



Sonrisas Dental Health

Board of Directors Closed Session

Location
Sonrisas San Mateo Conference Room
430 N. El Camino Real, San Mateo

Join Zoom Meeting
<https://us02web.zoom.us/j/84886804032?from=addon>

Meeting ID: 848 8680 4032
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**August 22, 2023
6:00 PM**

AGENDA

1. CALL TO ORDER AND ROLL CALL –Chair Taverner
2. PUBLIC COMMENTS – Chair Taverner
3. CLOSED SESSION – Chair Taverner
 - a. Pursuant to Government Code Section 54957: CEO Annual Performance and Salary Review with chief negotiator, Board Member Steve Stielstra.
4. REPORT OUT – Chair Taverner
 - a. Any recommended actions will be reported out at the Regular Board Meeting immediately following this session
5. ADJOURN TO OPEN SESSION



Board Meeting August 22nd 6:30 PM

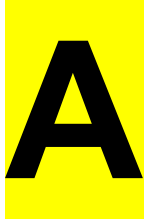
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AGENDA

1. 6:30 CALL TO ORDER AND ROLL CALL – Chair Taverner TABS
2. 6:35 MISSION MOMENT – Spandan Chakrabarti
3. 6:40 PUBLIC COMMENTS
4. 6:40-6:45 APPROVAL OF JUNE BOARD MINUTES– Chair Taverner A
5. 6:45-7:45 STRATEGIC PLAN FY23-FY25
 - A. FY23 Program and Financial Outcomes – CFO Yee and CEO Fecher
 - B. FY23 Strategic Plan (Year 1) Accomplishments – CEO Fecher
 - C. FY24 Strategic Plan (Year 2) Goals – CEO Fecher
 - D. Sustainable Growth
 - a. FQHC Sub-recipient Update – CEO Fecher
 - b. Cooking for a Cause Update – Spandan Chakrabarti
 - E. Community and Patient Engagement
6. 7:45-7:55 REPORTS
 - A. CEO Report – CEO Fecher B
 - B. CFO Report – CFO Yee C
 - a. June 2023 Profit and Loss, Balance Sheet, Dashboards
 - C. Fundraising Report – Spandan Chakrabarti D
 - D. Outreach Report– Dr. Bonnie Jue
 - E. Board Nomination Committee – Director Hinshelwood
7. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner
8. ADJOURN





Board Meeting June 27th 6:30 PM

Sonrisas San Mateo Conference Room

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner called the meeting to order at 6:32 pm.**
 - A. **Present:** Board Chair Nigel Taverner, Secretary Clyde Hinshelwood, Board Members: Larissa Cutler, Dennis Kneoppel, Rick Navarro, Henry Sanchez, Steve Stielstra, Sheryl Young
 - B. **Also Present:** CFO Vickie Yee, Administrative Assistant Veronica Le
 - C. **Absent:** Larry Cappel

2. **ADDING TWO ADDITIONAL AGENDA ITEMS - ACTION REQUESTED**

- A. **Chair Taverner** would like to add two additional topics to tonight's board meeting: 1) rescheduling Sonrisas' board meetings to align with PHCD's board meetings on the fourth Thursday of the month and 2) discussing the process of evaluating **CEO Fecher**.

Board Chair Nigel Taverner moved to approve additional agenda items for tonight's board meeting. Director Rick Navarro seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Clyde Hinshelwood, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Henry Sanchez, Steve Stielstra, Sheryl Young.

3. **DISCUSSION OF CEO'S EVALUATION**

- A. The Board discussed the timeline and process of **CEO Fecher's** evaluation and it was agreed to include reviewing **CEO Fecher's** achievement against goals for last year. It was suggested that her goals for the current year be set soon after the review and progress tracked throughout the year. **Director Henry Sanchez** suggested highlighting performance against the budget given that its forecast to have a negative outcome.

4. **NEW BOARD MEETING START TIME—ACTION REQUESTED**

- A. **Director Rick Navarro** proposed to have Sonrisas Board Meetings occur on the Tuesday before the 4th Thursday of the month. **Director Henry Sanchez** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Clyde Hinshelwood, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Henry Sanchez, Steve Stielstra, Sheryl Young.**

5. **MISSION MOMENT –** Ms. Le played a recording of Community Clinical Care Coordinator, Irma Ochoa, sharing one of her favorite patient stories. During a school screening at Roosevelt Elementary School, she came across a child with severe decay to the gumline and notified the Outreach team she was in pain. After contacting her mother, Ms. Ochoa was informed they had gone to the dentist before but was referred to hospital dentistry, raising concerns about having her child put under general anesthesia. Ms. Ochoa explained not proceeding with any treatment for her daughter's cavities would worsen her condition. Ms. Ochoa offered an appointment for this child to be seen at Sonrisas with one of our pediatric dentists, who conducted a complete evaluation. The child had successful treatment at her first appointment and was scheduled for three more appointments. Ms. Ochoa observed there are few pediatric dentists in San Mateo County that accept Medi-Cal, so the mother was thankful her daughter was able to be treated at Sonrisas Dental Health.

6. **PUBLIC COMMENTS** - No public in attendance

7. **APPROVAL OF APRIL BOARD MINUTES and JUNE BOARD RETREAT MINUTES**

Director Steve Stielstra moved to approve the minutes of April 20th's meeting. Director Rick Navarro seconded the motion and was approved by a quorum. Ayes: Nigel Taverner, Dennis Kneoppel, Rick Navarro, Henry Sanchez, Steve Stielstra, Sheryl Young. Abstained: Clyde Hinshelwood, Larissa Cutler

Director Rick Navarro moved to approve the minutes of June 3rd's Board Retreat. Director Henry Sanchez seconded the motion and was approved by a quorum. Ayes: Nigel Taverner, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Henry Sanchez, Steve Stielstra. Abstained: Clyde Hinshelwood, Sheryl Young

[CEO Fecher joined the meeting at 6:51 pm.]

8. **STRATEGIC PLAN FY23-FY25**

- A. June 3 Board Retreat Report Out – **Chair Taverner** gave an overview of the board retreat held on June 3rd. The retreat had a focus on two areas of the strategic plan: Diversity, Equity, Inclusion (DEI) and sustainable growth through becoming a federally qualified healthcare clinic (FQHC).
- a. Ms. Bluford joined the Board Retreat to review DEI concepts as well as what is part of a DEI business case. During Ms. Bluford's presentation, it was agreed to include a focus on justice (DEIJ)
 - b. There were great conversations detailing the ideas and thoughts on DEI and becoming a FQHC sub-recipient that occurred at the Board retreat.
 - c. **Director Sanchez** commented that the retreat involved good discussions and good engagement led by good facilitators. **Director Stielstra** agreed and mentioned that it was good to hear Eric Ryan's positive opinions about our performance. **CEO Fecher** said she was inspired by Ms. Bluford's presentation to include the focus on justice.
- B. Sonrisas Culture
- a. Strategic Plan Year Two – The goals of the strategic plan will be revised, evolving some goals, and encouraging new staff members to join and contribute their ideas to Year 2 of the plan.
 - b. **Director Stielstra** wanted to confirm that we shall be using Mission Met's (Causey) software tool to do this.
- C. Sustainable Growth
- a. FY24 Operating and Capital Budget Approval ACTION REQUESTED - **CEO Fecher** asked for a motion to approve both the capital and operating budget. **Director Sanchez** asked how we handle depreciation. **CFO Yee** explained that every piece of equipment has a suggested lifetime which is used to forecast replacement dates. Specifically:
 1. The capital budget for FY24 labels dental equipment for expansion as "new dental equipment".
 2. Although there isn't currently any need for new equipment, the capital budget includes replacements of older dental equipment that requires replacement.
 3. Capitalizing the equipment is based on the industry-standard life expectancy of the dental equipment.
 4. The FY24 capital budget estimates the funding required to replace existing equipment as needed. If there were any new dental equipment required, it would be part of a project that would need board approval.
 5. **CEO Fecher** gave a brief review of the budget for board members who were not able to attend the budget walk meetings.
 - After **CEO Fecher** wrote her report, it was confirmed that

Sonrisas will be receiving incentives from the Health Plan of San Mateo for providing a dental home for patients.

