



**Board Meeting
April 30th 2020, 6:30 PM
Teleconference Via Zoom**

MINUTES

1. **CALL TO ORDER AND ROLL CALL** – Chair Taverner called the meeting to order at 6:32pm:
 - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan, Secretary Clyde Hinshelwood, Board Members Larry Cappel, Sheryl Young, Liz Dodge
 - **Also Present:** CEO Tracey Fecher, CFO Cheryl Fama, Center Director Pat Kinniburgh, Dental Director Dr. Torrey Rothstein, Community Engagement Director Dr. Bonnie Jue, Sr. Accountant Tina Wang, Administrative Assistant Libby Barnard
 - **Absent:** Director Rick Navarro

2. **APPROVAL OF BOARD MINUTES:** *Chair Taverner* motioned to approve the minutes for the meeting on April 2, 2020, seconded by **Director Young** and approved to accept. Ayes: Directors Hinshelwood, Dodge, Cappel, and Vice Chair Galligan.

3. **MISSION MOMENT** – **CEO Fecher** shared a story about the Virtual Oral Health Program. Dr. Torrey Rothstein recently made a virtual oral health presentation to a kindergarten class that his son attends. The presentation was engaging and well-received. Later while walking in his neighborhood, he received several shoutouts from children that had been watching the video presentation. One little girl shared that she had a loose tooth (a big deal in kindergarten)!

4. **PUBLIC COMMENTS** — No public in attendance.

5. **CEO REPORT** – **CEO Fecher**
 - Since the last board meeting, 27 staff have been furloughed, as of April 13th. Employees have been paid out \$26K in PTO. The staff meeting in which the furlough was announced was difficult, but not unexpected by the staff. Supervisors have kept in touch with staff through phone calls and email check-ins. Twenty staff signed up for an employee group (of which 10 are currently furloughed), where staff are able to share how they are doing and what they are up to during shelter in place. It also is a way for the leadership team to give updates on what they are learning dentistry and COVID-19 to prepare staff about what reopening will look like. CEO Fecher mentioned that supervisors were careful in the furlough announcement not to guarantee that staff would return at any certain date or all at once, considering the uncertainty around the pacing of reopening. Both the Center Director and CEO have answered questions for furloughed staff as they apply for unemployment. Due to the overburdened system, some staff have yet to receive their checks and are concerned. **Director Hinshelwood** asked for the FTE equivalent of the 27 staff that were furloughed. **CEO Fecher** said she would follow up with that information.
 - **Update on Operations and Projects:** Dr. Laurie Jue and Dr. Torrey Rothstein have provided 24/7 phone support to existing patients, with 7-14 patient phone calls per week. While some of the phone calls can be billed out, the revenue is minimal. Along with the Center Director, Pat Kinniburgh, they have been researching tele-dentistry. The clinical team has also been following closely the recommendations from CDC, ADA, CDA and CDPH for PPE and treatment. Two dentists and one hygienist are taking Emergency Family Leave for part of their normal hours, which will give Sonrisas a credit back on payroll

taxes. The clinical team will continue to be available for patient calls and emergency treatment and prepare for reopening the clinic. **Dr. Rothstein** added that Dr. Laurie Jue has been the primary clinician handling patient calls, with Pat Kinniburgh as second on-call.

