



## Board Meeting

March 19<sup>th</sup>, 2020, 6:30 PM  
Teleconference Via Zoom

1. **CALL TO ORDER AND ROLL CALL** – Chair Taverner called the meeting to order at 6:37pm
  - **ROLL CALL—Present:** Chair Nigel Taverner, Vice Chair Helen Galligan, Secretary Clyde Hinshelwood, Directors Sheryl Young and Liz Dodge
  - **Also present:** CEO Tracey Carrillo Fecher, CFO Cheryl Fama, Community Engagement Director Dr. Bonnie Jue, Administrative Assistant Libby Barnard, Center Director Pat Kinniburgh, Dental Director Dr. Torrey Rothstein, Sr. Accountant Tina Wang.
  - **Absent:** Directors Rick Navarro and Larry Cappel
2. **MISSION MOMENT** – CFO Fama
  - Representing Sonrisas Dental Health, CEO Tracey Fecher and Libby Barnard attended the March Burlingame Rotary Club meeting. **CEO Fecher** gave a presentation on Sonrisas' care and impact in the community. Rotarians filled 833 oral health goodie bags that will be given to children participating in upcoming school screenings. **CFO Fama** noted that it was remarkable to see that the food service staff at the event were so touched by the work that Sonrisas does that they helped fill bags and promised to tell their family and friends about Sonrisas. At the launching of Sonrisas' San Mateo location, the club granted Apple Tree Dental \$30k. **Director Young** commented on the Rotarians' warm reception of the presentation and goodie bag assembly station.
3. **PUBLIC COMMENTS** – No Public in Attendance
4. **APPROVAL OF BOARD MINUTES:** **Chair Taverner** noted that questions raised in the February board meeting regarding Intacct and server security issues had been addressed. He thanked **Director Hinshelwood** for reviewing the contract with Intacct.
  - **Director Hinshelwood** *motioned to approve the minutes from the board meeting on February 20, 2020. The motion was seconded by Chair Taverner and was unanimously approved. 5/0/0*
5. **CFO REPORT**
  - **CFO Fama** referenced her one-page report (see board packet pg. 7), which reflects a strong Year to Date and financial position, provides an update concerning funding for another operatory at the San Mateo Center and further addresses Intacct security concerns, which have been satisfactorily addressed. She noted the purchase of a privacy app to further ensure the HIPPA security of the organization's data.
6. **UNAUDITED FINANCIALS for January 2020**
  - Sonrisas' overall cash position is strong with the highest monthly visits (1091) and a highest revenue of \$172K, both YTD. SDH received \$125,315 in donations: \$1,791 from individual donations; \$47,183 released from restricted grants; \$75,000 from PHCD; and \$1,341 in dividends & other income. Total expenses were

\$295,791—\$26,720 better than budget. Ms. Wang reported \$2,182 in net income and YTD net income is \$301,617 better than budget.

- **Chair Taverner** highlighted that this report reflects a typical, good month. Comparing SDH's patient revenue to expenses, and excluding depreciation as a non-cash item, Sonrisas must find about \$112K a month to cover the gap.
- **Director Hinshelwood** asked for clarification on the cause of direct cost. **Ms. Wang** explained that Sonrisas had a new hire which led to an increase in direct costs. **CEO Fecher** also explained that some of the funds from the indirect category has been channeled to help support direct clinic costs, as the need for resources have increased in Care Coordination. Sonrisas' costs are still under budget overall.

