled to discuss with the committee on where it is, who does what, and where it should go.
 2. Brochures have been sent to Meals on Wheels to add to deliveries.
- v. Other | Dr. Rebecca Bruhl
 1. Updated CEO Goals & Objectives
 - a. Working on making the CEO goals concrete to understand what success looks like. Would like the committee to review the CEO Goals & Objectives document and verify it meets expectations.
 2. Annual Workplan
 - a. Would like the committee chairs to review the annual workplan and determine whether any edits need to be made.

4. Review & Discussion: Strategic Issues

- a. Space
 - i. Mr. Thompson met with JCC to discuss the building and our future in this building.
 1. 3 options were provided.
 - a. Continue to rent the building.
 - b. Purchase the building.
 - c. Purchase the building, with JCC getting first right of refusal if sale ever becomes an option.
 2. Either purchase option would require a capital campaign.
 3. Propose establishing an ad hoc committee to investigate the possibilities/costs.
 - b. CBH/Behavioral Health
 - i. The organization has been speaking to jurisdictions regarding funding the purchase of their Integrated Care Building.

- ii. They are also partnering with South Eastern Virginia Health Systems from Newport News and are looking to offer primary care to the general public in the Williamsburg area.
- c. FQHC Look-Alike Designation
 - i. Consultant (CLC) completed a basic financial analysis.

5. Next Meeting | March 11, 2026 at 5:00PM

6. Adjournment

- a. A motion to adjourn was made by David Aday and seconded by Terry Moran, and the motion carried.



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

**Finance Committee Meeting
January 14, 2026 | 4:30PM**

Members Present	Members Absent	Staff Members Present
Melissa Tucker, Chair Becca Bruhl Scott Herr, Chair Doug Holroyd Ayanna Williams Heather Modispaw		Aaron Thompson Susan Dunn Gary Preston Jacob Cooper

1. Call to Order & Attendance
2. Approval of Minutes | November 10, 2025
 - a. The minutes were approved at the December 15, 2025 Board meeting.
3. Executive Updates
 - a. The JCC jurisdictional grant is due on January 15, 2026, and it is complete and ready to submit.
 - b. Layer 9 will be onsite next month to replace temporary equipment with our permanent items.
 - c. Mr. Thompson had an initial meeting regarding Look-Alike status this afternoon to see if it would be cost feasible for Olde Towne to take this route. Updates will be provided
4. Review of Internal / committee Financial Reports for 12/31/2025.
 - a. Medicare collections have increased; this is due to a better process with cost reports.
 - b. Fundraising is also up due to grants and personal donations.
 - c. Expenses are up due to cybersecurity upgrades.
5. Is there any information that would be useful to add to the Summary Board report?
 - a. The committee held a discussion regarding condensing the 5 Financial Committee reports versus keeping the one-page summary for the Board. It was decided to keep the summary as is.
6. Status of 990 for YE 6/30/2025.
 - a. All documents that have been requested have been submitted.
 - b. We are hoping to get a draft by the end of January, Mr. Thompson will inquire as to if this can happen.

7. The budget process will begin in the next couple of months.
 - a. More than likely during the March meeting with additional meetings added if needed.
8. Next Meeting | March 11, 2026 at 4:30pm
9. Adjournment
 - a. Scott Herr made a motion to adjourn and Doug Holroyd seconded and the meeting was adjourned.



Planning & Performance Committee Meeting
December 17, 2025 | 5:00PM

Members Present	Members Absent	Staff Members Present
Scott Herr, Chair Robin Nelhuebel Karen Stokes Randy Walton	Henry Ranger	Aaron Thompson Susan Dunn

1. Call to Order & Attendance
2. Approval of Minutes | October 15, 2025
 - a. The minutes were approved at the November 17, 2025 Board of Directors meeting.
3. The committee spent the time working through the Strategic Plan Goals under Service to determine if measures need to be reworked, current status of measurement, and how data for measurements is compiled.
 - i. Increase in first call resolution: taking care of calls with no follow-up needed.
 1. Awaiting metrics to be put in place from the county on phone systems.
 - ii. Timeliness of results reporting
 1. Not an issue to date.
 2. How is this measured? Formerly Phreesia was used, currently Allscripts shows limited data.
 3. Follow up with the Clinic Director about more measurable results.
 - iii. Improved Net Provider Score (NPS)
 1. Pending implementation of alternative satisfaction survey tools.
 - iv. Post Visit Survey Response
 1. Pending implementation.
 - v. Implementation of dental survey
 1. Pending implementation. Manual exit interview discussed and sample provided by Robin Nelhuebel.
 - vi. Phone system cost
 1. No budget impact currently.
- b. Access to primary and specialty care
 - i. Number of telehealth visits.

1. All providers need to be more accustomed to entering data as a telehealth visit for accurate record keeping. Call backs that take care of services should be categorized as telehealth.
- ii. Decrease in wait time for specialty care
 1. This measurement is more anecdotal, depending on what the specialty is a patient could be seen quickly or not and much of that is out of our control.
 2. Need to determine how to collect data set before accurate measurements can be determined. Is this information valuable for decision making?
- iii. Increased referral completion rates
 1. Need to determine how to collect data set before accurate measurements can be determined.
 2. Should this measurement be reworded?
- iv. Transportation gaps
 1. This data would be from patient feedback vs measurement.
 2. Would bus vouchers be a possibility?
 3. Does this affect no-shows and should that be tracked and would that be an accurate measurement? Need to assess if no-show information provides value for assisting patients.

c. English not first language

- i. Increase percentage of multilingual employees
 1. Currently have staff that speak Spanish, as well as looking into increasing this.
- ii. Volunteer translation support
 1. Total number of volunteers that speak Spanish is 9, with coverage mainly falling on Thursday and Friday.
 2. Percent of patients best served in another language, other than Spanish.
 3. Not tracked as a metric. Online translation services are available for other languages.
- iii. Service utilization rates
 1. Language line reporting, look into data tracking.
 2. Pocket talks utilization is useful, but not consistent due to Wifi issues.
- iv. Potential addition of PT translators
 1. Not actively recruiting, but open if found.

d. Social Needs Support

- i. This has been difficult to measure without onsite behavioral health coordinator to address the following areas. Additional follow up by management and the committee required in this area.
 1. Active case management
 - a. Reporting found on EHR.
 - b. Current lack of case manager is an issue with data collection.
 - c. Behavioral health service provider needed.
 2. Follow up appointment completion rates
 3. Volume and type of social service referrals
 4. Potential grant funded position that provides support

4. Future: Ad-hoc meeting will be called in order to advise our strategic plan tracking. Bi-monthly meetings are not sufficient for developing a timely tracking form.
5. Next Meeting | February 18, 2026 at 5:00PM
6. Adjournment



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

Events & Outreach Committee Meeting
January 15, 2026 | 2:00PM

Members Present	Members Absent	Staff Members Present
Terry Moran, Chair Rashid Jones Ron Kirkland Karen Stokes		Susan Dunn Sara Lewis Michelle Williams

1. Call to Order & Attendance
2. Approval of Minutes | November 13, 2025
 - a. The minutes were approved at the December 15, 2025 Board of Directors meeting.
3. Reviewed the committee's goals from the charter.
4. Discussed Financials
 - a. Where are the different grants coming from and who is in communication with the largest grantors.
5. Interviews
 - a. Terry spoke with several current and former board members to gain an understanding of where we previously and currently receive donations, funding, and events.
6. Donor Engagement
 - a. What is currently being done to engage our consistent donors, and how can this be improved.
 - i. Improvements
 1. Have Mr. Thompson or board members meet with larger donors for lunch and mid donors for coffee. More face-to-face time.
 2. Add current large donors to the website rather than wait until the Impact Report listing.
 3. Send personalized thank you notes, continue with new donors and add others.
 4. At what levels should there be these extra communications.
 7. Raising Awareness
 - a. Marketing/PR campaign was discussed.
 - i. Calendar, Community Contact Workbook, and ROI was referenced for specific past, present, and future events and outreach opportunities.

1. Due to our limited staffing resources taking on tasks that is off premises is difficult.
- ii. Ideas for improvement
 1. Refine our value, why are we indispensable.
 2. Need a short "catch phrase" that has an emotional connection.

