



2018 Volunteers in Medicine National Conference  
Preliminary Agenda

This agenda is preliminary and subject to change. For up-to-date information on all conference details, visit [www.volunteersinmedicine.org/vim-conference-2018](http://www.volunteersinmedicine.org/vim-conference-2018).

Agenda-at-a-Glance	
Objectives for the Volunteers in Medicine (VIM) National Conference: <b>DISCOVER</b> resources, strategies and best practices to enhance your organization <b>NETWORK</b> with leaders from VIM clinics and partner organizations across the country <b>SHARE</b> successes, challenges and innovations with others who share your commitment to the “Culture of Caring”	
<b>Thursday, May 3</b>	
3:30-5:00 pm	Registration
5:00-6:30 pm	Welcome Session: Conference Overview and Opening Keynote
6:30-8:30 pm	Welcome Reception - cash bar and heavy hors d’oeuvres (dinner on your own)
<b>Friday, May 4</b>	
7:00-8:00 am	Continental Breakfast: Unstructured networking time
8:00-9:15 am	<b>Breakout Session I</b>
	Affinity Groups
9:30-10:00 am	General Session: Report outs from affinity groups
10:00-11:00 am	National Survey of Free and Charitable Clinics and VIM Data
11-11:15 am	Morning refreshment break and networking with colleagues, sponsors, and exhibitors
11:15 am-12:30 pm	<b>Breakout Session II</b>
	HRSA - FTCA
	Building a Leadership Succession System for Your Board
	Granting the Grantor’s Wishes! Finding and Writing Winning Grant Proposals
	Two Clinics Attack: Reversing Chronic Health Conditions
12:30-1:45pm	Lunch: Networking roundtables by role - medical director, board member, etc.
1:45-3:00 pm	<b>Breakout Session III</b>
	Case Management: The Hidden Gem to Comprehensive Care
	Facebook for Free Clinics: Tips to Maximize Your VIM Clinic Content and Outreach
	Adapting to an EMR
3:00-3:30 pm	Afternoon refreshment break and networking with colleagues, sponsors, and exhibitors
3:30-5:00 pm	Cultural Competency Panel
	Dinner on your own; many options in Alexandra within walking distances of the Hilton

<b>Saturday, May 5</b>	
7:00-8:00 am	Continental Breakfast: Unstructured networking time
8:00-9:15 am	<b>Breakout Session IV</b>
	Changing the World - One Volunteer at a Time
	Fund Development Through a National Lens
	Right Knowledge. Right Place. Right Time. ECHO: A Revolutionary Model for Expanding Access to Specialized Care in Underserved Settings
	Risk Management
9:15-9:30 am	Morning refreshment break and networking with colleagues, sponsors, and exhibitors
9:30-10:45 am	<b>Breakout Session V</b>
	Becoming a Patient-Centered Medical Home
	VIM Clinic Funding as a Community Investment
	Trauma Informed Community Development and Your Clinic
10:45-11:15 am	Afternoon refreshment break and networking with colleagues, sponsors, and exhibitors
11:15-11:45am	VIM Award
11:45-12:45 pm	<i>Keynote Speaker: TBA</i>
12:45-1:00 pm	Conference Wrap-Up Session, Evaluations and Closing Remarks