## 7. CEO REPORT

- There were no comments or questions about CEO Fecher's report.
- SDH is following the recommendation of the American Dental Society (ADA) and County of San Mateo, by halting all non-essential dental services, providing service on an urgent or emergency basis only.
- **Director Dodge** asked for a clarification about how non-essential and emergency treatments are defined. Dental Director **Dr. Torrey Rothstein** explained that they are defined based on the CDA and ADA, as well as using clinical judgement, cognizant of supply chain.
- **Chair Taverner** asked the board to spend the rest of the meeting time to determine how to proceed during the Covid-10 Shelter in Place order.
- **How long does the board anticipate this order lasting?**  
**Director Young** noted the current Shelter in Place order last through April 7th and that local schools are not expected to resume for the remainder of the school year. **Vice Chair Galligan** expressed that the board was morally obligated to pay staff through that period. **CFO Fama** said that it is difficult to predict how long this will last but referring to school closures could indicate an extended order beyond the April 7<sup>th</sup> date. She suggested looking a plan for Sonrisas in terms of phases and to spend time reviewing government aid that would be available to staff. **Vice Chair Galligan** advised making a decision through April 7<sup>th</sup> and then revisiting Sonrisas' plan at the next board meeting.
- **Chair Taverner** raised the idea of laying off employees or putting them on furlough. **Vice Chair Galligan** responded that she was unaware that that was a consideration. **Chair Taverner** noted that it is a consideration in the interest of keeping Sonrisas viable so there is an organization for employees to return to.
- **CEO Fecher** presented Sonrisas' cash position, weekly staffing expenses and weekly fixed costs, as well as revenue sources and amounts. **See Board Packet pg 18-19.** **CFO Fama** inquired whether there were restrictions on current grants and recommended to reach out to grantors to secure the grant monies, regardless of delays on deliverables. CEO Fecher and the Director of Development are in the process communicating with grantors.
- **CEO Fecher** also reviewed government programs available to staff in the case of furlough and partial furlough. **CFO Fama** highlighted the Family First Coronavirus Response Act, which would allow for paid sick leave for employees under many new circumstances. She recommended researching the options available.
- Center Director **Pat Kinniburgh** reported that appointments have been canceled through April 6<sup>th</sup> and Sonrisas is poised to return to operations on April 7<sup>th</sup> or could get the schedule filled for the week as soon as a day before returning to operations. **Dr. Torrey** reported N95 masks will likely become the new norm for dentists.
- **CEO Fecher** presented to the board a run rate simulator for compensating employees, with the goal of keeping Sonrisas a viable entity for staff to return to. She reiterated the main questions: How long should the board plan for and how much money do they want in the bank at the end? **CEO Fecher** noted that if employees are paid fully or partially, not all staff will have work to do during the shelter in place. **CFO Fama** reiterated that further research should be done about what resources the government will provide to staff.
- **Director Hinshelwood**, quoting the advice of former board member, Judy Macias, suggested that we should "work to our brand" and inquired about potential projects that non-working staff could do during this time. **Director Hinshelwood** commented that it is the board's responsibility to give staff a purpose.

- To help staff stay connected to Sonrisas, the board discussed several projects that on-call staff could pilot during this time, including the following:
    - Professional Trainings related to dentistry
    - Virtual Q&A sessions
    - Virtual Special Topics sessions
    - Virtual one on one conferences with existing high-risk patients
    - Virtua Oral Health education to older individuals and through elementary schools
  - **CFO Fama** suggested that committees be created, and staff encouraged to come up with their own ideas. She offered her team at PHCD and her network to help propel these programs.
  - **Chair Taverner** proposed to approve the following motion by roll call vote. The motioned passed unanimously with five votes in favor from Chair Taverner, Vice Chair Helen Galligan, Secretary Clyde Hinshelwood and Directors Liz Dodge and Sheryl Young.
    - *The Sonrisas board committed to pay all staff their current pay until April 7<sup>th</sup>*
    - *A special board meeting will be held to review the situation before that date tentatively on Thursday April 2<sup>nd</sup>*
  - In addition, on the recommendation of **CFO Fama**, three work groups will be created to cover Creative Fundraising Outreach Marketing and Community Connection, Oral Health Education and Research for Assistance through Recent Legislation
8. **BOARD RETREAT DATE AND AGENDA**
- **Chair Taverner** proposed September 12, from 11- 5pm for the 2020 Board Retreat.
  - **Director Young** will inquire into a venue on the Coastside.
9. **SUGGESTED AGENDA ITEMS FOR NEXT MEETING (April 16)**
- **Director Hinshelwood** asked to add a conversation about the safety of clinical staff while caring for emergency-visit patients. Sonrisas' Supervising RDA is looking for masks, though supplies are scarce.
  - **CFO Fama** suggested connecting with construction people. **CEO Fecher** is in touch with a contact that might be able to donate masks. **Vice Chair Galligan** suggested posting this need on Nextdoor.
10. Meeting was adjourned at **8:30pm**.

Written and Submitted By  
Libby Barnard

Approved by

Board Chair Nigel Taverner