8. Jurisdictional Funding

- a. Would like to revisit asking for jurisdictional support from Newport News. Possibly other outlying counties also, or would this be stepping on other clinics toes and hurt our relationships.
- b. We need the stats on where patients work, even general such as hotel, landscaping, restaurant, to be able to give reliable information to ask for donations. For example: "x% of your employees use OTMDC, can you help with their healthcare needs"
 - i. Can this be added to the paperwork, such as "Circle Your Work Type"
- c. WCF why are they not giving more, this fund was established to help the area health care. Ron would like to look into this.

9. Other fundraising ideas

- a. Art auctions or other events.

10. Committee Tasks

- a. Outreach to businesses? Best for staff
- b. Tabling at events? Best for board members
- c. Create a spreadsheet of upcoming events with volunteers listed.
 - i. Training would need to be done.
 - ii. Have board members take some of the action items such as donor lunch or coffee, outreach, volunteering at fundraising.
 1. Rashid is willing to meet with our top 10 donors and top 10 foundations.
 2. Karen is willing to train to man outreach tables.
 3. Have board help with E&O, and make it not an option.
 4. Need more PR sent to local publications and radio.
 5. Work with communities to hold seminars regarding tax advantages of donating as well as legacy giving.
 6. Ron would like to contact Rob Whittman about donating to our capital campaign.
 7. Hold a social for a facility tour, meet and greet, food for new donors, large donors, potential donors.

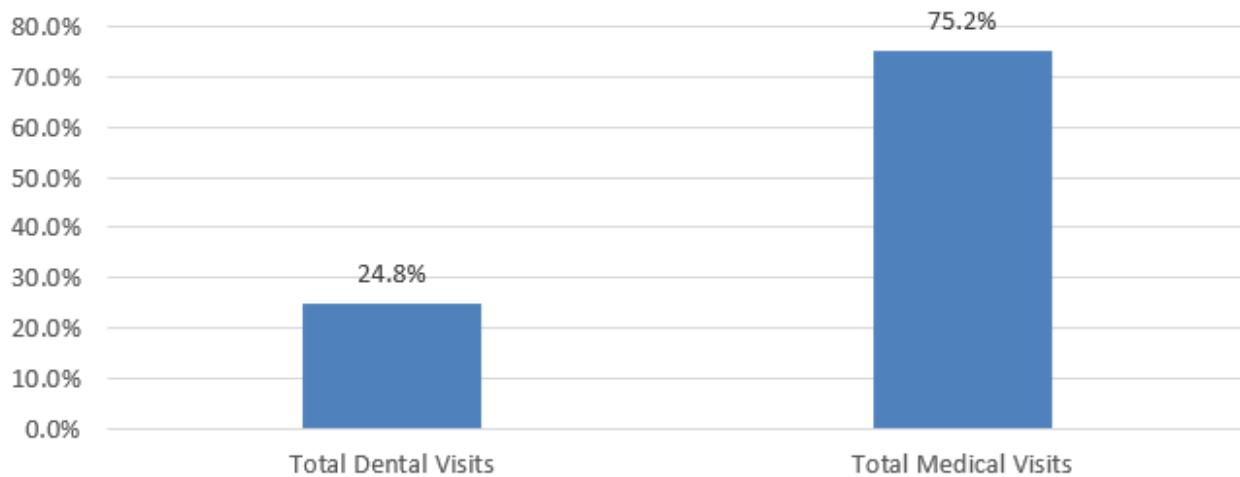
11. Next Meeting | March 12, 2026 at 5:00PM

12. Adjournment

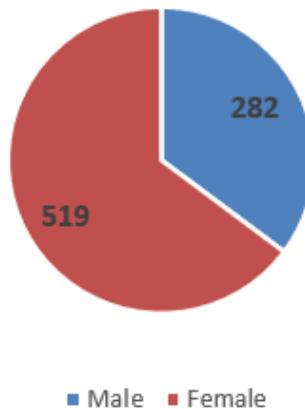
December 2024 December 2025 Variance

	December 2024	December 2025	Variance	
Total Patients	763	801	38	5%
Total Visits	1,045	1,107	62	6%
Visits per patient	1.37	1.38	0.01	1%

OTMDC Visit Ratio



OTMDC Visits by Type Gender



NUMBER OF CLIENTS SERVED			
Category	December 2024	December 2025	Ratio
Total Dental Visits	227	275	24.8%
Total Medical Visits	818	832	75.2%
Total Visits	1,045	1,107	

GENDER			
Gender	December 2024	December 2025	Ratio
Male	362	282	35.2%
Female	683	519	64.8%
	1,045	801	

AGE			
Age Groups	December 2024	December 2025	Ratio
0-11 Months	1	23	2.1%
1-11 Years	46	29	2.6%
12-18 Years	44	70	6.3%
19-35 Years	263	234	21.1%
36-64 Years	563	545	49.2%
65+ Years	128	206	18.6%
	1,045	1,107	

RACE

Race	December 2024	December 20	Ratio
Asian	38	41	3.7%
Black	172	215	19.4%
Hispanic	394	408	36.9%
White	229	257	23.2%
Other	212	186	16.8%
	1,045	1,107	

SLIDING SCALE

FPL Sliding Scales	December 2024	December 20	Ratio
Level B 100% FPL & Below	343	343	31.0%
Level C 101-138% FPL	132	144	13.0%
Level D 139-166% FPL	61	66	6.0%
Level E 167-200% FPL	22	33	3.0%
Level F 201-250% FPL	16	13	1.2%
Non Compliant Patients	38	55	5.0%
Full Fee	7	7	0.6%
Level I (Insured)	425	446	40.3%
	1,044	1,107	

LOCALITY				
Location	December 2024	December 2025	Ratio	Cumulative %
James City County	587	614	55.5%	55.5%
City of Williamsburg	161	172	15.5%	71.0%
York County	109	115	10.4%	81.4%
Charles City	2	3	0.3%	81.7%
Gloucester	17	15	1.4%	83.0%
King Queen	8	6	0.5%	83.6%
New Kent	11	14	1.3%	84.8%
Newport News	94	96	8.7%	93.5%
Hampton	16	11	1.0%	94.5%
King William	21	25	2.3%	96.7%
Richmond	-	-	0.0%	96.7%
Surry	2	3	0.3%	97.0%
Other	17	33	3.0%	100.0%
	1,045	1,107		

OTMDC and AHA Advocacy Day (School Breakfast For All)



Winter Storm Warning

Beginning: 2026-01-23T19:16:00

Ending: 2026-01-27T00:00:00

New Alert

Winter Storm Warning issued January 23 at 2:16PM EST until January 26 at 7:00PM EST by NWS Wakefield VA

*** WHAT...Heavy mixed precipitation expected. Snow and sleet will accumulate Saturday evening and overnight and then change to freezing rain during the day Sunday. Total snow and sleet accumulations Saturday night into Sunday morning between 4 and 9 inches and ice accumulations up to three quarters of an inch Sunday into Sunday night.**

*** WHERE...Portions of southeast Maryland and central, east central, north central, and southeast Virginia.**

*** WHEN...From 1 PM Saturday to 7 PM EST Monday.**

*** IMPACTS...Devastating impacts are expected including widespread power outages and tree damage due to the ice. Travel could quickly become nearly impossible. Due to the increasing wind on Monday, additional tree damage and power outages are possible. People should prepare for power outages to potentially last for several days along with extreme cold**



Subject: Important Update - CHC Day Postponed: New Dates Confirmed (February 23–24)

Good afternoon, CHC Day Registrants,

Due to the forecasted winter storm and ongoing inclement weather conditions across Virginia, VCHA has made the decision to postpone our 2026 Community Health Center (CHC) Day at the General Assembly to ensure the safety of all health center staff, board members, advocates, and partners traveling to Richmond.

While we recognize how important CHC Day is for our collective advocacy efforts—and how much time and coordination goes into preparing for this event—the safety and well-being of our attendees must come first.

With snow accumulation and hazardous road conditions expected, postponing CHC Day is the most responsible decision to protect everyone and allow for full participation when travel conditions improve.

