



Board Meeting  
January 18, 2018

6:30 PM

SDH San Mateo Center Board Room

## Agenda

TAB

1. Call to Order
2. Public Comment
3. Approval of Agenda
4. Approval of November 16, 2017 Minutes A.
  - Matters arising
5. Old Business
6. Financial Report B.
7. Operations Report:
  - Progress against Key Initiatives
  - Key events
7. Marketing and Business Development Update
8. Fundraising: C.
  - Grant status
  - Fundraising Committee report
9. New Business: D.
  - Approval of Management Services Agreement E
  - Approval of Fulltime Accountant Position
10. Other Business:
11. Adjourn

A



Meeting of the Board of Directors  
November 16, 2017  
SDH San Mateo Center Board Room  
MINUTES

1. **CALL TO ORDER:** Chair Taverner called the meeting to order at 18:40 hours.
2. **ROLL CALL:** Present: Directors Taverner, Cappel, Hinshelwood, Galligan, and Young.  
Absent: Directors Machias and Navarro.
3. **PUBLIC COMMENT:** Laurie Kretchmar, Content Marketing Place, and San Mateo resident shared that Dr. Jue will be introducing Mary Otto, author of "Teeth: The Story of Beauty, Inequity, and the Struggle for Oral Health in America" at Kepler's Book Store in Menlo Park on November 28<sup>th</sup> at 7:30 pm. She believes the connection and visibility in Silicon Valley will be positive.
4. **WELCOME AND INTRODUCTION:** Chair Taverner welcomed Dirk Alvarado back to the team as SDH's Director of Development and Special Projects.
5. **APPROVAL of AGENDA:** *It was moved by Director Cappel, seconded by Director Galligan, and approved unanimously to accept the agenda as presented. 5/0/0*
6. **WEBSITE DEVELOPMENT PRESENTATION:** Chair Taverner introduced Bill Hunt and Caleb Zeringue who were engaged to set up the new website. They presented their research at the last Board meeting and tonight shared the design that went live November 1<sup>st</sup>. The site will be maintained internally by Mr. Alvarado. Directors voiced approval of the fresh look and appreciation for the progress made in a few weeks.
7. **APPROVAL of MINUTES:** *It was moved by Director Galligan, seconded by Director Cappel, and unanimously approved to accept the October 19, 2017 minutes as written.*
8. **OLD BUSINESS:**
  - a. **IV Sedation Licensing Requirements:** Dr. Jue reported on her conversation with Jie Wang at State Licensing who clarified that it is a 3-step process – 1) Submit application to Licensing; 2) OSHPD and Fire Marshall make site visit; 3) Public Health makes site visit. This could take a while. Mr. Casey of the Bothin Foundation that gave a \$40K grant to start this service was informed about the delayed start up. He expressed his understanding of the protracted licensing procedure and asked we keep him updated.
  - b. **FQHC Outreach:** Dr. Jue reported on her recent participation in the Annual California Statewide Task Force on Oral Health for People with Disabilities and Aging Californians



which provided productive networking opportunities with representatives from the California Wellness and Gary & Mary West Foundations, as well as, provided information on the changes in Denti-Cal covered services effective 1/1/18. She cautioned that SDH must proceed carefully when talking with potential FQHC partners to ensure an even distribution of patients and to protect against taking on more complex procedures that will soon be allowed by Denti-Cal, but not financially covered.

- c. **Marketing Update:** Dr. Jue and Director Alvarado presented plans for the upcoming First Giving and fall appeal campaigns. The current donor list targets previous Coastside contacts.
- d. **Proposed Bylaws Revisions:** Chair Taverner called attention to the red-lined version in the meeting materials. The proposed changes incorporate the new name and meeting notice compliance with Brown Act requirements and transparency.
- e. **Status of Transition to Independence from MN:** Dr. Jue reported that all systems have been transitioned and further support from the Apple Tree Dental MN team has been terminated. There are still considerable training and stabilization issues that will be needed over the next few months related to the Open Dental billing system, ADP payroll and 401K plan, accounting/bookkeeping, and financial reporting. She acknowledged the hard work of her team in accomplishing independence by the 10/31/17 target date.

**9. NEW BUSINESS:**

- a. **Unaudited October 31, 2017 financials:** CFO Fama reported that the October close could not be finalized by this meeting date and therefore, these financials will be provided at the next meeting. She noted that visit volumes were up October over September primarily for Denti-Cal making deductions from revenue up as well. Direct expenses were down 7% and total expenses were down 5% over September.
- b. **Grant Writer Contract Renewal and New Hire:** Dr. Jue reported she plans to renew the contract with Coastside's current grant writer, Brittany Jarabek and to hire the team of Heidi Wong and Ming Leung to seek funding for San Mateo. Both costs were included in the FY 2018 operating budget approved last meeting.

**10. FUNDRAISING COMMITTEE REPORT:** Chair Hinshelwood presented a PowerPoint presentation on his vision for a "Fundraising Strategy 2.0" that included the purpose and refocus of the committee, pillars to explore for the revenue plan, and the newly recruited external committee members who represent Silicon Valley, major campaigns, investment managers, and other business leaders. [Presentation is appended to and made part of these minutes.] The Directors received his proposed restructuring and focus favorably and encouraged him to proceed with the first meeting he planned for December.



**11. OTHER BUSINESS:**

- a. **Proposed Board meeting Schedule for 2018:** Chair Taverner called attention to the draft calendar in the meeting packet. It was agreed to continue monthly meetings. Given Director Hinshelwood's plan for a Fundraising Committee in December and the 3<sup>rd</sup> Thursday is close to the vacation week, it was unanimously agreed to cancel the December regular board meeting.
  
- b. **Board Officers:** Director Galligan reflected on the many transition activities that occurred in a short period of time around the August 1 separation date from ATD Minnesota. At that time, she was asked to be the CEO which she accepted. Sonrisas Dental Health is now stabilizing and she recommends that she step down and that Dr. Jue, who is directly leading the Centers, be given the title that reflects the work she is doing. *It was moved by Director Galligan, seconded by Director Hinshelwood, and unanimously approved to accept CEO Galligan's resignation and appoint Dr. Jue as the CEO. 5/0/0*

To the question, do we need to appoint a COO, it was noted that the bylaws do not call out a COO position and there is not an identified need for this additional position, therefore, no action was taken.