## Annotated Agenda

Thursday, May 3	
3:30-5:00 pm	Registration
5:00-6:30 pm	<p><b>Welcome Session: Conference Overview and Introductions</b>  <i>Sasha K. Bianchi, MPH, VIM National Office Executive Director</i>  <i>Todd Sagin, MD, JD, VIM National Office Board Chairman</i></p> <p><i>Keynote Speaker: Marc Freedman, MBA, Founder/CEO, Encore.org</i></p>
6:30-8:30 pm	<p><b>Welcome Reception</b> - cash bar and heavy hors d'oeuvres (dinner on your own)  <i>Unstructured networking time, visiting with sponsors/exhibitors</i></p>
Friday, May 4	
7:00-8:00 am	Continental Breakfast: Unstructured networking time
8:00-9:15 am	Breakout Session I
	<p><b>Affinity Groups</b>  <i>Facilitated discussions with assigned groups based on multiple characteristics</i></p>
9:30-10:00 am	General Session: Report outs from affinity groups
10:00-11:00 am	<p><b>National Survey of Free and Charitable Clinics and VIM Data</b>  <i>Julie Darnell, PhD, MHSA, Loyola University Chicago</i></p> <p>This session will present results from a recent national survey of free and charitable clinics. The session will portray the free and charitable sector as a whole, describe trends over the past decade, contrast free clinics and charitable clinics, examine clinics in Medicaid expansion states and non-expansion states, and compare VIM clinics to the “average” clinic. Attendees will gain a national perspective on free and charitable clinics and the role that clinics play in the safety net.</p>
11-11:15 am	Morning refreshment break and networking with colleagues, sponsors, and exhibitors
11:15 am-12:30 pm	Breakout Session II
	<p><b>HRSA</b>  <i>Kathleen G. McAndrews, MHA, Public Health Analyst</i>  <i>Federal Tort Claims Act Division, Office of Quality Improvement</i>  <i>HRSA- Bureau of Primary Health Care</i></p>
	<p><b>Building a Leadership Succession System for Your Board</b>  <i>Mark Cruise, President, Governance4Good</i></p> <p>Boards can make or break a nonprofit organization. Effective and strategic recruitment, orientation, and engagement of board members – to properly carry out their primary duty of governance – is critical. Identify, cultivating, and elevating the right board members into positions of leadership is even more important. Too many nonprofit boards leave this process to whim, chance, and “flying by the seat of your pants.” Yes, the wrong Board leaders can be fatal to an organization, not just disastrous to the board or chief executive. Whoa! For that reason and others, it behooves boards to have clear policies and practices – indeed a system - in place to ensure effective leadership succession. This session will provide sound guidance and practical tools to help Boards develop good policies and practices for leadership succession, articulate clearly the roles of board leaders, create criteria upon which to select, nominate, and evaluate board leaders, and establish opportunities – formal and informal – for promising individuals to prepare for (and be “put to the test”) for future board leadership.</p>
	<p><b>Granting the Grantor’s Wishes! Finding and Writing Winning Grant Proposals</b>  <i>Brenda K. Hiatt, President, Board of Directors, Free Clinic of the Meridian</i></p>

	<p>What is the grantor looking for? How do I effectively communicate my needs? What are key words? How do I find grant opportunities? Is this grant even right for my organization? These questions are among the many that will be discussed in this interactive seminar. Bring your questions, your advice and your experiences to share as we explore the not-so-mysterious world of finding grants that fit your needs and getting inside the grantor's mind!</p>
	<p><a href="#">Two Clinics Attack: Reversing Chronic Health Conditions</a>  <i>Ashley Evans, Executive Director, Volunteers in Medicine, Chattanooga, Inc.</i>  <i>Sue Andrews, MPH, MPP, Executive Director, Greater Bennington Interfaith Community Services, Inc., Bennington Free Clinic</i></p> <p>Two clinics describe how they are involving nutrition, exercise, and whole foods into the daily lives of their patients. FoodFit Bennington and LEAD JumpStart are evidence based programs geared to teach patients not only make better food choices, but cook and integrate lessons learned into daily living.</p>
12:30-1:45pm	Lunch: Networking roundtables by role - medical director, board member, etc.
1:45-3:00 pm	<b>Breakout Session III</b>
	<p><a href="#">Case Management: The Hidden Gem to Comprehensive Care</a>  <i>Kristi Mattzela, Clinical Services Director, Centre Volunteers in Medicine</i>  <i>Kara Scott, Medical Case Manager</i></p> <p>Are your patients struggling with compliancy? Are roadblocks preventing patients from care that is needed? The role of the case manager or social worker in a free or charitable clinic is critical to providing comprehensive and extensive care to patients. By utilizing the person in the environment (PIE) perspective, case managers identify and understand the individual in the light of the environment in which that person lives and acts. The PIE concept reveals factors that may create barriers that prevent thorough care of a patient. While problems are often identified in a medical appointment, they often are not resolved. A case manager begins by identifying the type of help needed, exploring ways to over-come challenges that prevent successful living, advocating for clients, and providing services directly to the client. The case manager then provides support and monitors the success of the services planned to help solve problems as they emerge. This session will feature information, best practice, and lessons learned from case managers in the medical field.</p>
	<p><a href="#">Facebook for Free Clinics: Tips to Maximize Your VIM Clinic Content and Outreach</a>  <i>Carrie Moores, Marketing &amp; Communications Specialist, Barrier Islands Free Clinic</i>  <i>Brenda Falls, Clinic Director, Barrier Islands Free Medical Clinic</i></p> <p>The purpose of this presentation will be to help small, understaffed free clinics maximize Facebook to reach and engage patients, volunteers and donors - on a minimal budget with limited time. We will identify and execute a social media strategy for Facebook; explain "Best Practices" for non-profit social media use; share free tips and tools to produce creative content while saving time and money; and maximize Facebook advertising for effective outreach.</p>
	<a href="#">Adapting to an EMR</a>
3:00-3:30 pm	Afternoon refreshment break and networking with colleagues, sponsors, and exhibitors
3:30-5:00 pm	<a href="#">Cultural Competency Panel</a>
	Dinner on your own; many options in Alexandra within walking distances of the Hilton
<b>Saturday, May 5</b>	
7:00-8:00 am	Continental Breakfast: Unstructured networking time
8:00-9:15 am	<b>Breakout Session IV</b>
	<p><a href="#">Changing the World - One Volunteer at a Time</a>  <i>Catie Wallace, Director of Volunteers and Programs, Volunteers in Medicine Jacksonville</i></p>