CHC Day - Updated Date

CHC Day has been officially rescheduled to:

Tuesday, February 24, 2026 @ the General Assembly Building (GAB)

Aaron Thompson

From: Teresa Saeed <Teresa.Saeed@jamescitycountyva.gov>
Sent: Thursday, January 15, 2026 9:38 AM
To: Aaron Thompson
Subject: JCC Representative - 2026

Good Morning Mr. Thompson,

At the James City County Board of Supervisors Organizational Meeting, Supervisor Barbara Null was appointed as the JCC Representative to the Williamsburg Area Medical Assistance Corp Board. Her contact information is below.

Barbara Null, Stonehouse District Supervisor
barbara.null@jamescitycountyva.gov
948-205-1831

Please let us know if you have any questions.

Regards,
Teresa J. Saeed, MA, MBA, MMC
Deputy Clerk to the Board of Supervisors
County Administration



Board of Supervisors
101 Mounts Bay Road, Building D
Williamsburg, VA 23187
P: (757) 253-6609
jamescitycountyva.gov

VMCA Treasurer
IIMC Athenian Leadership Society Fellow

WELCOME TO THE BOARD



Barbara Null

JCC Jurisdictional Representative

Supervisor Null is a native Virginian and the daughter of a US Navy WWII Ace pilot, whom she says died in a carrier accident in 1952. Upon her father's passing, she became a commercial pilot to honor his memory and built a 36-year career as an employee of United Airlines. Aside from her role on the State Executive Council for Children's Services, Null has served as a member of Volunteers in Police Service (VIPS), the Fraternal Order of Police and the Virginia Sheriff's Institute, and as a volunteer for Habitat for Humanity.

Give Kids A Smile®

DALE UNA SONRISA A LOS NIÑOS

Free Dental Services

Servicios dentales gratis

For Children
Under 18
And Are
Medicaid
Eligible Or
Uninsured



Para niños
menores de
18 años y
elegibles para
Medicaid o sin
seguro

Date: February 7, 2026

Time: 8:00am - 2:00pm

Call To Make An Appointment: 757-259-3253

Location: Olde Towne Medical & Dental Center
5249 Olde Towne Rd, Williamsburg VA 23188

**Dental
Treatments**

Tratamientos
dentales

Giveaways

Obsequios

**Children's
Activities**

Actividades para
niños

Interested In Volunteering? Contact sdunn@otmdc.net for more information



From the Helm

January | 2026 | Issue 67



The Lafayette Trail sign unveiling honored a significant moment in JCC history (story on p.3).

Upcoming Events

Holiday: MLK Jr. Day- Jan. 19
Most JCC offices and facilities closed

Holiday: Presidents Day - Feb. 16
Most JCC offices and facilities closed

January: National Mentoring Month

Jan. 17: Customer Service Day

Jan. 26: World Environmental Education Day

Jan. 28: Global Community Engagement Day

Feb. 7: Take Your Child to the Library Day

Feb. 14: Library Lovers' Day

Feb. 17: National Random Acts of Kindness Day

Feb. 20: Government Communicators Day

Feb. 22-26: National Engineers Week

Have questions, comments or suggestions for County leadership?

Share your thoughts through the **Virtual Suggestion Box**. Comments can be submitted anonymously. Responses to previous suggestions are posted on the Employee Portal.

Government Center Update

In December, the Board of Supervisors [approved the first phase of a comprehensive agreement](#) for the consolidated Government Center and Library addition and awarded a contract for construction management services.

Construction trailers are currently onsite, and the JCC Recreation Center multi-use trail has been [temporarily rerouted](#) to accommodate construction activities.

Crews have cleared trees and vegetation from the site, with the exception of the required buffer. They are currently digging for the underground podium parking space, and a stormwater management facility (BMP) has been created.

We have convened several employee work groups to focus on various aspects of the Government Center:

- cafe/break/specialty rooms
- front counter/common space/conference rooms
- outdoor space
- work stations/phone booths

Some of the work groups have finished their work, but we have not yet made final decisions about some features, such as work station designs.

We will continue to provide updates as this project continues. If you have questions in the meantime, please talk with your supervisor or reach out to [Brad Rinehimer](#) if you have questions.



Department Updates continued

did an amazing job. Congratulations to the winners Team Voluntolds, **Shawn Gordon** (pictured below, right) of CIP and **Jon Butcher** (pictured below, left) of Facilities Maintenance.



For our annual holiday door decorating contest, **Andrea Case** (Sustainability) won first place, second place is held by **Jo Anna Ripley** (GS Administration), and third place is held by Fleet Maintenance. This competition is always a holiday blast.



Show us your Seedlings! Did you receive a native tree seedling last year through the County's giveaway program? [We'd love to see them!](#) The program was launched last year and has since become an annual event. Check out the program's [website](#); signups coming soon. Seedlings are available on a first-come, first-served basis to employees and residents.

Human Resources

Happy New Year! Human Resources would like to ensure that all processes are efficient and effective. To assist with these efforts, please send documents and questions to the appropriate emails as follows.

HR.Recruit@jamestcitycountyva.gov: All recruiting and employment forms including interview questions, notes and salary exceptions.

- We continue to process high volumes of job offers, including promotions and transfers. When submitting offer requests, **please allow for additional time** to complete approvals, post offers, paperwork and allow for the candidate to provide a full two-week notice once cleared.
- Also, please submit the [New Employee Access form](#) (GMAA) with offer requests to prevent further delays. This form is required by IT to set up correct systems access for the employee.

HR.Benefits@jamestcitycountyva.gov: All benefits forms and questions, including changes to coverage elections for health or dental (i.e. adding or dropping dependents/coverage), updated Health Savings Account contributions, FMLA communication, and any other general benefits questions.

- Remember, any **coverage changes must be submitted within 30 days** of the qualifying event (ie. marriage, birth, loss of other coverage). The change form must include documentation of the qualifying event.
- **Deferred Compensation changes** must be done directly through the [Empower Retirement website](#). Individual investment appointments can be made with a Retirement Plan Advisor through the online scheduling calendar. ([Schedule My Appointment](#).)
- **Health Savings contribution limits increased** in 2026. To update your contributions please complete the [HSA Form](#) and send to HR.Benefits.

HR@jamestcitycountyva.gov: General questions and requests not related to Recruitment or Benefits.

If unsure where to send, contact any member of the Human Resources staff and we will be happy to assist.

Olde Towne Medical and Dental Center

Olde Towne adopted some seniors at the Williamsburg Post Acute & Rehabilitation Center for the holidays.

The staff was happy to gift the center with a number of presents. Pictured here (next column, from left to right) are Clinic Director Kendra Robinson, NP and Marketing & Communications Specialist, Michelle Williams delivering the gifts to Christianne Brown, Director of Activities. The

Department Updates continued

seniors received the gifts at their Christmas Party during the holidays.



Save the date of Feb. 7 for **"Give Kids A Smile" Day** of FREE Dental Care for kids 18 and under that are uninsured, from low income families or are Medicaid eligible. Exams, X-rays, Cleanings, Fillings, Extractions and Sealants will be done free of charge. Must make an appointment. Call 757-259-3253 to schedule.



Parks & Recreation

In December, Recreation Service staff and REC Connect participants created holiday cards for local seniors as part of a **Distinguished Kindness Workplace** project. A little over 200 cards were delivered to local senior

communities, including Williamsburg Landing (70), Windsor Meade (50) and Williamsburg Post Acute & Rehabilitation (100).



Welcome to our new Recreation Supervisor for REC Connect, **Samantha Williams**, who will lead the Clara Bryd Baker site. Samantha previously was a Senior Customer Service Representative at the JCC Recreation Center. She holds a bachelor's degree in Primary Education and an associate's degree in Tourism & Hospitality Management. She also has more than two years of experience as a classroom teacher and early childhood educator and one year in customer service.



Significant progress has been made on the pool renovations, but unexpected structural issues discovered during construction and weather closures have delayed the reopening. The **pool is now scheduled to reopen on Feb. 2**. We appreciate your patience throughout this process and are excited to share these renovations with the community! Please note that this schedule is subject to change due to inclement weather.



