



**Board Meeting
October 20, 2022
6:30 PM**

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at 6:32 pm.
 - A. **Present:** Chair Nigel Taverner, Vice Chair Helen Galligan, Secretary Clyde Hinshelwood, Board Members: Larry Cappel, Dennis Kneoppel
 - B. **Also Present:** CEO Tracey Fecher, CFO Cheryl Fama, Administrative Assistant Veronica Le
 - C. **Absent:** Larissa Cutler, Rick Navarro, Sheryl Young

2. **MISSION MOMENT – Veronica Le** shared the deep impact Thu Tran's video had on her as she was reminded of her own mother's story. She highlighted her pleasant surprise that Sonrisas sponsored Thu's education into becoming a Sterilization Tech, enabling her first step into the medical field. **Chair Taverner** added a message he received from an acquaintance whom he introduced to Sonrisas. The acquaintance complimented Dr. Laurie Jue and her dental assistant as he was impressed by their great teamwork, thanking Chair Taverner for introducing him to Sonrisas.

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

4. **APPROVAL OF SEPTEMBER BOARD MINUTES**
 - A. **Vice Chair Helen Galligan** moved to approve the minutes of September 15th's meeting. **Director Larry Cappel** seconded the motion and was approved by quorum. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel**. Abstained: **Dennis Kneoppel**

[Director Steve Stielstra joined at 6:53 pm.]

5. **STRATEGIC PLAN FY23-FY25**
 - A. **Board Approach to Review Strategic Plan** – After Chair Taverner and CEO Fecher consulted with Eric Ryan, it was recommended that a specific time during regular board meetings be dedicated to discussions related to the strategic plan. Board members will be notified in advanced of the topics along with any necessary materials. The timing of the conversation could be before or after routine discussions, towards the end of the meeting.
 - a. **Secretary Hinshelwood** inquired if adding this item to the agenda would end up extending the length of board meetings and if this will appear on the agenda in every board meeting, moving forward.
 - I. Not every meeting but discussion will be held if there is a topic that must be discussed, correlating with monthly updates.
 - II. Topics of discussion requiring follow ups would be included in the agenda under "Continuing Business".
 - b. **Vice Chair Galligan** asked if these discussions would be like having a workshop session on specific issues.
 - I. More likely discussion on (a) specific topic(s) would be raised for the Board to provide feedback and direction.
 - c. **Director Kneoppel** noted that talking through parts of the strategic plan is a great idea as a way of keeping the board up to date. **Director Hinshelwood** noted that he hadn't

delved into the plan as much as he would have liked, so it would be good to discuss at a Board meeting. **CEO Fecher** echoed the benefits of keeping the leadership team focused on the plan since it will be on the board agenda monthly.

B. Sonrisas Culture

a. Diversity/Equity/Inclusion, Next Steps for Board of Directors – CEO Fecher

presented that, at Tanya Bluford's presentation last year, 50% of board members agreed with the statement that diversity, equity, and inclusion are regularly considered when deciding during a board meeting. 17% believed there is adequate representation on the board to guide and inform the organization.

- I. Social sector organizations led by a board whose diverse members reflect the diversity of those they serve with lived experiences is a best practice. An example of this is one Sonrisas board member who came to the United States from South America and understands what it is like to receive medical care in a system different from that where one grew up.
- II. The racial diversity of the Board is a recurring topic amongst various funders, most recently with the Silicon Valley Community Foundation. The Sobrato Family Foundation gave Sonrisas access to a tool called Listen 4 Good, but the application asked what the percentage of staff, leadership and board are of color.
- III. Balance of diversity in the Board is important as there are many categories of diversity:
 - i. Age
 - ii. Race
 - iii. Sexual Orientation
 - iv. Gender
- IV. As an organization, here is the diversity of the team:
 - i. 83% of staff are of color
 - ii. 45% of leadership are of color
 - iii. 20% of the Board are of color
 - iv. Would need to keep in mind as more seats on the Board open and when the Board Nominating Committee meets next.
- V. **Chair Taverner** mentioned the Board focuses on the importance of the payer mix, kids screened at Outreach programs, patients in need of emergency treatment, without necessarily going into depth on patients' backgrounds, taking into consideration any cultural differences, when making decisions.
 - i. **Director Cappel** explained most decisions made are from the Board's financial perspective. The Board will still have unconscious awareness to maintaining diversity amongst the Board, staff members and patients even if the subject is not verbally considered.
 - ii. **Director Kneappel** agreed with the idea of establishing appropriate stability and guaranteeing longevity, suggesting keeping in mind the impact of decisions made around the budget and what generates revenue towards the community Sonrisas serves.
 - iii. **Director Stielstra** noted enthusiasm is important to having a quality board, sustaining the synergy and increasing communication and access to services Sonrisas offers.
- VI. **Ms. Bluford** will be holding micro-DEI training during the monthly staff meetings on:
 - i. Micro Aggressions
 - ii. Dimensions of Diversity
 - iii. Unconscious Bias
 - iv. Fairness
 - v. Privilege
 - vi. It was suggested that Ms. Bluford would meet with the Board for guidance on setting goals for overall DEI.
- VII. **CFO Fama** suggested we have an opportunity to demonstrate diversity and take