**12. ADJOURNMENT:** There being no further business, the meeting was adjourned by Chair Taverner at 20:30 hours.

Written by Cheryl A. Fama, CFO

---

Approved: Clyde Hinshelwood, Secretary

---

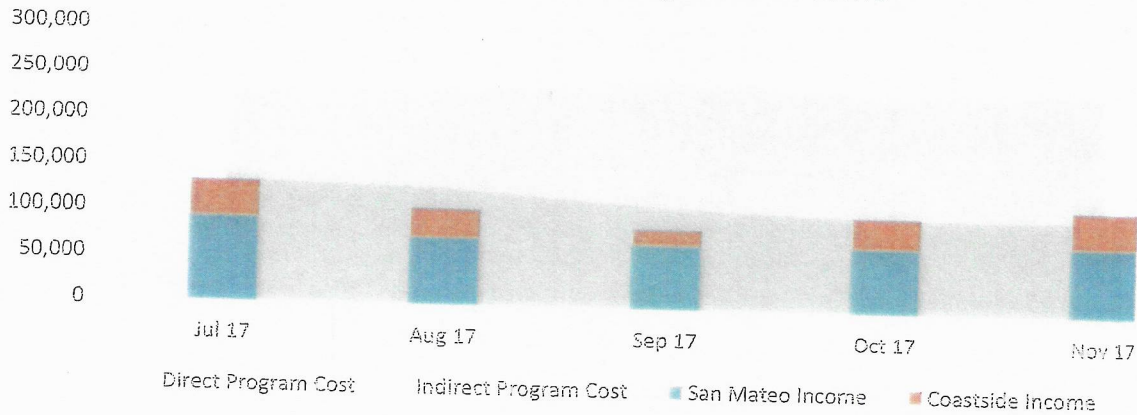
Approved: Nigel Taverner, Board Chair

**B**

### Sonrisas Dental Health Operations

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Total
San Mateo Income	92,917	74,506	70,903	71,934	76,634	386,894
Coastside Income	37,432	30,074	16,230	31,735	38,547	154,019
<b>Total Income</b>	<b>130,350</b>	<b>104,581</b>	<b>87,133</b>	<b>103,669</b>	<b>115,181</b>	<b>540,913</b>
Direct Program Cost	133,020	126,931	110,223	102,666	104,045	576,886
Indirect Program Cost	105,237	111,744	141,535	136,009	144,115	638,639
<b>Total Cost</b>	<b>238,257</b>	<b>238,676</b>	<b>251,758</b>	<b>238,675</b>	<b>248,160</b>	<b>1,215,525</b>
<b>TOTAL</b>	<b>(107,907)</b>	<b>(134,095)</b>	<b>(164,625)</b>	<b>(135,006)</b>	<b>(132,979)</b>	<b>(674,612)</b>
Dividend/Other Income	124	139	1,155	149	148	1,715
Donations Received	16,533	18,422	72,802	16,247	29,909	153,913
Settlement	0	1,129,827	0	0	0	1,129,827
Grant from PHCD	0	67,000	120,000	0	75,000	262,000
<b>OTHER INCOME</b>	<b>16,658</b>	<b>1,215,388</b>	<b>193,957</b>	<b>16,395</b>	<b>105,056</b>	<b>1,547,454</b>
<b>NET INCOME</b>	<b>(91,249)</b>	<b>1,081,294</b>	<b>29,332</b>	<b>(118,611)</b>	<b>(27,923)</b>	<b>872,843</b>

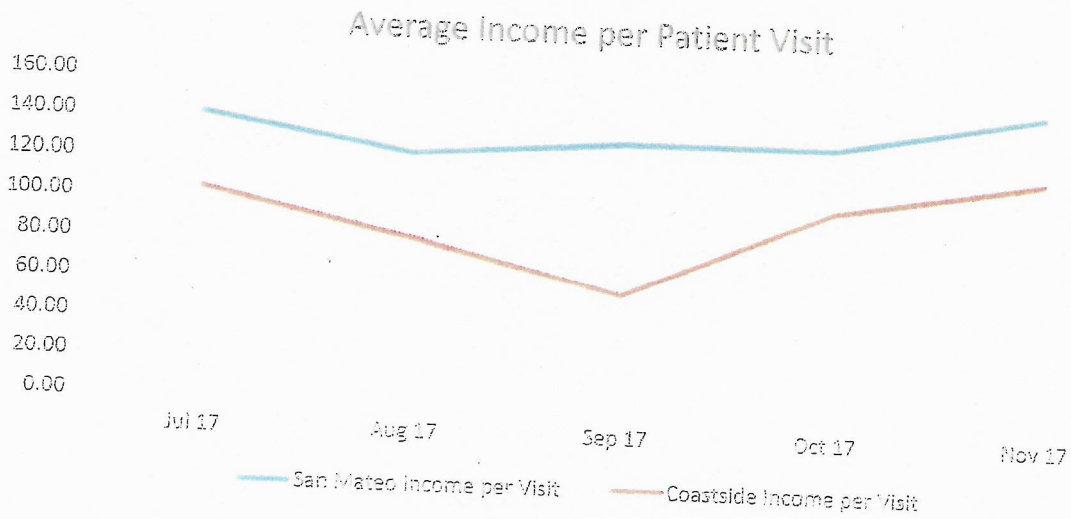
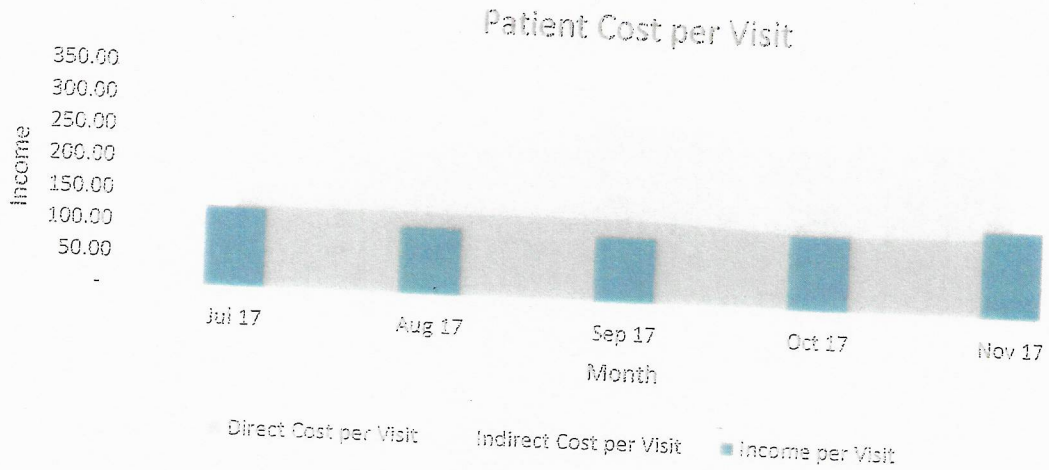
### Sonrisas Dental Health Operations Excluding Other Income



