



Building Connections

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Volunteers in Medicine National Conference
May 2018
Alexandria, Virginia



Volunteers in Medicine®

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Brenda Hiatt, Free Clinic of the Meridian, Meridian, MS

Justin Johnson, Community of Hope Health Clinic, Pelham, AL

Kat Mastrangelo, Volunteers in Medicine of the Cascades, Bend, OR

DeLeesa Meashintubby, Volunteers in Medicine, Springfield, OR

Jackie Meiluta, Volunteers in Medicine Free Clinics of South Jersey, Cape May Court House, NJ

Amanda Missey, Bergen Volunteer Medical Initiative, Hackensack, NJ

Doug Morin, Coachella Valley Volunteers in Medicine, Indio, CA

Nancy Richman, Volunteers in Medicine of Monroe County, Bloomington, IN

Suzanne Roberts, Virginia B. Andes Volunteer Community Clinic, Murdock, FL

Karen Shimada, Formerly Clackamas VIM; now Oregon Oral Health Coalition, Wilsonville, OR

Pam Toney, Bluffton Jasper Volunteers in Medicine, Bluffton, SC

Paul Tyrer, Southeastern Indiana Health Center, Batesville, IN

David Wallace, Clinic by the Bay, San Francisco, CA





Dear Volunteers in Medicine National Conference Participants,

The board and staff of the Volunteers in Medicine (VIM) national office are pleased to welcome you to the 2018 VIM National Conference. In the ever-evolving world of healthcare, the VIM model remains strong, relevant and distinctive. Building connections is at the core of our model. We build connections with our neighbors, our communities, and our supporters. For the next few days, we will step away from our daily work to invest in building connections with one another. We will discover (or rediscover) the amazing resources we have within our alliance. We will give ourselves the time to network with like-minded colleagues and share our experiences. We will return to our work with a renewed sense of purpose and connection.

With the help of the planning committee, we've designed the conference around your interests and needs. You asked us for more opportunities to meet people from clinics of similar size and resources. Affinity group sessions will allow you to engage in this type of networking with your assigned cohort. You can also find new peers by reviewing the participant list and 2017 VIM Alliance Survey results. Another key recommendation was to include ample fundraising content in the conference. You will see this priority reflected in the breakout sessions. The agenda also addresses hot topics in leadership, management and patient care. We hope that there is something for everyone!

Exciting opportunities lie ahead for Volunteers in Medicine. As we pursue our goal of becoming a nationally-recognized brand that draws supporters to our mission, we will continue to build connections to one another and our shared mission. We are proud of our VIM Alliance members and know that your stories will resonate beyond your local community. We look forward to strengthening our collective impact in the months and years to come.

Thank you for participating in the VIM National Conference. We look forward to meeting as many of you as possible in the next few days. It is an honor to work with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Sasha Bianchi".

Sasha Bianchi, MPH
Executive Director

A handwritten signature in black ink, appearing to read "Todd Sagin".

Todd Sagin, MD, JD
Board Chair

Conference Logistics

- All conference materials and PowerPoint presentations can be found online at volunteersinmedicine.org/vim-conference-2018.
- A VIM national office representative will be available at the registration table throughout the conference if you need assistance or have questions about any aspect of the conference.
- For meals and snacks, your name tag is your meal ticket. Please be sure to wear it throughout the conference.
- The following documents are included in your conference packet:
 - Conference Program
 - Conference Participant List
 - Participant Evaluation Form
 - Documentation Page for Certificate of Attendance Form
- Please complete the participant evaluation form after each session and return your completed form to the registration desk at the conclusion of the conference. Turn in your name tag along with your survey and you will be entered to win \$50.00. We need your honest feedback for future conferences.
- The VIM national office has arranged with the University of Colorado to offer certificates of attendance at the VIM National Conference that can be used to document hours of continuing professional education. If you would like a certificate of attendance for the conference, please fill out the documentation page included in your packet and return it with your evaluation form. Certificates will be available online after the conference at a cost of \$50.00. If you have continuing education requirements for licensure, we suggest you check your state regulations to see if this conference qualifies as continuing education in your profession.
- Affinity group assignments can be found on pages 15 & 16. For breakout sessions II-V, you are welcome to attend the session that is of most interest to you.
- The wireless internet code for guest rooms will be provided at check-in. The code for the meeting space will be available on the tables during the conference.
- The official hashtag for the VIM National Conference is #VIM18. Like the VIM national office's Facebook page, tag us @VolunteersinMedicine and follow #VIM18. Participants on Twitter & Instagram – help spread the word about the conference with #VIM18.
- Our Gold Sponsor, AmeriCares, and our partners from the National Association of Free and Charitable Clinics, Direct Relief, The MAVEN Project, RX Outreach, Dispensary of Hope and athenahealth are here to answer questions and share information about their products and services. Please be sure to visit them during breaks and thank them for their generous support of this conference.

2018 VIM National Conference Agenda

This program and all conference-related materials, including PowerPoint presentations, can be found online at www.volunteersinmedicine.org/vim-conference-2018.

