



**Board Meeting
February 17, 2022
6:30 PM**

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at **6:34pm**.
 - **Present:** Chair Nigel Taverner, Vice Chair Helen Galligan, Secretary Clyde Hinshelwood, CFO Cheryl Fama, Board Members: Larry Cappel, Larissa Cutler, Rick Navarro, Steve Stielstra, Sheryl Young.
 - **Also Present:** CEO Tracey Fecher, Executive Assistant Elijah Barnard, DEI Consultant Tanya Bluford

2. **MISSION MOMENT – CEO Fecher** shared an image of the recent mural “Coastside Love” which was created by artists Susan and Mark Verlander. This piece is painted on recycled wood, giving a weathered look. In addition, the posters which Susan designed for Sonrisas’ past Cooking for a Cause events are displayed throughout the Half Moon Bay clinic. Susan and Mark generously created this mural for the cost of the materials. The mural description will be displayed in Spanish and English on a permanent sign next to mural. It’s a meaningful celebration of the community that Sonrisas serves, created by patients that care about the work that Sonrisas’ staff are doing. **CEO Fecher** will share photos from the recent Paella Dinner event that Director Hinshelwood hosted.

3. **PUBLIC COMMENTS –** No public in attendance.

4. **APPROVAL OF JANUARY BOARD MINUTES – CFO Fama** asked a recorded comment that she made be amended to reflect that she recommended “inviting community members to Sonrisas’ centers to see the work of the organization firsthand.” **Director Cappel** moved to approve the minutes with the recommended correction. The motion was seconded by **Vice Chair Galligan** and approved by roll call. **Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Cheryl Fama, Sheryl Young, Steve Stielstra. Abstained: Rick Navarro**

5. **NEW BUSINESS**
 - **Diversity Equity Inclusion Presentation – Tanya Bluford**, of Bluford Consulting, shared a high-level overview of the results of the DEI assessment that was conducted in October and November 2021. **Methodology:** The assessment was comprised of staff and board interviews, questionnaires, and organizational documents. 229 patients, 30 staff and six board members completed questionnaires. **Findings:** Patients feel welcomed and respected, and their comments were overwhelmingly positive. Staff feel that Sonrisas has a safe and respectful environment and are on the same page about the mission of Sonrisas to provide quality dental care. Areas of concern for staff are a perceived bias and discrimination within the organization, a lack of sense of “fairness”, limited dimensions of diversity represented in the organization and a need for more knowledge, skills, tools and resources among staff. **Recommendations: Ms. Bluford** recommended that Sonrisas create an organizational



strategic plan that includes a business case for diversity, implement a DEI training plan and establish a DEI Committee that would lead the organization in creating a communications plan and DEI-related goals.

- **Board Discussion: Director Stielstra** asked for clarification on the term “fairness”? **Ms. Bluford** responded that she was unable to pull sufficient data to provide depth on the concept of “fairness,” but some staff felt that they were held to a different standard than other staff. **Director Stielstra** also asked for recommendation for low-impact next steps that would not create more work for staff who are already struggling with capacity, in addition to the measured DEI goals. **Ms. Bluford** responded that, while metric tracking and measuring outcomes is time consuming, staff need to see progress and accountability on the DEI goals that the organization agrees on. **Director Young** asked whether there is a way to gather more information on the sense of unfairness that some staff reported? **Ms. Bluford** recommended that the DEI committee focus on this topic by asking staff for feedback through a more detailed survey. Based on a couple of quotes that Ms. Bluford shared from the report and the recommendation from Sonrisas Strategic Plan Consultant, Eric Ryan, some improvements to Sonrisas management culture could be made to improve the staff sense of fairness. **CFO Fama** asked whether there was low hanging fruit that Sonrisas could act on. **Ms. Bluford** recommended starting with creating a strategic plan that incorporates DEI work and creating a DEI Committee. **Director Hinshelwood** asked whether Sonrisas’ staff should be regularly surveyed. **Ms Bluford** suggested most organizations carry out annual workplace climate surveys which should show progress. **CEO Fecher** commented that the Leadership Team would explore sending out this survey on an annual basis.
- **Update on Staffing – CEO Fecher** reported that the Sonrisas team is stressed due to the endless pandemic and the additional strains of Omicron. Several staff in January had Covid or symptoms, causing further pressure on clinical staff. A theme among staff feedback is that “there is more to do than staff have the bandwidth.” There is a lack of appointments for patients who need treatment, and it can be several weeks before there is an open hygiene appointment. In addition, the isolation of lunchtime, which used to be a time for staff to socialize, has affected morale.
 - The leadership team has discussed ways to alleviate some of this stress. California recently passed SB.114, requiring employers to provide more Covid sick leave to employees (the leadership team had discussed doing this regardless of whether California passed the bill). Staff who had to take time off because they were sick in January will be paid retroactively per this new law. The leadership team also considered whether to close the clinic on a Friday, giving staff a paid day off. The fiscal impact of a 1-day clinic closure would be ~\$20K in lost patient revenue.
 - **Board Discussion: Director Hinshelwood** raised concern about a clinic closure creating additional backlog. He suggested a gesture of additional pay, in addition to smaller ongoing gestures such as a GrubHub gift card. At the time of this meeting, the leadership team is in the process of discussing opening the conference room for staff that would like to eat lunch together. A survey has been sent out to poll staff interest. **Chair Taverner** suggested that any gesture addresses staff exhaustion. **Director Cutler** mentioned that at her husband’s work, when a staff member expresses exhaustion, that person is



encouraged by leadership to take some time off – paid - to recover. **CFO Fama** suggested that the board approve allocation of a certain amount of funds towards staff appreciation, so that leadership can do something that would mean something to staff. **Director Cappel** commented that money is not necessarily a motivator and may not address the core issues, which seem to be a lack of staff to fully meet the volume of work across the organization. He suggested spending time and resources to make sure that Sonrisas has an adequate number of staff. **CEO Fecher** responded that Sonrisas is experiencing a lack of chair space for additional providers. She also commented that the team is considering outsourcing answering phone calls. **Director Navarro** recommended that the board pre-emptively approve an additional Friday off, if the staff agree that this would be beneficial, so that the day could happen in March as Covid cases have significantly decreased.