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

Clinical Department Update

Submitted By: Kendra Robinson, FNP 1/15/26

Mission Moment: 41 year old patient walked in to the clinic asking to have his blood pressure checked. He was not a patient of the clinic, but had brought his wife and son to the clinic for care in the past. He was accommodated and had his blood pressure checked. The reading was normal. He began to speak about how he sometimes felt “palpitations” and that made him scared that his blood pressure was high. The nurse working with him spent some time speaking with him and uncovered that the patient’s real problem was fear. He expressed his fear of being handcuffed in front of his wife and children and being deported. He further expressed that he felt safe coming in to Olde Towne to ask for help and did not mind disclosing his fears. He was given an appointment with the counselor for further help. It is good to know that OTMDC is still considered a safe space for some of our more vulnerable patients.

Volunteer Specialty Care

- December 2025 the following specialties provided 24 visits.

Cardiology: 0 visits	Chiropractor: 1 visit
Gastroenterology: 0 visits	GYN: 11 visits
Nephrology: 4 visits	Ophthalmology: 8 visits

Clinic Staff Update:

- A new medical assistant has accepted an offer of employment from OTMDC. She is replacing Pamela Bryant, CMA, who left our clinic in November 2025. Tentative start date for the new Medical Assistant, Allisha Gilbert, will be February 2, 2026.

Community Involvement:

- Gloucester Matthews Care Clinic (GMCC) and OTMDC collaboration for eye care update:
 - 12/2025:
 - 3 GMCC patients were scheduled for diabetic eye exams at OTMDC.
 - 1 showed up for their appointment.
- Williamsburg House of Mercy:
 - Clinic date 1/15/26, 1-3:30 pm
 - Details to follow in next board report
 - Next clinic date at WHOM is set for February 12th.



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

January 2026 Departmental Update

Business Office

- Both the Medicaid and Medicare Cost Reports for FY25 have been submitted. We are awaiting final settlement confirmation from Myers and Stauffer for the Medicaid Report and Novitas for the Medicare Report.
- We still expect our equipment installation from Layer 9 this month. The business office will have more information in the coming days.
- The business office met with JCC FMS and treasurer's office staff along with Mr. Thompson to discuss some updates to our GL codes. The changes were minor and will benefit audits/financial statements as the chart of accounts will be more organized.
- We coordinated with Operations' Maggie Beamon to complete the necessary financial and clinical services information for the FY27 JCC jurisdictional grant.
- Olde Towne onboarded a new payment processing vendor in December called Heartland and have installed credit card processing machines for the front desk.
- We just received the third of four payments from the FY26 JCC contribution. The budgeted total is \$394,933.
- Jacob remains connected with Allscripts/Veradigm reps regarding patient portal and EHR upgrade costs.
- Auxo Medical completed some minor equipment repairs on site. All equipment is back in service.

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

Date: 01/15/2026

By: Margaret "Maggie" Beamon

Medication Access Program

- For the month of December, MAP requested 213 medications on behalf of 98 patients which were valued at \$218,966.94.
- For the calendar year 2025, MAP requested 2,894 medications on behalf of 373 patients which were valued at \$2,661,033.45.
- For the calendar year 2025, MAP assisted 61 patients with Medicaid applications.
 - Based on eligibility changes for the medication programs, I anticipate an increase in Medicaid applications for the calendar year 2026 since certain companies are requiring a Medicaid denial letter to be considered for assistance.
- Patient Situation: There are many medications within MAP that are interchangeable; for example, Lantus, Tresiba and Basaglar are all long-acting insulins that are made by 3 different manufacturers. The 3 companies have differing eligibility requirements and each have their pros and cons. Recently; we have been unable to obtain Tresiba in a timely manner for patients for various reasons. Thankfully, we have been able to obtain Basaglar so that the patient does not go without their long-acting insulin.

Operations Manager

- Susan, Kelley and I have had frequent discussions regarding GKAS and ways we can improve from previous years.
- On 01/12/2026, I met with the clinical assistants for our monthly meeting to give kudos where needed and to review areas of improvement. I plan to meet with each clinical assistant individually no later than next week.
- I continue to monitor the dental schedule and adjust as needed to accommodate more appointments.
- I continue to monitor internal processes and look for ways to increase efficiency.

WORKING TOWARD
A **HEALTHIER**
AND **MORE EQUITABLE**
AND **MORE** **VIRGINIA**



INCREASING **MEDICATION**
ACCESS TO
STRENGTHEN THE
HEALTH SAFETY **NET**

2025 Certificate of Membership

OLDE TOWNE MEDICAL & DENTAL CENTER

PARTNER CLINIC SINCE 2017

Expanding medication access and supporting
1,350 patients with **16,990 prescriptions**

The value of Rx Partnership medications dispensed is

\$6,438,794



Olde Towne
Medical & Dental Center

Sliding Fee Scale 2026

Effective 02/01/2026

	Level B	Level C	Level D	Level E	Level F	Self Pay
Household Size	FPL: 100% & Below	FPL 101-150 %	FPL 151-200 %	FPL 201-250 %	FPL 251-300 %	FPL 301 % & Above
1	\$0 - \$15,960	\$15,960 - \$23,940	\$23,940 - \$31,920	\$31,920 - \$39,900	\$39,900 - \$47,880	\$47,880 +
2	\$0 - \$21,640	\$21,640 - \$32,460	\$32,460 - \$43,280	\$43,280 - \$54,100	\$54,100 - \$64,920	\$64,920 +
3	\$0 - \$27,320	\$27,320 - \$40,980	\$40,980 - \$54,640	\$54,640 - \$68,300	\$68,300 - \$81,960	\$81,960 +
4	\$0 - \$33,000	\$33,000 - \$49,500	\$49,500 - \$66,000	\$66,000 - \$82,500	\$82,500 - \$99,000	\$99,000 +
5	\$0 - \$38,680	\$38,680 - \$58,020	\$58,020 - \$77,360	\$77,360 - \$96,700	\$96,700 - \$116,040	\$116,040 +
6	\$0 - \$44,360	\$44,360 - \$66,540	\$66,540 - \$88,720	\$88,720 - \$110,900	\$110,900 - \$133,080	\$133,080 +
7	\$0 - \$50,040	\$50,040 - \$75,060	\$75,060 - \$100,080	\$100,080 - \$125,100	\$125,100 - \$150,120	\$150,120 +
8	\$0 - \$55,720	\$55,720 - \$83,580	\$83,580 - \$111,440	\$111,440 - \$139,300	\$139,300 - \$167,160	\$167,160 +
Medical Fee	\$20	\$30	\$40	\$60	\$80	\$80 Deposit
Dental Fee	\$35	\$45	\$60	\$80	\$100	\$100 Deposit
OB Global Fee	\$450	\$900	\$1,350	\$1,800	\$2,250	\$2,700

** All Levels are based on Gross Household Income **

** Income Levels are valid for 6 months **

Patient Name: _____ Patient DOB: _____ Patient ID: _____

1. Do you currently have active medical insurance coverage? Yes No
2. Do you currently have active dental insurance coverage? Yes No
3. Are you currently working?
 - a. If yes, please provide the most recent month of pay check stubs for ALL sources of income.
 - b. If no, do you receive any benefits from Social Security/Disability, SNAP, TANF, Pension or unemployment? Yes No
 - i. If yes, please provide the current benefits statement.
 - ii. If no and you are not married, please have a family member or friend complete a Financial Support Letter.
4. Are you married?
 - a. If yes, is your spouse currently working?
 - i. If yes, please provide your spouse's most recent month of pay check stubs for ALL sources of income.
 - ii. If no, does your spouse receive any benefits from Social Security/Disability, SNAP, TANF, Pension or unemployment? Yes No
 1. If yes, please provide the current benefits statement.

5. How many people are in the household that is supported by the above income, including yourself? _____

a. List every member of the patient's household, including the patient, as listed on the tax return.

Name	Age	Relationship	Name	Age	Relationship
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

I certify that the above information is true and correct. I authorize OTMDC to verify this information with employers and other agencies. Eligibility requirements must be presented before your visit to be eligible for a discount. All patients are expected to pay their sliding scale copayment at check in or prior to all visits. All information must be updated every six (6) months. Failure to provide any of the above information prior to your appointment will require you to pay the total amount due for services received from Olde Towne Medical and Dental Center. I have read and understand the above "Sliding Scale Eligibility" requirements for Olde Towne Medical and Dental Center and agree to be responsible for providing the required documents needed to be eligible for discount services.

