



**Board Meeting
March 18, 2021
6:30 PM
Teleconference Via Zoom**

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, Rick Navarro, Liz Dodge.
 - **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, Registered Dental Assistant Giana Molinari
 - **Absent:** Larry Cappel

2. **MISSION MOMENT – Pat Kinniburgh** acknowledged Sonrisas’ dedicated clinical team. In honor of Dental Assistant Week (March 8th-14th), she highlighted the work ethic, flexibility, and dedication of Sonrisas’ Dental Assistants. Their hard work allows both Sonrisas’ clinics to run smoothly and effectively through the workday, despite the extra precautions around Covid-19. Ms. Kinniburgh named each Dental Assistant, listing each of the things that they bring to the team. She also introduced Sonrisas’ newest addition, RDA Giana Molinari. Gina expressed her thanks for being part of a welcoming and supportive team like Sonrisas.

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

[Director Navarro left at 6:48pm]

4. **APPROVAL OF BOARD MINUTES –Vice Chair Galligan** motioned to approve the minutes for the board meeting on February 18th, 2021. The motion was seconded by **Director Young** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Liz Dodge.**

5. **REPORTS**
CEO Report –Director Young asked for an update on the on the Half Moon Bay clinic lease agreement. **CEO Fecher** responded that through CFO Fama, the district’s real estate attorney is advising Sonrisas on the lease renewal; he suggests asking for tenant improvements as part of the new lease due July 1st. The immediate issue is that the furnace is not working in that clinic and we need it fixed fast.

[Director Navarro joined the meeting at 6:50pm]

Director Galligan asked for an update on and the timeline for IT improvements for the FQHC contract. The IT Support Team at SMMC found bandwidth issues that required going back to the drawing board. When Sonrisas meets with the FQHC team, CEO Fecher will request to move forward with the current client VPN at the Half Moon Bay Clinic if the issue is not resolved soon. **Director Hinshelwood** asked for an explanation for the less than budgeted number of forecasted visits, given that we have a four and a half week wait list. **CEO Fecher** responded that while the



team anticipated to be seeing patients at pre-pandemic capacity by this time, they are unable to do that because of the ongoing Covid mitigation measures. They will be able to return to that budgeted forecast once the two operatories are outfitted at the San Mateo clinic. **Director Hinshelwood** requested an update on Sonrisas' Professional Employer Organization (PEO) research and finding a new HR consultant. The team has onboarded an HR Consultant. CEO Fecher is talking with a PEO company to review their benefits packages and HR services compared to Sonrisas' current offerings. CEO Fecher reported that PEO research will be suspended until the fall.

- **CFO Report – Director Galligan** asked how the termination of the tobacco tax relates to Sonrisas. This tax gives Sonrisas an increased return on Denti-Cal procedure codes, but this tax will be retired soon. When introduced, the Health Plan of San Mateo should pay 30% above the standard Medi-Cal Dental fee for treatments. **Director Galligan** requested an updated on the PPP loan. The loan has been approved by the credit union and has been submitted to the SBA. CEO Fecher expects it to be fully funded. Sen. Accountant Wang is also working on the forgiveness application of the first loan. **Chair Taverner** asked whether the proposed 4% increase for staff salaries would be applied to all salaries and/or the merit increases. **CEO Fecher** clarified that her philosophy is that increases would be merit-based. The 4% salary increase pool will be given to supervisors to divide among their employees based on their performance.
- **Fundraising Report – Director of Development LeBaron-Hsieh** highlighted that Sonrisas has been approved for a \$30K grant from the Irwin Foundation. Funds will be used to build out one of the operatories in the San Mateo center. **Chair Taverner** also noted that Sunlight Giving awarded Sonrisas a grant of \$150K, spread out over three years. This is historically a large grant for Sonrisas.
- **Outreach Report –** Sonrisas will be making a virtual presentation to a classroom at Hatch Elementary. **Dr. Jue** has been in communication with the School Principal about resuming in-person school screenings; schools opening up to in-person teaching before the end of the school year cannot duck healthcare anymore. The Outreach team continues to provide Drive-Up Screenings, which help connect families to a dental home. At the last one, there were 92 sign-ups, and 47 kids were screened including eight walk-ins. **Director Galligan** recommended asking local city governances and education foundations for funding to go towards the Drive-Up Dental Screening Programs. **Dr. Jue** also shared that Sonrisas recently applied for funding from a local Head Start program and she will provide an update at the next board meeting.
- **Board Nomination Committee – Director Young** reported that the Board Nomination Committee is actively recruiting new board members. **Director Hinshelwood** has been particularly effective in identifying candidates) and **Executive Assistant Barnard** has created a role description and packet for potential candidates. The committee is in the process of creating an onboarding process. **Director Young** asked board members to refer any recommendations to her. Executive Assistant Barnard is researching options for Diversity, Equity, and Inclusion (DEI) training options to add to the FY22 budget. The committee is also researching and discussing the format of Sonrisas' Board Retreat 2021.

6. OLD BUSINESS

- **COVID Testing for Staff –** Sonrisas' Dental Director, Dr. Torrey Rothstein, recommends continuing to test employees for Covid-19, for reasons including that a few staff have not been vaccinated, unclear guidelines on whether vaccinated individuals can transmit Covid to others and current guidelines mandate quarantine if someone tests positive. Tests are now oral swabs and it takes Justine an hour and a half every two weeks to administer the tests. **CEO Fecher** asked Director



Navarro what the hospital policy is if a staff has been vaccinated but has Covid symptoms. He responded that if a staff shows symptoms, they must isolate.

