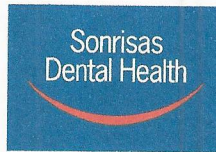




**Board Meeting Minutes  
October 17, 2019, 6:30 PM  
San Mateo Center Board Room**

1. **CALL TO ORDER:** Chair Taverner called the meeting to order at **6:28pm**
  - **ROLL CALL – Present:** Chair Taverner, Vice Chair Helen Galligan, Secretary Clyde Hinshelwood, Directors Liz Dodge, Sheryl Young and Larry Cappel. **Also present:** CEO Tracey Carrillo Fecher, CFO Cheryl Fama, Center Director Pat Kinniburgh, Community Engagement Director Bonnie Jue DDS, Sr. Accountant Tina Wang, Administrative Assistant Libby Barnard.
  
2. **MISSION MOMENT:** **CEO Fecher** shared that Ralph Sharp, a member of the public who was in attendance last month, has been working with the administrative assistant on a flyer for the affordable scale program. Due to a cancelled appointment, SDH was able to see Mr. Sharp when he was in the office to discuss the flyer.  
She also gave an update on the farmworker patient in the previous month's mission moment (postponing her root canal and crown due to impending lay-off). Since the board meeting, Sonrisas has signed a contract with the farmworker program to provide 10 root canals and crowns. She will be one of those patients.
  
3. **PUBLIC COMMENTS:** No Public in Attendance.
  
4. **APPROVAL OF BOARD MINUTES:** It was motioned by Larry Cappel, seconded by Helen Galligan, and approved to accept the minutes for the September board meeting as written. Director Young abstained from voting due to her absence at last month's board meeting.
  
5. **CEO REPORT – Progress Against Key Initiatives:**
  - Sonrisas' leadership team focused on HR in the last month, hiring two Care Coordinators, one of whom speaks Spanish and has experience in Open Dental. SDH implemented a new secure email system and has been addressing ways to streamline the HR workflow.
  - **CEO Fecher** also reported that she and **CFO Fama** have been working with a space planner to create efficiency at the San Mateo Center. With this plan, they hope to create additional storage for the clinic, build out two additional operatories and build in more workstations to accommodate staffing growth. **CFO Fama** added that the goal is to make Sonrisas more welcoming and give the space a more professional look when touring funders and community partners. **Director Hinshelwood** inquired whether similar capital improvements will be made at the Coastside Center. **CEO Fecher** clarified that making improvements to Coastside is a high priority, but we should wait to see if the FQHC contract will be expanded to cover the Coastside. In addition, it may be time to consider moving to a larger location there. The minimum improvements needed include flooring, paint and A/C, which will take a considerable amount of planning to



minimize disruption. **CEO Fecher** will bring a capital improvement plan for the San Mateo clinic to the next Board meeting.

- **FQHC County Partnership** - Due to an eCW version update at SMMC, Sonrisas will not start training until after December 2<sup>nd</sup>. Sonrisas has had to postpone implementing the contract until after the training. Supervisor Pine is scheduled to visit Sonrisas and preview the mobile program at the end of October. He will also receive an update on how the contract is moving forward.
- **Outreach—Dr. Bonnie Jue** highlighted that Sonrisas received \$24.5K in equipment donations – surplus to a UOP research project - which can be used for mobile and clinic. Upcoming outreach events include a school screening visit to Hoover Elementary with 10 volunteers from University of Pacific dental school. **Director Galligan, CFO Fama,** and **CEO Fecher** attended the Leaders in Action Equity and Oral Health conference to learn more about the future of Medi-Cal Dental. **CEO Fecher** is participating in a San Mateo County contracting work group to increase networking opportunities. Sonrisas will host a table at the Half Moon Bay Farmers’ Market at the end of the month.
- **Dental Integration Meeting—**The Health Plan of San Mateo (HPSM) voted unanimously to approve a pilot program for dental integration, i.e. DentiCal, effective January 2021. In the first year the reimbursement rate for Medi-Cal Dental will be increased by 30%, increasing to 40% in the second year. Current research is being conducted on ways to streamline payment. Since Sonrisas is a large provider of public insurance in SMC, **CEO Fecher** will be looking for ways to have a seat at the table for conversations about the pilot implementation.

## 6. CFO REPORT

- **September Report—** no written report but **CFO Fama** discussed support for the development of a capital improvement plan for the San Mateo office.

## 7. UNAUDITED FINANCIALS

- **August Report—**Sonrisas had 988 patient visits, 16 above budget and 25 more than July. The prior period adjustment to income was triggered by tobacco tax received. Sonrisas received \$1k from Children’s Oral Health Foundation, and \$3094 in total raffle ticket sales. Total expenses were \$20k less than prior month. Net Income was \$26K, with YTD net income \$95K better than budget, resulting in YTD cashflow of \$88K, which presents a strong cash position in August performance.
- **Updates to Dashboard—****Director Galligan** requested to see comparative previous year’s month figures in future reports, which suggestion was positively received.
- **Ms. Wang** noted that the report separates Coastside and San Mateo budgets, showing the different payer types, and PDI adults and PDI children, to help forecast budgeting and fundraising goals. Future reports will also reflect quarter performance.

## 8. FUNDRAISING

- **Development and Grant Activity Report—**Sonrisas was awarded \$50K from Stanford Hospital, applied for \$40K from Kaiser Permanente and was invited to apply for a \$40K





grant from Lucile Packard Children's Hospital, to be allocated half towards Access To Care for children and half towards school screening. The Healthy Community Collaborative relationships should continue to give opportunities to Sonrisas. Sonrisas continues to look for a Director of Development. Following up from the September board meeting, board members were asked to share their suggestions for five potential major donor targets. **Director Young** suggested exploring partnerships for a capital improvements campaign for the Coastside clinic through our current connections.

- **Fall Campaign**—**Chair Taverner** and **Director Dodge**, along with **Secretary Hinshelwood** are spearheading a campaign to share the Sonrisas story with new and existing donors, encouraging them to donate. **Director Dodge** and **Ms. Barnard** will create a flyer to be distributed at the Half Moon Bay Farmers' Market, and the team will collaborate on a newsletter to be released towards the close of the year.

#### 9. KEY PERFORMANCE INDICATORS

- **Research of Dental KPIs**—**CEO Fecher** and **Center Director Pat Kinniburgh** conducted research to find the most valuable Key Performance Indicators for driving business in a dental clinic, with the goal of increasing the financial outcomes which will support increasing Sonrisas' capacity to serve additional patients. Production is affected by the type of procedures dentists have on their schedules and the allotted time to complete these procedures. This will be one of the first areas of focus for the KPI project.
- **Next steps**—**CEO Fecher** and **Ms. Kinniburgh** will focus on collecting data on production, case acceptance rates, scheduling and how to reduce cancelations and no-shows. In future quarterly reporting, metrics will be added to the financial dashboard to begin measuring productivity.


10. **BOARD NOMINATION COMMITTEE**—**Director Young** reported that the committee will meet before the next board meeting to discuss board member candidates (suggestions to be sent to her, please) and the organization's bylaws. The committee will present any candidates and the findings regarding bylaws at the November board meeting. **Director Young** also discussed the idea of expanding the committee oversight to include board governance as well as nomination.

11. **SUGGESTED AGENDA ITEMS FOR NEXT MEETING**—A quote for capital improvements and board nominating committee findings will be added to the November 21<sup>st</sup> board meeting.

12. Meeting was adjourned at **8:11pm**

Minutes by **Libby Barnard**

Approved by:

  
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**Clyde Hinshelwood**  