Director Henry Sanchez moved to approve the Capital Budget. **Director Rick Navarro** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Clyde Hinshelwood, Larissa Cutler, Dennis Kneappel, Rick Navarro, Henry Sanchez, Steve Stielstra, Sheryl Young.**

Director Henry Sanchez moved to approve the Operating Budget. **Director Dennis Kneappel** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Clyde Hinshelwood, Larissa Cutler, Dennis Kneappel, Rick Navarro, Henry Sanchez, Steve Stielstra, Sheryl Young.**

- b. FQHC Sub-Recipient Project: A week prior, **CEO Fecher** and Dr. Bonnie met with Supervisor Ray Mueller, introducing Sonrisas Dental Health's services, the strategic plan, and the need for growth, which he fully supported. Supervisor Mueller will sponsor the meeting with SMMC.
- c. Cooking for a Cause Sponsorship Update – **CEO Fecher** is pleased to update board members on the positive progress on sponsorships, including every board member supporting the event in some way.
 - 1. **CEO Fecher** requested board members to brainstorm for other organizations who would like to honor Cheryl Fama by potentially sponsoring the event.
- D. Community and Patient Engagement
 - a. Patient Survey – The Sobrato Foundation gave all their grantees free access to Listen4Good, an organization that helps nonprofit create accessible surveys to multiple people.
 - 1. Dr. Bonnie and the clinical staff have been working on this survey for the past few months. The survey is under final review, making sure the survey will be translated in English, Spanish and Cantonese/Mandarin before piloting the survey to patients of Sonrisas' Half Moon Bay clinic, for the next six to eight weeks.
 - 2. These surveys will be provided in all forms: paper, tablet and mobile ready.
 - b. School Screening Outcomes – The Outreach team were budgeted to screen 2,000 children but ended up screening 2,985 children.
 - 1. For the upcoming year, the Outreach team is budgeted for 3,000 children.

9. CONTINUING BUSINESS

A. Board Vice Chair Election ACTION REQUESTED

Director Hinshelwood nominated **Director Sanchez** to fill the position of Vice Chair. **Chair Nigel Taverner** seconded the nomination and was approved by roll call. Ayes: **Nigel Taverner, Clyde Hinshelwood, Larissa Cutler, Dennis Kneappel, Rick Navarro, Henry Sanchez, Steve Stielstra, Sheryl Young.**

10. REPORTS

A. CEO Report – No questions or comments

B. CFO Report

- a. **Director Sanchez** asked how the CalWellness grant is handled.
 - 1. Half of the grant will be released for twelve months and the other half for the next twelve months, since it is a two-year grant.
 - 2. By looking at the fundraising totals, the numbers are reflected as cash in the balance sheet but not necessarily as income until the funds are released.
- b. Do restricted funds get reported in the budget?
 - 1. The budget only reflects the unrestricted portion, or the operative portion, and the restricted portion is reflected in the balance sheet.
- c. **Director Sanchez** asked about the cash reserves and if there is a policy on its use.
 - 1. The reserve was created to be used during times such as the pandemic and

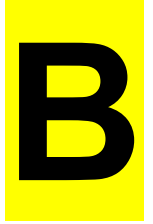
other worst-case scenarios, where the clinic would be forced to shut down or had to operate with no patient income or grant income. What's currently in reserves is six months' worth.

2. **CEO Fecher** and **CFO Yee** will present to the board at the next meeting in August a targeted reserve funds amount, based on current policy.
- C. Fundraising Report – No questions or comments.
- D. Outreach Report– **Chair Taverner** gave high praise to Dr. Bonnie and her team's ability to reach milestones in screening children attending preschools, elementary schools, middle schools, and school districts.
- E. Board Nomination Committee – No comments or questions.

11. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. No board meeting in July
- B. Target reserve amount based on cash reserve policy for approval.
- C. CEO Review - closed session to start at 6 am.
- D. Strategic plan update
- E. Financials for July and August to present to the Board in September, if not in October.

12. ADJOURN - The meeting was adjourned at 8:10 pm.





DATE: August 15, 2023

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: CEO Report

1. Clinic Operations:

- July visits were under budget by (88) visits. The no-show rate was 3% higher than budgeted in both clinics due to the number of patients cancelling due to illness, including patients reporting having Covid. The Care Coordinator team continues to work diligently to fill open appointments when possible.
- The budgeted plan for August included a new dentist joining the team three days a week at the Half Moon Bay clinic. The dentist hired graduated from the resident program in June and is still waiting to receive their dental license from the State of California. Visit volume in August is forecasted to be lower than budget for this reason.

| | July 2023 | | | | |
|--------------------------------|------------------|--------------|-------------------|--------------------|----------------------|
| | Budget | Actual | Actual vs. Budget | % of Actual Visits | % of Budgeted Visits |
| Comm/PPO | 299 | 282 | (17) | 26% | 24% |
| Private Pay | 32 | 20 | (12) | 2% | 3% |
| Medi-Cal Dental | 617 | 560 | (57) | 51% | 55% |
| Affordable Plan | 34 | 55 | 21 | 5% | 3% |
| FQHC and Farmworker | 208 | 183 | (25) | 17% | 16% |
| Access to Care Subtotal | 858 | 798 | (60) | 73% | 74% |
| Total Visits | 1,188 | 1,100 | (88) | | |

2. Staffing:

- The team is recruiting a hygienist for 2 days a week beginning September 1st. A strong candidate has not been identified yet, so the visit forecast will be adjusted to reflect this as needed.
- The team is in final interviews with a candidate for the fundraising manager position.
- Three Professional Employment Organizations (PEO) are being reviewed to determine if the team recommends moving to a PEO January 1st. The goals of moving to a PEO are to improve the medical benefits packages available to staff and families, ease of HR

compliance for the administration team, a fully integrated HR Information System (HRIS) and improved response time for HR requests made by employees.

3. Sustainable Growth Focus Area/ Strategic Plan Update:

- FQHC Project:
 - The FQHC task force is scheduled to meet on August 23rd to review the presentation to be given to San Mateo Medical Center in a meeting sponsored by Pat Curran of HPSM and County Supervisors Mueller and Corzo.
 - SMMC has asked the team to provide a list of challenges they experience when providing care to SMMC patients under the current contract, such as IT system support and eCW (SMMC's electronic health record). This information will be useful in conversations with SMMC to determine if a possible expansion of our current contract with them would be a better path than a sub-recipient contract.
- FY23, Year 1 of Strategic Plan:
 - The first year of the strategic plan has been completed by the team. The team accomplished most of the goals set by the Focus Area teams. Attached to this report is a copy of the FY23 strategic plan, focus areas and goals for each area. The outcomes of FY23 will be reviewed during the August board meeting. The team is working on FY24, Year 2 goals.

4. Financial Update:

- On August 15th, Sonrisas' current cash position was \$1,903,000



Sonrisas Dental Health

STRATEGIC PLAN

| | |
|--------------|--|
| Plan Name | Overall Plan Champions |
| 2022-23 Plan | Nigel Taverner, Tracey Fecher, and Veronica Le |

Section 1: Compass

Vision Statement

Every adult and child in San Mateo County has a dental home, including those with physical, developmental, or economic challenges.

Mission Statement

Sonrisas Dental Health, Inc. is a non-profit dental center dedicated to providing access to quality dental care and oral health education to our community. We provide these services with dignity, respect and compassion. We offer two convenient locations in Half Moon Bay and San Mateo.

Values

Health with Dignity

Our patients are at the center of our work. We deliver quality oral health care with dignity, fostering overall wellness.

Community

We believe in doing work that improves the lives of our neighbors. By partnering with the community, we bring quality dental care and education services to San Mateo County.

Trustworthiness

We act with integrity and accountability to create a safe environment for our patients and staff.

Teamwork

Each team member shares his/her/their expertise to strengthen our team and impact.

Adaptability

We listen with compassion to our patients and staff, which allows us to be flexible and innovative to meet the ever-shifting needs of our community.

One-year Strategic Priorities

(Background) *Delivering Sonrisas' mission requires us to strengthen internally, as well as collaborate with other partners delivering dental care in San Mateo County. Sonrisas has been providing quality dental care for 21 years.*

The following one-year strategic priorities will allow Sonrisas to move closer to our vision that every adult and child in our community has a dental home.

- **Sonrisas' Culture:** We will embed our culture of quality care, teamwork, and adaptability in all we do.
- **Sustainable Growth:** We will explore new revenue pathways, in both patient and fundraising income, to build additional capacity to serve more patients in need of a dental home.
- **Patient and Community Engagement:** We will engage our patients and the larger community by seeking their involvement in, feedback on and support for all we do.

Section 2: Actions

Focus Area I: Sonrisas' Culture

Focus Area Vision:

Within three years we will have:

- *Staff Wellness*: Established processes to promote staff wellness and engagement (strong internal relationships, trust, work/life balance, ergonomics, etc.).
- *Staff Learning and Development*: Further developed practical staff development systems and processes that support and grow a learning culture and career path.
- *Internal Collaboration*: Continued to strengthen the collaboration and alignment between the administrative and clinical staff teams, supported in part by a set of replicable events to bring staff together in person to strengthen teamwork and deepen relationships.
- *Mission, Vision and Values*: Ensured that all staff have internalized and can communicate Sonrisas' mission, vision, and core values.

Goal A INTERNAL COLLABORATION - STAFF FEEDBACK: Establish a process for ongoing employee feedback.

