



Board Retreat

November 12th, 2020

Minutes

1. **CALL TO ORDER AND ROLL CALL** Chair Taverner called the meeting to order at **1:03 pm**.
 - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan, Board Members: Larry Cappel, Sheryl Young.
 - **Also Present:** CEO Tracey Fecher, CFO Cheryl Fama, Director of Development Maura LeBaron-Hsieh, Executive Assistant Libby Barnard

2. **MISSION MOMENT** – Maura LeBaron-Hsieh shared a video of Sonrisas’ recent Drive-Up Dental Screening on October 24th, organized by Dr. Bonnie Jue and the outreach team. Parents of participants were grateful that this screening was scheduled on the weekend so that they would not have to bring their children during working hours. **CEO Fecher** added that Dr. Jue was recently chosen as KNBR Radio’s Forever Young Hero of the Week and Steve Young’s Forever Young Foundation. **Chair Taverner** commended the Sonrisas team for their work in the community.

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

4. **BOARD EFFECTIVENESS**
 - **Board Responsibilities** - **Director Young** presented an overview of the role of Sonrisas’ board, highlighting that, this past year, Sonrisas focused on responsiveness, transparency and accountability regarding Covid-19.
 - **Response to Unexpected Challenges:**
 - **COVID-19 Mitigation** – Sonrisas pivoted fast when the pandemic hit San Mateo County, battling through challenges in procuring PPE and workflow changes. The team and board responded by developing a financial model and holding additional meetings. The board demonstrated continued care of the Sonrisas team by agreeing to pay staff through April 10th, in the early days of the pandemic. This gave staff time to adjust to the unsettling situation and have some sense of security during this uncertain time. Sonrisas continues to work with the County to get clarity on COVID-19 protocols and best practices. **Vice Chair Galligan** commented that Sonrisas pivoted as well as anyone could have expected, and the extra safety measures put in place have worked out well. **Director Cappel** commented that he appreciated the communication and transparency of the leadership team to staff, board members and the community. **Director Young** added that Sonrisas’ track record in preparing for the beginning of the pandemic will help guide the team in making decisions over the next few months, which could be challenging as COVID-19 surges. Dentistry is an essential business and would not be shut down if the county went into another lockdown. **Chair Taverner** thanked the board for their expertise in guiding Sonrisas during this time, as well as CFO Fama and the Peninsula Health Care District for their diligence in helping to secure PPE. Director of Development, Maura LeBaron-Hsieh and Executive Assistant Libby Barnard thanked the board for their support. The board agreed that Sonrisas needs to be ready for another surge of cases.



- **Cyber Security** – At the October board meeting, Director Navarro asked the Sonrisas team to report on Sonrisas’ cyber security, following ransomware attacks on UCSF and other healthcare providers. This will be done at the November board meeting. **CEO Fecher** reported that she and the Dental Director are working with the IT Consultant to assess the organization’s cyber security. The team has reviewed protocols that the IT Consultant has in place already and will be implementing other precautions. **Director Young** asked what other alternatives are available besides paying ransom if an attack occurred. **CEO Fecher** responded that law enforcement recommends against paying the ransom. It is important to have a plan to respond to ransomware attacks and to ensure that back-ups to the cloud are current.
 - **Follow-Up items:**
 - **CEO Fecher** will schedule an IT/Security Risk Management meeting twice a year with board involvement.
 - The IT team will train staff to identify phishing emails and scams.
 - The team should draft communications to interested parties if there is a data breach.
 - **CEO Fecher** will communicate Sonrisas’ insurance cyber-attack coverage to the IT Consultant.