Agenda-at-a-Glance		
<p>Objectives for the Volunteers in Medicine (VIM) National Conference:</p> <p>DISCOVER resources, strategies and best practices to enhance your organization</p> <p>NETWORK with leaders from VIM clinics and partner organizations across the country</p> <p>SHARE successes, challenges and innovations with others who share your commitment to the “Culture of Caring”</p>		
Thursday, May 3		
3:30-5:00 pm	Registration	Marble Foyer
5:00-6:30 pm	Welcome Session: Conference Overview <i>Keynote Speaker: Marc Freedman, President and CEO, Encore.org</i> “How to Live Forever”	Grand Ballroom
6:30-8:30 pm	Welcome Reception: Cash bar and heavy hors d’oeuvres (dinner on your own)	Grand Ballroom Foyer
Friday, May 4		
7:00-8:00 am	Continental Breakfast: Unstructured networking time	Foyer
8:00-9:15 am	Breakout Session I: Affinity Groups	
	Large Clinics (A)	Potomac
	Large Clinics (B)	Salon A
	Medium Clinics (C)	Salon B
	Small Rural Clinics (D)	Salon C
	Small Urban/Suburban Clinics (E)	Madison
9:30-10:00 am	Honoring the Legacy of Dr. Jack McConnell	Grand Ballroom
10:00-11:00 am	<i>Keynote Speaker: Julie Darnell, PhD, MHSA, Loyola University Chicago</i> National Survey of Free and Charitable Clinics and VIM Data	Grand Ballroom
11-11:15 am	Morning Refreshment Break: Networking with colleagues, sponsors, and exhibitors	Foyer
11:15 am-12:30 pm	Breakout Session II	
	Free Clinics FTCA Program Deeming Application Best Practices	Potomac
	Building a Leadership Succession System for Your Board	Salon A/B
	Granting the Grantor’s Wishes! Finding and Writing Winning Grant Proposals	Salon C
	Two Clinics Attack: Reversing Chronic Health Conditions	Madison
12:30-1:45pm	Lunch:	
	Networking roundtables by role	Salon A/B
	VIM Advisory Council and VIM National Board	Potomac
	Collaborating on Grants discussion	Salon C

1:45-3:00 pm	Breakout Session III	
	Physician Volunteers Close the Gap on Access to Care Via Telehealth Technology – The MAVEN Project	Salon A/B
	Facebook for Free Clinics: Tips to Maximize Your VIM Clinic Content and Outreach	Salon C
	To EMR, or to Not EMR, That Is the Question... (and how to ensure you're using the right system and setup in your clinic)	Potomac
	Integrating Oral Health into Your VIM Clinic	Madison
3:00-3:30 pm	Afternoon Refreshment Break: Networking with colleagues, sponsors, and exhibitors	Foyer
3:30-5:00 pm	General Session Panel: Creating a Culture of Caring for Diverse Populations	Grand Ballroom
	Dinner on your own; many options in Alexandria within walking distances of the Hilton	
Saturday, May 5		
7:00-8:00 am	Continental Breakfast: Unstructured networking time	Foyer
8:00-9:15 am	Breakout Session IV	
	Changing the World - One Volunteer at a Time	Potomac
	Fund Development from the Inside Out	Salon A
	Risk Management	Salon B
	Right Knowledge. Right Place. Right Time. ECHO: A Revolutionary Model for Expanding Access to Specialized Care in Underserved Settings	Madison
	Case Management: The Hidden Gem to Comprehensive Care	Salon C
9:15-9:30 am	Morning Refreshment Break: Networking with colleagues, sponsors, and exhibitors	Foyer
9:30-10:45 am	Breakout Session V	
	Starting a Patient Centered Medical Home - The Stumbles and The Successes	Potomac
	VIM Clinic Funding as a Community Investment	Salon A
	Trauma Informed Community Development and Your Clinic	Salon C
	Managing Chronic Pain Without Opiates	Madison
10:45-11:15 am	Afternoon Refreshment Break: Networking with colleagues, sponsors, and exhibitors	Foyer
11:15-11:45am	Volunteers in Medicine Moving Forward	Grand Ballroom
11:45-12:45 pm	<i>Keynote Speaker: Jennifer Valenzuela, Principal of Program, Health Leads</i> <i>Addressing Social Determinants of Health: Pathways to Successful Interventions</i>	Grand Ballroom
12:45-1:00 pm	Conference Wrap-Up Session, Evaluations and Closing Remarks	Grand Ballroom

Annotated Agenda

Thursday, May 3

3:30-5:00 pm	Registration
5:00-6:30 pm	<p>Welcome Session: Overview and Introductions <i>Todd Sagin, MD, JD, VIM National Office Board Chairman</i> <i>Sasha K. Bianchi, MPH, VIM National Office Executive Director</i></p> <p>“How to Live Forever” <i>Keynote Speaker: Marc Freedman, President and CEO, Encore.org</i></p> <p>Join Marc Freedman, one of the nation’s leading experts on the longevity revolution and the transformation of retirement, for a conversation on how we can survive, even thrive, in a society with more older people than younger ones. In his talk, Freedman will explore the purpose of later life, the value of intergenerational connections, the importance of flowing (not going) downhill, and the secret to happiness and eternal life. Public Affairs will publish Freedman's next book, <i>How to Live Forever</i>, in early 2019.</p>
6:30-8:30 pm	<p>Welcome Reception - Cash bar and heavy hors d’oeuvres (dinner on your own) Unstructured networking time, visiting with sponsors/exhibitors</p>

Friday, May 4

7:00-8:00 am	Continental Breakfast: Unstructured networking time
8:00-9:15 am	Breakout Session I
	<p>Affinity Groups This facilitated discussion will provide an opportunity to meet peers from clinics with similar characteristics and to share goals, challenges, and best practices. See your group assignment on page 15.</p>
9:30-10:00 am	<p>Honoring the Legacy of Dr. Jack McConnell <i>A Tribute by Hugh Greeley</i></p>
10:00-11:00 am	<p>National Survey of Free and Charitable Clinics and VIM Data <i>Keynote Speaker: 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: Networking with colleagues, sponsors, and exhibitors