Slow Progress

Due Date: 50%
7/1/2022 -
12/31/2022

Goal Champions:
Justine Howard
and Veronica Le

Goal Key Team Members:
None

Last status update on Wed, Aug 2, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|---|----------|------------|--------------------------------|
| <input checked="" type="checkbox"/> | 1: Suggestions Box | 3/1/2023 | | Veronica Le and Justine Howard |
| | Details Placing opaque suggestions boxes with locks in the break rooms in San Mateo and Half Moon Bay locations | | | |
| <input type="checkbox"/> | 2: Pulse Employee Surveys Details | None | 25% | |
| | Details Work with Devery to create Pulse Employee Surveys to go out quarterly or when there is an issue we want employee feedback on. Idea will be shared with staff at January staff meeting and first survey will go out by Feb 1st. Will need to be clear on how we give out survey and follow up with responses. | | | |
| <input type="checkbox"/> | 3: Annual Employee Survey | None | | |
| | Details When? How is it different than pulse survey? | | | |

Goal B INTERNAL COLLABORATION -- COMMUNICATION SYSTEM: Review and implement a system of communication for open flow of information between management and staff (possibly including email, text, Zoom, etc.).

| | | | |
|-----------|--------------------------------------|-------------------------------|--------------------------------|
| Completed | Due Date: 7/1/2022 - 6/30/2023 | Goal Champion: Veronica Le | Goal Key Team Members: None |
|-----------|--------------------------------------|-------------------------------|--------------------------------|

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|---|-----------|------------|--|
| <input checked="" type="checkbox"/> | 1: Meet with Focus Team to get feedback on how staff would like to have communication/connection with management. | 1/31/2023 | | Justine Howard and Veronica Le |
| | Details Not only how they want to hear but WHAT they'd like to hear about. How do we inform staff on who to go to when they have concerns. | | | |
| <input checked="" type="checkbox"/> | 2: Fun Employee Events and Activities | 6/30/2023 | | Justine Howard, Tracey Fecher, and Veronica Le |
| | Details July Staff Picnic Friendsgiving held in November. Thankful Boards at both clinics in November Holiday Party with t-shirt and bottle of wine - 12/23/22 We Heart You Game - Feb 1st to Feb 14 | | | |

Goal C STAFF WELLNESS: Provide staff with access to ergonomic support resources to help manage the physical demands of their work.

| | | | |
|-----------|-----------|-----------------|------------------------|
| Completed | Due Date: | Goal Champions: | Goal Key Team Members: |
| | | Justine Howard | None |

7/1/2022 -
6/30/2023

and Veronica Le

16

Last status update on Wed, Aug 2, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|---|------------|------------|--|
| <input checked="" type="checkbox"/> | 1: Self-Care - staff allowances for self-care | 12/31/2022 | | Justine Howard, Tracey Fecher, and Veronica Le |
| | <p>Details</p> <p>Look into giving staff allowances for their idea of self-care, based on if they're full-time, part-time, on-call, daily.</p> <p>Tracey shared there is not enough budget this in FY23. Perhaps add it back in another year.</p> | | | |
| <input checked="" type="checkbox"/> | 2: Ergonomic training/posters | 12/31/2022 | | Justine Howard and Veronica Le |
| | <p>Details</p> <p>Research outside consultants to come teach staff proper stretches during break times. Could possibly search for YouTube videos with same concepts</p> | | | |
| <input checked="" type="checkbox"/> | 3: Ear Plugs | 2/28/2023 | | Justine Howard and Veronica Le |
| | <p>Details</p> <p>Research different brands of ear plugs that drown out certain levels of noises. Get Jim and Dr. Chau to pilot a product before rolling out. (See DenPlugs on Amazon and check with Patterson for a solution)</p> | | | |
| <input type="checkbox"/> | 4: 15 minute chair massage therapist | 2/28/2023 | 25% | Justine Howard and Veronica Le |

Details

- Veronica has identified a massage therapist
- Veronica to get costs to Tracey
- Focus Team to "try out" therapist to determine if they recommend moving forward



5: Someone to show staff 3/15/2023
 how to do particular
 stretches at 3/15 staff
 training day

Veronica Le and Justine
 Howard

Goal D STAFF LEARNING AND DEVELOPMENT -- DEI: Provide DEI training for Sonrisas Staff. Possible topics: Micro-Aggressions, Dimensions of Diversity, Fairness

Completed

Due Date:
 10/1/2022 -
 3/31/2023

Goal Champion:
 Tracey Fecher

Goal Key Team Members:
 None

Last status update on Wed, Aug 2, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|--|-----------|------------|----------------------------------|
| <input checked="" type="checkbox"/> | 1: Work with Tanya to define micro-trainings to add to 1-2 staff meetings | 10/1/2022 | | Tracey Fecher |
| | Details Tracey to talk with Tanya about scope of consulting remaining and if some of the time can be used for training vs. a DEI committee | | | |
| <input checked="" type="checkbox"/> | 2: Board Training on DEI | 10/1/2022 | | Tracey Fecher |
| | Details Gather information from Tanya about possible board DEI training topics | | | |
| <input checked="" type="checkbox"/> | 3: DEI Training during 2023 Staff Meetings | 6/1/2023 | | Tracey Fecher |
| | Details Tanya will go over these topics monthly with staff: <ul style="list-style-type: none"> • January--Dimensions of Diversity • February--Privilege • March--Unconscious Bias • April--Microaggressions • May-Pronouns - scheduled for August 2023 staff meeting | | | |
| <input checked="" type="checkbox"/> | 4: DEI Working Sessions during Board Meetings | 4/1/2023 | | Nigel Taverner and Tracey Fecher |

Details

Tanya will attend the February and March board meetings to help the board set goals around DEI and training on Unconscious Bias and Privilege.

It was suggested to read "Biased" by Jennifer Eberhardt before the February board meeting.

Goal E MISSION, VISION AND VALUES -- PROCESS FOR INTEGRATION: Establish an ongoing process for reinforcing Sonrisas' mission, vision, and values, ensuring they are integrated throughout our work.

Completed

Due Date:

7/1/2022 -
6/30/2023

Goal Champion:

Tracey Fecher

Goal Key Team Members:

None

Last status update on Wed, Aug 2, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|---|------------|------------|-------------------|
| <input checked="" type="checkbox"/> | 1: Integrate Mission/Vision/Values into Staff Communications | 10/15/2022 | | Tracey Fecher |
| | Details <ul style="list-style-type: none"> • Discuss with Leadership team how to do this in staff meetings • Start rotating weekly update emails: Dr. Bonnie, Dr. Torrey, Maura and Tracey. Maybe Tracey do emails 2x/month and rotate others? • M/V/V to be incorporated in some way in each message. • Create a message template for leadership team to use | | | |

Focus Area II: Sustainable Growth

Focus Area Vision:

Within three years we will have further refined a diversified growth and revenue strategy, to include:

- *Patient Revenue*: A more sustainable set of patient revenue tactics relating to low-income patients and the low reimbursement rate Sonrisas receives.
- *Fundraising*: Replicable approaches to include major donor outreach, grants, events, and possibly plans for a capital campaign, seated within an organization-wide culture of philanthropy.

Goal A IMPROVE PATIENT REVENUE: Conduct a thorough assessment of reimbursement rates and where applicable, renegotiate. If warranted, craft and begin implementing a plan for Sonrisas' FQHC strategy that takes into account factors such as staffing and continuity of care for existing patients.

Completed

Due Date:
None

Goal Champion:
None

Goal Key Team Members:
None

Last status update on Wed, Aug 2, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|---|-----------|------------|--|
| <input checked="" type="checkbox"/> | 1: Explore FQHC Viability of Subrecipient Contract | 6/30/2023 | | Tracey Fecher |
| | Details <ul style="list-style-type: none"> Engage with local healthcare leaders. (Pat Curran, Srija, Healthcare District) (Done) Engage with SMMC FQHC Leadership (Jim Beaumont, Dave McGrew) Read HCH/FH 2019 assessment Determine if consulting engagement with Dientes is valuable | | | |
| <input checked="" type="checkbox"/> | 2: Enhance Financial Management Processes | 4/30/2023 | | Tina Wang, Hiajaira Solorzano, and Tracey Fecher |
| | Details <ul style="list-style-type: none"> Improve Financial Dashboards Forecasting of visits Establish quarterly financial review meetings with budget managers | | | |
| <input checked="" type="checkbox"/> | 3: Maintain balance of care for current HPSM and current/new FQHC patients | 6/30/2023 | | Hiajaira Solorzano and Torrey Rothstein |

 Details

- Increase provider base for FQHC patients
 - Keep FQHC days just for FQHC patients.
 - Use schedule blocks to maximize FQHC days with hygienists and doctors
 - Look at front to back office patient flow to optimize efficiency
 - Consider FQHC priorities when accepting or closing to new patients so that we can continue to provide access for our denti-cal/HPSM patients ongoing
-

Goal B EXPLORE DIVERSE PATIENT REVENUE STREAMS: Identify and assess approaches to diversify patient care revenue streams using the clinic space in new ways on evenings and/or weekend days.