In order to receive Sliding Fee Scale today, I have provided accurate proof of income for each person living within my household. I also understand that I must report any changes in household income or number of household residents when these changes occur. I understand that falsification of this information will result in the forfeiture of Sliding Fee Scale privileges and possible release from the practice.

Patient Signature: _____ Date: _____

Office Use Only:

Acceptable Forms of Income Documentation Provided: (please check each that apply)

<input type="checkbox"/> Pay Stubs – most recent months' worth <input type="checkbox"/> Statement of earnings from employer <input type="checkbox"/> Federal Tax returns if not more than 6 months old <input type="checkbox"/> Three most recent bank statements (ineligible for MAP) <input type="checkbox"/> Notice of Action letter from Social Services <input type="checkbox"/> TANF benefits letter <input type="checkbox"/> Pension benefits from employers	<input type="checkbox"/> Social Security benefits statement <input type="checkbox"/> Disability benefits statement <input type="checkbox"/> Unemployment benefits statement <input type="checkbox"/> Alimony OR Child Support Court document <input type="checkbox"/> Financial Support Letter (Must be obtained from the reception desk at OTMDC) ** 1099's and W'2's are NOT accepted as proof of income **
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Based on income documentation provided, Total Annual Household Gross Income: \$ _____

OTMDC Level: _____ Expiration Date: _____ Received By: _____ Verified By: _____



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

Dental Report | Dr. Modeste

January 2026

As we turn the corner on a new year, Olde Towne Dental continues to bring in the new year with excitement for our upcoming event! On February 7th, Olde Towne Dental will host its annual Give Kids a Smile. We are in the final planning stages for the event, which includes volunteers, scheduling and other detailed planning for the event. I believe we treated about 115 children last year and we plan to meet, or exceed, the same goal.

For the month of December, the dental clinic treated 240 patients along with 276 dental visits! We look forward to working with the community. The clinic has also has begun a new series of pre-authorizations for 2026, which includes dental treatment (partials and dentures). These procedures are our most profitable for the clinic, so it's important so that the clinic reaches its financial goals for 2026.

We look forward to seeing the community next month for this important event!!



**To Assure Access To Quality Health And Wellness Care
To The Residents And Workforce Of The Greater Williamsburg Community**

**Marketing & Communications Report Summary
December 6, 2025 – January 9, 2026**

Events & Fundraising:

Working as a support to Susan for planning for the **2026 Give Kids A Smile** on 2/7.

Beginning work on **FCCC Golf Tournament** for 2026 in May. Sales letters and Neighborhood solicitation letters are being planned. Committee will meet end of January or early February.

Working with Sara, Susan and **E&O Committee** on 6-month development plan and focusing communication for end of year giving, legacy giving and estate

Communications:

Email Blasts/Newsletters: Working on the January Newsletter. Focused emails sent about end of the year giving.

Created **Social Media** on all channels as well as happenings about Olde Towne along with health information for patients. Focused on services, holiday closings, health tips and end of the year and technology campaign giving.

New December ads are on the OTMDC closed-circuit TVs in the **JCC Recreation Center** and are on the **JCC Community channel**.

Marketing & Outreach:

Michelle reached out to **Virginia Beer Company** about a fundraiser for March. They are not able to do so right now as they are focusing on opening their new location. Michelle also reached out to **Billsburg Brewery** to get on their calendar as well.

Michelle and Kendra visited **Williamsburg Post Acute Rehab Center** and delivered Christmas gifts as OTMDC adopted 2 seniors for the holidays.

Michelle sent in an application for OTMDC to be a recipient of the **Craft Beer Festival** in Spring 2026. Our application to be a recipient was approved. Waiting for further info about when/how the community will vote. If OTMDC wins the vote, we will be the “volunteers” of the event to help the day of with registration, beer sales and service, etc. The event works much like the Kiwanis Shrimp Feast.

Michelle will be at the **VPCC Spring Semester Welcome Back** event on January 15 to highlight OTMDC resources and volunteer needs.

Ambassador Connections

Michelle attended the **Mental Health Coffee and Conversation** Holiday event presented by The Pavilion at Williamsburg to continue connecting with local Mental Health resource organizations and businesses in the absence of an in-house Mental Health coordinator.

Michelle will join the **GWOM** Board of Directors officially this month. The appointment ensures OTMDC as part of the faith-based non-profits group that helps connect unhoused and precariously housed individuals with local resources.

Chamber Health Committee which connects Olde Towne to multiple non-profits took December off and will reconvene at the end of January.

Social Media Analytics

Facebook Views 7.5K, Decrease 50%; Facebook Interactions 319, Decrease 49%

Instagram Views 647, Increase 24%; Instagram Interactions 17, Decrease 21%; Instagram Reach 136, Increase 42%



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Communication & Development | Susan Dunn

January 2026

Development

- Events
 - o Give Kids A Smile
 - In midst of the planning phase. Rooms have been reserved, patient schedule is open, volunteer slots are filling up, donations of food for volunteers have been procured.
 - Submitted announcement slide for patients and volunteers to JCC TV for play until event.
 - Created signage for event as well as work flow charts.
 - Organizing volunteers.
 - Sent inquiries to have the event included in the Gloucester Towne Crier, Hampton Daily, and Newport News Daily online publications. Gloucester replied that they would list it in the next publication.
 - I can speak on specific details if needed.
 - o Technology Capital Campaign
 - Submitted announcement slide for campaign to play until early January.
 - Sent over 200 letters to lapsed donors with a donation return rate of 16 so far.
 - o Planning has begun on the Community Baby Shower that will take place April 15th.
 - o Currently working with the Zeta Phi Beta Sorority on the planning of their Community Health Fair that OTMDC will host.
 - o Updating the Development ROI metrics as needed (included below).
- Volunteers
 - o Student volunteers are still on winter break; however, there has been 10 recent interest forms submitted.
 - o Current fiscal year volunteer hours:

Volunteering Hours

23/24 24/25 **25/26**

2025/2026

Clerical	49 / 141.25 hours
Events & ...	3 / 10.0 hours
Dentist/A... CMA/RN	20 / 47.3 hours
Physician... Dental De...	43 / 174.25 hours
Dental De... Language ...	19 / 57.0 hours
Dental De... Medical D...	76 / 243.55 hours
	84 / 264.3 hours
	23 / 58.75 hours

○

Communications

- Website
 - Continuing to keep website up to date with closures due to holidays and inclement weather.
 - Updates for current events, and upcoming event sponsorships.
- Misc
 - Sent out inquiries for center information “slides” to be aired on York County, Newport News, Gloucester, and New Kent’s Community TV. New Kent replied and is able to show our slides.
 - Currently still send slides to JCCTV.
 - Will be sending out a mailing targeting businesses to sponsor our upcoming Run and next year’s gala.

Sara E. Lewis
Grants & Development Coordinator
January 2026 Board Report

Grant contacts and applications submitted since last Board Report

- **Bernadine Franciscan Sisters Foundation** – Requested \$10,000 for operating support. This foundation supports Newport News, Hampton, York, Poquoson, and Gloucester. Decision May 18.
- **Dr. Scholl Foundation** – LOI submitted to access full application for “Greater Williamsburg Healthcare Access Sustainability Initiative. Full application is due March 31, decision in October.
- **The Cabell Foundation** – LOI submitted to request full application for “Protecting the Care that Protects our Community” (technology campaign).
- **Virginia Health Care Foundation** – Concept Paper submitted for “Integrating Behavioral Health to Strengthen Whole-Person Care at OTMDC.” If invited to apply, full application is due January 28, no decision date given.

Grant Application Progress

- **The Cabell Foundation** – Met with Cabell Executive Director. The \$50,000 request was smaller than their usual grant size, so it won’t go forward. However, we discussed the upcoming capital campaign to refit the Human Services half of our building. The Executive Director was enthusiastic since this is the sort of thing they usually fund and since their Board includes several William and Mary alums who care about our region. She suggested contacting her again when we have a budget, have received support from our Board, and have at least one other “Quiet Phase” funder.
- **Dr. Scholl Foundation** – LOI accepted. Full application assigned and due March 31. The appeal will be for funds to close the gap between the true cost of care and actual reimbursements.