- **San Mateo Operatory Build Out and Coastside Refresh Updates – Center Director Kinniburgh** reported that the refresh will begin on May 4. The team is waiting on a final quote from the contracted construction company. The project will take about a month to complete. The team received the two final proposals for the build out of the operatories at the San Mateo center and have decided to work with Patterson on this project, starting in July. During the Coastside clinic refresh, staff will operate out of the San Mateo clinic, scheduling as many Coastside patients that can make the trip over the hill. The resident will work out of the San Mateo center, so Sonrisas' revenue will not be significantly affected by this change. **Director Hinshelwood** asked whether they could set up a clinic elsewhere on the coast for the convenience of Sonrisas' Coastside resident patients. While the team explore various options, considering the constraints of Covid and the effort to fit within the time of another clinic, it might be difficult to manage. The team will inquire whether there is a private dentist that would be willing to rent out space to Sonrisas on days that they do not run their practice.
 - **Coastside Furnace ACTION Requested** – With the current furnace not working at the Half Moon Bay clinic, the team recommends replacing the furnace with a dual system that would provide A/C as well. The cost to replace this system is around \$20-25K. The team, after consulting with an attorney, has submitted a letter to the landlord, requesting they pay for the furnace replacement. Because of Covid-related restrictions, the windows in the clinic must remain open, making the space cold for staff and patients without a furnace. The Sonrisas team will be meeting with the landlord to negotiate their responsibility in the cost. **CEO Fecher** requested a motion for approval for funding up to \$25k to install air conditioning and the ventilations of a split HVAC system. **Director Navarro** *motioned to approve, the motion was seconded by Director Dodge, and unanimously approve by roll call: Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Liz Dodge, Rick Navarro.*
- **Revised Finance Internal Control Policy ACTION Requested**– CFO Fama reported that this Internal Control Policy more accurately aligns with current finance workflow and the new accounting system. It adds clarity to processes and procedures. **Director Galligan** *motioned to approve the revised policy, the motion was seconded by Director Navarro, and unanimously approved by roll call: Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Liz Dodge, Rick Navarro.*
- **FQHC Contract Update** – No update and no questions.

7. NEW BUSINESS

- **Financial Review**
 - **Unaudited financials for December '20** – **Sen. Accountant Wang** reported that Sonrisas' net income was \$32K. Sonrisas received a grant from Sequoia Healthcare District for \$50K to retroactively cover uncompensated care from July 2020 to September 2020.
 - **Financial Projection Model** – **CEO Fecher** reported that Sonrisas' cash position continues to be healthy and as forecast. (See Board Packet Pg 51).
- **FY22 – FY25 Opportunities and Challenges** – **CEO Fecher** shared four categories of challenges and opportunities facing Sonrisas in the coming years, including external societal factors, funding, dentistry and clinical operations, and outreach programs (see PowerPoint Slide 7B). **Director Hinshelwood** recommended adding more factors—cyber security, cost of living and availability of Dental Assistants in the area; **Director Taverner** mentioned climate change. **Director Young** thanked Sonrisas' leadership team for their work to assemble these notes, which can be used as



a guide for Sonrisas' board members and as the Board Nomination Committee is looking for new board members. Board members agreed that these topics should be used to focus the Board Retreat. **Chair Taverner** asked for feedback from the board about the retreat. Board members liked the idea of a dinner before the retreat to allow time for socialization and team building.

- **20th Anniversary Sonrisas Event ACTION Requested – Director Dodge** invited Board members to mark their calendars for Sonrisas' 20th Anniversary celebration on June 5th, which will include a live comedian, a custom "Sonrisas" cocktail/mocktail and a live donation drive. The Development Committee is anticipating bringing in at least \$18,500. The team requested that the board approve an event budget increase of \$8,500 to cover marketing, technology production, and entertainment costs. **Director Galligan** *motioned to approve, the motion was seconded by Director Hinshelwood, and unanimously approved by roll call: Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Liz Dodge, Rick Navarro.*
- **Coastside Lease Renewal ACTION Requested – Chair Taverner** requested that the board approve a motion to grant him authority to negotiate the lease renewal on behalf of the board of directors for Sonrisas' Half Moon Bay clinic location. **Director Hinshelwood** *motioned to approve, the motion was seconded by Director Galligan, and unanimously approved by roll call: Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Liz Dodge, Rick Navarro.*
- **Medi-Cal Dental Adult Patient Waitlist – Chair Taverner** raised the topic of Sonrisas' Medi-Cal Dental adult patient waitlist. Sonrisas staff, out of sympathy for the people they serve, expressed their displeasure in having to put people on the waitlist knowing that they are unlikely to be called from that list. The waitlist may be giving them false hope that they will be seen. **Center Director Kinniburgh** added that Sonrisas could start trying to see 10 patients per month, to try to get patients removed from the list. It is possible that these adults qualify to be seen under the FQHC program. **Dental Director, Dr. Torrey Rothstein**, suggested increasing the number of providers, by hiring more clinical staff. Director Navarro asked if we can at least maintain the list, i.e. at least stop it getting any longer. Director Hinshelwood pointed out that, according to the Oral Health Coalition, there are 157,000 potential patients without access today; we should set expectations with the staff. Board members would like more time to discuss this topic further. **Director Young** suggested adding this topic to the board retreat. **CEO Fecher** reviewed several possible approaches to managing a waitlist and offered to raise the topic at the next staff meeting. **Director Navarro** summarized that Sonrisas needs to grow its business so that FQHC can subsidize more patients on the list, so that over time, Sonrisas can provide care for more people in need. **Dr. Jue** asked whether the list could be managed by age. The board agreed that this is an important, though complex, conversation that should be continued at the next board meeting.

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

- Continued discussion of Medi-Cal Dental Adult Patient Waitlist

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

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.