Completed

Due Date:

6/30/2023

Goal Champion:

None

Goal Key Team Members:

None

Last status update on Wed, Aug 2, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|---|----------|------------|------------------------------------|
| <input checked="" type="checkbox"/> | 1: Hire 2-3 providers for 2 weekdays and Saturday | 3/1/2023 | | Torrey Rothstein and Tracey Fecher |
| | Details Posted, currently interviewing. | | | |
| <input checked="" type="checkbox"/> | 2: Explore providing LifeMoves Navigation Center dental services | None | | Tracey Fecher |
| | Details RFI submitted to LifeMoves expressing Sonrisas interest in providing dental services for Navigation Center client. Was not selected. | | | |

Goal C ADVANCE FUNDRAISING: Document and carry out a replicable set of fundraising approaches supporting sustainable growth, including Major Donor cultivation, Annual Fund appeals, Events, and Grant seeking, guided by our evolving organizational culture of philanthropy.

| | | | |
|-----------|-----------|---------------------|------------------------|
| Completed | Due Date: | Goal Champion: | Goal Key Team Members: |
| | None | Maura LeBaron-Hsieh | Maura LeBaron-Hsieh |

Last status update on Wed, Aug 2, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|---|-----------|------------|---------------------|
| <input checked="" type="checkbox"/> | 1: Establish standard Development practices that support growth | 1/31/2023 | | Maura LeBaron-Hsieh |
| | Details -Create and implement an annual stewardship calendar by donor group -Create development workflows for expanded team -Expand reach of event strategy to engage Peninsula audience as well as broader business community engagement -Create standard materials (new donor packet; branded thank-you notes; etc) | | | |
| <input checked="" type="checkbox"/> | 2: Cultivate Sonrisas' Culture of Philanthropy to involve Staff and Board | None | | |
| | Details -Include staff and Board in donor appreciation events and thank-you calls -Build an Impact Library with stories from patients, staff, and Board -Invite donors to visit screening events from time to time | | | |
| <input checked="" type="checkbox"/> | 3: Achieve fundraising targets for FY 22-23 | 6/30/2023 | | Maura LeBaron-Hsieh |

Focus Area III: Patient and Community Engagement

Focus Area Vision:

Within three years we will have:

- *Patient Engagement:* Established a patient advisory committee to gather input on Sonrisas' programs and patient facing processes.
- *Outreach Programs:* Further developed our oral health programs in ways our community indicates they need and support.
- *Quality Dentistry:* We will communicate the importance of quality oral health to our patients and the wider community, *in a timely manner*, as well as our vision that all San Mateo County residents have access to a dental home.
- *Community Partnerships:* Expand current partnerships and increase the number of partners we work with to further Sonrisas' vision

Goal A PATIENT SURVEY AND FEEDBACK: Pilot a replicable and practical patient surveying and feedback process.

Completed

Due Date:
None

Goal Champion:
None

Goal Key Team Members:
None

Last status update on Tue, Aug 15, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|-------------------------------------|---|------------|------------|--|
| <input checked="" type="checkbox"/> | 1: Listen4Good - Sign up, attend info webinar, confirm selection for program | 11/30/2022 | | Bonnie Jue and Tracey Fecher |
| <input checked="" type="checkbox"/> | 2: HMB Patient Survey Pilot with L4G | 8/31/2023 | | Marleen Rodriguez Ortiz |
| | Details <ol style="list-style-type: none"> 1. Create Survey with L4G 2. Marleen to ask patients how they'd like to receive survey (antidotal) 3. Do a LightHouse message letting them know about the survey 4. Test survey with patients 5. Meet with Moira with L4G | | | |
| <input checked="" type="checkbox"/> | 3: Evaluate HMB Survey Results | 10/2/2023 | | Bonnie Jue and Marleen Rodriguez Ortiz |
| | Details <ol style="list-style-type: none"> 1. Review with L4G 2. Make changes 3. Share with CCC team 4. Share with entire Sonrisas team at 09/28/23 staff meeting 5. Plan to roll out survey to SM on 10/02/2023 | | | |

| | | | |
|-------------------------------------|---|------------|--|
| <input checked="" type="checkbox"/> | 4: SM Patient Survey with L4G | 11/30/2023 | Bonnie Jue and Marleen Rodriguez Ortiz |
| | <p>Details</p> <p>After evaluating HMB survey, make changes to meet patient feedback and plan to send out revised survey to SM patients</p> | | |
| <input checked="" type="checkbox"/> | 5: Explore hiring a Project Manager for Patient Advisory Committee | 1/1/2024 | Tracey Fecher |
| | <p>Details</p> <ul style="list-style-type: none"> Write grants for PM position. .5 FTE for 18 months. Estimated \$100K | | |
| <input type="checkbox"/> | 6: In Year 2: Determine Process to Analyze and Disseminate Data | 1/1/2024 | Bonnie Jue and Marleen Rodriguez Ortiz |
| <input type="checkbox"/> | 7: In Year 3: Create/Adjust Policies based on survey results/feedback | 1/1/2025 | Bonnie Jue and Marleen Rodriguez Ortiz |

Goal B HOLD FOR YEAR 2; SCHOOL PROGRAMS: HOLD FOR YEAR 2: Create and begin implementing a three-year strategy for enriching/growing the school outreach program.

Not Started

Due Date:
None

Goal Champion:
None

Goal Key Team Members:
None

Last status update on Thu, Aug 3, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|--------------------------|--|------------|------------|------------------------------|
| <input type="checkbox"/> | 1: Discuss School Screening Program Strategy with BOD | 1/20/2023 | | Bonnie Jue and Tracey Fecher |
| | <p>Details</p> <p>This has been put on hold due to board needing to hold annual meeting and financial decisions that need to be reviewed in January. Roll into budget process.</p> | | | |
| <input type="checkbox"/> | 2: Internal School Screening Program Strategy Meeting | 12/14/2022 | | Bonnie Jue |
| | <p>Details</p> <p>People to include: Dr. Bonnie, Tracey, Irma?, Maura?</p> <p>Outline questions that need to be answered to develop strategy for school screenings, for example: Do we add Individual Case Management for schools less than 50% low-income</p> | | | |
| <input type="checkbox"/> | 3: Take inventory of which Schools we are in contract with | None | | Bonnie Jue |
| | <p>Details</p> <p>List out which school districts we currently have MOUs with, which schools we're doing screenings at in 2022-2023, which schools expressed interests in school screenings that we haven't confirmed with yet, which schools we want to do screenings, and which schools we've done in the past but aren't in 2022-2023's schedule. (Brenda and Irma will also be helping with this).</p> | | | |

| | | | | |
|--------------------------|--|------|--|------------|
| <input type="checkbox"/> | 4: Identify Individuals/Agencies that can Connect us with more schools | None | | Bonnie Jue |
|--------------------------|--|------|--|------------|

Details
(Brenda and Irma will also helping)

| | | | | |
|--------------------------|--|-----------|--|------------|
| <input type="checkbox"/> | 5: Consider a type of Appreciation Program for administrators and volunteers | 9/30/2024 | | Bonnie Jue |
|--------------------------|--|-----------|--|------------|

Details
Brenda and Irma will also help with this goal

Goal C HOLD FOR YEAR 2; SENIORS AND FARMWORKERS PROGRAMS: HOLD FOR YEAR 2: Analyze and create a long-term strategy for both the seniors and farmworkers programs.

Not Started

Due Date:
None

Goal Champion:
None

Goal Key Team Members:
None

Last status update on Fri, May 20, 2022 by Eric Ryan

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|--------------------------|---|----------|------------|-------------------|
| <input type="checkbox"/> | 1: Stage 1: Take Inventory of Senior Facilities | None | | Bonnie Jue |
| | <p>Details</p> <p>List out which senior facilities we currently have MOUs with, which senior facilities we're doing screenings at in 2022-2023, which senior facilities expressed interests in that we haven't confirmed with yet, which facilities we want to do screenings, and which facilities we've done in the past but aren't in 2022-2023's schedule.</p> | | | |
| <input type="checkbox"/> | 2: Stage 1.5: Develop a plan for Sustainable Funding | None | | Bonnie Jue |

Goal D HOLD FOR YEAR 2: COMMUNITY PARTNERS: HOLD FOR YEAR 2: Document Sonrisas' complete suite of partners and an overall strategy for strengthening partnerships.

| | | | |
|-------------|-----------|----------------|------------------------|
| Not Started | Due Date: | Goal Champion: | Goal Key Team Members: |
| | None | None | None |

Last status update on Thu, Aug 3, 2023 by Tracey Fecher

Action Items

| Complete | Details | Due Date | % Complete | Action Item Owner |
|--|---|------------|------------|-------------------------------|
| <input type="checkbox"/> | 1: Create Partnership Documentation Hub | 10/31/2022 | | Tracey Fecher and Veronica Le |
| <p>Details</p> <p>Create partnership Sharepoint directory for partnership materials so entire team can find documents.</p> | | | | |
| <input type="checkbox"/> | 2: Meet with Leadership, Fundraising and Outreach Teams to brainstorm on partnership strategy | 11/30/2022 | | Tracey Fecher and Veronica Le |







DATE: July 23rd, 2023

TO: SDH Board of Directors

FROM: Vickie Yee, CFO
Tina Wang, Senior Accountant

RE: **June Unaudited Financials and YTD Performance to Budget**

June PERFORMANCE:

- A. **Revenue:** Net Patient Revenue was **\$242,387** - \$29k worse than budget.
- Total visits were 1,240 - 93 visits below the budget.
 - Total gross revenue was \$565,149 – \$1K better than the budget. It includes estimated tobacco tax revenue of \$23,666.
 - Total uncompensated care deduction was **(\$293,534)** – including an estimated write-off of \$16K based on our bad debt allowance policy.
 - Other Program Revenue of \$1,086 from the San Mateo County for Q4 Oral Health Screenings by Dr. Bonnie Jue.
- B. **Expenses:** **\$482,534** – \$44.5k worse than budget.
- Direct Expenses - \$11K over budget, mainly due to additional personnel expenses, including year-end bonuses and rate & FTE increases which were approved by the Board.
 - Indirect Expenses -\$33k over budget mainly due to onboarding a new project manager and recruiting fees for the development manager.
- C. **Donations/Grants & Other Income: \$252,283**
- \$51,532 individual donation, which includes a prior period reclassification of \$50,500 Schiller Family donation from grants.
 - \$3K received for Coastside Gives.
 - \$118k released from restricted grants including an estimated \$27K grant from the Sequoia Health District and \$62.5K released from \$75K grant receivable from Stanford Medicine Children’s Health.
 - \$75,000 in PHCD grant support.
 - \$4,828 in other Income

NET INCOME – \$12,137 - \$17k positive variance to budget



YTD PERFORMANCE:

- Performance continues to be favorable to budget primarily due to the following:
 - o While visits are under budget by 3%, total direct care expenses are under budget by 4%.
 - o Fundraising efforts remain strong with a net positive budget variance after fundraising expenses of \$145K.
- The current City National Bank balance is \$1,000,798 (our initial investment was \$1M). There is an unrealized loss of \$6,934 due to market fluctuations. The negative unrealized loss is temporary and will disappear once the bond matures.

YTD PERFORMANCE TO BUDGET: YTD net income is **\$129k** better than the budget. The estimated Cash-flow is \$131K, better than the budget. The PHCD grant received to date is \$900,000.

| | YTD Actual | YTD Budget | Performance |
|---------------------------------|------------------|-------------------|--------------|
| <i>Visits</i> | <i>13,959</i> | <i>14,409</i> | <i>(450)</i> |
| Gross Patient Revenue | \$6,060,130 | \$6,231,902 | (3%) |
| Uncompensated Care (Deductions) | (3,166,776) | (\$3,204,645) | 1% |
| Grants/Donations/Other Income | \$2,249,429 | \$2,091,296 | 8% |
| Direct Cost | (3,261,748) | (\$3,400,022) | 4% |
| Indirect Cost | (1,801,736) | (\$1,767,926) | (1%) |
| Net Income | \$79,299 | (\$49,396) | 261% |
| <i>Non-cash items adj.</i> | | | |
| Depreciation | \$288,027 | \$319,310 | 10% |
| Capital Expenditure | \$203,481 | \$237,382 | 14% |
| Estimated Cash Flow | \$163,845 | \$32,532 | 404% |

FINANCIAL OPERATIONS:

- At the end of the year, the allowance for bad debt was trued up according to policy. An estimated \$16K of additional allowance was recorded, bringing the total allowance balance to \$21K. Most of the balances are open claims and are expected to be collected.
- Public Dental Insurance Revenue Adjustment – Some procedure codes in the fee schedule relating to HPSM were not updated properly to remove the tobacco tax income, as mentioned last month. The correction was completed in June.

Sonrisas Dental Health
Revenues and Expenditures - Budget vs Actual
As of June 30, 2023

As of Date:
Location:
Restriction:

06/30/2023
Sonrisas Dental Health
Unrestricted

| | Month Ending 06/30/2023 | | | Year To Date 06/30/2023 | | |
|--|----------------------------|---------------|-------------|----------------------------|----------------|--------------|
| | Actual | Budget FY2023 | Budget Diff | Actual | Budget FY2023 | Budget Diff |
| Revenue and Expenditures | | | | | | |
| Net Program Income | | | | | | |
| Patient Revenue | | | | | | |
| Patient Services | | | | | | |
| Commercial Insurance | 14,641.00 | 17,373.55 | (2,732.55) | 174,742.00 | 190,201.20 | (15,459.20) |
| PPO | 100,877.99 | 95,332.11 | 5,545.88 | 1,055,203.18 | 1,052,517.73 | 2,685.45 |
| Private Pay | 8,019.00 | 8,936.01 | (917.01) | 83,069.00 | 99,398.80 | (16,329.80) |
| Public Dental Insurance | 307,255.00 | 326,521.93 | (19,266.93) | 3,647,492.27 | 3,601,065.72 | 46,426.55 |
| Tobacco Tax | 23,666.00 | 0.00 | 23,666.00 | 167,993.90 | 0.00 | 167,993.90 |
| Affordable Scale | 25,292.00 | 25,876.17 | (584.17) | 253,369.00 | 273,822.70 | (20,453.70) |
| Farmworker | 11,777.00 | 6,576.41 | 5,200.59 | 153,526.00 | 102,286.12 | 51,239.88 |
| FQHC | 74,680.50 | 84,532.34 | (9,851.84) | 522,119.20 | 912,609.45 | (390,490.25) |
| Gross Patient Revenue | 566,208.49 | 565,148.52 | 1,059.97 | 6,057,514.55 | 6,231,901.72 | (174,387.17) |
| Uncompensated Care | | | | | | |
| Prior Period Adjustment | 212.75 | (2,000.00) | 2,212.75 | (15,490.07) | (24,000.00) | 8,509.93 |
| Uncompensated Care - Commercial Insurance | (3,332.40) | (3,978.95) | 646.55 | (31,244.11) | (43,608.93) | 12,364.82 |
| Uncompensated Care - PPO | (38,650.89) | (41,011.55) | 2,360.66 | (423,562.72) | (452,616.80) | 29,054.08 |
| Uncompensated Care - Public Dental Insurance | (226,282.94) | (197,624.06) | (28,658.88) | (2,368,336.60) | (2,230,160.06) | (138,176.54) |
| Uncompensated Care - Affordable Scale | (10,437.00) | (11,312.41) | 875.41 | (108,811.90) | (119,574.81) | 10,762.91 |
| Uncompensated Care - Farmworker | (781.00) | (2,804.79) | 2,023.79 | (23,044.31) | (31,445.98) | 8,401.67 |
| Uncompensated Care - FQHC | (27,533.23) | (24,133.14) | (3,400.09) | (158,659.33) | (270,569.66) | 111,910.33 |
| Fee Adjustments | 1,690.43 | (2,000.00) | 3,690.43 | (17,834.10) | (24,000.00) | 6,165.90 |
| Patient Account - Bad Debt Write-off | (19,792.89) | (8,669.00) | (11,123.89) | (19,792.89) | (8,669.00) | (11,123.89) |
| Total Uncompensated Care | (324,907.17) | (293,533.90) | (31,373.27) | (3,166,776.03) | (3,204,645.24) | 37,869.21 |
| Other Program Revenue | | | | | | |
| Other Program Revenue | 1,086.00 | 0.00 | 1,086.00 | 2,616.00 | 0.00 | 2,616.00 |
| Total Other Program Revenue | 1,086.00 | 0.00 | 1,086.00 | 2,616.00 | 0.00 | 2,616.00 |
| Net Patient Revenue | 242,387.32 | 271,614.62 | (29,227.30) | 2,893,354.52 | 3,027,256.48 | (133,901.96) |
| Total Expenses | | | | | | |
| Direct Expenses | | | | | | |
| Direct Personnel Expense | | | | | | |
| Direct Program Salaries | 220,567.57 | 202,913.99 | (17,653.58) | 2,412,696.93 | 2,434,967.88 | 22,270.95 |
| Payroll Taxes | 15,154.56 | 15,522.92 | 368.36 | 166,249.27 | 186,275.04 | 20,025.77 |

