



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

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at **6:32pm**.
 - a. **Present:** Chair Nigel Taverner, Vice Chair Helen Galligan, CFO Cheryl Fama; Board Members: Larry Cappel, Dennis Kneoppel, Rick Navarro, Steve Stielstra, Sheryl Young.
 - b. **Also Present:** CEO Tracey Fecher, Executive Assistant Elijah Barnard, Community Engagement Director Dr. Bonnie Jue, Dental Director Torrey Rothstein
 - c. **Absent:** Secretary Clyde Hinshelwood
2. **WELCOME DENNIS KNEEPEL, NEW BOARD MEMBER – Chair Taverner** welcomed Director Dennis Kneoppel as Sonrisas’ newest Board Member, who was appointed by Peninsula Health Care District. The resignation of CFO Fama was accepted, effective immediately. **Chair Taverner** thanked CFO Fama for her work during her time as a board member and expressed his wishes for her to continue being a key contributor to Sonrisas’ success.
3. **MISSION MOMENT –** Sonrisas’ outreach team recently screened a 4-year-old child who needed extensive dental care. This child had not been to the dentist in a long time and had an infected tooth that had developed a painful, large abscess on his gums. His condition was so severe that if it had gone unchecked, he may have had to go to the emergency room. Program Care Coordinator Irma Ochoa was able to contact the parents that same afternoon and schedule an appointment for the child. Through Sonrisas’ School Screenings, the team has identified cases like this on a regular basis and promptly provided care for children.
4. **PUBLIC COMMENTS –** No public in attendance.
5. [Director Larissa Cutler joined at 6:39pm]
6. **APPROVAL OF FEBUARY BOARD MINUTES –**
 - a. *Director Navarro moved to approve the minutes for February 17th, 2022. The motion was seconded by Director Young and approved by roll call. Ayes: Nigel Taverner, Helen Galligan, Larry Cappel, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Steve Stielstra, Sheryl Young.*
7. **NEW BUSINESS – Presentation by Dr Bonnie Jue**
 - a. **Sonrisas FY23 Outreach Strategy –** Sonrisas has screened 593 children ages 2-17 since the start of FY21-22 and have approximately 700 more scheduled by June 2022. Dr. Jue has already received requests for screenings at summer school programs and schools in Fall



2022. The program has the potential for 1500-1800 screenings in 2022 alone.

Findings: Families face several barriers including: finding a dentist who accepts Medi-Cal Dental and/or securing an appointment at local county and community clinics. While the pandemic is ongoing, parents have had to go back to work in-person and have had difficulty finding time in their schedules to prioritize oral health care; cancellations and no-shows are up. At the same time, many of the kids have never seen a dentist previously. Sonrisas' Care Coordinators observe that parents still need education about the importance of pediatric oral health. There are few appointments for hospital dentistry, despite the growing need. Of the 516 students that were screened, 37% had a presence of decay and 14% needed urgent care.

- i. **Director Navarro** asked whether all the communities have fluoridation; **Dr. Jue** responded that most of San Mateo is fluoridated but she didn't know about farming communities which use well water. Sonrisas hasn't screened any students in Pescadero. **Senior/Older Adult Outreach:** Through a grant from Delta Dental, the Outreach team has been conducting a community needs assessment for older adult dental care. In the past few months, the Outreach team has held oral health focus groups to assess the experience, needs and frustrations of older adults in finding dental care. The greatest concerns are the cost of dental treatment, transportation and completing intake forms. **Dr. Jue** commented that this program is where the school screening program was five years ago. Sonrisas will submit a renewal proposal for this grant.
- ii. **Education and Workforce Expansion:** With funding from La Costa Adult School, Brenda Barrientos and Dr. Bonnie Jue have developed an 8-week Introduction to Dental Assisting course to give students exposure to a career in the dental field. SDH has partnered with La Costa Adult School to provide an 8-week Introduction to Dental Assisting course. The course currently has five students enrolled.
- iii. **Limiting Factors on the Outreach Program** include capacity constraints: for care coordination, follow-up, to add appointments at the clinic following a screening and the capacity of the current outreach team. **Possible Strategies for Consideration** include creating a new staff position for the Outreach Program, trimming the program to fit the capacity or creating an additional center to increase capacity. Funding is at the root of these three strategies. The Outreach Team has funding for 1000-1220 screenings, but if these students need additional care, limited capacity at Sonrisas is a challenge.
- iv. **Director Kneoppel** asked for the funding needed per screening. A screening for one student costs \$75, with the highest expense being care coordination. **Chair Taverner** asked for additional details on the Delta Dental grant and its scope. The current grant this year is \$100K to fund the uncompensated care for a portion of Sonrisas' current 65+-year-old patients. It also funds the Community Needs Assessment for Older Adults. The rest of the funding will be used to pilot 14 off-site visits for older adults. The grant proposal for phase 2 will align with the findings of the needs assessment.
- v. **CEO Fecher** validated the need in the community and the impact of the Outreach Program. She asked for feedback on whether this program should continue to grow because the need is so great in the San Mateo County community, without fully knowing where the funding will come from or the capacity to treat the kids. **Director Kneoppel**