Fundraising Campaign for Technology Upgrades Report

- Olde Town Bank Foundation **awarded** \$75,000
- Langley for Families Foundation **awarded** \$5,000
- Langley Federal Credit Union **awarded** \$5,000
- Wawa Foundation **awarded** \$1,500
- GivingTuesday and Tech Campaign **individual donations** equal \$5,087.10 plus \$11,647.56, or a total of \$16,734.66
- **Balance to raise - \$150,000 - \$103,234.66 = \$46,765.34**

Other

- Drafted second half of FY26 6-month fundraising plan; reviewed and edited with Development Team; discussed with Outreach & Events Committee. O&E committee requested graphic charts for the next three months to define and assign tasks.
- Began Capital Campaign research & planning.

Development Department ROI FY25/26

Updated 1/7/26

Fundraising Events & Outreach	Date	Revenue	Expenses	ROI	GL Code	Notes
Make A Will	8/1/2025	\$ -	\$ 100.62	\$ (100.62)	3082	Postage
Impact Report	9/30/2025	\$ 6,995.00	\$ 1,992.05	\$ 5,002.95	3082	Printing and
Local Fundraiser Nights	10/11/2025	\$ 866.00	\$ -	\$ 866.00	3029	
Stride For Wellness	11/1/2025	\$ 13,923.00	\$ 6,019.61	\$ 7,903.39	3029	Misc, see s
Giving Tuesday	12/2/2025	\$ 5,087.10	\$ 195.00	\$ 4,892.10	3029	Postage
Technology Capital Campaign	12/31/2025	\$ 90,160.50	\$ 518.70	\$ 89,641.80	3029	*Tech cam
GiveLocal757	5/5/2026			\$ -	3029	
FC Tournament & Campaign	5/6/2026				3022	
Support OTMDC Donations	6/1/2026	\$ 165,610.00		\$ 165,610.00	3082	
Totals		\$ 282,641.60	\$ 8,825.98	\$ 273,815.62		

Grants	Date	Award
Williamsburg Community Foundation	8/29/2025	\$ 3,500.00
Langley Federal Credit Union	12/19/2025	\$ 5,000.00
Langley Federal Foundation	12/19/2025	\$ 5,000.00
Wawa	12/17/2025	\$ 1,500.00
Towne Bank	Pledged	\$ 75,000.00
		\$ 90,000.00

Outreach	Date	Interactions	Donations	
Head Start Open House	8/5/2025	23		
RPEO Back to School	8/23/2025	200		
Shrimp Feast	9/13/2025	100		
H4TH Vendor	10/4/2025	68		
Brewery Night	10/11/2025	13	\$844	
JCC LiveWell Fair	11/5/2025	112		
Williamsburg United Methodist	12/14/2025	200	\$2,000	
		716	\$ 2,844.00	(Listed in ROI above)

Donor Contact	Date	Mail	Email	Expense	Donations	Response
Houses of Worship	7/21/2025	44		\$ 34.32		
Make A Will	7/24/2025	129		\$ 100.62		
Papa Johns Discount Coupon	8/28/2025		773			
Impact Report	9/1/2025	344		\$ 268.32	\$ 1,900.00	15
Top Area Employers	10/16/2025	50		\$ 39.00	\$ 5,000.00	1
Stride For Wellness Appeals	10/27/2025		1090			
End of Year Giving	11/17/2025	242		\$ 188.76		
Tech Campaign	11/19/2025	241		\$ 187.98		
New Donor Thank You Card	12/16/2025	7		\$ 5.46		
Lapsed Donor	12/1/2025	182	259	\$ 141.96	\$ 6,995.00	16
Monthly Pulse Newsletter	7/1/2025-6/30/2026					
		1239	2122	\$ 966.42	\$ 8,895	32

OTMDC Finance Committee
January 2026
Summary Report to the Board

Recommended Actions:

None

Financial Report: attached to this report is the ‘condensed’ year to date financial report for the month ending 12/31/2025.

Revenue: Total revenues from operations year to date (YTD) are \$2.295m, 68% of budget. This continues to include the receipt and recognition of \$900k in grant income. Gross patient revenue (before bad debt adjustment) is \$774k, 73% of budget. After \$17k of bad debt adjustment, net patient revenue is \$757k. This includes Medicaid revenue of 161% of budget. For December of 2024 net patient revenue was \$561k, so we are \$196k above the previous year.

Public support revenue is \$164k, which is 41% of budget. The public support received is from Individual, Local Organization, Corporate, and Foundation giving (all four target areas). Fundraising is at 32% of budget. Grant income is at 81% of budget, after the receipt and recognition of \$900k of grant revenue.

Expenses: With six months or 50% of the year recorded prior to year-end adjustments, total expenses are \$1.909m, 54% of budget. Personnel costs are 52% of budget, with other (non-salary) operating costs at 63% of budget. The other operating costs include unbudgeted cyber security costs of \$90k.

Net income/<loss> from operations (revenues less expenses) YTD is \$386k vs. the annual budgeted net loss of <\$193k>. The YTD income includes the once annual \$900k in grant income. For the fiscal year ending 6/30/2025, the audited net income/(loss) from operations (without endowment changes) was <\$340k>.

The endowment investment fund is at \$6.834m as of December 31, 2025. The cost of the investment as of 6/30/2025 is \$5.895m. Dividends of \$33k were reinvested in September and assumed reinvestment in December, brings the cost to \$6.540m. The approved transfer of \$275k to cover cyber security expenses including non-separately stated personnel costs during the incident was done in November, resulting in a realized gain of \$40k. As of December 31, 2025, the assumed unrealized market gain is \$529k.

Current Assets: Cash balance is \$570k, an increase of \$427k from December 31, 2024. Receivables (net of allowance for doubtful accounts) are \$293k, an increase of \$34k from the December balance.

Other business/activities:

The next finance committee meeting is scheduled for March 11, 2026 at 4:30 pm.

Respectfully submitted,
Melissa Tucker, Chair, Finance Committee

OTMDC -- Summary Financial Results: YTD 12-31-2025

<u>Income-Expense:</u>						
	<u>Tot. Dec.</u>	<u>Total YTD</u>	<u>Annual Budget</u>	<u>Variance</u>	<u>% of annual</u>	
<u>Revenue:</u>						
Local Government	\$ -	\$ 384,963	\$ 644,299	\$ (259,336)	60%	
Patient Revenue	\$ 83,541	\$ 774,363	\$ 1,063,000	\$ (288,637)	73%	
Less: Bad Debt "Adjustment"	\$ (2,571)	\$ (17,521)	\$ -	\$ (17,521)	0%	
Less: Bad Debt Expense	\$ -	\$ 373	\$ (45,000)	\$ 45,373	-1%	
Net Patient Revenue	\$ 80,970	\$ 757,216	\$ 1,018,000	\$ (260,784)	74%	
Public Support	\$ 111,696	\$ 163,727	\$ 402,000	\$ (238,273)	41%	
Special Events-Fundraising	\$ 20,736	\$ 36,372	\$ 115,000	\$ (78,628)	32%	
Grants	\$ 9,500	\$ 952,954	\$ 1,173,800	\$ (220,846)	81%	
Misc. (inc. cash over/short)	\$ -	\$ -	\$ -	\$ -	0%	
Total Revenue	\$ 222,901	\$ 2,295,230	\$ 3,353,099	\$ (1,057,869)	68%	
<u>Expenses:</u>						
Total Personnel	\$ 281,176	\$ 1,494,450	\$ 2,886,689	\$ (1,392,239)	52%	
Total Non-Personnel Exp.	\$ 56,167	\$ 414,939	\$ 654,850	\$ (239,911)	63%	
Furn/Equipment (Total)	\$ -	\$ -	\$ 5,000	\$ (5,000)	0%	
Total Expenses	\$ 337,343	\$ 1,909,389	\$ 3,546,539	\$ (1,637,150)	54%	
Net Income	\$ (114,442)	\$ 385,841	\$ (193,440)	\$ 579,281	-199%	
Transfer From/(To) Endowment	\$ -	\$ 275,000	\$ 193,440	\$ 81,560	142%	
Net Cash Change After Trfr.	\$ (114,442)	\$ 660,841	\$ -	\$ 660,841	0%	
<u>Investment Fund Summary:</u>						
		<u>Curr. Mo.</u>				
Beg. Balance, cost 6/30/2025		\$ 5,895,108				
Dividends reinvested		\$ 645,443				
Cost, 11/30/2025		\$ 6,540,551				
+/-: Gains/Losses, fiscal year to date		\$ 40,017				
+/-: Gains/Losses, through 6/30/2026		\$ 528,644				
+/-: Transfer from/(to) Operations		\$ (275,000)				
End Balance		\$ 6,834,212				
<u>Current Assets Report</u>						
		<u>12/31/2025</u>	<u>YTD</u>	<u>12/31/2024</u>		
			<u>Diff.</u>			
Cash		\$ 569,811	\$ 143,238	\$ 426,573		
Investments		\$ 6,834,212	\$ 401,503	\$ 6,432,709		
SUBT.		\$ 7,404,022	\$ 544,740	\$ 6,859,282		
Total Receivables		\$ 387,307	\$ 74,119	\$ 313,187		
Less: Allow. For Doubtful Accts.		\$ (94,679)	\$ (40,619)	\$ (54,060)		
Net Receivables		\$ 292,627	\$ 33,500	\$ 259,127		
Total Current Assets		\$ 7,696,649	\$ 578,240	\$ 7,118,409		

Thanks to Becca Bruhl for doing the analyses presented in the next pages.