| | | | | | | |
|--|-------------------|-------------------|--------------------|---------------------|---------------------|-------------------|
| Unemployment Taxes | 182.55 | 1,634.42 | 1,451.87 | 10,322.31 | 19,613.04 | 9,290.73 |
| Benefits | 2,319.24 | 6,400.43 | 4,081.19 | 64,166.90 | 76,805.16 | 12,638.26 |
| 401k Match | 5,803.21 | 4,530.06 | (1,273.15) | 55,897.77 | 54,360.72 | (1,537.05) |
| Worker's Comp | 782.37 | 1,249.60 | 467.23 | 9,388.44 | 13,972.80 | 4,584.36 |
| Continuing Education | 795.00 | 7,804.00 | 7,009.00 | 2,539.23 | 11,148.00 | 8,608.77 |
| License and Registration | 1,816.24 | 1,072.00 | (744.24) | 12,324.62 | 12,864.00 | 539.38 |
| Total Direct Personnel Expense | 247,420.74 | 241,127.42 | (6,293.32) | 2,733,585.47 | 2,810,006.64 | 76,421.17 |
| Clinic Expenses | | | | | | |
| Sterilization Services | 1,726.29 | 777.00 | (949.29) | 9,811.38 | 9,324.00 | (487.38) |
| Shredding | 107.00 | 67.00 | (40.00) | 944.00 | 804.00 | (140.00) |
| Dental Specialist-Claims Processing | 4,533.12 | 6,658.37 | 2,125.25 | 54,379.30 | 71,770.93 | 17,391.63 |
| Dental Supplies | 27,813.07 | 22,716.77 | (5,096.30) | 244,190.52 | 247,983.28 | 3,792.76 |
| Equipment Maintenance | 133.11 | 1,430.50 | 1,297.39 | 11,220.80 | 17,166.00 | 5,945.20 |
| Small Dental Equipment | 567.78 | 79.00 | (488.78) | 5,095.45 | 948.00 | (4,147.45) |
| Dental Equipment Repair | 40.00 | 1,785.00 | 1,745.00 | 19,630.81 | 21,420.00 | 1,789.19 |
| Lab Fees | 17,790.60 | 12,023.33 | (5,767.27) | 118,388.54 | 130,419.73 | 12,031.19 |
| Uniforms | 38.01 | 0.00 | (38.01) | 467.74 | 300.00 | (167.74) |
| PPE& Covid Related | 5,565.76 | 8,311.71 | 2,745.95 | 64,034.43 | 89,879.80 | 25,845.37 |
| Total Clinic Expenses | 58,314.74 | 53,848.68 | (4,466.06) | 528,162.97 | 590,015.74 | 61,852.77 |
| Total Direct Expenses | 305,735.48 | 294,976.10 | (10,759.38) | 3,261,748.44 | 3,400,022.38 | 138,273.94 |
| Indirect Expenses | | | | | | |
| Indirect Personnel Expenses | | | | | | |
| Salaries/Wages | 64,122.45 | 64,151.79 | 29.34 | 785,816.84 | 769,821.48 | (15,995.36) |
| Payroll Taxes | 6,059.35 | 4,901.26 | (1,158.09) | 62,205.61 | 58,815.12 | (3,390.49) |
| Unemployment Taxes | 0.00 | 799.65 | 799.65 | 3,357.04 | 9,595.80 | 6,238.76 |
| Benefits | 2,225.12 | 1,380.23 | (844.89) | 12,950.25 | 16,538.68 | 3,588.43 |
| 401k Match | 1,643.40 | 2,460.25 | 816.85 | 20,658.02 | 29,523.00 | 8,864.98 |
| Worker's Comp | 352.88 | 0.00 | (352.88) | 4,234.56 | 0.00 | (4,234.56) |
| Total Indirect Personnel Expenses | 74,403.20 | 73,693.18 | (710.02) | 889,222.32 | 884,294.08 | (4,928.24) |
| Facility Expenses | | | | | | |
| Auto Expenses | 0.00 | 83.00 | 83.00 | 2,063.68 | 1,005.50 | (1,058.18) |
| Building Maintenance | 2,825.04 | 1,259.00 | (1,566.04) | 21,647.79 | 15,108.00 | (6,539.79) |
| Janitorial Service | 2,717.35 | 2,560.00 | (157.35) | 31,559.38 | 30,720.00 | (839.38) |
| Rent | 3,484.00 | 3,484.00 | 0.00 | 41,808.00 | 41,808.00 | 0.00 |
| Phone/Internet | 3,090.58 | 1,535.00 | (1,555.58) | 21,295.89 | 18,421.00 | (2,874.89) |
| Utilities | 4,478.14 | 4,000.00 | (478.14) | 45,515.31 | 48,000.00 | 2,484.69 |
| Total Facility Expenses | 16,595.11 | 12,921.00 | (3,674.11) | 163,890.05 | 155,062.50 | (8,827.55) |
| Office Expenses | | | | | | |
| Claims Processing | 640.24 | 200.00 | (440.24) | 6,038.16 | 2,400.00 | (3,638.16) |
| Patient Notification | 2,106.00 | 485.00 | (1,621.00) | 7,862.00 | 5,820.00 | (2,042.00) |
| Office Supplies | 1,947.98 | 1,036.00 | (911.98) | 17,187.41 | 12,432.00 | (4,755.41) |
| Postage and Shipping | 330.73 | 250.00 | (80.73) | 3,472.27 | 3,000.00 | (472.27) |
| Printing Costs | 0.00 | 100.00 | 100.00 | 0.00 | 1,200.00 | 1,200.00 |
| Property Taxes | 0.00 | 0.00 | 0.00 | 178.99 | 250.00 | 71.01 |

| | | | | | | |
|---|--------------|--------------|-------------|----------------|----------------|-------------|
| Dues, Fees & License | 0.00 | 0.00 | 0.00 | (4.00) | 0.00 | 4.00 |
| Employee Goodwill | 2,468.91 | 471.00 | (1,997.91) | 12,542.53 | 8,952.00 | (3,590.53) |
| Recruitment Expense | 5,210.50 | 300.00 | (4,910.50) | 25,819.55 | 3,600.00 | (22,219.55) |
| Total Office Expenses | 12,704.36 | 2,842.00 | (9,862.36) | 73,096.91 | 37,654.00 | (35,442.91) |
| Insurance | | | | | | |
| Insurance - Auto | 0.00 | 0.00 | 0.00 | 3,004.00 | 2,250.00 | (754.00) |
| Insurance - Malpractice | (874.29) | 1,021.90 | 1,896.19 | 9,067.18 | 11,426.70 | 2,359.52 |
| Insurance - Liability & Property | 804.00 | 884.00 | 80.00 | 9,648.00 | 9,968.00 | 320.00 |
| Insurance - Directors & Officer Liability | 551.00 | 550.00 | (1.00) | 6,142.37 | 6,150.00 | 7.63 |
| Total Insurance | 480.71 | 2,455.90 | 1,975.19 | 27,861.55 | 29,794.70 | 1,933.15 |
| Fundraising Department | | | | | | |
| Fundraising Expenses | 1,071.32 | 2,434.67 | 1,363.35 | 63,262.91 | 51,960.04 | (11,302.87) |
| Fundraising Consulting | 9,659.00 | 7,625.00 | (2,034.00) | 90,273.78 | 90,050.00 | (223.78) |
| Total Fundraising Department | 10,730.32 | 10,059.67 | (670.65) | 153,536.69 | 142,010.04 | (11,526.65) |
| Professional fee | | | | | | |
| Consultant - General | 7,825.00 | 1,668.00 | (6,157.00) | 27,175.00 | 19,994.00 | (7,181.00) |
| Consultant - HR Professionals | 5,200.00 | 2,915.00 | (2,285.00) | 32,168.63 | 33,125.00 | 956.37 |
| Consultant - Legal | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Professional fee | 13,025.00 | 4,583.00 | (8,442.00) | 59,343.63 | 53,119.00 | (6,224.63) |
| General | | | | | | |
| Depreciation Expense | 23,764.64 | 25,899.16 | 2,134.52 | 288,027.01 | 319,309.92 | 31,282.91 |
| Donation Expense | 5,071.54 | 0.00 | (5,071.54) | 5,071.54 | 0.00 | (5,071.54) |
| Marketing Expense | 0.00 | 32.00 | 32.00 | 1,358.09 | 884.00 | (474.09) |
| Meeting & Travel Expenses | 1,148.38 | 1,330.00 | 181.62 | 8,925.47 | 20,485.00 | 11,559.53 |
| Fees and Interest | 2,691.20 | 1,958.00 | (733.20) | 22,759.66 | 23,496.00 | 736.34 |
| Merchant Processing | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Outreach Supplies | 3,339.52 | 2,000.00 | (1,339.52) | 11,505.99 | 19,000.00 | 7,494.01 |
| Training & Membership | 30.00 | 0.00 | (30.00) | 19,627.26 | 0.00 | (19,627.26) |
| Board Expense | 3,886.58 | 0.00 | (3,886.58) | 5,360.90 | 10,560.00 | 5,199.10 |
| Total General | 39,931.86 | 31,219.16 | (8,712.70) | 362,635.92 | 393,734.92 | 31,099.00 |
| Computer expense | | | | | | |
| Computer Support | 6,542.00 | 4,659.75 | (1,882.25) | 56,004.04 | 55,917.00 | (87.04) |
| Software Support | 2,385.60 | 619.00 | (1,766.60) | 16,144.80 | 16,340.00 | 195.20 |
| Total Computer expense | 8,927.60 | 5,278.75 | (3,648.85) | 72,148.84 | 72,257.00 | 108.16 |
| Total Indirect Expenses | 176,798.16 | 143,052.66 | (33,745.50) | 1,801,735.91 | 1,767,926.24 | (33,809.67) |
| Total Total Expenses | 482,533.64 | 438,028.76 | (44,504.88) | 5,063,484.35 | 5,167,948.62 | 104,464.27 |
| Total Net Program Income | (240,146.32) | (166,414.14) | (73,732.18) | (2,170,129.83) | (2,140,692.14) | (29,437.69) |
| Grants and Other Income | | | | | | |
| Grants and Donations | | | | | | |
| Fundraiser | 3,000.00 | 0.00 | 3,000.00 | 125,562.53 | 100,000.00 | 25,562.53 |
| Donations | 51,532.00 | 12,000.00 | 39,532.00 | 138,732.92 | 120,000.00 | 18,732.92 |
| Grants | 117,923.31 | 73,749.00 | 44,174.31 | 1,082,273.15 | 969,988.00 | 112,285.15 |
| PHCD Grants | 75,000.00 | 75,000.00 | 0.00 | 900,000.00 | 900,000.00 | 0.00 |
| Total Grants and Donations | 247,455.31 | 160,749.00 | 86,706.31 | 2,246,568.60 | 2,089,988.00 | 156,580.60 |