- **Anti-Racism** – Sonrisas’ mission has been providing quality dental health care to marginalized communities for nearly 20 years, employing bilingual clinical staff to serve its patients. 70% of Sonrisas’ patient demographic is non-white and are affected by systemic racism. As other non-profits have responded to current events regarding racism, Sonrisas could send a message of unity to patients. **Director Cappel** commented that racism permeates society and that it is important to learn about the cultures of the people we serve. He suggested having a staff training initiative. **Director Young** highlighted the importance of creating a work culture where racism can be called out and changed. Echoing Director Cappel’s idea, **Director Galligan** suggested a satisfaction survey of staff and patients to make sure Sonrisas is acting in a culturally responsive way. She also expressed interest in cultural sensitivity training for the board. **Director Young** shared that the Board Nomination Committee has been interested in but struggling to find someone from the Latinx community to join Sonrisas’ board. She asked for suggestions on a different approach. **CFO Fama** asked the board to consider what problem Sonrisas is trying to solve. She noted the power of inclusion and the importance of getting the community involved to measure the organization’s effectiveness. Realizing that Sonrisas cannot change all aspects of racism, **CFO Fama** recommended that the team focus on how the organization is operating and identify the role of the board and Sonrisas team in anti-racism efforts. **CEO Fecher** posed the idea of a patient-advisory board. **Ms. LeBaron-Hsieh** noted that Sonrisas exists because of systemic racism and suggested that the organization has a role in advocacy.
 - **Follow-up Items**
 - A survey will be sent to staff and patients to gain insight into how the organization is perceived.
 - The leadership team will create a policy statement that will later be approved by the board.
 - **Ms. Barnard** will explore options for an organizational assessment of our policies and procedures to measure if Sonrisas is “walking the talk.”



5. CAPITAL CAMPAIGN

- **Potential Project: New Coastside Center – CEO Fecher** outlined some of the reasons for considering a new Coastside clinic. Currently there is no separation between the reception area and the clinic, which is an infection control concern. 85% of Sonrisas' Coastside payer mix is low income, with 65% being Medi-Cal Dental. A larger, more modern clinic could appeal to new patients with private insurance. Sonrisas Coastside does not currently have a resident pediatric dentist, which requires two chairs. There is only one available chair at the current office, since the other two chairs are occupied by the resident provider and supervising provider. Moving to a larger center with more chairs would allow Sonrisas to schedule its patients tighter. She added that it is both expensive and difficult to improve ventilation in the current center. Lastly, there is an opportunity for an FQHC expansion to the Coastside, which would increase Sonrisas' capacity. **Director Young** asked what the need for dental services is on the Coastside. **CEO Fecher** responded that if the board agrees that this is a direction they want to pursue, then the team would develop a business case, as part of the prework for this project.
 - **Solutions:** CEO Fecher presented possible solutions including purchasing a practice from a retiring dentist, renting and building out a 2000 square foot dental office and/or operating out of the SMMC Coastside Dental Clinic. The team would only move forward with a facility that was suitable for a dental office and part of the due diligence would be to have an HVAC expert inspect the location.
 - **Director Cappel** asked — on what basis do dental offices sell? Practices are sold based on the number of charts and other factors. He also inquired whether it would be possible to share an office with another practice and operate as a PM care center.
 - **Follow-Up:**
 - The board recommended that the Sonrisas team find out as much as possible about the demand on the Coastside, especially for geriatric dentistry.
 - **Director Young** also recommended reaching out to Joe Cotchett, who owns property on the Coastside.
- **Capital Campaign – CEO Fecher** reported that Sonrisas is not yet ready for a capital campaign not least because the development team is still working on building the organization's individual major donor base. The team is planning on bringing in a consultant to help in this process. There is a need to build internal education for staff and board members on how to create effective capital campaigns. **Director Young** mentioned the group, Magnify Community, which has helped attract major donors to invest in San Mateo and Santa Clara County-based organizations. Since Covid-19, philanthropists have donated more than usual. Social justice and equity have been deciding factors for major donors. Older donors are looking for missions that are sustainable to leave a lasting impact. This is a good time for a capital campaign that is well-defined and targets low-income, underserved individuals. Sonrisas should be able to attract donors that have never given to the organization but would be interested in the mission. **Ms. LeBaron-Hsieh** commented that the campaign would be effective and relevant if it can be tied back to Sonrisas' mission to address health care disparities and increase access to care. **CEO Fecher** added that in order to be successful, the team needs to build a capital



campaign into the fundraising budget and the team will need a capital campaign committee.

- **Follow-up**
 - **Director Young** will connect CEO Fecher with her contact at Magnify Community.
 - **CEO Fecher** will survey a select group of Dental Coalition individuals to discuss Coastside dental needs.
 - **CEO Fecher** will start a workgroup to discuss the intersection of the following topics: a business case for senior market, Sonrisas' 20th Anniversary in 2021 and the capital campaign.

6. **Chair Taverner** adjourned the meeting at **4:06pm**.

Written and Submitted By
Libby Barnard

Approved by
Board Chair, Nigel Taverner

A handwritten signature in blue ink, appearing to read 'Nigel Taverner', is written over a horizontal line. A small blue mark is visible below the line.