

Sonrisas Dental Health

Board of Directors Retreat November 12, 2020

Agenda



1. Call to Order

- Objectives of the Day - Chair Taverner

2. Mission Moment Maura LeBaron-Hsieh (1:05-1:10)

3. Public Comments

4. Board Effectiveness (1:15-2:15)

- A. Board Responsibilities – Director Young
- B. Response to Unexpected Challenges – CEO Fecher & Libby Barnard
- C. Discussion – Chair Taverner

BREAK (10 MINS)

3. Capital Campaign (2:25-3:40)

- A. Overview – Chair Taverner
- B. Potential New Center – CEO Fecher
- C. Discussion – Chair Taverner

4. Wrap-Up and Next Steps Chair Taverner (3:40-4:00)

5. Adjourn

1. Objectives of the Day...

On Board Effectiveness:

- How well has the Board reacted in the face of unexpected challenges?
- Any lessons?
- What more to be done?

On a potential Capital Campaign:

- Is a new clinic on the Coastside a suitable project?
- How ready are we for a Capital Campaign?
- Next steps (in both cases)

4. Board Effectiveness...

Role of the Board - Overview



- Determining the organization's **mission and purpose**
- **Supporting** and evaluating the **chief executive** with the goals of the organization in mind
- Ensuring effective organizational planning
- Determining which of the organization's programs are consistent with its mission and monitoring the effectiveness of these programs
- **Securing adequate financial resources** for the organization to fulfill its mission
- Assisting in the development of the organization's annual budget and **ensuring that proper financial controls are in place**
- Defining **prerequisites for potential new board members**, orienting these new members and taking full **advantage of their specific skills**
- **Adhering to legal and ethical standards and norms**
- Clearly defining and articulating the organization's mission, accomplishments and goals to gain support from the community and enhancing the organization's public image
- Overall, board members have a **duty of loyalty to the organization, its staff** and other board members. While differences of opinion will likely arise, board members should keep disagreements impersonal.

4. Board Effectiveness...

Role of the Board - Governance



4. Board Effectiveness...

Response to Unexpected Challenges – COVID 19

- Physical environment changes
 - Ventilation, HVAC, Waiting Rooms
- PPE Improvements
- Workflow changes
 - Patient and staff COVID-19 Screening
 - Staffing, treatment changes, appointment scheduling
 - Wait times before cleaning

4. Board Effectiveness...

Response to Unexpected Challenges – Cyber Security

1. Apply software patches to keep systems up to date
2. Change default passwords
3. Train staff to recognize suspicious emails
4. Make it harder to roam across networks
5. Understand what is connected to network
6. Effective back up strategy
7. Think long and hard before paying ransom
8. Have plan on how to respond to ransomware attack and test it
9. Scan and filter emails before they reach users
10. Understand network traffic
11. Anti-Virus software up to date

4. Board Effectiveness...

Response to Unexpected Challenges – Anti-Racism

The Issue

- Sonrisas' Mission: To provide access to quality dental health care, especially for marginalized communities
- Systemic Racism In America
- 70% of our Patient Population
- Recent Events Call Us to Respond
- Our Track Record



4. Board Effectiveness...

Response to Unexpected Challenges – Anti-Racism

Discussion Questions:

- Is Sonrisas doing enough to address systemic racism?
- “Are we walking the talk?”
- What more could we do? What accountability should be in place?



4. Board Effectiveness...

- Any other topics the board would like to discuss in the area of board effectiveness?

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5. Capital Campaign...

Potential Project: New Coastside Center?

- Modern clinic with 4-5 operatories to meet demand on Coastside: Why?
 - COVID-19 Safety
 - Appeal to new private patients
 - Pediatric dentist
 - FQHC expansion
 - Seniors
- Good enough reason to move forward with suitable business case?

5. Capital Campaign...

Potential Project: New Coastside Center?

- Possible Paths to New Center
 - Purchase practice from retiring dentist (cost dependent on opportunity)
 - Rent and build out ~2000 square foot dental office
 - Estimated Build Out: \$1.6 M
 - Rent: Estimated increase from \$3300/month to \$10K/month
 - Operate SMMC Coastside Dental Clinic
 - SMMC patients only?
 - Private pay patients?
 - Other Ideas?

5. Capital Campaign...

Potential Project: New Coastside Center?