| | | | | | | |
|------------------------------------|------------|------------|------------|--------------|--------------|------------|
| Other Income | | | | | | |
| Interest Income-Heritage | 43.96 | 40.00 | 3.96 | 5,906.29 | 1,260.00 | 4,646.29 |
| Dividends | 0.00 | 4.00 | (4.00) | 0.00 | 48.00 | (48.00) |
| Other Income | 1,690.41 | 0.00 | 1,690.41 | 3,089.98 | 0.00 | 3,089.98 |
| Unrealized gain(loss)-CityNational | (3,769.30) | 0.00 | (3,769.30) | (6,933.72) | 0.00 | (6,933.72) |
| Investment Income | 1,791.48 | 0.00 | 1,791.48 | 797.88 | 0.00 | 797.88 |
| Sale of Fixed Asset | 5,071.54 | 0.00 | 5,071.54 | 0.00 | 0.00 | 0.00 |
| Total Other Income | 4,828.09 | 44.00 | 4,784.09 | 2,860.43 | 1,308.00 | 1,552.43 |
| Total Grants and Other Income | 252,283.40 | 160,793.00 | 91,490.40 | 2,249,429.03 | 2,091,296.00 | 158,133.03 |
| Net income | 12,137.08 | (5,621.14) | 17,758.22 | 79,299.20 | (49,396.14) | 128,695.34 |

Sonrisas Dental Health**Balance Sheet**

As of Date:

06/30/2023

Location:

Sonrisas Dental Health

Year To Date

06/30/2023

Current Year Balance**Assets**

Current Assets

Cash and Cash Equivalents

11218 - Heritage -Operating 600,997.15

11600 - Petty Cash 198.84

Total Cash and Cash Equivalents 601,195.99

Accounts Receivable, Net

Accounts Receivable

12100 - Accounts Receivable 326,507.48

12210 - Accounts Receivable - Grants 326,819.00

12218 - Contra Acct - Allowance for Bad Debt (50,643.79)

12220 - Accounts Receivable - Other Agencies 122,341.28

Total Accounts Receivable 725,023.97

Total Accounts Receivable, Net 725,023.97

Other Current Assets 43,945.87

Total Current Assets 1,370,165.83

Long-term Assets

Property & Equipment

17300 - Improvements 1,195,404.68

17400 - Equipment 1,484,532.01

17500 - Furniture/Fixtures 134,795.71

17999 - Accum Depreciation (1,908,939.05)

Total Property & Equipment 905,793.35

Other Long-term Assets 16,297.00

Total Long-term Assets 922,090.35

Investments

Long Term Investments

11410 - Investment Acct. - Merrill Lynch 22,060.43

11412 - Investment Acct. - City National 1,000,797.88

11415 - Unrealized Gain(loss) on Investment (6,933.72)

Total Long Term Investments 1,015,924.59

Total Investments 1,015,924.59

Total Assets

3,308,180.77**Liabilities and Net Assets**

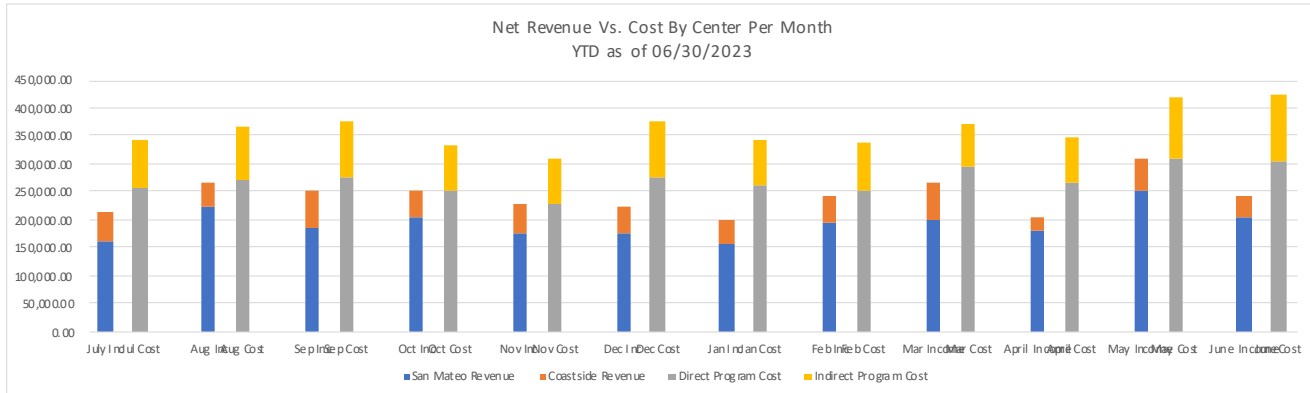
Liabilities

Short-term Liabilities

| | |
|---|---------------------|
| Accounts Payable | |
| 21110 - Accounts Payable | 113,068.85 |
| 23100 - Patient Prepayments | 24,621.85 |
| 23200 - Patient Refunds Payable | 4,643.78 |
| Total Accounts Payable | 142,334.48 |
| Accrued Liabilities | |
| 22210 - Accrued Payroll | 159,623.84 |
| 22220 - Accrued PTO | 82,466.02 |
| 22250 - Accrued 401k Funds Payable | 15,937.56 |
| 22260 - Accrued HSA Fund Payable | 819.73 |
| 22320 - FSA Employee Account | 3,453.40 |
| Total Accrued Liabilities | 262,300.55 |
| Withholding Tax Payable | |
| 22230 - Accrued Payroll Taxes | 59,401.03 |
| Total Withholding Tax Payable | 59,401.03 |
| Total Short-term Liabilities | 464,036.06 |
| Long Term Liabilities | |
| Other Long-term Liabilities | 5,602.93 |
| Total Long Term Liabilities | 5,602.93 |
| Total Liabilities | 469,638.99 |
| Net Assets | 2,838,541.78 |
| Total Liabilities and Net Assets | 3,308,180.77 |

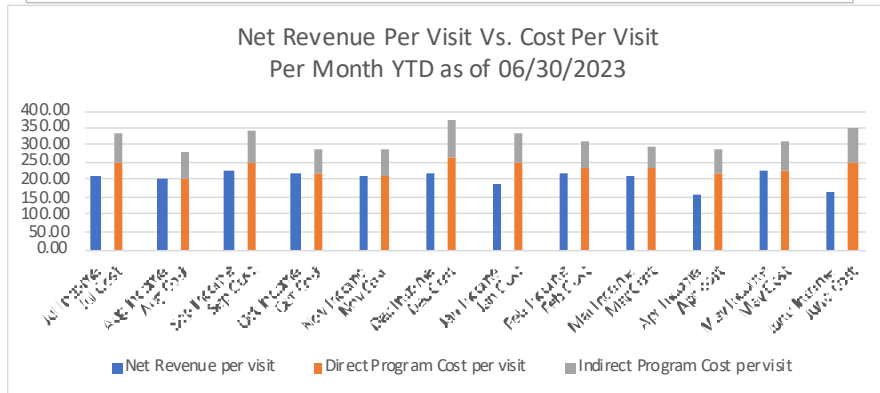
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| Sonrisas Dental Health Operatio | | | | | | | | | | | | | | | |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|------------------|
| | Jul 22 | Aug 22 | Sept 22 | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 | May 23 | Jun 23 | Total | Budget | B(W) |
| San Mateo Revenue | 163,278 | 223,898 | 184,183 | 201,870 | 174,626 | 176,515 | 155,554 | 193,228 | 198,049 | 182,038 | 254,205 | 204,962 | 2,312,405 | 2,418,512 | (106,107) |
| Coastside Revenue | 49,769 | 43,060 | 66,935 | 49,675 | 51,302 | 47,872 | 42,385 | 47,843 | 68,816 | 22,717 | 53,150 | 37,425 | 580,948 | 608,745 | (27,796) |
| Total Net Revenue | 213,047 | 266,958 | 251,118 | 251,545 | 225,928 | 224,387 | 197,938 | 241,071 | 266,865 | 204,755 | 307,355 | 242,387 | 2,893,354 | 3,027,257 | (133,903) |
| Direct Program Cost | 256,183 | 281,658 | 277,006 | 251,924 | 227,190 | 274,632 | 262,018 | 254,246 | 294,453 | 265,197 | 311,506 | 305,735 | 3,261,748 | 3,400,022 | 138,274 |
| Indirect Program Cost | 154,266 | 156,155 | 179,031 | 127,737 | 135,832 | 157,122 | 135,931 | 135,133 | 134,074 | 133,333 | 176,324 | 176,798 | 1,801,736 | 1,767,926 | (33,810) |
| Total Cost | 410,449 | 437,813 | 456,037 | 379,661 | 363,022 | 431,754 | 397,949 | 389,379 | 428,527 | 398,530 | 487,830 | 482,534 | 5,063,484 | 5,167,948 | 104,464 |
| TOTAL | (197,402) | (170,855) | (204,919) | (128,116) | (137,094) | (207,367) | (200,011) | (148,308) | (161,662) | (193,775) | (180,475) | (240,147) | (2,170,130) | (2,140,691) | (29,439) |
| Dividend/Other Income | 177 | 897 | 704 | 79 | 163 | 1,221 | 177 | 1,710 | (1,230) | (536) | (5,328) | 4,828 | 2,860 | 1,308 | 1,552 |
| Donations Received | 72,463 | 158,009 | 131,839 | 108,870 | 86,106 | 96,420 | 131,416 | 67,904 | 103,080 | 97,243 | 120,764 | 172,455 | 1,346,569 | 1,189,988 | 156,581 |
| Grant from PHCD | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 900,000 | 900,000 | 0 |
| OTHER INCOME | 147,640 | 233,906 | 207,543 | 183,949 | 161,269 | 172,641 | 206,593 | 144,614 | 176,844 | 171,707 | 190,434 | 252,283 | 2,249,428 | 2,091,296 | 158,132 |
| NET INCOME | (49,762) | 63,050 | 2,624 | 55,833 | 24,175 | (34,726) | 6,582 | (3,694) | 15,188 | (22,068) | 9,961 | 12,137 | 79,299 | (49,395) | 128,694 |