### Patient Visits

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Total
San Mateo Visits	659	599	537	542	505	2842
Coastside Visits	360	369	289	315	325	1658
<b>Total Visits</b>	<b>1019</b>	<b>968</b>	<b>826</b>	<b>857</b>	<b>830</b>	<b>4500</b>

	Patient Cost per Visit				
	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17
Income per Visit	127.92	108.04	105.49	120.97	138.77
Direct Cost per Visit	(130.54)	(131.13)	(133.44)	(119.80)	(125.36)
Indirect Cost per Visit	(103.27)	(115.44)	(171.35)	(158.70)	(173.63)
Cost per Visit	(105.89)	(138.53)	(199.30)	(157.53)	(160.22)





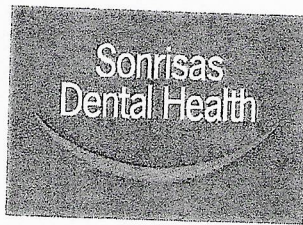
Sonrisas Dental Health, Inc.  
**Profit & Loss w/Prior Period Comparison**  
 July through November 2017


12:17 PM  
 01/18/2018  
 Accrual Basis

Ordinary Income/Expense	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	TOTAL
<b>Income</b>						
<b>Program Revenue</b>						
<b>Patient Services</b>						
4100 · 4104 Patient Services	311,885.00	272,499.10	224,943.00	251,029.00	239,409.00	1,299,765.10
<b>Total Patient Services</b>	311,885.00	272,499.10	224,943.00	251,029.00	239,409.00	1,299,765.10
<b>Uncompensated Care</b>						
5001 · 5011 Uncompensated Care	(181,535.41)	(167,918.26)	(137,809.85)	(147,359.83)	(124,228.36)	(758,851.71)
<b>Total Uncompensated Care</b>	(181,535.41)	(167,918.26)	(137,809.85)	(147,359.83)	(124,228.36)	(758,851.71)
<b>Total Program Revenue</b>	130,349.59	104,580.84	87,133.15	103,669.17	115,180.64	540,913.39
<b>Grants and Donations</b>						
5100 · Donations	426.86	67,367.80	575.12	2,066.00	745.57	71,181.35
5101 · In-Kind Donations	700.00	0.00	0.00	0.00	0.00	700.00
<b>Events/Fundraisers</b>						
5105 · Raffle	820.00	200.00	1,410.00	0.00	0.00	2,430.00
<b>Total Events/Fundraisers</b>	820.00	200.00	1,410.00	0.00	0.00	2,430.00
5150 · Unrestricted Grants	0.00	0.00	175,500.00	1,151.00	75,000.00	251,651.00
5151 · Restricted Grants	20,000.00	0.00	400.00	0.00	0.00	20,400.00
5198 · less Temp. Restr. Grants/Donat.	(20,000.00)	0.00	(400.00)	0.00	0.00	(20,400.00)
5199 · Net Assets Released from Restri	14,586.45	17,854.65	15,316.55	13,029.67	29,162.93	89,950.25
<b>Total Grants and Donations</b>	16,533.31	85,422.45	192,801.67	16,246.67	104,908.50	415,912.60
<b>Total Income</b>	146,882.90	190,003.29	279,934.82	119,915.84	220,089.14	956,825.99
<b>Gross Profit</b>	146,882.90	190,003.29	279,934.82	119,915.84	220,089.14	956,825.99
<b>Expense</b>						
<b>Direct Program Costs</b>						
<b>Personnel</b>						
5250 · Direct Program Salaries	93,322.79	93,533.06	80,054.23	73,092.58	79,259.44	419,262.10
5260 · Payroll Taxes	6,952.28	6,975.93	5,674.10	5,414.75	5,878.48	30,895.54
5261 · Unemployment Taxes	164.57	146.63	150.28	261.38	159.19	882.05
5270 · Benefits	5,515.40	4,063.40	3,152.34	3,242.11	2,325.27	18,298.52
5275 · 401k Match	768.27	0.00	0.00	0.00	0.00	768.27
5278 · Worker's Comp.	1,265.46	1,265.46	1,265.46	1,265.46	1,265.46	6,327.30
5280 · Continuing Educ.	50.00	0.00	1,306.50	597.50	0.00	1,954.00
5281 · Licenses and Registrations	0.00	36.12	0.00	0.00	0.00	36.12
<b>Total Personnel</b>	108,038.77	106,020.60	91,602.91	83,873.78	88,887.84	478,423.90
5320 · Dental Supplies	11,817.25	13,026.62	11,886.60	6,433.25	5,752.31	48,916.03
5325 · Small Dental Equipment	0.00	0.00	811.00	0.00	0.00	811.00
5326 · Dental Equipment Repair	491.49	745.00	704.72	1,338.79	1,668.47	4,948.47
5330 · Lab Fees	11,997.14	4,221.06	4,349.82	10,345.01	6,638.14	37,551.17
5331 · Uniforms	0.00	0.00	0.00	0.00	226.54	226.54
<b>Contracted Services</b>						
5303 · Sterilization Services	613.20	1,011.20	806.13	613.20	809.90	3,853.63
5305 · Shredding	62.00	62.00	62.00	62.00	62.00	310.00
5306 · Dental Specialist	0.00	1,845.00	0.00	0.00	0.00	1,845.00
<b>Total Contracted Services</b>	675.20	2,918.20	868.13	675.20	871.90	6,008.63
<b>Total Direct Program Costs</b>	133,019.85	126,931.48	110,223.18	102,666.03	104,045.20	576,885.74
<b>Indirect Costs</b>						
<b>Administrative Personnel</b>						
5450 · Salaries/Wages	35,943.07	40,252.51	42,505.33	37,725.93	46,984.96	203,411.80
5460 · Payroll Taxes, Admin/Mgmt	2,734.32	3,072.05	3,244.17	2,843.54	3,571.58	15,465.66
5461 · Unemployment Taxes	1.55	29.22	132.88	28.50	115.41	307.56
5470 · Benefits	1,107.24	276.91	962.81	962.81	962.81	4,272.58
5475 · 401k Match, Admin/Mgmt.	202.71	0.00	0.00	0.00	0.00	202.71