	<p><i>Pam Toney, Executive Director, Bluffton Jasper Volunteers in Medicine</i></p> <p>Overview of the components of a volunteer program and best practices including: recruitment, vetting, training, retention/appreciation. Once volunteers have been recruited what happens next?? My presentation will describe the varying roles and positions volunteers take on in making a clinic, with limited funds, successful.</p>
	<p><a href="#">Fund Development Through a National Lens</a>  <i>David Wallace, Executive Director, Clinic By the Bay</i></p> <p>A presentation on a recently completed <i>pro bono</i> project for the Clinic by Oliver Wyman (global management consulting experts), focusing on a national lens (and not healthcare specific) for fund development and looking at:</p> <ul style="list-style-type: none"> <li>- Major donor segments and how to identify each</li> <li>- Dollars associated with each major donor type and the sub-segments of donors</li> <li>- Techniques and best practices for fundraising in general and for appealing to each sub-segment – as well as current trends for foundations, individuals, corporations, etc.</li> </ul> <p>Part of the focus on this work was to help Clinic By the Bay find out how best to better obtain corporate support, as well as how to find/get in the door of foundations that don't accept unsolicited proposals.</p>
	<p><a href="#">Right Knowledge. Right Place. Right Time.</a>  <a href="#">ECHO: A Revolutionary Model for Expanding Access to Specialized Care in Underserved Settings</a>  <i>Christina Newport, PCMH CCE, Associate Director, Americares</i>  <i>Julie Darnell, PhD, MHSA, Loyola University Chicago</i></p> <p>Americares and Loyola University and University of Chicago are collaborating on a research/ demonstration program in Illinois free/charitable clinics (FCCs) to evaluate the feasibility of implementing the ECHO (Extension for Community Health Outcomes) model to better manage patients with hypertension. ECHO is an evidence-based model that revolutionizes medical education through technology and increases capacity of primary care providers to provide best-practice specialty care and reduce health disparities among patients with complex needs. Five Illinois clinics participated in the ECHO-Chicago Hypertension Clinic from February-May 2016. During this session, participations will learn about the implementation of in ECHO in FCCs and preliminary findings, including impact on provider self-efficacy and health outcomes. At the conclusion of this session, participants will be able to: 1) describe the ECHO model and its implementation in a free and charitable clinic setting, including feasibility, key learnings and best practices; 2) recognize the extensive resources the ECHO model offers to clinics in underserved settings and discuss the impact of ECHO on education, provider knowledge, health outcomes and clinic-wide changes, with hypertension as the example; and, 3) identify, locate and consider opportunities to participate in ECHO by collaborating with local ECHO hubs across the country.</p>
	<p><a href="#">Risk Management</a>  <i>Hugh Greeley, Volunteers in Medicine National Office Board Member</i></p> <p>Nearly every VIM free clinic director knows that clinics, similar to other organizations providing a critical service are not immune from legal or regulatory risk. Gone are the days of so called charitable immunity. Today's free clinic must have a sound risk management plan that covers premise liability, corporate negligence, directors and officers as well as provisions covering regulatory and repetitional risks. During this interactive session Mr. Greeley will identify the principles of effective risk management and sound credentialing programs. Fail to attend and risk disaster!!</p>
9:15-9:30 am	Morning refreshment break and networking with colleagues, sponsors, and exhibitors
9:30-10:45 am	Breakout Session V

