

**Board Meeting
February 18, 2021
6:30 PM**

Minutes

1. **CALL TO ORDER AND ROLL CALL** – **Chair Taverner** called the meeting to order at **6:36 pm**
 - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan, Board Members: Sheryl Young, Clyde Hinshelwood, Larry Cappel.
 - **Also Present:** CEO Tracey Fecher, CFO Cheryl Fama, Dental Director Dr. Torrey Rothstein, Center Director Pat Kinniburgh, Community Engagement Director Dr. Bonnie Jue, Director of Development Maura LeBaron-Hsieh, Sr. Accountant Tina Wang, Executive Assistant Libby Barnard
 - **Absent:** Rick Navarro, Liz Dodge

2. **MISSION MOMENT** – **Dr. Rothstein** shared a story from one of Sonrisas’ FQHC patients, who is currently undergoing cancer treatment. She has been able to manage her dental situation over the years but had some extractions and treatment for dry mouth from her cancer treatment. She was eager to age gracefully through this process. The contract with SMMC allowed her to access care at Sonrisas more quickly. Dr. Travis Wu, who treated the patient, expressed his gratitude for Sonrisas’ participation in this program that expedited care.

3. **PUBLIC COMMENTS**

4. **APPROVAL OF BOARD MINUTES:** **Vice Chair Galligan** *motioned to approve the minutes for the board meeting on January 21st, 2021. The motion was seconded by Director Cappel and approved by roll call. Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Larry Cappel.*

5. **REPORTS**
 - **CEO Report** – **Director Galligan** asked whether bi-weekly Covid testing is still necessary that Sonrisas staff have been vaccinated. **CEO Fecher** responded that Sonrisas is keeping their policies in line with CDC guidelines. The team will review the necessity of Covid testing and report out at the March meeting. **CEO Fecher** asked for feedback on a co-employment organization as an option for Sonrisas employee benefits and payroll. **Director Cappel** commented that he has had mixed experiences with co-employment companies. Using a company like this might offer employees richer benefit options and free Sonrisas from using ADP. **Chair Taverner** mentioned People 2.0 as another player while **Director Hinshelwood** had experience of TriNet and Gusto at start-ups. **CEO Fecher** will continue to research co-employment company options and report her findings to the board. Sonrisas continues to see a consistent demand for dental services amidst the pandemic.
 - **CFO Report** – **CFO Fama** highlighted the teams’ responsible stewardship of the district’s funds. Sonrisas’ visit volume is 15% better than budget for the first half year. Net income



was 75% better than budget, though it is still -\$95K for the year to date. She commented that the team continues to keep total direct and indirect costs under budget.

- **Fundraising Report – Vice Chair Galligan** asked for an explanation for the denied grant application to Dignity Health-Sequoia Hospital. Sonrisas’ application—for senior dental care—was denied because Dignity Health currently prefers to fund pediatric care. Had Sonrisas applied for school screening funds, as in years prior to the pandemic, the team feels it is likely that Dignity Health would have awarded a grant to Sonrisas. **Dr. Jue** commented that she has been working with Dignity Health regularly and that Marie Violet has referred the team to other projects. Sonrisas’ 20th Anniversary Celebration Save the Date has been sent out. **Ms. LeBaron-Hsieh** asked the board to mark their calendars and share this event with their contacts. The event planning committee is researching comedians that could MC the event.
- **Outreach Report– Dr. Bonnie Jue** has received positive feedback from community partners about the 65+ Dental Days but is waiting for sign-ups for this program. **Chair Taverner** recommended distributing this flyer to the Villages chapters. **CFO Fama** commented that “older adults” is the term that should be used to refer to this demographic.
- **Board Nomination Committee – Director Young.** No report given.

6. OLD BUSINESS

- **Paycheck Protection Plan, 2nd Round** has been submitted to Tech Credit Union for \$402K. **CEO Fecher** will be checking in with the bank to address any questions; no timeline yet on when funds will be available.
- **Additional San Mateo Clinic Operatories ACTION Requested–** Following up from the board’s request at the January meeting, **CEO Fecher** provided the build out expenses and estimated net income per week (See PPT, slide 2). The organization would be able to re-cooperate expenses in three years. This leaves one more operatory to be built out in the clinic. **CEO Fecher** mentioned that the funding source could come from Sonrisas’ cash position, the grant from Peninsula Health Care District (PHCD)—if agreed upon by the district—or a grant that is anticipated from the Irwin Foundation. **Director Young** asked whether the visit volume would be new patients. **CEO Fecher** responded that the operatory would be used to take hygiene visits off the dentists’ schedules and serve additional pediatric patients and would generate additional income. **Director Galligan**, while indicating approval for the build out, requested that the funding not come from the PHCD grant – the district already does so much.
 - **Director Cappel** motioned to approve the build out of an additional operatory, provided that funding is not drawn down from funds given by PHCD. The motion was seconded by **Vice Chair Galligan**, and unanimously approve by roll call: Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Larry Cappel.**
 - **CEO Fecher** requested a motion for approval for extra expenses related to staff positions. **Director Young** asked for the total expense cost. The additional expenses are \$3,500 per week. **Chair Taverner** motioned to approve extra personnel expenses to ensure an additional 48 visits per week. The motion was seconded by **Vice Chair Galligan**, and unanimously approve by roll call: Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Larry Cappel.**
 - **Chair Taverner** requested an update in the next board meeting
- **Extra Oral Suction Equipment –** Sonrisas has purchased one machine, which is being used at the Half Moon Bay clinic. The plan is to purchase another unit, possibly a