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	TOTAL
5478 · Worker's Comp.	316.37	316.37	316.37	316.37	316.37	1,581.85
<b>Total Administrative Personnel</b>	<b>40,305.26</b>	<b>43,947.06</b>	<b>47,161.56</b>	<b>41,877.15</b>	<b>51,951.13</b>	<b>225,242.16</b>
<b>Facilities Expenses</b>						
5600 · Auto Expenses	610.98	(116.84)	256.97	99.00	219.38	1,069.49
5610 · Building Maintenance	1,006.44	615.97	671.40	690.97	510.97	3,495.75
5611 · Janitorial Service	1,696.00	1,696.00	1,859.00	1,859.00	1,908.67	9,018.67
5670 · Rent	18,083.00	18,083.00	18,083.00	18,083.00	18,083.00	90,415.00
5672 · Phone / Internet	1,196.89	924.64	3,078.40	1,261.12	2,253.75	8,714.80
5680 · Utilities	1,840.02	2,082.57	2,128.42	2,098.51	1,900.81	10,050.33
<b>Total Facilities Expenses</b>	<b>24,433.33</b>	<b>23,285.34</b>	<b>26,077.19</b>	<b>24,091.60</b>	<b>24,876.58</b>	<b>122,764.04</b>
<b>Transition Costs</b>						
5801 · Transition Accounting Services	0.00	1,606.50	15,657.00	15,771.75	6,949.02	39,984.27
5802 · Transition Billing Services	0.00	0.00	0.00	100.00	0.00	100.00
5803 · Transition Branding/Marketing	0.00	0.00	3,500.00	1,979.25	8,000.00	13,479.25
5804 · Transition IT Services	0.00	3,551.00	2,623.25	10,372.92	10,864.55	27,411.72
5805 · Transition HR Services	0.00	0.00	1,980.00	0.00	0.00	1,980.00
<b>Total Transition Costs</b>	<b>0.00</b>	<b>5,157.50</b>	<b>23,760.25</b>	<b>28,223.92</b>	<b>25,813.57</b>	<b>82,955.24</b>
<b>Office Exp.</b>						
5502 · Claims Processing	110.60	125.34	114.10	100.08	96.87	546.99
5504 · Payroll Processing / BG Checks	442.54	470.22	585.66	443.70	461.81	2,403.93
5505 · Collection Agencies	0.00	0.00	7.00	0.00	0.00	7.00
5655 · Miscellaneous Expense	0.00	0.00	60.00	0.00	0.00	60.00
5660 · Office Supplies	755.19	650.13	835.74	628.97	1,019.42	3,889.45
5665 · Postage and Shipping	67.10	0.00	209.35	0.00	33.80	310.25
5668 · Printing Costs	0.00	0.00	0.00	43.60	91.35	134.95
<b>Total Office Exp.</b>	<b>1,375.43</b>	<b>1,245.69</b>	<b>1,811.85</b>	<b>1,216.35</b>	<b>1,703.25</b>	<b>7,352.57</b>
<b>Equipment Expenses</b>						
5507 · Computer Support	1,839.99	1,839.99	1,839.99	1,839.99	2,166.99	9,526.95
5608 · Software Support	408.00	588.00	588.00	683.00	868.00	3,135.00
5616 · Computer Equipment/Software	494.95	494.95	239.95	494.95	494.95	2,219.75
5630 · Office Equip. Maintenance	92.25	92.25	239.75	92.25	92.25	608.75
<b>Total Equipment Expenses</b>	<b>2,835.19</b>	<b>3,015.19</b>	<b>2,907.69</b>	<b>3,110.19</b>	<b>3,622.19</b>	<b>15,490.45</b>
<b>Insurance</b>						
5635 · Auto Insurance	436.81	436.81	436.81	436.81	436.81	2,184.05
5636 · Malpractice (Prof. Liab.)	416.66	416.66	416.66	416.67	416.67	2,083.32
5637 · Liability & Property	824.75	824.75	824.75	824.75	138.19	3,437.19
5638 · Directors & Officer Liability	264.83	172.14	408.50	294.50	294.50	1,434.47
<b>Total Insurance</b>	<b>1,943.05</b>	<b>1,850.36</b>	<b>2,086.72</b>	<b>1,972.73</b>	<b>1,286.17</b>	<b>9,139.03</b>
<b>Outsourced Services</b>						
5503 · Consultants	375.00	375.00	375.00	0.00	0.00	1,125.00
<b>Total Outsourced Services</b>	<b>375.00</b>	<b>375.00</b>	<b>375.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,125.00</b>
<b>Fundraising Expenses</b>						
5632 · Fundraising Expenses	810.00	110.00	110.00	110.00	110.00	1,250.00
5633 · Fundraising Consulting	2,090.00	1,017.50	2,229.50	2,976.50	1,679.93	9,993.43
<b>Total Fundraising Expenses</b>	<b>2,900.00</b>	<b>1,127.50</b>	<b>2,339.50</b>	<b>3,086.50</b>	<b>1,789.93</b>	<b>11,243.43</b>
<b>Fees and Interest</b>						
5605 · Service Charges	35.00	53.10	43.40	27.80	63.52	222.82
5625 · Penalty charges	1,515.06	0.00	0.00	0.00	468.00	1,983.06
5641 · Finance Charges	41.85	21.85	16.00	6.00	6.00	91.70
5642 · Loan Interest	5,325.11	4,555.55	5,514.87	4,636.81	4,541.95	24,574.29
5650 · Merchant Processing	918.28	748.21	658.32	711.16	867.60	3,903.57
<b>Total Fees and Interest</b>	<b>7,835.30</b>	<b>5,378.71</b>	<b>6,232.59</b>	<b>5,381.77</b>	<b>5,947.07</b>	<b>30,775.44</b>
5615 · Depreciation Expense	22,299.43	22,299.40	22,299.43	22,299.43	22,299.43	111,497.12
5618 · Dues, Fees & License	0.00	1,569.87	400.00	0.00	0.00	1,969.87
5620 · Employee Goodwill	411.99	19.00	380.20	14.49	107.71	933.39
5639 · Recruitment Expense	75.00	0.00	366.40	221.77	77.62	740.79