11:15 am-12:30 pm	<p>Breakout Session II</p>
	<p>Free Clinics FTCA Program Deeming Application Best Practices <i>Kathleen G. McAndrews, MHA</i> <i>U.S. Dept. of Health & Human Services, Health Resources & Services</i> <i>Public Health Analyst, FTCA Division</i></p> <p>The Free Clinics FTCA Program provides medical malpractice coverage for eligible and approved individuals sponsored by free clinics who meet and maintain program requirements. This presentation will focus on the Free Clinics FTCA Program and deeming application requirements of credentialing and privileging, quality improvement/quality assurance, and risk management and how free clinics can meet those requirements when applying to the program.</p>
	<p>Building a Leadership Succession System for Your Board <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>Granting the Grantor’s Wishes! Finding and Writing Winning Grant Proposals <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>Two Clinics Attack: Reversing Chronic Health Conditions <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 also cook and integrate lessons learned into daily living.</p>

12:30-1:45 pm	<p>Lunch</p> <p>During this networking lunch, participants will be divided into three primary groups: the VIM Advisory Council will meet with the VIM National Board; there will be a “Collaborating on Grants” discussion; and networking roundtables by role - medical director, clinic directors, board member, etc.</p> <p>Collaborating on Grants <i>Jeff Bliss, Development Director, Volunteers in Medicine Berkshires</i></p> <p>In the arena of healthcare grants, there are opportunities for funding innovative initiatives that tackle emergent or intransigent healthcare issues in need of solutions. At VIM Berkshires, we have sought funding to support our efforts but are often politely told we have too small a sample size to fund. In addition, due to our smaller size we are often outside the range for operational grant support. The roundtable conversation will touch on these topics and the possibility of a number of clinics combining their evidence on shared protocols in order to go after such funding streams that require larger participant pools or combining their budget needs to seek operational support.</p>
1:45-3:00 pm	<p>Breakout Session III</p>
	<p>Physician Volunteers Close the Gap on Access to Care Via Telehealth Technology <i>Lisa Bard Levine, MD, MBA, Chief Executive Officer, The MAVEN Project</i></p> <p>The MAVEN Project (Medical Alumni Volunteer Expert Network) improves access to quality health care for underserved communities by linking our corps of expert volunteer physicians to clinics and health care organizations in need. Working with clinic medical providers in the field, MAVEN Project physician volunteers from U.S. accredited medical school alumni associations and training programs provide timely access to quality medical care and specialty consultations benefiting patients with the greatest needs, whether in cities, outer suburbs, or rural areas. This presentation will introduce The MAVEN Project – its mission, goals, service lines and physician volunteers to attendees.</p>
	<p>Facebook for Free Clinics: Tips to Maximize Your VIM Clinic Content and Outreach <i>Carrie Moores, Marketing & Communications Specialist, Barrier Islands Free 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 nonprofit 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>

	<p>To EMR, or to Not EMR, That Is the Question... (and how to ensure you're using the right system and setup in your clinic)</p> <p><i>Melissa Cannon, Nurse Manager, Macon Volunteer Clinic</i> <i>Jamie Mercurio, Senior Manager, athenaGives</i> <i>Paul Tyrer, Clinic Manager of the Southeast Indiana Health Center</i></p> <p>Have you been debating an EMR for your clinic? Do you have one, but you're not sure you're using it correctly? Are you still utilizing paper to retain your volunteers? Are you debating switching vendors? This session will review important topics to consider throughout the entire lifecycle of an EMR, from deciding if they are indeed better than paper all the way through daily utilization in your clinic. Come listen to two experienced clinics and a vendor discuss initial considerations such as cost, security, volunteer training; onboarding/implementation considerations such as chart abstraction and go live day; and ongoing utilization- how to train new volunteers, pull data for reports, e-prescribing, and more!</p>
	<p>Integrating Oral Health into Your VIM Clinic</p> <p><i>Karen Shimada, MPH, Executive Director, Oregon Oral Health Coalition</i> <i>Nancy E. Richman, Ph. D, MPA, Executive Director, VIM Clinic of Monroe County</i> <i>Audrey Joiner, ARNP, Executive Director, Space Coast VIM</i> <i>Irene Theriault, Dental Director, Space Coast VIM</i></p> <p>Oral health is an essential, although often overlooked, component to overall health and well-being. The potential impact of oral health on reducing health disparities in vulnerable and underserved populations is often overlooked. Access to oral health care and dental services is one of the most significant gaps in the continuum of services our patients need. This workshop will begin with an overview of oral health integration in primary care. You will be introduced to the connections between oral and physical health, models for dental services, and integrating chronic disease management across the lifespan. We will then divide into three groups for interactive table discussions:</p> <p>Table 1: Those with current dental services Table 2: Those who are hoping to add dental services soon Table 3: Those who do not plan to add dental services but want to integrate oral health into regular clinic</p> <p>Each table will have conversation prompts, curriculum, tools and resources. We will convene as a large group to invite discussion about issues that arose during the table conversations.</p>
3:00-3:30 pm	Afternoon Refreshment Break: Networking with colleagues, sponsors, and exhibitors