different model, for San Mateo staff to test out. Staff feedback for both units will be gathered to determine next steps. Employees are also looking forward to bringing back the Cavitron so that they can use them on deep cleaning procedures.

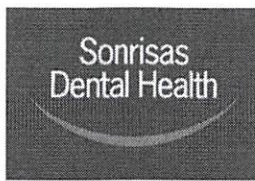
- **Revised Finance Internal Control Policy ACTION Requested– Item Postponed.**

7. NEW BUSINESS

- **Coastside Renovation ACTION Requested – CEO Fecher** shared images of Sonrisas' Coastside clinic wear and tear (See PPT; Page 5). She requested that the board approve cosmetic updates, including painting, reflooring, ceiling repair, among others. The renovations are estimated to cost \$68K. \$171K is available in the Merrill Lynch account for this renovation. Sonrisas will work with the clinical team to schedule this renovation with minimal impact. The team hopes to complete this renovation in the summer. **Director Young** asked why wait until the summer: once vaccinations are completed, demand could be greater. **Director Cappel** recommended that any flaws in the building must be fixed first and confirming that none of these expenses are the responsibility of the building owner. **CEO Fecher** commented that she has talked to the landlord about this. **Director Hinshelwood** asked where we stand on the new Coastal clinic and the capital campaign. **CEO Fecher** stated that both are probably several years out. **Director Cappel** motioned to approve the Coastal Renovation expenses. The motion was seconded by **Vice Chair Galligan**, and unanimously approved by roll call: Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Larry Cappel.**

[Director Galligan left at 8:03]

- **Financial Review**
 - **Unaudited financials for December '20** – Sonrisas performed \$285K better than budget and served 4,790 patient visits which is 617. **Chair Taverner** commented that amidst the pandemic, Sonrisas has managed to stay ahead of budget. He thanked the team for their work to accomplish this. He also acknowledged Dr. Jue's work in the community during this time.
 - **Financial Projection Model** – January's actual expenses were better than estimated. The Payment Protection Program (PPP) will be exhausted in January. It is possible that if Sonrisas is awarded a 2nd Round PPP, that it would be recognized in the financials sometime in the spring.
- **Future of Mobile Program and Equipment** – This equipment was originally intended for senior services, but it has most recently been used for farmworkers. It has not been used for 11 months due to the pandemic. **CEO Fecher** reviewed the history of the mobile equipment and presented concerns about the sustainability of a mobile program, considering the infection control realities brought on by the pandemic. **CEO Fecher** asked the board for feedback as the team considers the option of selling the truck to purchase a smaller van that Dr. Jue could use for outreach programs, like school screenings and drive-up screenings. The staff recommendation is to sell the truck and find another solution for the Mobile Equipment or sell that equipment. The risk is that a "mobile program" is appealing to funders and its absence would close the door to future on-site mobile dentistry. **Director Young** was concerned about how to service the needs of the farmworkers without it. **Director Cappel** asked about the estimated investment of the truck. **CFO Fama** responded that this investment was in the 6-figure ballpark. Dr Jue pointed out that screening/treating children does not require full size dental chairs and



so can be services with a smaller van. **Director Cappel** suggested that there might be a demand for this service elsewhere instead of senior facilities.

- **Director Young** asked for follow-up comparison of services that could be completed with and without the truck. She requested an analysis the gap in care if Sonrisas took neither of these routes.
- **CEO Fecher** will get information on the resale value of the truck.

CFO Fama invited the board to attend the annual PHCD Partner Event, held virtually on March 17th. She also reported that the PHCD Community Engagement Director, Ashley McDevitt, would be taking a leadership position at a new organization in the coming months. CFO Fama acknowledged her years of invaluable work and expertise at the district and commented that she will be greatly missed.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner

- Revised internal control policy update—**CFO, Cheryl Fama**
- Updates on progress of the projects approved for the SM and CO centers—**CEO Tracey Fecher**
- Update on the mobile equipment—**CEO Tracey Fecher**
- **Director Young** asked **CEO Fecher** to prepare an analysis of the challenges that Sonrisas will be facing in the coming months and year and how the board can support the team.

9. The meeting was adjourned at **8:40 PM**

Written and Submitted By

Libby Barnard

Approved by Board Chair, Nigel Taverner

A handwritten signature in blue ink, appearing to read "Nigel Taverner", written over a horizontal line.

A small, stylized blue mark or signature element consisting of a few short, curved lines.