



**Sonrisas Board of Directors' Retreat
August 24, 2019, 9am-1pm
PHCD Conference Room
1819 Trousdale Drive, Burlingame**

Present: Board Chair—Taverner, Vice Chair—Helen Galligan, CFO—Cheryl Fama, Board of Directors—Sheryl Young, Liz Dodge, Larry Cappel

Also Present: CEO—Tracey Fecher, CED—Bonnie Jue, DDS, Center Director—Pat Kinniburgh, Administrative Assistant—Libby Barnard

Meeting began at 9:08 am

1. Introduction & Objectives—Chair Taverner

- **Review of Agenda:** The objective of the retreat is to review progress against the goals agreed at last year's retreat, both financial and specific, and determine key initiatives for Sonrisas in the upcoming year.
- **FY 18-19 Board Retreat and FY 18-19 Results Summary:** Based on the FY18-19 Summary, SDH's financial and patient visit goals have been met. Moving into FY19-20, Sonrisas' leadership team will continue tracking metrics relating to patient visit performance. Sonrisas will also explore new avenues of revenue by negotiating rates with Delta and looking at all insurance contracts.
- **Board Director Young** expressed concern for public servants who are increasingly looking for affordable dental and medical plans. Workforce is leaving the county because they cannot meet SMC living costs on their income. Teachers and similar key workers are becoming the new "poor" in SMC.

2. Key Initiative: Operational Constraints—CEO Fecher

- **Constraints and their Impact on Day to Day Operations include:** a shortage of dental assistants, who are among the demographic that is leaving the county to find somewhere cheaper to live and/or flexible working hours, due to family constraints.
- **Board Director Cappel** noted that Sonrisas is competing with organizations and tech companies that often offer a generous benefits package and PTO. Sonrisas should consider increasing the DA pay scale and offer an employee referral bonus.
- **An HR Work Group** will be created to focus on staffing issues. Topics could include dental assistant pay scale, PTO policies, AEGD program, relationships with local adult schools and overall recruiting of key SDH positions. Group will also explore opportunities for SDH to add its voice to the housing crisis conversation.
- **Key Performance Indicators**, such as patient visits, percent payer mix, and financials help Sonrisas track YTD results and if any adjustments are required. Additional KPIs to be considered are revenue and salary forecasts, dentist

productivity and program outcome measurements. It was suggested that SDH investigate whether there are KPI's generally used by the dental profession. Retention of patients, our impact, position against competitors and other KPIs are important to our narrative as an organization. Once defined, these KPIs will be reviewed at future board meetings.

3. Key Initiative: FQHC Contract—CEO Fecher

- **Overview of Operational Implementation:** Currently there are 2,000 patients on the County's waitlist and roughly 450 on Sonrisas' waitlist. SMMC will screen and select patients from their waiting list; initially, Dr. Torrey will begin seeing FQHC patients one day per week at the San Mateo center.
- Progress of this partnership will be reviewed at Sonrisas' January 2019 board meeting. In addition, representatives from Sonrisas will go to a Board of Supervisors' meeting and deliver an update during public comments at an appropriate time.
- **Factors To Monitor how the program is working** will include the effectiveness and efficiency of the clinic and staff, amount of time spent by care coordinators, the quality of care SDH is able to provide after the implementation, and the overall cost-effectiveness. Sonrisas will monitor how EMR and X-raying impacts the patient experience and workflow processes, the cost of labs and procedures, procedure scheduling in conjunction with policy.
- **Progress against Clinic Expansion:** As Sonrisas fulfills this contract with SMMC, there is growing interest in outfitting Room 8. A budget will be prepared, including cost of cabinetry and conversion of the mobile chair to a permanent one.
- **Miscellaneous Considerations:** At the end of the day, what will Sonrisas' "real waitlist" be like? Is there a possibility that Sonrisas could become an FQHC or FQHC look alike in the future, or model their work after a clinic like Dientes? Should Sonrisas look at NEMS as they move into SMC?

4. Key Initiative: School Screenings—Dr. Bonnie Jue

- **Screenings Overview:** This program positions Sonrisas in the community as a leader in pediatric preventative oral health, provides a strong relationship with school districts seeking to fulfill an unfunded mandate and is an appealing program to funders.
- **Metrics from Previous Screenings** will allow SDH to present a coherent story in grant proposals and to potential funders. Sonrisas will develop a robust cost estimator for school screenings, including cost of staff, and will reach out to Sunlight Giving to gauge support for a systemwide screening program. CFO Fama will provide data measuring children eligible for free school lunches as a proxy for kids lacking dental care.
- **Other Considerations:** Provide an identifying T-shirt to staff and volunteers? Explore the opportunity to create a hybrid ATC/ School Screening Program.

5. Key Initiative: Development Strategy—CEO Fecher

- **Development Goals for FY19-20:** Track relationships with major and small gift donors. Hire a director of development to manage major and small gifts, and events, with the goal of maintaining and building a pipeline for subsequent years. Board Members are asked to share five names of potential philanthropists at a future board meeting. Work towards aligning our brand and the stories we're telling to increase the personal connection SDH is making with funders.
- **Update from PHCD:** Goal is to forgo 3+ monthly drawdowns in the FY 2019-2020. There was a suggestion from CFO Fama that it might be possible for unused funds could be used to outfit three operatories in the San Mateo Clinic.
- **Sequoia Healthcare District:** Given the success of performance against the current grant, explore whether Sonrisas can do more to meet the district's needs. SHD's CEO has expressed an interest in school screenings for Redwood City.

6. Summary and Next Steps: Chair Taverner

- Notes and Ideas from Discussions
- Ideas to Follow Up/Investigate/Implement
- Investigate negotiating rates with insurance contracts, in particular Delta Dental.
 - Larry will provide input to Tracey
- Implement a Staffing Workgroup
- Implement Key Performance Indicators (KPI) for SDH
 - Tracey to review KPI progress at future board meetings
- Follow up with San Mateo County Board of Supervisors, keeping them informed of contract implementation progress
 - Idea: Attend a meeting and speak during public comment time to thank them and provide an update
- Follow up on FQHC pilot and give SDH board an update on progress in January
- Follow up with SDH board about public dental insurance waitlist
- Investigate FQHC critical success factors to track impact to SDH's patient experience, operations and financial outcomes
- Implement robust cost calculator for School Screenings
- Investigate following up with Cabrillo Unified new superintendent to discuss school screenings
 - Nigel will reach out
- Investigate Sunlight Giving as a possible funder for a systematic dental school screening program in San Mateo County
- Follow up on board members sharing 5 names of possible donors
- Investigate Sequoia Health Care District engagement with SDH
- Follow up, providing SDH board more clarity on definition of restricted vs. unrestricted grants
- Implement hiring process for Development Director

7. Adjournment –1:06

Written By
Libby Barnard

Approved By
Chair Nigel Taverner:

