



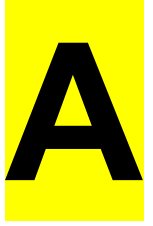
**Sonrisas Board of Directors' Retreat
August 24, 2019, 9am-1pm
PHCD Conference Room
1819 Trousdale Drive, Burlingame**

(Parking behind building.)

A G E N D A

Breakfast provided and available at 8:30 am.

- | | |
|---|------------|
| 1. Introduction & Objectives: Chair Taverner (9:00-9:25) | Tab |
| A. Review of Expanded Agenda | A |
| B. FY 18-19 Board Retreat and FY 18-19 Results Summary | B |
| 2. Key Initiative: Operational Constraints-CEO Fecher (9:25-10:00) | |
| A. Constraints and their Impact on Day to Day Operations | |
| B. Brainstorm possible solutions | |
| 3. Key Initiative: FQHC Contract- CEO Fecher (10:00-10:45) | |
| A. Operational Implementation and Contract | |
| B. Discussion | |
| <i>BREAK 15 min</i> | |
| 4. Key Initiative: School Screenings- Dr. Bonnie Jue (11:00-11:45) | C |
| A. Past Screenings, Findings, and Estimated Costs | |
| B. Grants for the School Screenings Program | |
| 5. Key Initiative: Development Strategy- CEO Fecher (11:45-12:30) | |
| A. Development Goals for FY19-20 | |
| B. Strategies and Tactics to Meet Goals | |
| 6. Summary and Next Steps: Chair Taverner (12:30-1:00) | |
| A. Notes and Ideas from Discussions | |
| B. Ideas to Follow Up/Investigate/Implement | |
| 8. Adjournment | |



Sonrisas Dental Health Board Retreat

WORKSHOP OBJECTIVE: The Board to evaluate Sonrisas' proposed key strategic initiatives for FY 2019/20 and agree next steps.

OUTCOME: Confirmation of key initiatives and next steps/strategies defined during the workshop.

OVERALL PRIORITY: Sonrisas continues to improve its financial position while looking for opportunities to expand our mission activities

Meeting Members: Nigel, Helen, Larry, Ron, Sheryl, Liz, Cheryl, Dr. Bonnie, Tracey, Libby, Pat
Not available: Clyde

| Agenda Item | Pre-reading/Information Provided |
|--|---|
| Review Sonrisas' Mission and how well we are doing | FY18-19 Summary.pdf |
| School Screenings | School Screening Background Materials Document for information on Spring School Screenings, Outcomes of those screenings and grants submitted for screenings. (School Screening Background.pdf) |

| Time | Session | Content | Who's Leading? |
|----------------|---|---|----------------|
| 9-9:10 | Review agenda and objectives for the day | <ul style="list-style-type: none"> The Agenda | Nigel |
| 9:10-9:25 | Review Sonrisas' Mission and how well we are doing | <ul style="list-style-type: none"> Review decisions/outcomes from 2018 board retreats. Summary of FY18-19 results | Nigel |
| 9:25 - 10:00am | Key Initiative: Operational Constraints <u>Questions:</u> <i>What are the biggest constraints?</i> <i>How can Sonrisas mitigate staffing pressures?</i> | <ul style="list-style-type: none"> Review constraints and their impact on day to day operations Brainstorm possible solutions | Tracey |

| Time | Session | Content | Who's Leading? |
|-------------------|---|--|----------------|
| 10:00– 10:45am | <p>Key Initiative: FQHC</p> <p><u>Questions:</u></p> <p><i>What will constitute success?</i></p> <p><i>What aspects of the implementation should we focus on during the initial contract?</i></p> <p><i>What effect could FQHC have on the patient mix Sonrisas serves?</i></p> <p><i>What does the board want to track in the FQHC pilot?</i></p> | <ul style="list-style-type: none"> • Review FQHC operational implementation and contract details • Discuss implications and potential issues • Identify what to monitor to assess impact/success of contract. | Tracey |
| 10:45- 11:00am | Break | | |
| 11:00- 11:45am | <p>Key Initiative: School Screening</p> <p><u>Questions:</u></p> <p><i>Should school screenings be a key initiative and program revenue source?</i></p> <p><i>Enough demand? Enough funding?</i></p> <p><i>What are the implications for staffing?</i></p> | <ul style="list-style-type: none"> • Review screenings delivered, funding, and estimated cost of Spring 2019 screenings, including impact and challenges • Review grants awarded/pending for school screenings | Bonnie |
| 11:45- 12:30pm | <p>Key Initiative: Development</p> <p><u>Questions:</u></p> <p><i>What are the right development strategies for Sonrisas?</i></p> <p><i>What tactics should be explored to meet the development goals?</i></p> | <ul style="list-style-type: none"> • Review development goals for FY19-20 • Discuss strategies and tactics to meet goals | Tracey |
| 12:30- 1:00pm | Summary and Next Steps | <ul style="list-style-type: none"> • Revisit discussions and notes/ideas made on flip charts • Confirm ideas to follow up/investigate/implement | Nigel |

B

FY 18-19 Patient Visit Volume / Percentage of Visits by Payer

| | Patient Visits | | % Visits by Payer | |
|-------------------------|----------------|--------|-------------------|--------|
| | Budget | Actual | Budget | Actual |
| Commercial Insurance | 575 | 571 | 5% | 4.7% |
| PPO | 2,575 | 2,508 | 22% | 22.3% |
| Public Dental Insurance | 6,715 | 6,551 | 59% | 58.3% |
| Private Pay | 270 | 431 | 2% | 3.9% |
| Affordable Plan | 1,110 | 853 | 10% | 7.9% |
| Farmworker | 212 | 324 | 2% | 2.9% |
| Total | 11,457 | 11,238 | | |

FY18-19 Budget vs. Actual

| | Budget | Actual |
|----------------------------|---------------------|---------------------|
| Program Income | \$ 1,653,426 | \$ 1,721,368 |
| Other Income | \$ 1,108,996 | \$ 1,234,899 |
| Total Income | \$ 2,764,431 | \$ 2,956,267 |
| Direct Program Cost | \$ 1,927,199 | \$ 1,847,427 |
| Program Cost | \$ 1,524,251 | \$ 1,404,726 |
| Total Expenses | \$ 3,451,450 | \$ 3,252,153 |
| Net Ordinary Income | \$ (689,019) | \$ (295,855) |



Sonrisas School Screenings March to May 2019 - Screened 854 Children

| School Name | Hatch | El Granada | Farallone View | Hoover | Pescadero Middle & High | La Honda | Belle Air Preschool | Belle Air Elementary | Pescadero Elementary | |
|--|-----------|------------|----------------|------------------------|-------------------------|--------------------|---------------------|----------------------|----------------------|----------|
| School District | Cabrillo | Cabrillo | Cabrillo | Redwood City | La Honda/Pescadero | La Honda/Pescadero | San Bruno Park | San Bruno Park | La Honda/Pescadero | |
| | 2/8/2019 | 3/22/2019 | 3/25/2019 | 3/27/2019 | 4/3/2019 | 4/9/2019 | 4/11/2019 | 4/17/2019 | 5/7/2019 | |
| Screeners | | | | | | | | | | |
| # of Paid Dr, Hygenist | 1 | 1 | 1 | 2.5 | 3 | 2 | 0 | 2 | 2 | |
| # of Volunteer Dr, Hygenist | 2 | 2 | 2 | 0 | 0 | 0 | 3 | 0 | 1 | |
| Coordinator (on day of screening) | | | | | | | | | | |
| Paid Coordinator | 1 | 0 | 0 | 1 | 0 | 1 | 1 | 1 | 0 | |
| Volunteer Coordinator | 0 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 1 | |
| Fluoride Varnish | | | | | | | | | | |
| # of Paid Staff | | | | | | *Screeners | | | 1 | |
| # of Volunteer Staff | | | | 4 | | | | | | |
| Oral Health Education | | | | | | | | | | |
| # of Paid Staff | 1 | | 1 | | | 1 | | | | |
| # of Volunteer Staff | | 1 | | 1 | | | 1 | 1 | 1 | |
| Assistants | | | | | | | | | | |
| # of Paid Assistants | 1 | 2 | 2 | 2 | 2 | 1 | 0 | 1 | 0 | |
| # of Volunteer Assistants | 0 | 1 | 1 | 2 | 0 | | 4 | 1 | 2 | |
| Follow-Up Care Coordinator (paid) | | | | | | | | | | |
| | | | | 1 | 1 | 1 | 1 | 1 | 1 | |
| Total Number of Volunteers | | | | | | | | | | |
| | 2 | 5 | 4 | 6.5 | 1 | 0 | 8 | 2 | 5 | |
| Total Number of Paid Staff | | | | | | | | | | |
| | 6 | 8 | 8 | 12 | 6 | 5 | 9 | 6 | 8 | |
| # Students School Wanted Screened | | | | | | | | | | |
| | 180 | 150 | 120 | 180 | 156 | 70 | 104 | 56 | 100 | 1116 |
| Actual Number Screened | | | | | | | | | | |
| | 98 | 135 | 101 | 146 | 126 | 43 | 72 | 52 | 81 | 854 |
| Actual Number FV Received | | | | | | | | | | |
| | | | | 41 | | 33 | | | 42 | 116 |
| Source for Screening Funding | | | | | | | | | | |
| Funding Amount | | | | Sequoia Hospital Grant | District Contract* | District Contract* | | | District Contract* | |
| | | | | \$10,000 | \$10,268 | \$3,580 | | | \$6,900 | \$30,748 |
| Estimated Cost of Screening | \$2,650 | \$2,900 | \$2,700 | \$9,600 | \$8,900 | \$4,000 | \$4,500 | \$4,000 | \$6,200 | \$45,450 |
| Net Income | (\$2,650) | (\$2,900) | (\$2,700) | \$400 | \$1,368 | (\$420) | (\$4,500) | (\$4,000) | \$700 | |

* District Contract included \$16,000 for follow-up care coordination. Contract also allowed for billing of \$18,252 for dental treatment, of which \$11,875 has been rendered to their students at both SDH centers. More treatment is planned through duration of grant.

Sonrisas School Screenings Outcomes Spring 2019

| | Hatch | El Granada | Farallone View | Hoover | Pescadero HS | La Honda | Belle Air Preschool | Belle Air Elementary | Pescadero Elementary | TOTALS | |
|--|--|------------|----------------|--------|--------------|----------|------------------------|-------------------------|-------------------------|------------|-------------------|
| Number of Screenings | 98 | 135 | 101 | 146 | 126 | 43 | 72 | 52 | 81 | 854 | |
| Received Fluoride Varnish | | | | 41 | | 33 | | | 42 | 116 | |
| Individuals with Decay | 23 | 31 | 20 | 54 | 7 | 14 | 22 | 19 | 15 | 205 | 24% |
| Class 1: No visible issues | 1 | 80 | 56 | 49 | 39 | 26 | 50 | 23 | 50 | 374 | 44% |
| Class 2: Individual needs non-emergency dental attention | 93 | 49 | 42 | 76 | 82 | 17 | 18 | 22 | 27 | 426 | 50% |
| Class 3: Individuals in need of urgent dental attention | 4 | 5 | 3 | 21 | 2 | 0 | 4 | 6 | 4 | 49 | 6% |
| | | | | | | | | | | | % Of Total |
| Guardians contacted with response | Schools did the Follow-Up Coordination | | | 97 | 54 | 29 | 36 | 14 | 24 | 254 | 49% |
| Guardians contacted with voice messages | | | | 36 | 19 | 9 | 24 | 10 | 6 | 104 | 20% |
| Number of guardians not reached | | | | 11 | 21 | 5 | 12 | 2 | 4 | 55 | 11% |
| Number of families interested in becoming patients at Sonrisas Dental Health | | | | 17 | 22 | 1 | 6 | 4 | 7 | 57 | 11% |

Grants Pipeline For School Screenings FY 19-20

| Name of Organization | Description of Grant | Amount | Status |
|--|--|------------------|---------------|
| Sequoia Hospital (Dignity Health) - 2019 | 200 Screenings in Redwood City, plus FV and Care Coordination | \$10,000 | Awarded |
| La Honda-Pescadero Unified School District | 325 Screenings in La Honda, Pescadero; plus FV and Care Coordination and Treatment | \$39,000 | Invoiced |
| AAPD Healthy Smiles Healthy Children | 400 Screenings for children | \$20,000 | Awarded |
| Wells Fargo Foundation | 640 Screenings for children | \$25,000 | Pending |
| Half Moon Bay City Council | 200 Screenings for children on the Coastside | \$10,000 | Pending |
| Patterson Foundation | 800 Screenings for children | \$20,000 | Pending |
| Sequoia Hospital (Dignity Health) - 2020 | 300 Screenings in Redwood City, plus FV and Care Coordination | \$20,000 | Pending |
| Mattel Foundation - LOI | LOI Pending for school screenings | | Pending |
| Mills Peninsula Medical Center (Sutter Health) | Screenings for children on the Coastside; plus Care Coordination | \$20,000 | In Discussion |
| | | \$164,000 | |