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	TOTAL
5648 · Marketing Expense	0.00	2,250.00	5,250.00	4,500.00	4,640.00	16,640.00
Meeting & Travel Expenses						
5676 · Travel Costs	334.60	223.48	7.64	13.28	0.00	579.00
5677 · Meals	28.57	0.00	64.01	0.00	0.00	92.58
5678 · Mileage	84.53	0.00	14.58	0.00	0.00	99.11
Total Meeting & Travel Expenses	447.70	223.48	86.23	13.28	0.00	770.69
Total Indirect Costs	105,236.68	111,744.10	141,534.61	136,009.18	144,114.65	638,639.22
Total Expense	238,256.53	238,675.58	251,757.79	238,675.21	248,159.85	1,215,524.96
Net Ordinary Income	(91,373.63)	(48,672.29)	28,177.03	(118,759.37)	(28,070.71)	(258,698.97)
Other Income/Expense						
Other Income						
Other Income						
6121 · Dividends	124.45	139.28	130.38	148.53	147.51	690.15
6130 · Other Income	0.00	0.00	1,024.96	0.00	0.00	1,024.96
6131 · Settlement	0.00	1,129,826.60	0.00	0.00	0.00	1,129,826.60
Total Other Income	124.45	1,129,965.88	1,155.34	148.53	147.51	1,131,541.71
Total Other Income	124.45	1,129,965.88	1,155.34	148.53	147.51	1,131,541.71
Net Other Income	124.45	1,129,965.88	1,155.34	148.53	147.51	1,131,541.71
Net Income	(91,249.18)	1,081,293.59	29,332.37	(118,610.84)	(27,923.20)	872,842.74



**DATE:** January 15, 2018  
**TO:** SDH Board of Directors  
**FROM:** Cheryl A. Fama, CFO   
**CC:** Dr. Bonnie Jue, CEO  
**RE:** Financial Reports: Revenue and Visits

---

We were unable to complete the Profit and Loss Reports or the Balance Sheets in time for this mailing. The current Accountant received the final numbers from the Open Dental System this morning and assures me she will be able to complete October, November, and December reports no later than Thursday for presentation at the meeting. We will send them out beforehand if done sooner.

What we can provide and are attached to this memo are summary reports off the Open Dental System that give you a rolled-up overview of performance by Center for the first 6 months of this fiscal year.

The first page for each Center provides:

- Total billed revenue based on SDH fee schedule by month ("Production")
  - Contractual allowances ("Adjustments")
  - Write-offs (Includes DentiCal and Farmworkers uncovered costs, as well as, uncollected)
  - Net Income\* by month ("Total Production")
  - Net Income\* from non-insurance payers
  - Net Income\* from insurance payments
- \*Income numbers reflect actual money received in that month and do not correlate to the amount of revenue billed for that month.

Second report shows visit volume by month by Center. Of note:

- Coastside's and San Mateo's net patient income is about 42% of total billed revenue.
- Important factors impacting average visits per month in FY 2018 are down over the prior 6 months:
  - Coastside FY 2018 ave./month - 316 visits (Prior 6 mos. - 354)
  - San Mateo FY 2018 ave./month-564 visits (Prior 6 mos. - 632)
- The drop-in visits reflect loss of FT dentist at San Mateo; discontinued CSM visits, no new Denti-Cal patients at San Mateo, and August vacations/annual holidays.

# Annual Production and Income

Sonrisas Dental Health  
07/01/2017 - 12/31/2017

All Providers

Coastside

Month	Production	Adjustments	Writeoff	Tot Prod	Pt Income	Ins Income	Total Income
Jul 2017	82,039.00	-4,150.28	-40,456.34	37,432.38	16,137.93	8,462.00	24,599.93
Aug 2017	77,051.10	-7,887.36	-39,089.30	30,074.44	16,384.30	22,042.56	38,426.86
Sep 2017	55,575.00	-8,759.35	-30,585.40	16,230.25	14,838.35	14,955.80	29,794.15
Oct 2017	72,207.00	-3,271.47	-37,200.20	31,735.33	12,776.15	14,835.80	27,611.95
Nov 2017	82,069.00	-2,081.76	-41,440.30	38,546.94	16,539.15	8,023.00	24,562.15
Dec 2017	48,518.00	-3,687.18	-24,938.50	19,892.32	12,770.92	12,849.60	25,620.52
	<b>417,459.10</b>	<b>-29,837.40</b>	<b>-213,710.04</b>	<b>173,911.66</b>	<b>89,446.80</b>	<b>81,168.76</b>	<b>170,615.56</b>

Total Production (Production + Adjustments - Writeoffs): \$173,911.66

Total Income (Pt Income + Ins Income): \$170,615.56

**Patient Visits by Site  
Sonrisas Dental Health Coastside  
July - December 2017**

Month Site	Site Type	Visits
Jul-17 Puente de la Costa Sur	Other	1
Jul-17 San Mateo - OP Clinic	OP Clinic	4
Jul-17 Sonrisas - OP Clinic	OP Clinic	355
<b>Jul-17</b>	<b>***Month Total</b>	<b>360</b>
Aug-17 Puente de la Costa Sur	Other	8
Aug-17 San Mateo - OP Clinic	OP Clinic	6
Aug-17 Sonrisas - OP Clinic	OP Clinic	355
<b>Aug-17</b>	<b>***Month Total</b>	<b>369</b>
Sep-17 Puente de la Costa Sur	Other	1
Sep-17 San Mateo - OP Clinic	OP Clinic	2
Sep-17 Sonrisas - OP Clinic	OP Clinic	286
<b>Sep-17</b>	<b>***Month Total</b>	<b>289</b>
Oct-17 Puente de la Costa Sur	Other	9
Oct-17 San Mateo - OP Clinic	OP Clinic	4
Oct-17 Sonrisas - OP Clinic	OP Clinic	302
<b>Oct-17</b>	<b>***Month Total</b>	<b>315</b>
Nov-17 Puente de la Costa Sur	Other	5
Nov-17 San Mateo - OP Clinic	OP Clinic	2
Nov-17 Sonrisas - OP Clinic	OP Clinic	318
<b>Nov-17</b>	<b>***Month Total</b>	<b>325</b>
Dec-17 Puente de la Costa Sur	Other	6
Dec-17 San Mateo - OP Clinic	OP Clinic	8
Dec-17 Sonrisas - OP Clinic	OP Clinic	223
<b>Dec-17</b>	<b>***Month Total</b>	<b>237</b>
<b>****Grand Total</b>		<b><u>1,895</u></b>