Here is a very brief summary (a “summary of a summary”) of key findings, as I see them:

- 1 As Becca notes, the rankings are a little difficult to summarize. I would order the top three as follows:
 - a. Policy making and oversight
 - b. Strategic planning
 - c. Evaluation of Center Performance
- 2 There is recognizable concern that Board meetings focus too much on ongoing operational matters rather than policy and planning
- 3 There is recognizable concern about the Board needing to enact policies to mitigate risks (likely reflects recent cyber attack problem).
- 4 The key areas identified as needing improvement all fall under the responsibilities of the Governance and Nominations Committee, including (1) the need for a plan to recruit and replace board members; (2) ensuring that board membership is properly representative and reflective of diverse perspectives and experiences; (3) the need for a plan to identify and cultivate new members, including patients; (4) the need for an effective process for orienting new members; and (5) the need for an effective process for identifying and orienting new leaders.

David Aday

Chair, G&N Committee

OTMDC Board Self-Evaluation Survey, 2025

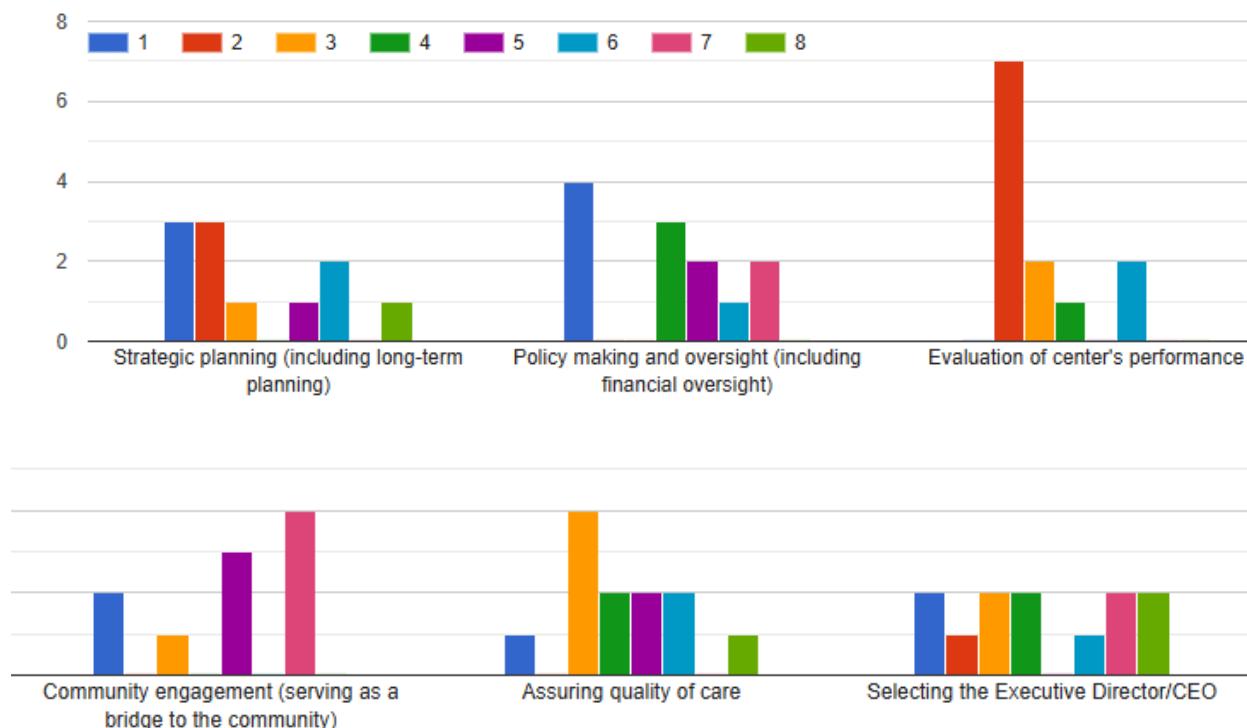
Respondents - 12 respondents (out of 16 currently on board). Even split of experience: 4 on board < 1 year, 4 for 1-3 years, and 4 with 4+ years

Board responsibilities – rankings a bit difficult to make sense of. Some trends:

- Strategic planning, policymaking & oversight, and evaluation of center performance got the highest rankings by the greatest number of people. Building relationships & ensuring ethical standards had lowest rankings.
- Specifics
 - Strategic planning (range 1-8) – 6 ranked it as 1 or 2 most important
 - Policy making & oversight (range 1-7): 4 ranked it as #1 (0 ranked it #2)
 - Evaluation of center performance (range 2-6): 7 ranked it #2 (0 ranked it #1)
 - Community engagement (range 1-7): 4 ranked it #7, 3 ranked it #5
 - Assuring quality of care (range 1-8): 4 ranked it #3
 - Selecting ED/CEO (range 1-8): broad distro, no category got more than 2
 - Building relationships (range 1-8): broad distro, 3 ranked as #8
 - Ensuring ethical standards (range 1-8): broad distro, 3 ranked as #8

The OTMDC Board has a variety of responsibilities, including the following.

Please rank order those responsibilities from (1) most important to (8) least important based on your views and experience. Each number should be used only once.



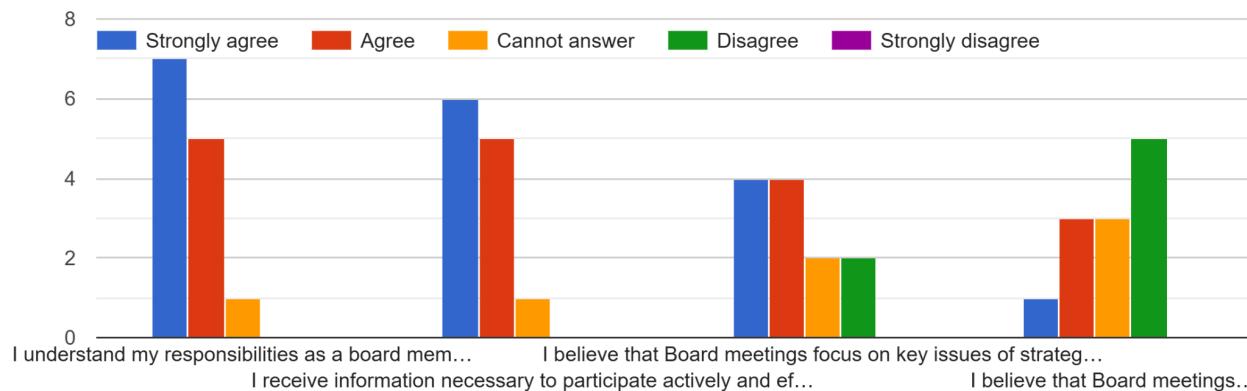
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Experience as board member

- All agreed that they understand their responsibilities as board members and receive info necessary to participate actively and effectively in discussions
- Most agreed that board meetings focus on key issues of strategic importance (8 agreed, 2 disagreed)
- On “Board meetings focus too much on ongoing operational matters than policy and planning issues,” responses varied by experience on the board. Those with more experience were more likely to agree vs those that are newer to board (4 agreed, 5 disagreed, 3 could not answer).