- **Director Navarro** moved to approve the “equitable” Friday off for all staff and one day off for staff that do not work on Fridays if the staff choose this option. The motion was seconded by **Chair Taverner** and approved by roll call vote. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larissa Cutler, Cheryl Fama, Rick Navarro, Steve Stielstra, Sheryl Young.** Nays: **Larry Cappel.**
- **Bylaws Revision** – Per the January 2022 board meeting discussion, **CEO Fecher** presented changes to Sonrisas’ Bylaws Section 5.2 Annual Meetings to reflect that Sonrisas will have its Annual General Meeting in January coinciding with one of the regular board meetings. An election of officers will take place on even years for a two-year term.
 - **Chair Taverner** requested a change of a word to “bi-annually” in Section 6.1. **CFO Fama** requested a typo edit to Section 4.3, which says, “the three (4).” The numbers should coincide.
 - **Director Cappel** moved to approve the changes noted above. The motion was seconded by **Director Navarro** and approved by roll call vote. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Cheryl Fama, Rick Navarro, Steve Stielstra, Sheryl Young.**
- **Cooking for a Cause 2022 ACTION Requested** – The Development Team has been in conversation with The Aurora Collective on ways to increase revenue from the Annual Cooking for a Cause event. The goal is to generate \$100K gross revenue from the event with a net income of \$50K. Sonrisas staff and the Development Committee recommend hiring Aurora Collective to manage the event, allowing the Sonrisas team more time for donor and sponsorship cultivation. The Aurora Collective has successfully managed other local non-profit fundraising events and has been helping Sonrisas develop a development strategy since July 2021. **Director Hinshelwood** asked the board to participate in the process of garnering new sponsorships and donors (outlined in Slide 6). He also asked the board to approve an unbudgeted expense of \$12K to hire the Aurora Collective to manage this event. **CFO Fama** asked for addition information on the service that Aurora Collective will provide. She also asked for feedback on whether Sonrisas is prepared for a larger fundraising campaign given the current staff capacity. Aurora will provide project management, being the point of contact throughout the event, managing communications, reservations and other behind the scenes tasks prior to the event. The team will also coach Sonrisas’ development team on how to raise this event to the next level. **Director Hinshelwood** added that The Aurora Collective will



manage the multitude of details throughout the day of the event so allowing the Development Team to focus on cultivating donors. **Chair Taverner** commented that this event needs professional guidance if it is going to grow. **Director Young** added that while the cost of the event can seem high, most organizations have a larger development department, which makes external specialist help necessary. Also, a September date is good for people thinking what to do with their DAF's (Donor Advised Funds). Corporations are thinking of what to sponsor for the year now.

- **CFO Fama** moved to approve the support the recommendation to hire The Aurora Collective. The motion was seconded by **Director Cappel** and approved by roll call vote. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Cheryl Fama, Rick Navarro, Steve Stielstra, Sheryl Young.**
- **Board Resolution to Continue Virtual Meetings ACTION Requested – Chair Taverner** proposed that the March 17th board meeting take place virtually. The motion was seconded by **Director Hinshelwood** and approved by roll call vote. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Cheryl Fama, Rick Navarro, Steve Stielstra, Sheryl Young.**

6. OLD BUSINESS

- **Strategic Plan Update – Chair Taverner** provided an update on the Strategic Planning Task Force's actions (See slide 9).
- **FQHC Contract Update – CEO Fecher** reported that she has been in contact with Steve Russo from Wipfli to learn about FQHC contracts while Sonrisas works on its strategic plan. Steve has recommended exploring becoming an FQHC sub-recipient. She has also talked to the CEO of Dientes Community Dental and other community leaders to get advice on this matter. Since the likely sponsor of a sub-recipient is San Mateo County, the next step is to have conversations at the San Mateo County level. She asked for suggested contacts from board member that have connections to San Mateo County Health fields. **CFO Fama** suggested reaching out to Supervisor Dave Pine.

7. REPORTS

- **CEO Report –** No questions or comment.
- **CFO Report – CEO Fecher** remarked that the model has been changed to a quarterly cash report. **CFO Fama** highlighted that in the month of December, the deductions from revenue were 60%. Year to Date, which is the half year, Sonrisas is \$270K ahead of budget, due the fundraising and budgeting of the team. While Sonrisas' expenses have increased, Sonrisas' net revenue is \$330K better than last year.
- **Fundraising Report –** No questions or comment.
- **Outreach Report–** No questions or comment.
- **Board Nomination Committee –** No questions or comment.

8. NO SUGGESTED AGENDA ITEMS FOR NEXT MEETING

9. ADJOURN Meeting was adjourned at 9:00pm.

Written By
Elijah Barnard

Approved By

Nigel Taverner, Board Chair