3:30-5:00 pm	<p>General Session Panel: Creating a Culture of Caring for Diverse Populations <i>DeLeesa Meashintubby, Executive Director, VIM Springfield</i> <i>Kat Mastrangelo, Executive Director, VIM of the Cascades</i> <i>Amanda Wheeler-Kay, Interpreter, Clackamas VIM</i></p> <p>A core element of the Volunteers in Medicine model is the “Culture of Caring.” In this panel, representatives from three clinics will share perspectives, tools and strategies they have employed to make their space more welcoming to people from diverse backgrounds. At the end of this panel, participants will be able to:</p> <ul style="list-style-type: none"> • Define implicit bias and name tools to address it in the clinic setting • Identify strategies to recruit diverse volunteers and leverage community partnerships • Consider effective communication strategies for diverse patient populations
	Dinner on your own; many options in Alexandra within walking distances of the Hilton
Saturday, May 5	
7:00-8:00 am	Continental Breakfast: Unstructured networking time
8:00-9:15 am	Breakout Session IV
	<p>Changing the World - One Volunteer at a Time <i>Catie Wallace, Director of Volunteers and Programs, Volunteers in Medicine Jacksonville</i> <i>Pam Toney, Executive Director, Bluffton Jasper Volunteers in Medicine</i></p> <p>This session will include an 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? This presentation will describe the varying roles and positions volunteers take on in making a clinic, with limited funds, successful.</p>
	<p>Fund Development from the Inside Out <i>David Wallace, Executive Director, Clinic by the Bay</i></p> <p>This session will present findings from a recently completed pro bono project for Clinic by the Bay. Global management consulting experts at Oliver Wyman focused on fund development and identified strengths, weaknesses, challenges, and opportunities for a volunteer-run health clinic. The session will also include a myriad of suggestions for fundraising as well as an interactive, sharing time to hear good ideas from other clinics.</p>
	<p>Risk Management <i>Hugh Greeley, Volunteers in Medicine National Office Board Member</i></p> <p>Nearly every VIM 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 reputational 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>

	<p>Right Knowledge. Right Place. Right Time. ECHO: A Revolutionary Model for Expanding Access to Specialized Care in Underserved Settings <i>Christina Newport, PCMH CCE, Associate Director, AmeriCares</i> <i>Julie Darnell, PhD, MHSA, Loyola University Chicago</i></p> <p>AmeriCares, 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>Case Management: The Hidden Gem to Comprehensive Care <i>Kristi Mattzela, Clinical Services Director, Centre Volunteers in Medicine</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 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 overcome 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 practices, and lessons learned from case managers in the medical field.</p>
9:15-9:30 am	Morning Refreshment Break: Networking with colleagues, sponsors, and exhibitors
9:30-10:45 am	Breakout Session V
	<p>Starting a Patient Centered Medical Home - The Stumbles and The Successes <i>Sharon Webster, Clinic Manager/Executive Director of the Hannibal Free Clinic</i></p> <p>This session will include a discussion of how the Hannibal Free Clinic came to develop a patient-centered medical home with the support of the local hospital. Topics will include: the stumbling blocks at the beginning, how they were overcome, some early successes, hiccups along the way, how we measure success, and our plans for the future.</p>

VIM Clinic Funding as a Community Investment

Kat Mastrangelo, Executive Director, VIM of the Cascades

We believe in the work our clinics do. But, since the ACA, many clinics have seen a decrease in donations from individuals and foundations as the perception that the uninsured problem has been solved and charitable donations are targeted elsewhere. In adapting to the “new normal,” our clinic realized the need to make a new case to new donors in order to have sustainable operational funding. Although the results are not final, progress is being made to secure investors in the work of the clinic, making a business case for financial support from the local medical community, focusing on the local hospital system and physician practices. Learn how to create partnerships, quantify costs savings, and make the case for the medical community to invest financially as well as through pro bono care to create sustainability. This session will include practical and actionable information around strategic board recruitment, metrics that are meaningful to potential “investors”, and the need to interview medical providers who can become allies. We will also look at how to quantify and qualify the care your clinic provides. And, learn how to present your message to the various audiences you need to bring in through a theory of change approach.

Trauma Informed Community Development and Your Clinic

Rev. Paul Abernathy, CEO, FOCUS Pittsburgh Free Health Center

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. It measures 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>Managing Chronic Pain Without Opiates <i>Barbara Walker, PhD, Volunteers in Medicine National Office Board Member</i></p> <p>Chronic pain is one of the most challenging problems to manage in primary care. Information gathered in this year’s VIM Alliance Survey revealed that there is wide variation in how VIM clinics across the country are approaching this problem. In this session, participants will have an opportunity to share the procedures, tools and strategies that have worked well in their clinic along with the challenges and barriers they have faced. Ample time will be allowed for exchanging ideas and brainstorming ways to improve care for these complex patients. Dr. Walker will also present some new online tools and resources that are available to our clinics at no cost and relatively easy to implement. The goal of this session is for participants to leave with new ideas to take back to their own clinics along with some concrete, practical tools and resources to consider using in the future.</p>
10:45-11:15 am	<p>Afternoon Refreshment Break: Networking with colleagues, sponsors, and exhibitors</p>
11:15-11:45am	<p>Volunteers in Medicine: Moving Forward <i>Todd Sagin, MD, JD, VIM National Office Board Chairman</i> <i>Sasha K. Bianchi, MPH, VIM National Office Executive Director</i></p> <p>The VIM national office has recently charted new directions to strengthen the organization. The leadership team has placed a high priority on building connections with VIM Alliance members and elevating the visibility of our brand. This short session will be focused upon sharing our progress, plans and intended impact upon your clinic’s sustainability.</p>
11:45-12:45 pm	<p>Addressing Social Determinants of Health: Pathways to Successful Interventions <i>Keynote Speaker: Jennifer Valenzuela, Principal of Program, Health Leads</i></p> <p>With leading research showing that social and environmental factors account for 70% of all health outcomes -- healthcare leaders can no longer ask why they should address social determinants, but how they can most effectively connect patients to essential needs. However, for many organizations, tackling complex social needs can be logistically complicated and structurally challenging. For over 20 years, Health Leads has worked with leading healthcare organizations to create sustainable, high-impact and cost-effective social needs interventions that connect patients to the community-based resources they need to be healthy. Jennifer Valenzuela has worked closely with a range of institutions across the United States to develop community and clinical partnerships, establishing and promoting best practices, and codify Health Leads’ social needs program model. Ms. Valenzuela will share lessons and learnings from implementing social needs interventions across institutions across a range of partners, volunteers and workforces – and the value these programs have brought to healthcare systems and the communities they serve.</p>
12:45-1:00 pm	<p>Conference Wrap-Up Session, Evaluations and Closing Remarks <i>Todd Sagin, MD, JD and Sasha K. Bianchi, MPH</i></p>

Affinity Groups

The objectives of this facilitated discussion are to meet peers from clinics with similar characteristics, identify common goals and challenges, and learn about resources and best practices within the Volunteers in Medicine Alliance.