commented that the screenings give a better picture of the scope of the problem. **Director Navarro** shared a story about a man who was gradually became paralyzed. It was discovered that he had dental decay and an abscess that had drained into his neck, damaging vertebrae in his neck. **Dr. Rothstein** commented that the clinic is not directly affected by a decision to grow the Outreach Program. The clinic is affected by how follow up care is triaged. He recommended further conversation on how to define the capacity of the clinic to avoid overworking staff. **Director Cappel** expressed that there is a moral obligation to treat or find treatment for those that are screened, when treatment is needed. He recommended making sure that there is adequate capacity for care before committing to screenings. **Chair Taverner** instructed **Dr. Jue** to plan the screenings that her team has the capacity to complete and to present this plan to the board as part of the budget. **Director Young** asked the board to consider, in preparation for the Strategic Planning Retreat in late April, what Sonrisas' commitment is to advocacy work and what resources will be allocated towards those efforts. **Chair Taverner** added this topic to his notes to address at the strategic planning retreat.

- b. **HPSM Dental Pilot Integration Update – Dr. Rothstein** reported that the ability to communicate with HPSM has improved the care for Medi-Cal dental patients. This relationship has improved coverage for patients, and the process for referring patients for specialty treatment has improved for Sonrisas. Health Plan of San Mateo has been patient-oriented, prioritizing treatment plans based on the patient's need rather than the price. The integration has had a significant impact on the billing process and is taking extra time to sort out the errors. Tobacco tax is no longer included on the EOBs but paid in bulk; other problems include Sonrisas receiving denials without a code. **CEO Fecher** commented that dental billing is different than medical billing and HPSM is still learning. The Dental Transformative Initiative will not be implemented by HPSM. Overall, the integration is an improvement and Sonrisas is receiving a 20% blended rate increase.
- c. **CEO Leadership Training – ACTION Requested –Chair Taverner** requested approval of the expenditure of \$7,000 to provide leadership training for CEO Fecher through Stanford Graduate School of Business Executive Program from May 29th to June 3rd.
 - i. **Director Cappel** moved to approve this unbudgeted expense. The motion was seconded by **Director Navarro** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Larry Cappel, Larissa Cutler, Dennis Kneappel, Rick Navarro, Steve Stielstra, Sheryl Young.**
- d. **Board Meeting Format Discussion – Chair Taverner** asked for feedback on the format of board meetings. While board members expressed their enthusiasm to hear program reports, they asked that these reports be short or reserved for an additional meeting. **Director Cappel** suggested a consent calendar and shortened reports. **Director Kneappel** asked board members how long regular board meetings should be. He suggested time stamps be added to each agenda item. **Director Cappel** suggested a 90-minute meeting. **Director Young** suggested that program reports become an additional meeting in preparation for the budget, strategic planning retreat or board retreat. **Director Stielstra** recommended separating education and outreach from the business of the organization.



Vice Chair Galligan recommended sending a video of the program reports with the packet in advance of board meetings and making these videos available on the website. **Directors Cutler** and **Navarro** agreed that meetings should be kept to 90 minutes. **Director Kneepfel** requested that the videos include an ask or a summary of the main point(s) so that the board can discuss at the board meeting.

[Director Cappel left at 8.00pm]

e. Board Resolution to Continue Virtual Meetings ACTION Requested

- i. Director Navarro moved to continue conducting board meetings virtually. The motion was seconded by Director Galligan and approved by roll call. Ayes: Nigel Taverner, Helen Galligan, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Steve Stielstra, Sheryl Young.*

8. OLD BUSINESS

- a. Strategic Plan Update** – The organizational assessment is still in progress through the end of March. At the next Strategic Planning Task Force meeting, the team will have a framework for the plan with the priorities. The all-day Strategic Planning Retreat will take place on April 26th at the San Mateo Public Library.
- b. FQHC Contract Update** – No updates.

9. REPORTS

- a. CEO Report** – CEO Fecher No questions or comments.
- b. CFO Report** – CFO Fama made the board aware that she will be recommending that Sonrisas Dental Health change banks from Boston Private. PHCD Finance Committee has recommended moving to Heritage Bank. She will present more information at the April 21st board meeting.
- c. Fundraising Report** – Maura LeBaron-Hsieh No questions or comments.
- d. Outreach Report**– Dr. Bonnie Jue No further questions or comments.
- e. Board Nomination Committee** – Director Young welcomed Director Dennis Kneepfel. She also reported that the recruiting and onboarding process will be revisited. The goal is to bring two candidate recommendations to the board by the end of calendar year 2022.

10. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner

11. The meeting was adjourned at **8:18pm**.

Written by
Elijah Bernard

Approved by

Nigel Taverner, Board Chair