



**Board Meeting  
August 20th, 2020**

**MINUTES**

1. **CALL TO ORDER AND ROLL CALL** – **Chair Taverner** called the meeting to order at **6:37pm**
  - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan, Board Members Larry Cappel, Liz Dodge, Sheryl Young, Clyde Hinshelwood.
  - **Also Present:** CEO Tracey Fecher, CFO Cheryl Fama, Center Director Pat Kinniburgh, Dental Director Dr. Torrey Rothstein, Community Engagement Director Dr. Bonnie Jue, Director of Development Maura LeBaron-Hsieh, Sr. Accountant Tina Wang, Executive Assistant Libby Barnard
  - **Absent:** Rick Navarro

**MISSION MOMENT** – **Chair Taverner** opened the floor for board members to share stories about Judy Macias, former board chair and co-founder of Sonrisas, who recently died. “Sonrisas is very much raised in her image.” **CEO Fecher** shared something Judy wrote in an email to Tracey: “The founding of Sonrisas is certainly one of the proudest moments of my life, not to mention its very continuing existence despite these dire times. And Sonrisas continues to give back to me as I go through treatment for cancer. Board members, past and present, are close friends and supporters. If we are lucky, working in community forms powerful bonds.” **Director Dodge** commented on how fortunate Sonrisas and the Coastside community was to have her.

2. **PUBLIC COMMENTS** – No public in attendance.
3. **APPROVAL OF BOARD MINUTES**—**Director Cappel** motioned to approve the minutes for the board meeting on July 16<sup>th</sup>, 2020. The motion was seconded by **Director Young** and approved by roll call. Ayes: **Liz Dodge, Nigel Taverner, Helen Galligan, Sheryl Young, Larry Cappel.**

*[Director Hinshelwood joined the call at 6:41]*

4. **REPORTS**
  - **CEO Report** – **CEO Fecher:** No questions from board members.
  - **Fundraising Report** –The board congratulated Ms. LeBaron-Hsieh and the development team for their efforts in raising \$580K, including COVID-19 Relief Funding. **Director Dodge** was recently appointed Development Committee Chair. At the most recent committee meeting, the team was joined by Boston Private employee, Chris Ramirez, who has shown interest in helping the Sonrisas mission reach potential supporters. The team is collaborating on an “box-lunch” event idea. Sonrisas has partnered with a local wine merchant to host a virtual wine fundraising event on October 16<sup>th</sup>.

*[Dr. Bonnie Jue joined the meeting at 7:07]*

Community Engagement Director, **Dr. Bonnie Jue** apologized for being late; as soon as she heard that HMB High School was designated as a center for CNZ fire evacuees, the team put together 200 dental packs which she had just delivered.

5. **OLD BUSINESS**
  - **Clinic Operations under COVID-19** – **CEO Fecher** reported that Sonrisas’ visit volume was more than budgeted. The budget assumed dentists would see an average of 7 patients per day but in practiced they are seeing 6-9 patients per day. Both patients with Medi-Cal

Dental and commercial/ PPO insurance have returned. Patient visits through FQHC were less than anticipated. In response to patient demand, Sonrisas San Mateo is seeing patients on Saturdays and the Coastside center will begin to see farmworker patients regularly instead of at a mobile location. **Dr. Rothstein** thanked the staff for their flexibility and hard work during this time.

- Both full-time hygienists have opted to go to 4 days per week, choosing to reduce work hours. As a result, Sonrisas is recruiting another hygienist. The team is also hiring dental assistants to prepare for growth as well as the possibility of multiple staff being out sick due to COVID-19.
  - **Chair Taverner** asked **Dr. Rothstein** to comment on how things are going with the new resident. **Dr. Rothstein** responded that the resident keeps pace with workflow, fits in well with the team and has no issues providing care for patients.
- **Workforce COVID-19 Testing**—While one staff member and their family tested positive for COVID-19 in late July, other staff members were not affected, showing the strength of SDH’s rigorous policies and protocols. **CEO Fecher** addressed questions related to staff and patient notification. While there is no requirement from the CA Department of Public Health to inform patients, the team chose to call patients who came into contact with the staff member. **Dr. Rothstein** made the calls and reported that the patients were grateful for the transparency. Prompted by CFO Fama, he also clarified that all clinical staff wear a high-grade of PPE to decrease risk of exposure.