# Annual Production and Income

Sonrisas Dental Health  
07/01/2017 - 12/31/2017  
All Providers  
San Mateo

Month	Production	Adjustments	Writeoff	Tot Prod	Pt Income	Ins Income	Total Income
Jul 2017	229,846.00	-14,059.34	-122,869.46	92,917.20	37,737.71	32,522.55	70,260.26
Aug 2017	195,448.00	-10,813.70	-110,127.90	74,506.40	28,583.90	70,133.59	98,717.49
Sep 2017	169,368.00	-4,095.40	-94,369.70	70,902.90	22,352.80	51,740.04	74,092.84
Oct 2017	178,822.00	-6,203.56	-100,684.60	71,933.84	29,408.49	48,883.64	78,292.13
Nov 2017	157,340.00	-4,228.50	-76,477.80	76,633.70	28,229.19	40,338.99	68,568.18
Dec 2017	173,223.00	-8,992.15	-80,265.40	83,965.45	21,647.20	39,994.19	61,641.39
	<b>1,104,047.00</b>	<b>-48,392.65</b>	<b>-584,794.86</b>	<b>470,859.49</b>	<b>167,959.29</b>	<b>283,613.00</b>	<b>451,572.29</b>

**Total Production (Production + Adjustments - Writeoffs): \$470,859.49**

**Total Income (Pt Income + Ins Income): \$451,572.29**

**Patient Visits by Site**  
**Sonrisas Dental Health San Mateo**  
**July - December 2017**

Month	Site	Site Type	Visits
Jul-17	Casa de Redwood	Independent Senior Living	5
Jul-17	College of San Mateo	School	7
Jul-17	Mills Peninsula Hospital	Hospital	1
Jul-17	Puente de la Costa Sur	Other	21
Jul-17	San Mateo - OP Clinic	OP Clinic	622
Jul-17	Sonrisas - OP Clinic	OP Clinic	3
<b>Jul-17</b>	<b>***Month Total</b>		<b>659</b>
Aug-17	Casa de Redwood	Independent Senior Living	8
Aug-17	College of San Mateo	School	4
Aug-17	Mental Health Assoc., Belmont	Other	1
Aug-17	Mills Peninsula Hospital	Hospital	2
Aug-17	Puente de la Costa Sur	Other	11
Aug-17	San Mateo - OP Clinic	OP Clinic	568
Aug-17	Sonrisas - OP Clinic	OP Clinic	5
<b>Aug-17</b>	<b>***Month Total</b>		<b>599</b>
Sep-17	Casa de Redwood	Independent Senior Living	7
Sep-17	College of San Mateo	School	1
Sep-17	Mills Peninsula Hospital	Hospital	1
Sep-17	San Mateo - OP Clinic	OP Clinic	525
Sep-17	Sonrisas - OP Clinic	OP Clinic	3
<b>Sep-17</b>	<b>***Month Total</b>		<b>537</b>
Oct-17	College of San Mateo	School	6
Oct-17	Mental Health Assoc., Spring St.	Other	2
Oct-17	Mills Peninsula Hospital	Hospital	1
Oct-17	Puente de la Costa Sur	Other	9
Oct-17	San Mateo - OP Clinic	OP Clinic	521
Oct-17	Sonrisas - OP Clinic	OP Clinic	3
<b>Oct-17</b>	<b>***Month Total</b>		<b>542</b>
Nov-17	College of San Mateo	School	1
Nov-17	Mills Peninsula Hospital	Hospital	4
Nov-17	Puente de la Costa Sur	Other	5
Nov-17	San Mateo - OP Clinic	OP Clinic	489
Nov-17	Sonrisas - OP Clinic	OP Clinic	6
<b>Nov-17</b>	<b>***Month Total</b>		<b>505</b>
Dec-17	Casa de Redwood	Independent Senior Living	7
Dec-17	College of San Mateo	School	3



Dec-17 Mills Peninsula Hospital	Hospital	2
Dec-17 Puente de la Costa Sur	Other	12
Dec-17 San Mateo - OP Clinic	OP Clinic	513
Dec-17 Sonrisas - OP Clinic	OP Clinic	4
Dec-17	<b>***Month Total</b>	<b>541</b>
	<b>***Grand Total</b>	<b><u><u>3,383</u></u></b>

C

# GRANT MATRIX 2018

PENDING	In Contract	WRITE	WATCH	DEAD	Amount Req.	Amount Awarded	Program	Report Due Date	Contact person	Notes
Foundation	Center	Writer	Due date	Date Submitted						
Denti Quest Foundation	SM	Brittany	12/22/2017	12/22/2017			Farmwork			Community Response Fund
Denti Quest Foundation	CS	Brittany	12/22/2017	12/22/2017			Children's ATC			Partner Organization Fund
Denti Quest Foundation	CS/SM	Brittany	12/22/2017	12/22/2017			ATC			Presidents Fund
Costco Foundation	CS/SM	Brittany	12/22/2017	12/22/2017	\$25,000		Children's ATC			Should hear back by first week in February
HSHC Access to Care	CS	Brittany	12/15/2017	12/15/2017	\$20,000		Children's ATC			
NCOHF	CS	Brittany	12/3/2017	11/29/2017	\$5,000		Education			Pending
Hulbut-Johnson	CS	Brittany	9/30/2017	9/30/2017	\$40,000					
San Mateo County	SM	Bonnie	---	---			Farmwork			Pending, offered \$975 vs \$1660 per patient reimbursement
Genentech	CS	Brittany				\$10,000		6/30/2017		No longer eligible Focus on education
ADHA Wrigley Foundation	CS	Brittany				\$5,000	?	12/1/2017		Report submitted not eligible to reapply due to structural changes res RDH in CA forming their own association and not being part of the AD this time
Wells Fargo	CS	Brittany				\$2,500	ATC	12/31/2017		Confirmation of report date pending
Sand Hill Foundation	CS/SM	Brittany				\$20,000		1/31/2018		Dirk to contact Ash to find out about reapplying
Atkinson Foundation	CA	Brittany				\$15,000	Seniors	3/31/2018		Can reapply when report submitted
CA Foundation 4	CS/SM	Brittany				\$30,000		4/30/2018		Confirmation of report date pending
Stronger Communities	CS/SM	Brittany				\$40,000	Capital	5/1/2018		For IV Sedation
Bothin Foundation	CS	Brittany				\$20,000		6/1/2018		Good standing Reapply
Delta Dental Community Foundation	CS/SM	Brittany				\$20,000		6/30/2018		Confirmation of report date pending
Philanthropic Ventures	CS/SM	Brittany				\$15,000		7/1/2018		Confirmation of report date pending
Kaiser	CS/SM	Brittany				\$50,000		9/1/2018		Mid year update completed 1/10/2018 Good standing, Reapply Notification in January if invited to reapply reach out to Greg Karman news by 1/15/18
Mills Peninsula	CS/SM	Brittany								