steps towards awareness through increasing the number of committees reporting to the Board. **Director Steve Stielstra**, while conscious of the need to maintain current momentum, suggested that Board training and the setting of goals would be valuable. **Director Kneoppel** sees achieving diversity as a process; the fact that we're discussing it now is a good sign.

C. Sustainable Growth

- a. **Fundraising Events** – 148 guests attended Cooking for a Cause: Visions of Valencia and together raised \$113,000. The goal for the next event will be closer to \$125,000-\$130,000. The goal of fundraising events is to engage with donors, existing and new. Retaining the new donors is also important.
 - I. 50% of gifts were from donors gifting their highest ever.
 - II. 35 new donors.
 - i. The Development Committee is putting together a New Donor Package to send out.
 - III. 22% of gifts are from 14 sponsors.
 - IV. **CEO Fecher** and **Director of Development LeBaron-Hsieh** thanked the Board as every member gave a gift.
 - V. Expenses were higher than budgeted, so net funds were \$40,000.
 - i. Industry standard is you spend \$1 for every \$2 raised
 - VI. This was the most successful event in the organization's history.
 - VII. \$15,000 of expense went towards the one-time organizational learning from The Arora Collective and does not include staff time.
 - i. Renting AV, lighting and heaters through the catering contract were more efficient but, next year, the contracts would be separated out and approved in advance.
 - ii. This includes the hiring of Todd Lehr, a talented filmmaker, who recorded and created the patient impact videos.
 - VIII. **Secretary Hinshelwood** commented although Sonrisas spent quite an amount of money on Cooking for a Cause, it was also a learning experience.
 - i. **CEO Fecher** met with Vinny Arora, Head of The Arora Collective, to strategize on how to make the event more cost-effective in the future.
 - IX. In the November Board meeting, **CEO Fecher** and **Director of Development LeBaron-Hsieh** will present to the Board an 18-month strategy for fundraising events, including one on the Peninsula.
 - i. **Vice Chair Galligan** said that she was keen to hear about ideas for the Peninsula
 - ii. **Director Cappel** commented that, from his experience, two events in a year is a lot of work; maybe we should put the effort into more grant writing
- b. **Patient Revenue Research** – **CEO Fecher** updated - and will continue to update - the Board exploring the possibility of Sonrisas becoming a FQHC sub-recipient by consulting with multiple people at SMMC and Steve Russo, who is known to be most-knowledgeable on sub-recipient contracts in California.
 - I. After reading the compliance manual for FQHCs, **CEO Fecher** reports:
 - i. At least 51% of the Board are required to be individuals that represent people served.
 - ii. The Board would have to meet monthly without taking months off.
 - iii. Risk management and quality improvement processes would need to be implemented.
 - iv. Single program audit would have to be added.
 - v. Possible to waive the requirement of the Board representing the patient population from HRSA but would need a patient advisory committee.
 - vi. **CEO Fecher** has started a conversation with Jim Beaumont, from SMMC, who oversees the HRSA grant for San Mateo County.
 - II. **Board Chair Taverner** commented that the loss per visit figure of \$106

shows a great improvement over the figure of ~ \$160 which was the norm two years ago.