Groups have been assigned based on size of budget, hours of operation, full-time equivalents (FTEs) and rurality as reported in the 2017 VIM Alliance Survey.

A – Large Clinics

Facilitator – Dr. Ray Cox (VIM Hilton Head Island)

- Bergen Volunteer Medical Initiative (NJ)
- Lakeland VIM (FL)
- VIM Berkshires (MA)
- VIM Hilton Head Island (SC)
- VIM Springfield (OR)

B – Large Clinics

Facilitator – Nancy Richman (VIM of Monroe County, IN)

- Barrier Islands Free Medical Clinic (SC)
- Centre VIM (PA)
- Macon Volunteer Clinic (GA)
- VIM Berkshires (MA)
- VIM Jacksonville (FL)
- VIM of Monroe County (IN)
- VIM of Southern Nevada

C – Medium Clinics

Facilitator – Jackie Meiluta (VIM Free Clinics of South Jersey)

- Clinic by the Bay (CA)
- Coachella Valley VIM (CA)
- Community Health Clinic of Butler County (PA)
- Esperanza Center Health Services (MD)
- VIM Bluffton Jasper (SC)
- VIM Chattanooga (TN)
- VIM Free Clinics of South Jersey
- VIM Wilkes-Barre (PA)

D – Small Rural Clinics

Facilitator - Jerry Hermanson (Community Care Clinic of Highlands-Cashiers, NC)

- Bennington Free Clinic (VT)
- Clackamas VIM (OR)
- Community Care Clinic of Highlands-Cashiers (NC)
- Cornerstone Community Health Clinic (CA)
- Crossroads Clinic VIM (MO)
- Hannibal Free Clinic (MO)
- Free Clinic of the Meridian (MS)
- Rice Lake Area Free Clinic (WI)

E – Small Urban/Suburban Clinics

Facilitator – Maureen Hartin (VIM San Diego)

- Coastal VIM (NJ)
- FOCUS Minneapolis (Clinic in development – MN)
- FOCUS Pittsburgh (PA)
- VIM San Diego (CA)
- Salud Sin Fronteras (TX)
- Southeastern Indiana Health Center (IN)
- Space Coast VIM (FL)
- VIM Dearborn, Ohio, & Switzerland Counties (Opened April 4, 2018 – IN)

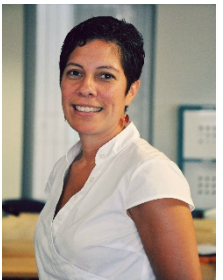
Keynote Speakers



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.



Marc Freedman is President and CEO of Encore.org. A visiting scholar at Stanford University during 2014-15 and formerly a visiting fellow at King's College, University of London, Freedman is a member of the Wall Street Journal's "Experts" panel and a frequent commentator in the media. He is the author of four books, including most recently, *The Big Shift: Navigating the New Stage Beyond Midlife*. His new book, *How to Live Forever*, will be published by Public Affairs in 2019. Freedman was named a 2014 Social Entrepreneur of the Year by the World Economic Forum and the Schwab Foundation and is the recipient of the 2010 Skoll Award for Social Entrepreneurship. He co-founded Experience Corps, mobilizing thousands of individuals over 50 to improve the school performance and prospects of low-income elementary school students in 22 U.S. cities, and spearheaded the creation of the Purpose Prize, an annual \$100,000 prize for social entrepreneurs in the second half of life.



Jennifer Valenzuela is Principal of Program at Health Leads. She brings 20 years of experience in the healthcare sector to her role at Health Leads. Jenn's team is responsible for oversight of program implementation at health systems and clinics across the country, coaching and training staff, establishing and promoting best practices, and consulting with healthcare partners. Prior to Health Leads, Jenn served as director of The Young Parents Program at Boston Children's Hospital (BCH) where she managed all aspects of the specialty primary care center, serving hundreds of families annually and integrating a federally funded five-year, multimillion dollar randomized control trial studying the effects of individual life skills and parenting interventions among urban teen parents. As a clinical social worker, Jenn also worked in the Emergency Departments of BCH and Brigham and Women's Hospital. Jenn served as board president and member for the Massachusetts Alliance on Teen Pregnancy Board of Directors. In 2012, she was selected by Blue Cross Blue Shield Foundation for the Massachusetts Institute for Community Health Leadership program. She is currently a member of the MassHealth Delivery System & Payment Reform Implementation Council, a council that provides advice in the implementation of MassHealth's overall delivery system reform efforts. Jenn graduated from Portland State University with a Bachelor of Science in sociology and Boston University with an MSW in Clinical Social Work and MPH in Policy and Management.

Speaker Bios

Father Paul Abernathy is an Orthodox Christian priest and the director of FOCUS Pittsburgh, an Orthodox Christian nonprofit focused on human development in Pittsburgh, PA. He has a BA in International Studies from Wheeling Jesuit University, holds a Master of 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 40 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.