	Becoming a Patient-Centered Medical Home
	VIM Clinic Funding as a Community Investment
	<p><b>Trauma Informed Community Development and Your Clinic</b>  <i>Rev. Paul Abernathy, CEO, FOCUS Pittsburgh Free Health Center</i></p> <p>The FOCUS Pittsburgh Free Health Center_(FPFHC) Medical Director lamented that the patients spent the majority of their time away from the clinic and with people who may not reinforce the same healthy behavior. From a series of community conversations, the process of Trauma Informed Community Development (TICD) was created to promote and establish healthy, healing micro-communities to ensure people are healthy enough to sustain opportunities. The TICD interventions occur on a micro-community bases, so that an entire block participates in the intervention at one time as to create a culture of health and well-being instead of simply one person at a time. To gauge the impact of this work, the organization created a tool - imHealthy. By measuring health across five domains, weighting progress based on traumatic history, measuring a person’s health over time and in context of people around them. imHealthy is an innovative approach to gauging the impact of these interventions. The FPFHC is the driving force behind TICD such that the work of the FPFHC is brought to the community instead of waiting for those in need to come to the clinic. Through this session, you can learn more about this process and how to implement it at your own clinic.</p>
10:45-11:15 am	Afternoon refreshment break and networking with colleagues, sponsors, and exhibitors
11:15-11:45am	VIM Award Presented by <i>Todd Sagin, MD, JD</i>
11:45-12:45 pm	<i>Keynote Speaker: TBA</i>
12:45-1:00 pm	Conference Wrap-Up Session, Evaluations and Closing Remarks <i>Todd Sagin, MD, JD and Sasha K. Bianchi, MPH</i>

## Conference Registration

The conference fee is **\$500 per person** for conference-related meals and expenses. All participants are required to pay this fee to guarantee a place at the conference. For those receiving a scholarship, your check will be returned to you at conference registration. All other checks will be deposited to underwrite conference expenses. In the event that you are unable to attend the conference, your fee is nonrefundable. **Registration deadline is Wednesday, February 21, 2018.**

Please complete your conference registration online at [www.surveymonkey.com/r/VIM\\_Conference\\_Registration](http://www.surveymonkey.com/r/VIM_Conference_Registration) and mail your payment to:

Volunteers in Medicine  
162 St. Paul Street  
Burlington, VT 05401

**\*\*Please note, your registration is not complete until we receive your payment.\*\***

## Host Hotel Information

The VIM Alliance National Conference will be held on Thursday, May 3 – Saturday, May 5 at the Hilton Alexandria Old Town in Alexandria, Virginia. All participants are required to make their own hotel reservations. To make your reservations, visit [VIM National Conference: Hilton Alexandria](#). To ensure that you receive the discounted rate of \$199 plus tax per night, make your reservations by April 2.

## Scholarship Information

A limited number of scholarships have been awarded. Clinics that have qualified for scholarships have been individually notified via email.

Please note that you are required to submit your registration form and send in your conference fee to confirm your place at the conference. Conference fee checks will be returned to scholarship attendees at conference registration. You are also required to make your own hotel reservations.