- The Center Director has been working on posting and depositing payments, improving policies and procedures and researching topics surrounding reopening the clinics. She is also ordering PPE and equipment and developing an annual work plan.
 - The Administrative Assistant has been overseeing marketing via social media and communications to donors, along with the Director of Development. Libby Barnard is also assisting closely in fundraising projects, such as Coastside Gives, Outreach projects and Board relations. After Coastside Gives, she will be transferring documents and funder information to GrantHub.
 - CEO Fecher registered Sonrisas for an EID loan. She is working with the team to forecast patient visits and vacancy rates. In May, Senior Accountant Tina Wang will be implementing Intacct and creating next year's budget. **Chair Taverner** asked whether Sonrisas has applied for a FEMA loan. **CEO Fecher** replied that she is currently in the process of applying, which would provide funds for PPE. In addition, she is intending on applying for an FCC grant for tele-dentistry costs.
 - **Director Hinshelwood** inquired whether Sonrisas had been in touch with the Nueva School yet – the window for inclusion was about to close. **Dr. Bonnie Jue** responded that she and her team wanted to make sure the videos were completed and looked polished before contacting schools. She reported that most of the videos and modules are completed and the team will be contacting schools in the following weeks. **CEO Fecher** added that the virtual oral health education presentations are ramping up, as well as the patient outreach program with 150 calls per week, which two hygienists are leading. Eight hundred toothbrushes have been delivered to low-income SMC school districts. The Virtual Oral Health program and the Toothbrushes-To-Go program are helping Sonrisas fulfill grant requirements in lieu of school screenings. The Patient Outreach Program allows Sonrisas to fulfill Access to Care grant requirements.
 - The Director of Development, Maura LeBaron-Hsieh, has been in touch with grant funders, most of whom have either moved their support to general operations or agreed to remove outcome requirements. The Director of Development and Administrative Assistant are working on Giving Tuesday and Coastside Gives. The Development Committee is exploring ways to adapt the Cooking for a Cause annual event. Maura LeBaron-Hsieh is putting together an annual workplan for fundraising and prospecting any grants that Sonrisas might be eligible for. **Director Young** recommended that CEO Fecher reach out to a contact at THRIVE, who may have information on local recovery funds. **CFO Fama** noted that Sonrisas is not eligible for the San Mateo Strong fund.
 - **CEO Fecher** has been focusing on the budget and implementing new processes for developing it, tracking state press conferences and networking to gain insights on reopening the clinic as well as hiring an HR specialist. **Director Young** asked whether it is possible to renegotiate the county contract. **CEO Fecher** reported that they had a recent call with the county to inquire whether it would be possible to increase FQHC patient visits - an opportunity for growth.
 - **Current Cash Position and Forecast**—**CEO Fecher** reviewed the cashflow forecast models. Sonrisas' current cash position is \$959K, including receivables totaling \$154K \$130K higher than the last board meeting due to higher than expected Accounts Receivable and lower expenses.
6. **CLINIC REOPENING SCENARIOS**
- **CEO Fecher** reported that reopening the clinic involves multiple variables, including patients, staff, equipment, workflow, clinic scheduling and other variables. Networking has been invaluable to the leadership team as they gain new insight as to the appropriate ramp up for reopening the clinic. She also noted that reopening is dependent on the availability of PPE. **CFO Fama** and the PHCD CFO have been working to secure PPE for

Sonrisas.

7. **Recommendation from the Board—CEO Fecher** asked for a recommendation from the board after considering the following questions: What sort of payer mix should Sonrisas have when scheduling? In the case that only those with Medical Dental would like to be seen, should Sonrisas only see them?
 - **Director Young** asked for an estimate of patients over the age of 65 and medically fragile. **CEO Fecher** said that she would follow up with that statistic.
 - **Director Cappel** recommended that the team not focus on scheduling the patients according to the budgeted payer mix. If more patients with Medi-Cal Dental need services, then they should be served. He also predicted that Medi-Cal Dental patients would increase. **Director Young** noted that the number of patient visits will depend on how many you can safely see with social distancing protocols in place. **Director Cappel** recommended that the clinic should not over plan and the team prioritize clinical dental care over outreach programs. There was mention that it could be an opportunity to expand if some dental offices do not reopen – if Sonrisas can get the PPE. **CEO Tracey** reported that the consensus is that dental offices won't be allowed to open without sufficient PPE.

[Director of Development arrived at 7:35]

8. **FUNDRAISING—Maura LeBaron-Hsieh** gave a update on fundraising efforts. Sonrisas has had a surge of engaging social media posts, building up to the upcoming giving opportunities in the first week of May. Applications have been made to two relief grants totaling \$60K and the team has connected with funders to shift existing grant funds to general operations, increasing total general operations funds to \$47.5K. She thanked the board members for their board match for Coastside Gives and the board members who volunteered to call donors to thank them for their donation on May 8th.
9. **FY21 Budget Goals and Assumptions – CEO Fecher** shared that the PHCD Board voted to approve an annual grant of \$900K (total \$2.7 million) for three years starting in July 2020. She thanked the PHCD board for their continued support. She reviewed the budget assumptions. A draft budget will be proposed at the next board meeting on May 21st. She reviewed areas of increase that the board can expect to see in the draft budget.
Chair Taverner asked that a formal thank you be reflected in the minutes: "I would like to thank the Peninsula Health Care District, on behalf of the Sonrisas Dental Health board, for their continuing support and approval of that support for the next three years...it shows an endorsement of everything we are doing at the moment, our mission and how well we are delivering on it. And the fact that the District is prepared to support us through what is a difficult time."

10. **The board will meet again on May 21, 2020**

11. **SUGGESTED AGENDA ITEMS FOR NEXT MEETING**

- **Director Cappel** recommended continuing the conversation about re-opening the clinic.

12. Meeting was adjourned at 8:30pm.

Written and Submitted by
Libby Barnard

Signed By



Board Chair, Nigel Taverner