Melissa Cannon is the nurse manager at Macon Volunteer Clinic, which provides free primary medical and dental care to uninsured working adult residents of Bibb County, Georgia. She has been an RN for eight years and prior to Macon Volunteer Clinic, she worked in acute care as an ICU and ER nurse. Melissa currently resides in Cochran, Georgia.

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 and 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 and 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 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.

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.

Hugh Greeley is a member and former chair 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 writing 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 requests for proposal (RFPs) 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 RFPs is the same as responding to contract RFPs—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.

Lisa Bard Levine has devoted her over 15-year health care strategy and consulting career to the advancement of provider alignment and engagement within US payer and provider organizations. Her efforts have focused on helping physician leaders and professional managers form constructive partnerships to measurably improve clinical, service, and business performance for organizations facing the local challenges of healthcare reform. Dr. Levine's recent efforts have focused on the design and implementation of innovative care systems for organizations committed to serving vulnerable populations in today's value-based reimbursement environment. Dr. Levine served as The MAVEN Project's Chief Medical Officer prior to taking on the role of Chief Executive Officer. Lisa received her BA from the University of Pennsylvania and received her MD and MBA from Tufts University.

Kat Mastrangelo has been the executive director of Volunteers in Medicine Clinic in Bend, Oregon since 2008, after spending two years as an administrative volunteer. She has overseen an important expansion in the number of volunteers and access to care at the clinic, and was able to add services during the recession, as well as in response to the needs of the community and during the changes in patient demographics resulting from the ACA. Since 2014, the VIM clinic has become the leading source of comprehensive bilingual primary care, prescriptions, and specialty referrals in Central Oregon. She holds a degree in international relations from Georgetown University and a graduate degree in public administration from Indiana University. She has over 25 years of experience in economic development, health insurance administration, local government, hospital strategic planning, and physician practice management. She is active on several community boards, the Central Oregon Health Council, and serves on the City of Bend Budget Committee.

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 and has spent the last 16 years in medical social work. Kristi provided HIV/AIDS prevention/education to at-risk populations prior to joining Centre VIM (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 eight years ago. Kristi oversees all four service areas of CVIM; medical, dental, case management, and medication assistance.

Kathleen McAndrews is a public health analyst for the Office of Quality Improvement within Health Resources and Services Administration (HRSA). She is a dedicated and innovative public servant who holds a master's degree in health services administration from the University of Maryland. As a member of the deeming and

compliance team, Kathleen manages the Free Clinics Federal Tort Claims Act (FTCA) Program. She analyzes deeming applications and provides technical assistance to promote robust credentialing and privileging, risk management, and claims management policies and procedures for free clinics. Additionally, Kathleen provides support and technical assistance to the Health Center and the Health Center Volunteer Health Professional (VHP) FTCA Programs.

[DeLeesa Meashintubby](#) is the executive director of the Volunteers in Medicine Clinic in Springfield, Oregon. DeLeesa holds a bachelor's degree in healthcare administration and has been with the clinic as a staff member or volunteer role since January 2001. DeLeesa is active in several community organizations which include being a member of the PeaceHealth Community Health Board of Directors, 100% Health Executive Committee, and the Trauma Healing Project Board of Directors. DeLeesa and her husband currently reside in Eugene, Oregon.

[Jamie Mercurio](#) leads corporate responsibility for athenahealth, who partners with hospital and ambulatory clients to drive clinical and financial results. They offer network-based medical record, revenue cycle, patient engagement, care coordination, and population health services, as well as Epocrates and other point-of-care mobile apps. These services are donated to eligible free and charitable clinics that do not bill insurance. Supporting the inspiring work these clinics do with the uninsured is one step towards their achieving their company purpose of transforming healthcare. Jamie has her Master of Public Health degree in International Health and prior to athenahealth, she was working in southern Africa on health systems strengthening efforts, one of which included teaching government hospitals and the Lesotho Ministry of Health how to properly financially plan and budget. She is originally from Cleveland, Ohio and resides in Boston, Massachusetts.

[Carrie Moores](#) graduated with a Bachelor of Arts 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 of 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.

[Karen Shimada](#), MPH, brings more than 30 years of public health, gerontology, nonprofit and primary care clinic management experience to her current role as executive director of the Oregon Oral Health Coalition (OrOHC). Prior to joining OrOHC, Karen served five years as the executive director of Clackamas Volunteers in Medicine

(CVIM). Each day, she saw evidence that oral health is one of the most significant gaps in the continuum of services that patients need. Karen was also the executive director of Life by Design NW for five years, an early leader in the encore.org movement. She is the Oregon State Representative to the DentaQuest Foundation and serves on various committees and task forces that advocate for the integration of oral health and primary care. She completed her Bachelor of Science from University of Wisconsin and her MPH from University of Hawaii under a US Public Health Service Traineeship.

Pam Toney graduated from Bridgewater College in Virginia with a degree in home economics and elementary education. She began her career as a 6th 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 nonprofit 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 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.

Paul Tyrer, RMN, has over 21 years of clinical experience. A graduate of Staffordshire University in England, he holds a registered nurse degree with a diploma of higher education in mental health, sub-specializing in the addictions field. He is board certified with United Kingdom Nursing and Midwifery Council. He has worked in various healthcare roles in the United States, delivering family-centered care and project management for people involved in child protective services. His most recent position is as the clinic manager of the Southeast Indiana Health Center, a VIM clinic, where he has worked since May of 2013. He has a 12-year-old son, which has been the biggest passion / challenge in his life and has been married for 18 years, to whom he describes as his role model, peer group and sounding board.