Please respond to the following by choosing a response from Strongly Agree to Strongly Disagree. If you are not able to answer based on your experience, please choose Cannot Answer.



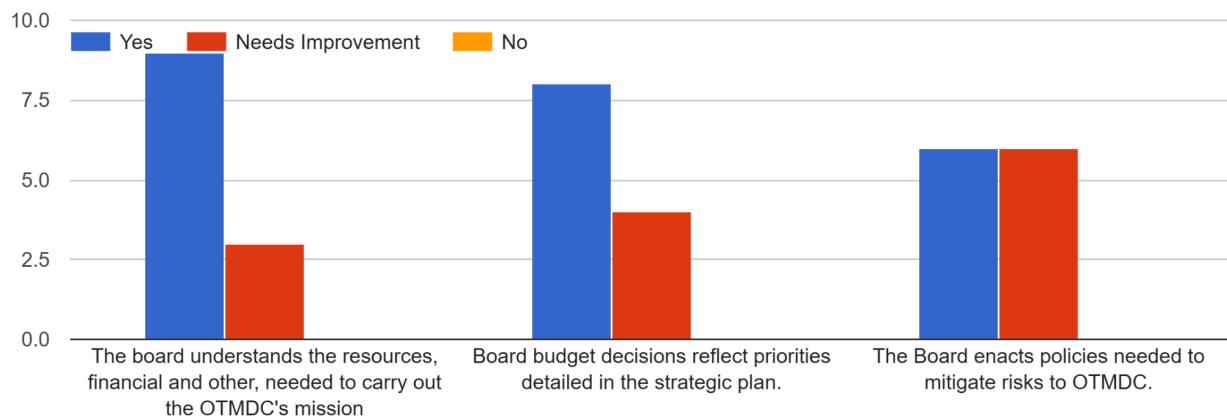
I understand my responsibilities as a board member and feel prepared to meet them.	I receive information necessary to participate actively and effectively in Board meetings and discussions.	I believe that Board meetings focus on key issues of strategic and long-term importance.	I believe that Board meetings focus too much on ongoing operational matters rather than policy and planning issues.
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OTMDC Board Self-Evaluation Survey, 2025

Board Functions

- Most agreed that board understands the resources, financial and other, needed to carry out mission (9 to 3); newer members more likely to say needs improvement.
- Most agreed that board decisions reflect priorities detailed in strategic plan (8 to 4).
- Half of board indicated improvement needed to enact policies to mitigate risks to OTMDC (6 to 6).

The Board Monitors and Evaluates

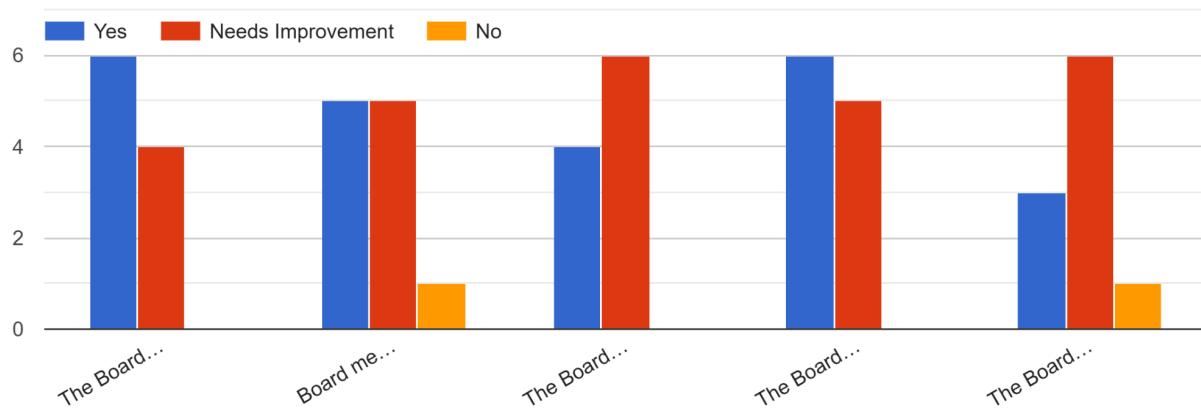


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Board Membership

- Board could use improvement on a number of areas here, especially
 - The Board has an effective process for identifying and cultivating new members, including patients (6 said needs improvement)
 - The Board has an effective process for identifying and orienting new leaders to fill officer and committee chair positions (6 said needs improvement)
 - 5 said needs improvement on “Board membership is properly representative and reflective of diverse perspectives and experiences” and “The Board has an effective process for orienting new members.”

Board Membership

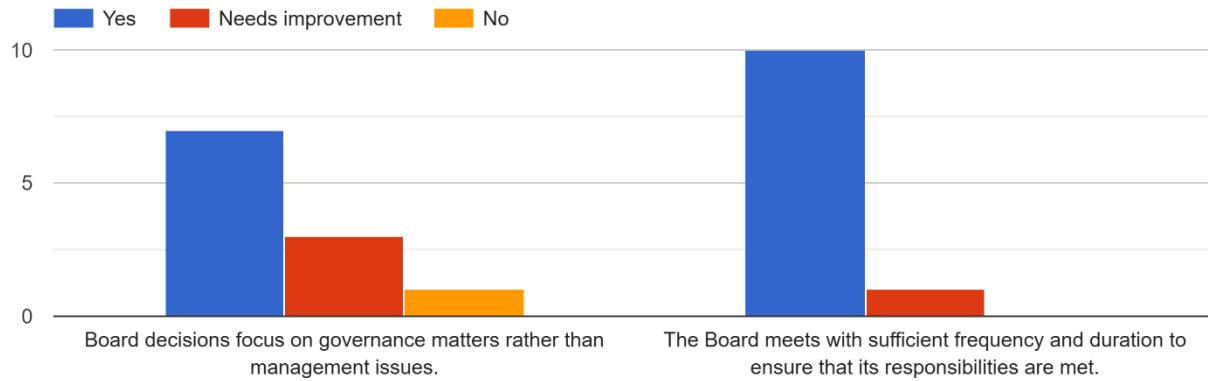


The Board has a plan for recruiting and replacing members, including patients.	Board membership is properly representative and reflective of diverse perspectives and experiences.	The Board has an effective process for identifying and cultivating new members, including patients.	The Board has an effective process for orienting new members.	The Board has an effective process for identifying and orienting new leaders to fill officer and committee chair positions.
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Board Meetings

- Strong agreement that board meets with sufficient frequency and duration to ensure responsibilities are met
- Most agree that board decisions focus on governance rather than management (7 vs 4)

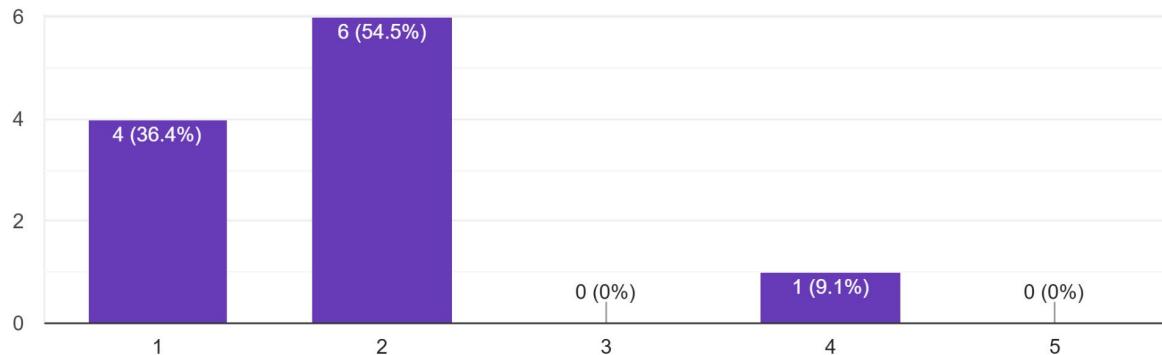


Overall Satisfaction

- Most are satisfied (6) or very satisfied (4); 1 is not satisfied

How satisfied are you with your Board experience?

11 responses



Other comments

Board role in fundraising is not addressed, but seems to be an important factor

I feel that we are at times distracted by the need to be an FQHC provider. Likelihood of this being approved through the current administration in DC is infinitesimally small.

Difficult to answer given new to board