| Avg. Income (Loss) per Visit | | | |
|------------------------------|--------------------|-------------------------|--------------------|
| | YTD | Budget YTD [†] | FY22 |
| Net Revenue per Visit | \$ 204.01 | \$ 216.87 | \$ 185.47 |
| Direct Cost per Visit | \$ (234.27) | \$ (243.57) | \$ (210.98) |
| Indirect Cost per | \$ (79.46) | \$ (74.60) | \$ (79.73) |
| Net Income per Visit | \$ (109.72) | \$ (101.31) | \$ (105.24) |

* Indirect cost excludes costs in outreach program and fundraising department
 * HPSM 10% increase will be in Budget since January 2023



| Sonrisas Dental Health Operations May 23 VS. May 22 | | | |
|---|------------------|------------------|-----------------|
| | Jun-23 | June 22 | Variance B(W) |
| Visits | 1240 | 1175 | 65 |
| San Mateo Revenue | 204,962 | 166,554 | 38,408 |
| Coastside Revenue | 37,425 | 39,635 | (2,210) |
| Total Net Revenue | 242,387 | 206,189 | 36,198 |
| *Direct Program Cost | 305,735 | 311,066 | 5,331 |
| *Indirect Program Cost | 176,798 | 152,112 | (24,687) |
| Total Cost | 482,534 | 463,178 | (19,356) |
| TOTAL | (240,147) | (256,989) | 16,843 |
| Dividend/Other Income | 4,828 | 175 | 4,653 |
| Donations Received | 172,455 | 270,458 | (98,002) |
| Grant from PHCD | 75,000 | 75,000 | 0 |
| Grants and Donations | 252,283 | 345,633 | (93,349) |
| NET INCOME | 12,137 | 88,644 | (76,507) |

| | 22-Jul | 22-Aug | 22-Sep | 22-Oct | 22-Nov | 22-Dec | 23-Jan | 23-Feb | 23-Mar | 23-Apr | 23-May | 23-Jun | Total | Budugel | Variance |
|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|---------------|--------------|
| San Mateo Visits | 789 | 991 | 802 | 859 | 777 | 694 | 783 | 812 | 915 | 889 | 1003 | 932 | 10,246 | 10,675 | (429) |
| Coastside Visits | 242 | 332 | 310 | 305 | 308 | 335 | 257 | 285 | 343 | 324 | 364 | 308 | 3,713 | 3,734 | (21) |
| Total Visits | 1031 | 1323 | 1112 | 1164 | 1085 | 1029 | 1040 | 1097 | 1258 | 1213 | 1367 | 1240 | 13,959 | 14,409 | (450) |

23-Jun

Visits by Payer -San Mateo

| | 30-Jun | Budget | Variance | YTD | YTD Budget | Variance |
|----------------------------|------------|------------|-------------|--------------|--------------|--------------|
| Commercial Insurance | 27 | 38 | (11) | 355 | 427 | (72) |
| PPO | 205 | 209 | (4) | 2317 | 2348 | (31) |
| Private Pay | 15 | 29 | (14) | 255 | 320 | (65) |
| Affordable Scale | 20 | 29 | (9) | 212 | 320 | (108) |
| FQHC | 133 | 171 | (38) | 1114 | 1922 | (808) |
| Farmworker | 26 | 19 | 7 | 309 | 213 | 96 |
| Public Dental Insurance(Ac | 191 | 114 | 77 | 2234 | 1281 | 953 |
| Public Dental Insurance (C | 315 | 343 | (28) | 3450 | 3844 | (394) |
| Total Visits | 932 | 952 | (20) | 10246 | 10675 | (429) |

Visits by Payer -Coastside

| | 30-Jun | Budget | Variance | YTD | YTD Budget | Variance |
|----------------------------|------------|------------|-------------|-------------|-------------|-------------|
| Commercial Insurance | 11 | 11 | 0 | 105 | 112 | (7) |
| PPO | 73 | 37 | 36 | 534 | 374 | 160 |
| Private Pay | 2 | 4 | (2) | 31 | 37 | (6) |
| Affordable Scale | 32 | 52 | (20) | 406 | 523 | (117) |
| FQHC | 21 | 37 | (16) | 69 | 292 | (223) |
| Farmworker | | | 0 | 8 | 0 | 8 |
| Public Dental Insurance (A | 102 | 122 | (20) | 1717 | 1313 | 404 |
| Public Dental Insurance (C | 67 | 107 | (40) | 843 | 1083 | (240) |
| | 308 | 370 | (73) | 3713 | 3734 | (21) |





DATE: August 14, 2023
TO: SDH Board of Directors
FROM: Spandan Chakrabarti, Community Resources Director
RE: **Development Update**

Introduction: I am honored to be officially on the Sonrisas team. My first few weeks have given me an opportunity to witness firsthand not just the incredible work Sonrisas does but the compassion with which our staff provide care. I am humbled to be entrusted with the responsibility to lead the effort to expand our resources sustainably so that we can bring a high-quality dental home to even more people, regardless of physical, developmental, or financial challenges.

With a passion for health equity and 15 years of development and communications experience in bay area nonprofits, I welcome the opportunity to work with all of you to meet this critical moment of strategic growth at Sonrisas. As an immigrant, my own family faced cultural, linguistic, and financial barriers, and I am grateful to be part of a vision to help others overcome those challenges.

Cooking for a Cause Update: With the 9th annual Cooking for a Cause: Visions of Valencia fast approaching, Sonrisas has already secured \$52,000 in sponsorship revenue and \$10,000 in pre-pledged Fund-a-need contributions, totaling nearly half of the event goal of \$130,000. With a high level of interest from sponsors, due in significant part to our honoree, Cheryl Fama, former CEO of the Peninsula Health Care District, very few or no individual tickets may be available for sale this year. Event-day staff volunteers have been committed, and the event team is moving forward with finalizing auction packages and raffle items.

With stories from individuals served by Sonrisas and the engagement of supporters, this event will showcase, celebrate, and engage our community in support of our mission.

FY23 Fundraising Update: At the close of FY23 on June 30, 2023, various grant funding accounted for \$2,160,705. Other contributions accounted for \$261,529. This accounts for total fundraising revenue of \$2.4 million.

Mission Moment: Sonrisas' place in the community is inextricably tied to those whom we serve, the frontline staff who provide care and care coordination, and partnerships with like-minded organizations. All three are at the core of Sam's* story.

Now a college student, Sam finished her internship at Sonrisas' Half Moon Bay clinic this summer, assisting patients, helping set appointments, and working with clinical and front-desk staff. Sam was referred to Sonrisas by Puente de la Costa Sur, a community-based organization providing community health and wellness,

education, engagement, and community development services to underserved communities on the coastside. Puente and Sonrisas also collaborate on the mobile dental clinic currently stationed in La Honda.

But this is not Sam's first encounter with Sonrisas. Coming from an immigrant family, Sam had been a patient at Sonrisas since she was 4! Her siblings and parents are also Sonrisas patients. So, when she learned about the Sonrisas internship through Puente, she knew she wanted to intern here. While she had already decided to pursue a career in health care, her Sonrisas internship, Sam says, gave her a chance to learn about dentistry from the inside, and she is now seriously considering a career in dentistry. Even more importantly, Sam is grateful that her internship enabled her to give back to and serve her community. We are so honored to be part of Sam's story, and of those like hers.

** Name has been altered to protect personal information.*