Current Half Moon Bay Office and Approximate Visit Volume

Operatory	Monday	Tuesday	Wed	Thurs	Friday	Saturday	Visits
1	Dentist	Dentist	Dentist	Dentist	Dentist		40
2	Resident	Resident	Resident	Resident	Resident		30
3	Overflow*	Overflow	Hygienist	Overflow	Overflow		6 (12)
							76 (88)

* One current overflow day could be a hygienist

Average Visits Daily per Provider*

Provider	Visits
Dentist	8
Ped Dentist	10
Resident	6
Hygienist	6

*Before no-shows

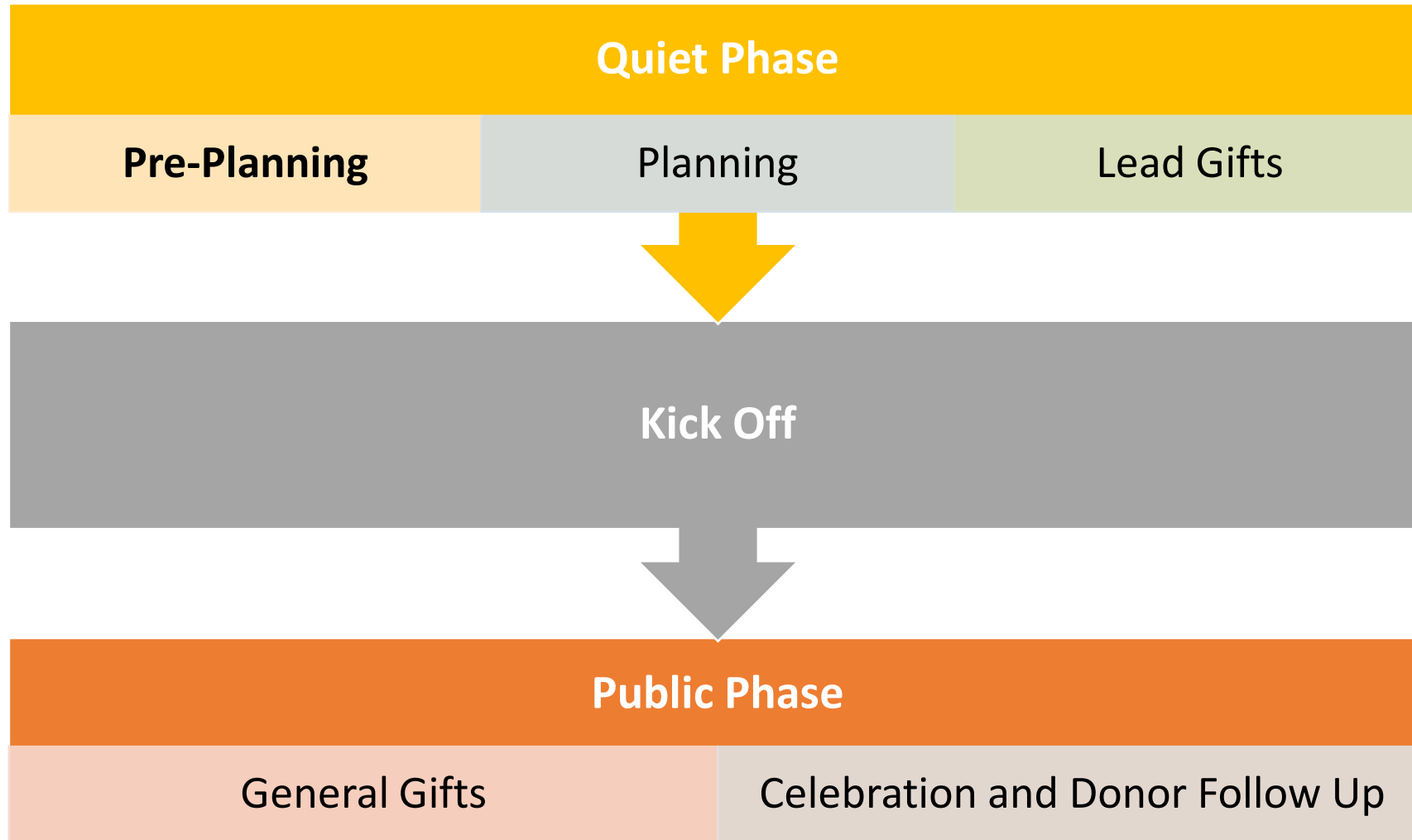
Expanded Office Half Moon Bay Office and Approximate Visit Volume

Operatory	Monday	Tuesday	Wed	Thurs	Friday	Saturday	Visits
1	Dentist	Dentist	Dentist	Dentist	Dentist	Dentist	40
2	Resident	Resident	Resident	Resident	Resident		30
3	Ped Dentist (10)	Hygienist	Hygienist	Hygienist	Hygienist	Hygienist	40
4	Ped Dentist (6)	Overflow	Overflow	Overflow	Overflow		6
5	Overflow	Dentist	Overflow	Dentist	Dentist	Dentist	32
							148

5. Capital Campaign... Where do we start?

- 60% of capital campaign's total come from major donors
 - Sonrisas must build larger donor base
- Capital campaign feasibility study recommended
 - Does not feel like we are ready
- Next steps?
 - Consulting for support to grow donor base
 - Board engagement in connections to potential donors

3. Capital Campaign... Recommended Steps in Process



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