# GRANT MATRIX 2018

Organization	CS	Brittany	3/15/2015	3/3/2015	\$150,000	\$250,000	ATC	7/31/2016 7/31/18	Jeff Kim Program Officer Cindy Gardner Labuda President	Future discussions with Jeff to determine if there may be a chance to reapply
California Wellness	CS	Brittany								
Touch Point Foundation	CS	Brittany				\$2,000				
Coastside Women's Club	CS	Brittany				\$1,850				Good standing Reapply
Sobrato Family Foundation	TBD	Brittany	Unsure - Monitor							Notification in May now through May the 4th Giving via Coastside Gr
Sunlight Giving	TBD	Heidi								
Chan-Zuckerberg	TBD	Heidi								Submit 100 word idea/inquiry in January 2018 for March or May 2018 g decision
Vesper Society	TBD	Heidi								Dirk to get zip code list of patients to Heidi
The San Francisco Foundation	CS	Brittany	1/26/2018							Bonnie/Dirk to follow up
Sandhill Foundation	TBD	Brittany	1/31/2018							WATCHING FOR ELIGIBILITY JANUARY 2018 / 2015 responded 201 response
Sam Mazza Foundation	TBD	Brittany	2/1/2018							
Joseph and Vera Long Foundation	TBD	Brittany	2/1/2018							
The California Endowment	CS	Brittany								
Dignity Health - Community Grants	TBD	Heidi								
Dignity Health - Social Innovation Partnership	TBD	Heidi								
Joseph & Vera Long Foundation	CS	Brittany	2/1/2018							No response 2014, 2015
James Irvine Foundation	CS/SM	Brittany	5/1/2018							Look at both Centers

# GRANT MATRIX 2018

Sidney Memorial Trust	CS	Brittany	5/1/2018						CEO Judy Novack 310.721.0540	No response 2015, \$5k in 2014
Pierre Fauchard Foundation	CS	Brittany	5/1/2018							No 2013, 2014
Drucker Innovation Award	CS	Brittany	6/1/2018							Confirm closer to date
George H Sandy Foundation	CS	Brittany	7/1/2018							No response 2015, Good batch of recipients 2013, 2014
DentaQuest Foundation - Community Relations	CS	Brittany								Invest in systems change
DentaQuest Foundation - Executive Director	CS	Brittany								Generally smaller awards
Silicon Valley Community Foundation	CS									
The Pearlstein Family Foundation	CS	Brittany								Donor Advised / Awarded in 2013 40k in 2013, 20k 2015
Vanguard Charitable Endowment	CS	Brittany								
Laurel Foundation	SM	Brittany								Focuses on HIV, LBGT - All funded in San Mateo
Paterson Foundation	CS	Brittany								2016 Quick no / 2015 No but positive Focus on expanding capacity volunteer recruitment. One time projects. Will not fund regular operation direct patient services. / No 2013/2014
Kampe Family Foundation	CS	Brittany								
David and Lucile Packard Foundation	CS	Brittany								
The Coulter Family Foundation	CS	Brittany								

# GRANT MATRIX 2018

The Sykora Family Charitable Foundation	CS	Brittany																		
SM Credit Union	CS	Brittany																		
Henry Schein/CDA		Brittany	WATCH																	No response 2015, Supplies
Robert Wood Johnson		Brittany	Monitor																	Look at joint with San Mateo 2016, Nothing relevant in 2014, Focus childhood obesity
Jill + Nicholas Woodman Foundation		Brittany	?				DEAD													GoPro founder with ties to coast
Blue Shield Foundation		Brittany	Does not fund direct dental services 1/27																	No 2012-2015. Shelf submissions until there is evidence there is a possibility for a successful submission. Waste of resources to date
Lisa & Douglas Goldman Fund		Brittany	Health category focuses on foster kids in sports 2016																	
WE Kellogg Foundation		Brittany	Rolling				6/2/2016													Look at joint with San Mateo 2017, 2016 / 2015 Does not fit area fund priorities
Sam Mazza Foundation		Brittany	1/15/2018																	No 2016, No response 2015, No 2014

D

Peninsula  
Health Care  
District

**DATE:** January 12, 2018  
**TO:** SDH Board of Directors  
**FROM:** Cheryl A. Fama  
**SUBJECT:** Proposal to Approve a Revised *Management Services Agreement* Between SDH and the Peninsula Health Care District (PHCD)

---

Upon advice of PHCD's General Counsel, a *Management Services and Staffing Agreement* was developed and approved to cover part time management support by PHCD's CEO during the separation activities involved in achieving independence from Minnesota, as well as, to cover the CEO's role as SDH's CFO. The term of that agreement was August 1, 2017 to December 31, 2018.

The attached proposed Agreement has two revisions/updates:

- a) The term proposed is 1-1-18 to 12-31-18
- b) The PHCD staff identified to provide support service has been expanded to include the new Chief Business Officer, who is coming on board January 16.

The original agreement set a \$100 fee for its five-month term. I recommend the same fee for the proposed twelve-month term given SDH's new organization structure, the progress made in establishing an in-house business office, and the operating the stability that has been achieved over the past five months. The actual hours of consulting time needed going forward are projected to be significantly fewer.

Thank you.



## MANAGEMENT SERVICES AND STAFFING AGREEMENT

This Management Services and Staffing Agreement (“**Agreement**”) is entered into as of January 1, 2018 by and between the Peninsula Health Care District, a political subdivision of the State of California and a public district (“**PHCD**”), and Sonrisas Dental Health, Inc., a California non-profit public benefit corporation, formerly known as Apple Tree Dental California (“**SDH**”).

### Recitals

A. SDH leases from its affiliate, PHCD, and operates a dental clinic, located at 430 North El Camino Real, San Mateo, California and leases from a third party and operates another dental clinic in Half Moon Bay, California (“**SDH’s Facilities**”).

B. SDH wishes to obtain certain administrative and management staffing from PHCD, and PHCD wishes to provide same for SDH, upon the terms and conditions set forth in this Agreement.