D. Community and Patient Engagement

a. Partnership Update

- I. The Sobrato Family Foundation provide their grantees (including Sonrisas) access to a system called Listen 4 Good, which the team will use to improve the process of surveying patients.
- II. Currently speaking with Health Plan of San Mateo and Sequoia Hospital about Sonrisas' hospital dentistry program.
 - i. Program at Mills-Peninsula's surgical center is paused due to the hospital's inability to provide overnight nursing, respiratory therapy, or transfer to Stanford Hospital.
 - ii. Searching other avenues, including OR time in Lucile Packard
 - iii. **Director Navarro** gave invaluable advice on how to move forward with the hospital dentistry program.
- III. Received a \$123,000 grant from Supervisor Don Horsley's discretionary funds for the next calendar year.
 - i. Will replace funds from SMMC to continue serving farmworkers in Pescadero
 - ii. **CEO Fecher** was asked to present to the Board of Supervisors on November 15th to speak about the HCH/FW program and Sonrisas.
- IV. At PHCD's upcoming board meeting, **CEO Fecher** will present an update of PHCD's impact over the last four years.
- V. Due to Dr. Riley Bateman's departure, overall FQHC volume will decrease until a 5-day a week dentist is found to fill his position at the HMB clinic.

6. CONTINUING BUSINESS

- A. **Panel Truck – ACTION REQUESTED - CEO Fecher** and Dr. Rothstein met with the Chief Operating Officer and Facilities Manager at Samaritan House to discuss donating the truck to their organization. There is the ability to write the MOU so the Samaritan House can transport Sonrisas' dental equipment to where it's needed 1-2 times a year.
 - a. Retail value estimate is \$77,000
 - b. Wholesale value estimate is \$66,000
 - c. \$8,500 remaining in depreciation
 - d. **CEO Fecher** will speak to the Samaritan House about including recognition of Sonrisas and healthcare organizations' donation of the truck.
 - e. ***Vice Chair Helen Galligan** moved to approve the donation of the truck to Samaritan House. **Director Larry Cappel** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Dennis Kneappel, Steve Stielstra.***
- B. **Board and Leadership Social Event Update – CEO Fecher** updated the Board that the date for the Board Members and Leadership Social will take place on Monday, November 14th at Vinoteca. The Donor Thank You event is set for Thursday, December 1st.
- C. **Board Resolution to Continue Virtual Meetings—ACTION Requested**
 - a. ***Chair Nigel Taverner** moved to approve the motion of authorizing remote teleconference meetings for the period of October 20, 2022 to November 17, 2022. **Secretary Clyde Hinshelwood** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Dennis Kneappel, Steve Stielstra***

7. REPORTS

- A. **CEO Report – CEO Fecher** notified the Board that a dentist candidate declined her offer for the General Dentist position in Half Moon Bay, asking for considerably more money. She consulted with **Director Cappel** regarding salary changes and is soliciting experienced help in determining a salary strategy.
 - a. **CEO Fecher** will document the current dental salary range for Sonrisas and will present

the impact on the budget at the next board meeting if it is determined that immediate increases for current dentists are required. San Francisco based salary survey is conducted every year

- I. 50th percentile for Salary.com is \$218,000; O*NET is \$168,000
 - II. 75th percentile for Salary.com is \$252,000; O*NET is \$208,000+
 - III. Monitoring competitors' offers through Indeed
 - IV. **CEO Fecher** will refer to San Mateo Dental Society and Transparency California thanks to **Director Cappel's** and **CFO Fama's** guidance.
- B. CFO Report – CFO Fama** commented that making conclusions based on just two months of the fiscal year is difficult but will continue to focus on what can be controlled, such as expenses.
- a. The visit volume was down at beginning of year
 - b. FQHC versus Public Dental Insurance will need to be monitored
 - c. Actual year-to-date is ahead of the game
 - I. Planned on losing \$48,000 but currently at \$13,000 with 127% over budget
 - d. Senior Accountant Tina Wang, spent four days learning and working hard at a rigorous Sage Intacct program to develop skills to utilize the website to the fullest
 - e. The proposed Cash Reserve policy will be presented at the next Board meeting.
- C. Fundraising Report – Chair Taverner** emphasized the generous \$100,000 grant from the Zuckerberg Foundation.
- a. **Secretary Hinshelwood** commented on the verbiage of page 26th of the board packet and suggested to zero out declined applications to give a true picture of outstanding potential grants.
 - I. **CEO Fecher** and Administrative Assistant Le will follow up with **Director of Development LeBaron-Hsieh** for this adjustment.
- D. Outreach Report–** No comments or questions.
- E. Board Nomination Committee – CEO Fecher** and **Director Young** will meet the following week.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. Proposed fundraising event strategy
- B. Reserve Policy
- C. Board Nominating Committee plan
- D. Update on hiring dentist for Half Moon Bay
 - a. Dentist salary increases—possible action required

9. **ADJOURN—Chair Taverner** adjourned the meeting at 8:27 pm.

Written by
Veronica Le

Approved by



Nigel Taverner, Board Chair