[Director Hinshelwood left the meeting at approx. 7:30]

- **CEO Fecher** asked the board for guidance on regular COVID-19 testing for Sonrisas staff.
  - **CFO Fama** mentioned that there may be other options beyond county-facilitated testing. One assisted living facility tests 25% of its staff every seven days. **Director Cappel** was in favor of staff testing. It adds to the level of testing being completed in the community, which helps with community spread. **Director Young** proposed that the leadership team set up a budget and come up with a plan to pilot staff testing and present this plan at the next board meeting. **Vice Chair Galligan** asked if Sonrisas would have to pay for the cost of testing. **CEO Fecher** responded that the team is looking at a plan that would cover the cost of the test through staff medical insurance, but not the cost of collection. The board agreed that testing would only be effective if results can be procured quickly.
  - **Director Young** motioned to allocate up to \$50K for COVID-19 testing for staff and asked the team to present a plan at the next board meeting. The motion was seconded by **Director Cappel** and approved. **Ayes: Liz Dodge, Nigel Taverner, Sheryl Young, Larry Cappel. Nays: Helen Galligan**
- **Financial Model:** The team will be developing a new financial model, taking the first quarter visit volume into account, to be presented at the October Board meeting. **Chair Taverner** recommended that the board consider salary increases, and whether to back date them, at that time.

## 6. NEW BUSINESS

- **FY20 Financial Review CFO Report** –The SDH Team performance ended the financial year 91% ahead of budget, improving net income from a budgeted loss of \$350K to a loss of \$32K. This is \$250K ahead of fiscal year budget from the previous year. Visit volume was down 25%, but overall costs also decreased. Net Patient Service Revenue was \$1.45M, which is \$327K (18.4%) less than budget. Total expenses are \$358K (10.2%) under budget. Net income was \$1.68M, \$288K (21%) better than budget. **CFO Fama** commended **CEO Fecher** and the team for their excellence in “beating their financial model” and securing the PPP loan. **Director Young** and **Chair Taverner** thanked directors **Cappel** and **Galligan**, and **CFO Fama** for PHCD’s continual financial and community support. **Chair Taverner** commended Ms. Wang on the updated layout of the financials.
- **Human Resources Update** – **CEO Fecher** reported that in May, Sonrisas hired an HR

Consultant, Emily Burris, who brings 20 years of experience to the team. She has been a valuable addition and has helped revise and implement performance reviews for staff. The Employee Handbook has been reviewed and revised. Chair Taverner will review the handbook on behalf of the board in the coming weeks. **Director Young** asked whether the board needs to approve the handbook. **CEO Fecher** responded that board approval is not necessary.

- **CEO Performance Review**—In preparation, **CEO Fecher** will be submitting a self-evaluation of her performance. **Chair Taverner** will interview her direct reports; and board members will be given the opportunity to provide feedback as well. **Director Young** will help with the process. The board will hold a closed session just before the next board meeting on September 17<sup>th</sup> to complete the review.
- **FQHC Contract Change Request from San Mateo Medical Center** – Sonrisas received a formal request from SMMC to amend the FQHC contract to include some of the costs that they have been charged by other county departments. The team did a comparison of the Usual and Customary Rate, using the 174 patients seen through FQHC before COVID-19. FQHC patients were covered at \$0.66 on the dollar, whereas Medi-Cal Dental and Medi-Cal Dental with tobacco tax were \$0.16 and \$0.20 on the dollar, respectively. SMMC would like Sonrisas to pay for additional costs, such as onboarding staff, EMR license for providers, IT support, referral processing, and dentist credentialing. **CEO Fecher** requested SMMC allow that Sonrisas' current patients of record be covered under the FQHC program, and the request was well-received. While this would have a positive financial impact, it could have significant effects on Sonrisas' staff workflow—most notably, issues with IT support. It might also confuse existing patients to receive appointment reminders from SMMC, so a process for informing Sonrisas patients of the change would be needed. If the contract were to end, Sonrisas might lose those patients of record. Sonrisas would also stop seeing new adult Medi-Cal Dental fee-for-service patients, which could affect public perception. However, increased partnership with SMMC could allow an increase the number of low-income patients seen if we have another operatory. **CEO Fecher** summarized this as an opportunity for Sonrisas. She hopes to bring contract changes and terms to the board in the next couple of months for review. **Chair Taverner** agreed that it would be a good investment if the team can re-negotiate to have current Sonrisas' Medi-Cal patients of record seen through FQHC allowing us to increase patient visit capacity. **CFO Fama** suggested exploring options through Health Plan of San Mateo as well.

#### 7. BOARD RETREAT IN SEPTEMBER

- The Board Nomination and Governance Committee recommended that the board use this time as a workshop to determine the role of the board during the current times, and to confirm the foundation of the board's responsibilities. **Chair Taverner** also suggested that the board discuss a capital campaign for the Coastside clinic. **Director Cappel** suggested talking about the viability of setting up the Coastside center as a FQHC. Board members requested to change the date of the meeting. *Action: Executive Assistant will send out some dates to better accommodate schedules.*

#### 8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner

- Closed session for CEO evaluation
- A plan for testing staff for COVID-19 positivity
- Updates on FQHC
- Update on virtual fundraising wine event

9. Meeting was adjourned at **8:41pm**.

Written and Submitted by  
**Libby Barnard**

Signed and Approved by  
**Nigel Taverner**