Scholarship rooms will be charged to the VIM master account but require a personal credit card at the time of booking as participants are responsible for any incidentals.

[Full scholarships](#) will include all on-site conference expenses, accommodations and conference-related meals.

[Registration scholarships](#) do not include accommodations.

Conference website - [www.volunteersinmedicine.org/vim-conference-2018](http://www.volunteersinmedicine.org/vim-conference-2018).

## Speaker Bios

**Father Paul Abernathy** is an Orthodox Christian priest and the Director of FOCUS Pittsburgh, an Orthodox Christian non-profit focused on human development in Pittsburgh, PA. He has B.A. in International Studies from Wheeling Jesuit University, holds a Master in Public and International Affairs from the University of Pittsburgh as well as a Master of Divinity from St. Tikhon's Orthodox Theological Seminary. Since its inception in 2011, FOCUS Pittsburgh has distributed millions of dollars in food, clothing, transportation assistance, Identification, and emergency relief which includes a Back Pack Feeding Program that distributes food to 3,000 children every weekend during the school year. Father Paul is also the CEO of the FOCUS Pittsburgh Free Health Center which offers free primary, behavioral health, and dental care with an initiative currently underway to address Community Trauma called Trauma Informed Community Development including a Trauma Response Team. A former Non-Commissioned Officer in the U.S. Army, Father Paul is a combat veteran of the Iraq War and has received community awards to include the rank of Eagle Scout, the New Pittsburgh Courier's 2013 Feb 40 award, and Pittsburgh Magazine's 40 under 40. Father Paul is the pastor of 'St. Moses the Black' Orthodox Christian Mission.

**Sue Andrews** has worked in Public and Community Health for more than forty years. She holds graduate degrees in Public Health and Public Policy from the University of California at Berkeley. Sue and her husband have a large vegetable and fruit garden and try to raise as much of their own food as possible. It is Sue's goal to ensure that low income people in the Bennington, Vermont area get to share in the wonderful abundance of local foods.

**Mark Cruise** has been a leader, change agent, and trusted advisor in the nonprofit sector for more than 26 years. He is the founder and President of Governance4Good, a firm that equips nonprofits to excel in governance, leadership, and accountability at all stages of their life cycle. Mark has 23 years of experience in the free/charitable healthcare sector. After directing a free clinic in Christiansburg, Virginia, he went on to become Executive Director of the Virginia Association of Free Clinics from 1997-2006, Principal of Free Clinic Solutions (the first consulting firm in the free/charitable care sector) from 2006-2013, and Executive Director of the Florida Association of Free and Charitable Clinics from 2013-2015. He was part of the small group that helped launch the National Association of Free Clinics in 2001. Following passage of the Affordable Care Act in 2010, he wrote "A Guide to National Health Reform for America's Free and Charitable Clinics." Mark has an MDiv degree from Boston University, and a bachelor's degree was from Hampden-Sydney College. He and his wife Kelly, who is President & CEO of the United Way Association of South Carolina, are the proud parents of five children and one grandchild.

**Julie Darnell** is Associate Professor of Public Health Science, at Loyola University Chicago. With a background in health policy and social work, her research focuses on access to, and the delivery and financing of, health care for poor and vulnerable populations and the safety net organizations that serve them. She has earned a national reputation for her work on free clinics. Findings from her research on free clinics have been published in the *Archives of Internal Medicine* and *Medical Care* and in a report to the U.S. Congress. In collaboration with AmeriCares, she is currently leading an evaluation of two evidence-based chronic disease interventions in free clinics.

**Ashley Evans** is a graduate of the University of Georgia at Athens. She serves as Chair of the Tennessee Charitable Care Network, Chair of the Board of Trustees of Moccasin Bend Mental Health Institute, Chair of the TN Department of Mental Health and Substance Abuse Services Region III Policy & Planning Council, and Program Chair of the Chattanooga Civitan Club. Her desire to help people manage their health grew from watching her father struggle with diabetes and hypertension, knowing there had to be a better way.