Barbara Walker is a member of the Volunteers in Medicine Board of Directors. She is a clinical health psychologist who has been treating patients, teaching, and doing research in health psychology for over 30 years. Her primary focus has been on chronic disease management and models of integrated care. Barbara received her Ph.D. from The Ohio State University and spent over 20 years in the Brown University School of Medicine serving as director of behavioral medicine. She later joined the faculty at Indiana University in Bloomington, Indiana, where she helped start the Volunteers in Medicine of Monroe County Clinic and led efforts there to integrate behavioral health services into primary care. In 2011, she was recruited by the University of Colorado to start a new doctoral program in clinical health psychology that was accredited in 2016. Barbara served as director of clinical training and the psychology clinic in that program until she moved to Burlington, Vermont in 2017 to be closer to her children and grandchildren. She is currently Professor Emeritus at University of Colorado in Denver.

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 nonprofit 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 nonprofits, 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.

[Sharon Webster](#), RN, BSN, is the clinic manager/executive director of the Hannibal Free Clinic, a VIM clinic in Hannibal, Missouri. She has held this position, which is supported and funded by the Hannibal Regional Hospital (HRH), since the clinic opened in 2007. After graduating with a diploma in nursing and beginning work at Hannibal Regional Hospital, she returned to school to complete her Bachelor of Science in Nursing from Hannibal LaGrange College. She is a certified wound care nurse through the Wound, Ostomy and Continence Nursing Society (WOCN). Sharon has held numerous positions at HRH throughout the past 36 years, including 17 years in home health before being asked to help open the Hannibal Free Clinic.

[Amanda Wheeler-Kay](#) has more than ten years of experience as a Spanish healthcare/community interpreter. Engaging clients, providers, interpreters and the general public around issues of language equity and best practices has been a natural progression stemming from working as an interpreter. Amanda has collaborated in these efforts with organizations such as Catholic Charities of Oregon, the Oregon Healthcare Interpreters Association, and Multnomah and Clackamas counties on presentations, workshops and classes. She has also worked as a bilingual social worker for multiple agencies including child welfare and the North Clackamas School District, and as the executive director for Los Niños Cuentan, a small local nonprofit supporting Latino survivors of domestic violence. Amanda currently lives in Oregon, her home state, but has also lived in Washington DC and El Salvador. She serves as a volunteer interpreter and is a board member for the Clackamas Volunteers in Medicine Clinic in Clackamas County, Oregon.

VIM Alliance 2017 Survey Data: Alphabetical by Clinic Name

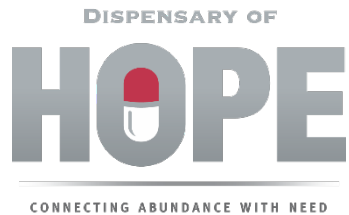
Clinic Name	City/Town	St	Yrs	Hours per week for patient care	Visits	Patients	Med.	Non-Med.	FTEs
Barrier Islands Free Medical Clinic	Johns Island	SC	10	Over 40 hours	3,808	1,005	71	57	6.6
Bennington Free Clinic	Bennington	VT	9	Less than 16 hours	360	407	13	63	2
Bergen Volunteer Medical Initiative	Hackensack	NJ	8	32 to 40 hours	5,184	1,119	59	57	9.8
Bluffton Jasper Volunteers in Medicine	Bluffton	SC	6	32 to 40 hours	4,596	1,339	37	50	2
Cape Volunteers in Medicine	Cape May Court House	NJ	16	32 to 40 hours	3,335	495	58	35	4
Clackamas Volunteers in Medicine	Oregon City	OR	6	16 to 31 hours	1,800	650			1
Clinic By the Bay	San Francisco	CA	8	16 to 31 hours	2,000	1,500	40	60	5.5
Coachella Valley Volunteers in Medicine	Indio	CA	8	32 to 40 hours	4,500	1,000	--	--	4
Coastal Medical Access Project	Brunswick	GA	16	32 to 40 hours	4,668	672	13	3	6.5
Coastal Volunteers in Medicine	Barneget	NJ	5	Less than 16 hours	493	156	40	46	0
Community Care Clinic of Highlands-Cashiers	Highlands	NC	12	Less than 16 hours	1,165	417	7	39	2.4
Community Health Clinic	McKinney	TX	13	16 to 31 hours	2,589	901	30	35	2
Community Health Clinic of Butler County	Butler	PA	10	32 to 40 hours	1,305	747	52	48	1
Community Medical Clinic of Aiken County	Aiken	SC	20	16 to 31 hours	2,811	530	15	12	3
Community of Hope Health Clinic	Pelham	AL	10	16 to 31 hours	1,600	900	21	25	2
Community Volunteers in Medicine	West Chester	PA	20	Over 40 hours	35,270	3,839	230	158	28
Cornerstone Community Health Clinic, Inc	San Bernardino	CA	9	Less than 16 hours	130	100	45	35	0
Coweta Samaritan Clinic	Newnan	GA	7	16 to 31 hours	3,383	507	49	38	6.6
Esperanza Center Health Services	Baltimore	MD	5	16 to 31 hours	4,017	2,188	19	35	5
Flint Hills Community Clinic	Manhattan	KS	13	16 to 31 hours	1,257	554	47	40	2
FOCUS Pittsburgh Free Health Center	Pittsburgh	PA	4	Less than 16 hours	537	425	10	10	2
Free Clinic of Meridian	Meridian	MS	3	16 to 31 hours	1,292	384	32	38	2 pt.
HANDS Clinic of St. Lucie County	fort pierce	FL	7	16 to 31 hours	8,800	1,464	67	54	8
Hannibal Free Clinic	Hannibal	MO	11	Less than 16 hours	1,879	428	17	12	1
HealthLink Dental Clinic	Southampton	PA	16	32 to 40 hours	2,671	2,004	16	4	4
Heart of Virginia Free Clinic	Farmville	VA	6	Less than 16 hours	326	174	16	44	1 ft, 4 pt
Houston County Volunteer Medical Clinic	Warner Robins	GA	13	Less than 16 hours	890	199	43	41	1
Lakeland Volunteers in Medicine	Lakeland	FL	17	32 to 40 hours	12,130	1,285	120	340	13
Mariam Clinic	Cary	NC	11	Less than 16 hours	800	225	40	30	1.5
Matthews Free Medical Clinic	Matthews	NC	15	32 to 40 hours	2,997	459	28	161	6
Medical Outreach Ministries (MOM)	Montgomery	AL	19	32 to 40 hours	10,892	1,130	42	47	5
Montgomery County Free Clinic - Dr. Mary Ludwig Free Clinic	Crawfordsville	IN	5	16 to 31 hours	452	123	13	14	2