In consideration of the foregoing recitals and the mutual covenants and agreements set forth in this Agreement, the Parties agree as follows:

### Agreement

1. Commencing as of January 1, 2018, PHCD agrees to provide to SDH the management consulting services of its Chief Executive Officer (CEO) and Chief Business Officer (CBO) as needed for administrative support until the earlier of: (a) the date that SDH appoints another person to the office of Chief Financial Officer, or (b) December 31, 2018.

2. For the services provided as set forth in Section 1 above, SDH shall pay to PHCD One Hundred Dollars (\$100). In setting the foregoing compensation, SDH and PHCD recognize that PHCD has the authority to appoint the majority of the Board of Directors of SDH, that SDH provides important dental services to under-served residents of PHCD, that SDH provides such services at a financial loss, and that PHCD and its residents benefit from the services SDH provides to the residents of the PHCD.

3. The parties acknowledge and agree that the services provided hereunder by PHCD are not exclusive to SDH and that PHCD’s CEO and CBO shall also continue to perform their duties as Chief Executive Officer and Chief Business Officer of the PHCD.

4. This Agreement may not be amended except upon the mutual written consent of the parties. This Agreement may be executed in counterparts, each of which shall be deemed to be an original. This Agreement contains the sole and entire agreement between the parties with respect to the providing of administrative and management services and shall supersede all prior agreements between the parties with respect to such matters.

[signatures on the following page]

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

**“PHCD”**

**Peninsula Health Care District**

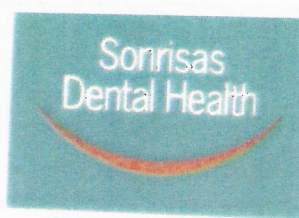
By: \_\_\_\_\_  
Name: Lawrence W. Cappel, Ph.D.  
Title: PHCD Board Chair

**“SDH”**

**Sonrisas Dental Health, Inc.**

By: \_\_\_\_\_  
Name: Nigel Taverner  
Title: SDH Board Chair

E



**DATE:** January 12, 2018  
**TO:** SDH Board of Directors  
**FROM:** Cheryl A. Fama, CFO  
**CC:** Dr. Bonnie Jue, CEO  
**RE:** Proposal to Hire Fulltime Accountant

---

During the initial assessment of staffing needs for SDH's independence from Minnesota, it was anticipated that once Center staff was trained and comfortable with Open Dental revenue cycle and visit tracking management, the accounting QuickBooks system and Internal Control Procedures were established, and PHCD has its new fulltime Chief Business Officer (CBO) in place, the routine accounting/bookkeeping functions of Sonrisas Dental Health could be handled by a part time a bookkeeping position with financial reports and supervision of the bookkeeper provided by the District's CBO.

The past five months experience, and more significantly, the past two months, have confirmed that the financial and accounting functions of SDH are too complex and critical for part time attention. They require regular, stable management and supervision, and require the fulltime commitment of a seasoned accountant SDH position. This conclusion has been reached and is supported by all the SDH management team and was confirmed by the unsolicited opinions of the three high level accountants secured for temporary work (Krishna, Jolie, and Eileen) through Accountemps, and Lead Auditor, Ahmad Gharaibeh, from Vavrinek, Trine, Day & Company. In addition to the work load and complexity, three other factors support such a position:

1. Accountemp's hourly rates run 20%-28% higher than current market rate for an employed accountant.
2. The inefficiencies created by the turnover in temporary help.
3. The need for more than just one employee knowledgeable in using the Open Dental system.

A draft job description is attached to this memo for your review.

**WE REQUEST THE BOARD'S APPROVAL TO ADD A FULLTIME ACCOUNTANT POSITION TO SDH.**

Thank you.



## Sonrisas Dental Health

### JOB DESCRIPTION

### ACCOUNTANT

**The Position:** The Accountant will perform a wide range of accounting duties including full accrual basis general ledger accounting and reporting, monitoring revenue cycle management and AR, managing annual audit process, monitoring of insurance coverages and rates, preparing and presenting financial reports to the Board of Directors, and participating with the leadership team in carrying out strategic initiatives and special projects, and advising on operational activities.

#### **Essential Duties:**

1. Maintain SDH financial records in a manner that facilitates clear accounting of activities specific to each Center, as well as, consolidated for the corporation to facilitate management monitoring and annual audit process.
2. Post all transactions to general ledger and review accounts to assure they are correct and reconcile to subsidiary schedules. Prepare and maintain subsidiary schedules
3. Maintain the books on a full accrual basis with classes.
4. Summarize financial status by preparing Balance Sheet and P&L.
5. Monitor and submit payroll to outside payroll service.
6. Assist CEO in preparing annual budgets for Board approval and provide analysis of performance to budget throughout each budget year.
7. Guide SDH's staff by coordinating activities, recommending and implementing work flow improvements, and answering questions.
8. Answer accounting procedure questions by researching and interpreting accounting policy and regulations.
9. Prepare monthly and quarterly financial reports, and other analytic reports as requested by CEO and/or Board.
10. Work with CEO annually to review and update the Centers' Internal Control Policy.
11. Serve as the lead in coordinating the annual audit process.
12. Comply with reporting requirements of federal, state and licensing agencies.
13. Act as a consultant in areas such as provider contracting, insurance rate negotiations, accounting software and systems, capital purchases and

maintenance, and other areas of SDH centers' activities as requested by CEO.

14. Update job knowledge by participating in educational opportunities and professional readings related to the position and duties of the job.
15. Monitor lease agreements and interface with landlords.

**Key Competencies:**

- Knowledge of accounting and financial reports
- Excellent reporting and communication skills
- Critical and analytical thinking
- Judgment and problem solving
- Deadline-oriented
- Planning and organizing skills
- Attention to detail and high level of accuracy
- Information gathering and monitoring
- Initiative
- Integrity
- Adaptability
- Teamwork and collaboration
- Facility with QuickBooks accounting software and Excel
- Ability to operate basic office equipment skills such as copier, software programs such as Microsoft Outlook, Power point, Word, and Adobe.
- Ability to work effectively with a wide variety of individuals and professionals, including Board members, Board committee members, auditors, state agency personnel, consultants, tenants, and District team members.

**Education and Experience:**

College degree in a related field. Work history of progressively more responsible positions. A minimum of 5 years of comparable experience required, preferably with a non-profit, health services organization.

The SDH Accountant reports to the CEO or Board Chair in her absence.