**Brenda Falls** clinic director has been with the Barrier Islands Free Medical Clinic (BIMFC) for the past seven years. With more than 28 years of experience in health care administration, Ms. Falls has oversight of all clinic administrative functions, including finance and budgeting, human resources, donor relations, web and publication development, board relations, media and public relations, special projects and events, and strategic planning and communications. She did her undergraduate studies in healthcare management at The University of Alabama (UA) and received her Master's in Management from Southern Wesleyan University. Prior to coming to BIMFC, Brenda managed outpatient clinic operations for large physician practice plans at the University of Alabama at Birmingham (UAB) and The Medical University of South Carolina (MUSC).

**Marc Freedman**, Founder and CEO of Encore.org, is a renowned social entrepreneur, thought leader and writer. Under Marc's leadership, Encore.org has pioneered innovative programs and sparked a growing movement in the United States and beyond to tap the talent and experience of people past midlife as a human resource for solving our most vexing social problems.

**Hugh Greeley** is a member of the Volunteers in Medicine Board of Directors. He began his health care career in 1973 while working with the National Blue Cross Association and then with the Joint Commission on Accreditation of Hospital (now JCAHO) in Chicago, IL. Since that time Mr. Greeley has worked with Medical Societies, Hospital Associations, Universities, Foreign Governments, and others to advance the cause of patient care. He is widely regarded as an expert in matters pertaining to medical staff administration, hospital governance, credentialing, performance improvement, accreditation, antitrust and corporate negligence. He is on the faculty of The Governance Institute, a member of The Bureau of the Healthcare Facilities Accreditation Program, and a member of the Selection Committee for the Excellence In Medicine Awards of the Foundation of the American Medical Association. Mr. Greeley is the author of numerous publications, articles and electronic letters. He is regularly requested to assist both medical and hospital organizations in his areas of expertise.

**Brenda Hiatt** is a member of the Founding Board of Directors of the Free Clinic of Meridian, located in Meridian, Mississippi. The Clinic is totally funded by grants and contributions, and, as a member of a working board where each member has a specific responsibility, Ms. Hiatt's responsibility is the writing of grants. The Clinic has been successful in receiving 90% of the grants for which it has applied. Ms. Hiatt brings 25 years of experience in responding to Federal and Corporate RFP's as owner of PH Associates, a management training and consulting firm that successfully received contracts for work in 47 states, the Caribbean, Asia, and the Western Pacific. Her approach to responding to grant RFP's is the same as responding to contract RFP's—tell the grantor what they need to know! In addition to her work with the Free Clinic of Meridian, Ms. Hiatt is a member of the Board of Directors of the State Games of Mississippi and Care Lodge, a domestic violence shelter. She was listed among the 50 Outstanding Business Women of Mississippi in 2004.

**Kristi Mattzela** holds an undergraduate degree in Human Development and Family Studies from Penn State University and a Master's Degree from the University of Pennsylvania. She has worked in Child Welfare, but has spent the last 16 years in Medical Social Work. Kristi provided HIV/AIDS prevention/education to at risk populations prior to joining CVIM at its inception 14 years ago. Kristi has worked as a case manager, dental assistant, dental coordinator, and case management supervisor prior to becoming the Clinical Services Director 8 years ago. Kristi oversees all four service areas of CVIM; medical, dental, case management, and medication assistance.

**Carrie Moores** graduated with a BA from Hamilton College in Clinton, NY, later receiving a master of arts in Systematic Theology and Ethics at Union Theological Seminary in New York City, and a master of science in Educational Psychology from University at Albany in Albany, NY. Carrie has worked in the private school circuit teaching Emotional Intelligence and College Readiness seminars, as well as recruitment and marketing as an admission counselor at Bard College Simons Rock in Great Barrington, MA. Carrie later joined Cheshire Academy in Cheshire, CT, as Marketing and Social Media Manager, where she developed the alumni magazine, created

video and blog content, and assisted with advertising and fundraising for the community. Moving to Charleston, SC with her husband and two daughters in 2016, Carrie joined Barrier Islands Free Medical Clinic as Marketing and Communications Specialist.