Clinic Name	City/Town	St	Yrs	Hours per week for patient care	Visits	Patients	Med.	Non-Med.	FTEs
New Braunfels Volunteers in Medicine	New Braunfels	TX	10	32 to 40 hours	5,411	899	56	17	6
Oneonta Community Health Center	Oneonta	NY	10	Less than 16 hours	300	50	8	20	0.25
Rice Lake Area Free Clinic	Rice Lake	WI	7	Less than 16 hours	516	342	72	70	0.6
Salud Sin Fronteras	El Paso	TX	1.5	Less than 16 hours	98	36	42	14	0
Scotland Community Health Clinic	Laurinburg	NC	10	16 to 31 hours	835	407	4	0	4.03
SOAR Student Run Free Clinic	Rootstown	OH	1.5	Less than 16 hours	176	79	156	7	0
Southeast Indiana Health Center	Batesville	IN	5	Less than 16 hours	450	350	18	42	0.5
Space Coast Volunteers in Medicine	Viera	FL	6	16 to 31 hours	5,015	4,263	85	39	0
Taylor's Free Medical Clinic	Taylor's	SC	12	32 to 40 hours	4,324	1,245	82	144	5.5
The Free Medical Clinic, Inc.	Columbia	SC	34	32 to 40 hours	4,550	1,858	33	256	10
The Hearts & Hands Clinic	Statesboro	GA	9	16 to 31 hours	2,411	472	23	24	1
The Mercy Ministries	Lyons, Georgia	GA	9	32 to 40 hours	2,827	502	7	27	1
Troup Cares, Inc.	LaGrange	GA	10	32 to 40 hours	2,567	481	52	22	1
Virginia B. Andes Volunteer Community Clinic	Port Charlotte	FL	10	Over 40 hours	6,000	1,250	90	130	6
Volunteers in Medicine - San Diego, Inc.	El Cajon	CA	15	16 to 31 hours	1,756	189	12	122	1
Volunteers in Medicine Berkshires	Great Barrington	MA	13	Over 40 hours	5,177	790	49	101	9
Volunteers in Medicine Clinic	Stuart	FL	23	Over 40 hours	11,047	1,000	66	25	12
Volunteers in Medicine Clinic	Springfield	OR	17	32 to 40 hours	5,397	1,044	70	270	9.63
Volunteers in Medicine Gautier	Gautier	MS	9	16 to 31 hours	1,693	278	15	15	1
Volunteers in Medicine Hilton Head Island	Hilton Head Island	SC	25	32 to 40 hours	16,719	3,488	323	280	22
Volunteers in Medicine Jacksonville	Jacksonville	FL	15	32 to 40 hours	4,726	1,343	142	125	7
Volunteers in Medicine of Monroe County	Bloomington	IN	11	32 to 40 hours	6,028	1,198	14	25	8.25
Volunteers in Medicine of Southern Nevada	Las Vegas	NV	8	Over 40 hours	9,600	2,700	174	385	20
Volunteers in Medicine of the Olympics	Port Angeles	WA	14	32 to 40 hours	2,058	1,221	26	15	8
Volunteers in Medicine West County	Manchester	MO	7	16 to 31 hours	986	256	30	63	--
Volunteers in Medicine, Chattanooga, Inc.	Chattanooga	TN	13	16 to 31 hours	4,537	487	61	35	3
Volunteers in Medicine, Clinic of the Cascades	Bend	OR	15	16 to 31 hours	5,628	789	123	100	9.1
Volunteers in Medicine-St Charles	St Charles	MO	22	16 to 31 hours	3,490	560	41	24	0
Watertown Area Cares Clinic	Watertown	WI	10	Less than 16 hours	1,379	740	20	15	0

11 clinics did not wish to share their data
17 clinics did not return a survey

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AmeriCares conducts direct clinic capacity building and partners with researchers in the study of evidence-based programs in the free and charitable clinic sector. AmeriCares is the largest provider of medical aid to the health care safety net in the United States. Empowered by donations from 200 pharmaceutical and medical supply corporations, its U.S. Program provides medicines, vaccines, medical supplies and hygiene products to clinics and health centers in all 50 states. It's programs and medical aid aim to help partner clinics increase capacity, provide comprehensive care, improve health outcomes and reduce costs for patients.



Teva Pharmaceuticals is a leading global pharmaceutical company that delivers high-quality, patient-centric healthcare solutions to millions of patients every day. Teva is the world's largest generic medicines producer, in addition to having a world-leading position in innovative treatments for disorders of the central nervous system, including pain, and a strong portfolio of respiratory products. Teva recognizes the importance of good corporate citizenship with its commitment to improving the quality of life for underserved populations around the world. Since 2012, Teva has partnered with Volunteers in Medicine to provide health care services to those without access.

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