



BOARD OF DIRECTORS MEETING

April 18, 2019

MINUTES

1. **CALL TO ORDER:** Chair Taverner called the meeting to order at 6:57pm.
2. **ROLL CALL: Present:** Chair Taverner, Vice-Chair Galligan, Secretary Hinshelwood, and Directors Cappel and Young. Also present: CEO Jue, CFO Fama, Development Director Rogoff, PHCD CFO Yee and Sr. Accountant Wang.
Absent: Directors Navarro and Dodge
3. **PUBLIC COMMENTS:** No Public in attendance.
4. **APPROVAL OF MARCH 21, 2019 MINUTES:**
It was moved by Director Hinshelwood, seconded by Director Galligan and approved unanimously to approve the minutes as written. 5/0/0
5. **BUSINESS ARISING FROM THE MINUTES:**
Claremont McKenna College Event, March 21, 2019: Director Hinshelwood reported on the McKenna event last month that he attended with SDH's Intern, Peter Dimitrov. Attendees were mostly students and instructors with few organizations that had sponsored an intern. When asked about SDH's interest in an intern next year, Director Hinshelwood told the College SDH is open, but made no commitment.
6. **REPORT OUT FROM CLOSED SESSION:** Chair Taverner stated the subject and outcome of the closed session will be covered under New Business item 13.A.
7. **CEO REPORT: CEO Jue**
 - A. **School Screenings:** CEO Jue reported that La Honda-Pescadero School Unified District and Bayshore School District in Daly City were awarded a \$570,000 grant for school health services. Amy Wooliever, Superintendent for La Honda-Pescadero, reported to CEO Jue that she will provide SDH with \$24K for screenings and follow-up care and \$15K for case management.
 - B. **IV Sedation:** No new cases have been scheduled. Denti-Cal does not cover anesthesia unless the anesthesiologist is credentialed with Medi-Cal.
8. **CFO REPORT: CFO Fama**
 - A. **FQHC Partnership with the County:** No progress on negotiations and credentialing of SDH dentists put on hold – "no contract, no privileges". The County Dental Director reported that she has not heard any updates either and assured me that she can expedite credentialing when the agreement is signed.



B. Finance Team Meeting: CFO Fama reported on a meeting with Dr. Jue, Ms. Yee and Ms. Kinniburgh to follow up on the revenue cycle consultant recommendations – current practices meet time frames suggested; confirm the final ‘diagnosis’ and correction of the Denti-Cal uncompensated care calculation in Open Dental – correction made and deductions will be back in synch by March financials; and, to check on compliance with the Internal Controls Policy – audited and in compliance. The payroll processing was raised to identify opportunities to reduce staff time.

8. BOARD NOMINATING COMMITTEE: Director Young thanked Board for approving new member Liz Dodge and reported she plans another meeting soon and hopes to bring potential candidates to a future meeting or Board retreat.

9. UNAUDITED FINANCIALS FOR FEBRUARY 2019 AND YTD:

Ms. Wang reviewed the reports included in the meeting materials. Visit volume continues to be 600+ below budget for San Mateo and 200+ above budget at Half Moon Bay. This is due to Dr. Leri needing to move to the Half Moon Bay Center due to issues involving her former dental practice. Ms. Yee presented a year-end forecast that took seven months actual and annualized the numbers through June 30, 2019. Projections suggest that FY 2019 should wrap up with net operating income above budget. There was general approval of this summary report (once the cost per visit by type of payer has been corrected. Director Young suggested some footnotes to explain differences between the two clinics.

10. PROGRESS AGAINST KEY INITIATIVES: CEO Jue

A. IV Sedation: New website page up; outreach will target local dentists through San Mateo Dental Society. Mr. Rogoff noted that the new ‘Contact Us’ tool on the footer of every website page has resulted in 30 completed forms requesting referrals – mostly for pediatric dentists. We also have a report on the number and type of contacts.

B. Mobile: Pescadero visits up due to new coordinator; Casa de Redwood only other mobile client.

C. Outreach Program: School screenings have served over 700 hundred children thanks to dozens of volunteers. At Belle Air in San Bruno, preschool students were screened last week and transitional Kindergarten and Kindergarten this week. The importance of this outreach was illustrated by a five-year-old girl who had life-threatening dental cavities/caries where two teeth had the nerves bulging from the space where her teeth had rotted away. Dr. Jue is in the process of ensuring that the child gets the urgent care she needs; discoveries like this emphasize how early childhood screening and preventative care can deliver lifelong benefit for the child. The Belle Air team were so pleased with how smoothly the screenings were conducted that they would like SDH to be their exclusive partner for oral health screenings.



Director Cappel asked how much each screening costs. **CEO Jue** responded approximately \$18-20/child plus \$35/child for follow up. He suggested perhaps charging \$40/visit and seeking funding to cover that outreach, possibly from employers. CFO Fama suggested that there are ~30,000 Pre and Kindergarten students in the district. **Director Cappel** emphasized that prevention, more than treatment is key to population health. Otherwise, the activity is a significant cost without remuneration for SDH. **CEO Jue** added that Dr. Kumar, the State Dental Director, has early childhood prevention as his primary goal to improve the overall dental health of the state. Should there be funding available from the Tobacco Tax proceed? Worth looking into?

CEO Jue also reported on her presentation to the Dignity Health Sequoia Hospital Community Advisory Committee and the great reception she received. That is the group that made the \$20,000 SDH grant decision and they were very pleased with their decision. A member of the Redwood City School Board, who had attended this meeting, approached Dr. Jue and would like to consider seeking funding for SDH to do more of these types of programs in her school district.

- D. **FQHC Partnership:** Reported earlier. **Director Cappel** suggested we pursue other FQHC's. **Ms. Yee** noted the breakeven potential of negotiating a fair fee from the county to cover Denti-Cal visits. **Director Galligan** expressed concern as to why the county would be reluctant to partner and address their back log.

[Director Cappel left at 8:30 pm due to a meeting conflict.]

11. OLD BUSINESS:

- A. **Mobile Program Business Plan:** **Peter Dimitrov, Intern:** Presentation is attached and made a part of these minutes.
Director Young suggested direct contact and outreach helps build relationships which is more productive than cold call emails. She also asked if he did a financial analysis on the cost of bringing the truck vs. bringing other screening and education services. **Chair Taverner** suggested interviewing competitors' clients to learn why they use them. Chair Taverner thanked Peter for his work and presentation and wished him well in his future endeavors.
- B. **Increasing Visit Volumes:** Deferred due to time and Director attendance
- C. **Board Retreat:** Deferred due to time and Director attendance; there was some agreement that a weekend half day would be 'best', possibly in June.

12. FUNDRAISING: Director Hinshelwood and Development Director Rogoff

- A. **Development Director's Report:** Written report in the meeting materials; no questions were offered.