**Christina Newport** serves as the Associate Director of the U.S. Program at Americares. Her portfolio includes overseeing the U.S. Program's Mental Health Initiative (MHI) to improve access to care in behavioral health organizations and managing the BD Advancing Community Health: Driving Quality Outcomes Patient-Centered Medical Home (PCMH) Initiative. The PCMH Initiative is designed to support free and charitable clinics in their transformation to the PCMH model and to obtain recognition from the National Committee for Quality Assurance (NCQA) for their efforts. Christina currently holds her NCQA PCMH CCE certification, obtained in 2017. Christina is also involved in the U.S. Program effort to build capacity in free and charitable clinics (FCCs). She previously managed two pilot programs in FCCs, which involved research studies conducted by Loyola University at Chicago; one on diabetes prevention and one on implementing the ECHO (Extension for Community Health Outcomes) model for hypertension through a partnership with ECHO-Chicago and the IL Association of Free and Charitable Clinics. Christina has over 12 years experience in public health, with a background in program development, project management and evaluation, quality and performance improvement and providing technical assistance to health care providers on chronic disease prevention and management.

**Kara Scott** is currently the medical social worker with Centre Volunteers in Medicine (CVIM), a free medical and dental clinic. Kara graduated from Lock Haven University with a degree in social work. She then received an MSW at the University of Pittsburgh, focusing in community organizing and social administration. Kara began her career serving as a visiting medical case manager with an insurance company before starting her role with CVIM. Kara manages a team of volunteer case managers to provide patients access to resources and insurance.

**Pam Toney** graduated from Bridgewater College in Virginia with a degree in Home Economics and Elementary Education. She began her career as a 6<sup>th</sup> grade teacher eventually becoming a reading specialist. Working with a team of professors from Ohio State University and the University of Virginia, she helped design a tool to determine a child's learning modality. Because her husband's job has moved the family quite a bit, Pam's own employment opportunities have varied but she has always been connected to the non-profit world, caring for the underserved or working in the special needs community. Prior to becoming the Executive Director at the Bluffton Jasper Volunteers in Medicine, Pam was the Director of the North Alabama Medical Reserve Corps. This organization acts as second responders in times of emergencies and provides health education in non-emergency times. During the devastating outbreak of tornadoes in April of 2011, Pam and a group of 150 medical volunteers from the North Alabama Medical Reserve Corps operated an emergency medical station for seven days. As Executive Director of the Bluffton Jasper Volunteers in Medicine, Pam oversees the care of over 4,000 patients providing medical help, health education, diabetic management, and patient assistance programs.

**Catherine (Catie) Wallace** is the Director of Volunteers and Programs at Volunteers in Medicine, Jacksonville, FL. She is responsible for the recruitment, vetting, scheduling, and retention of over 200 volunteers, both clinical and administrative. Prior to entering the non-profit world, she retired from a math teaching career spanning 25 years. Catie holds a master's degree from the University of North Florida and studied piano performance at the College Conservatory of Music in Cincinnati, Ohio beginning at the age of 12. In 2010 she published a book with her husband about their 13 years of pet therapy at Wolfson Children's Hospital with their Labrador retriever. The program was developed by them and is now modeled across the country. Her community service also includes being a founding member of a local interdenominational church coalition which provides scholarships for nursing students, supplies a food bank, and delivers meals on wheels. Her lifelong music avocation includes vocal performances in numerous choruses, among them the Jacksonville Symphony Chorus, International Harvester Chorus (Chicago), and an invitational performance in Montreal. Her other hobbies are travel, fitness, reading, and party planning. Catie was married for 40 years to the late Dick Wallace and they have one son.

David Wallace has more than 20 years of experience managing various non-profits, serving communities in need, and working with volunteer groups worldwide. His career has been dedicated to serving a vast array of constituencies, including individuals with developmental disabilities and their families, queer youth, the working poor, at-risk youth, and the Black community around HIV/AIDS. David lived and worked abroad for several years, serving the U.S. Peace Corps — recently, he was the Director of Management & Operations for Peace Corps in Lesotho, and from 1997–1999 he was a volunteer in Kazakhstan. He has one son, Kyle, whom he adopted out of the foster care system.