



Board Meeting November 28, 6:30 PM

Location
Sonrisas San Mateo Conference Room
Zoom Teleconference

MINUTES

1. **CALL TO ORDER AND ROLL CALL** – **Vice Chair Sánchez** called the meeting to order at 6:32 pm.
 - A. **Present:** Vice Chair Henry Sánchez, Secretary Clyde Hinshelwood, Board Members: Larry Cappel, Dennis Kneepfel, Rick Navarro, Steve Stielstra
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Strategic Project Manager Anna Mimran, DEIJ Consultant Tanya Bluford, Administrative Assistant Veronica Le
 - C. **Absent:** Chair Nigel Taverner, Sheryl Young
2. **MISSION MOMENT** – **CEO Fecher** shared about a patient that was identified at one of the school screenings in San Bruno. A family, who recently arrived from Guatemala, had their 6-year-old child screened discovering multiple cavities with an active infection. Although the parents applied for Medi-Cal, they had not heard back yet. Outreach Clinical Care Coordinator, Irma Ochoa, received another call from the child's mom, informing Ms. Ochoa, that her daughter cried all night because of mouth pain. Ms. Ochoa, Dr. Torrey, and the Practice Manager Hiajaira Solorzano brought the case to **CEO Fecher**, asking if there was any way to treat this child who was waiting for insurance. **CEO Fecher** acknowledged their compassion, approving of moving forward in treating this child despite not having an active insurance. Dr. Torrey and Lemny Hernandez-Caceres, a Dental Assistant who is also from Guatemala, spent part of their lunch to treat this child. The team went as far as to locate a pharmacy within walking distance from a bus stop, so the mother could immediately pick up her child's antibiotics. This is an example of the team executing Sonrisas' mission, putting the needs of the patient before protocols.
3. **PUBLIC COMMENTS**—No public in attendance.
4. **APPROVAL OF SEPTEMBER BOARD MINUTES**
 - A. Ms. Le pointed out the vote should be approval of October Board minutes and not the September Board minutes.

Director Rick Navarro moved to approve the minutes of October 24th's meeting. Vice Chair Henry Sánchez seconded the motion and was approved by roll call. Ayes: Henry Sánchez, Clyde Hinshelwood, Larry Cappel, Dennis Kneepfel, Rick Navarro, Steve Stielstra.

[Director Larissa Cutler joined the meeting at 6:46 pm.]

5. **STRATEGIC PLAN FY23-FY25**
 - A. **Strategic Plan First Quarter Update** – Introductions were made as this is the Board's first meeting with Strategic Project Manager, Anna Mimran. Ms. Mimran gave a brief overview of the strategic plan's first quarter results. The team leading the Strategic Plan (Focus Area Champions) met with Mission Met/Causey facilitator Eric Ryan for an overall update of the strategic plan progress. Ms. Mimran sent each Champion a survey to weigh in on the pros and cons as the Champions to note what worked well and what did not.
 - a. **Sonrisas Culture**—The goals are on track and the staff enjoy the staff-driven events such as evolving the Friendsgiving potluck into monthly potlucks.

1. Sonrisas hired Patty Leaper to provide one on one coaching to the Leadership team and group coaching sessions to all Supervisors.
 - The team have given positive feedback on Mrs. Leaper's sessions.
 2. The DEIJ Business case with Ms. Bluford is on track to engage with the Board and collaborating with the staff to build out a business plan in hopes of completing it early next year. Ideally, this business plan will be used at the next Board retreat and implemented in the next strategic plan round.
- b. **Sustainable Growth**—Significant progress was made over the first quarter in the FQHC Pathways plan. **CEO Fecher** met with various stakeholders and consultants, growing the knowledge **CEO Fecher** and the board champions have about FQHC's.
1. The goal to explore an in-office dental plan for patients without insurance is on hold. Although Ms. Solorzano identified a potential insurance provider, the Medi-Cal legislation is reportedly making changes in January to become more widely available.
 - Sonrisas is waiting to confirm the number of patients who might still need an in-office dental plan and if it is still worth enlisting a third party.
 2. The plan to update financial management processes will not begin until Quarter 3 then will begin updating the financial management tools.
 3. The team began establishing the quarterly financial review by sharing email updates with the Supervisors after monthly forecast updates. This is to give more insights to Supervisors, encouraging them to share relevant information with their team for transparency.
- c. **Patient and Community Engagement**—Several new goals were set while some of the existing goals had to be adjusted to be more efficient and focused.
1. The patient feedback survey, piloted in Half Moon Bay from July to September, was a helpful exercise as the team received positive feedback.
 - Analyzing the results was time-consuming since there were numerous open-ended questions and the platform required questions that were not necessarily helpful to Sonrisas.
 - The team is currently looking into alternative formats for conducting the surveys with the help of Mrs. LeBaron-Hsieh.
 2. **CEO Fecher** asked the Board if they know of any survey tools that could be used for this area.
 - It was mentioned that medical software pertaining to surveys can be extremely expensive.
 - **Vice Chair Sánchez** and **Director Cappel** offered to investigate software that will be beneficial to Sonrisas.
 3. Patient Demographic surveys is a new goal that was recently added since Sonrisas does not have a complete demographic of all patients. With Ms. LeBaron-Hsieh back, she will be focusing on tackling this issue with the hopes of determining the best practice of gathering demographic information.
 4. To increase the capacity of school outreach programs, Dr. Bonnie has been busy with scheduling screenings for the Spring 2024 school year.
 - Screenings for the Fall 2023 school year are completed.
 - Currently the Outreach Team is using Excel spreadsheets to gather impressive data from the programs, but it is cumbersome to manage and pull data from.
 - As the program grows, the Outreach Team needs a proper database to help manage pulling data and a bigger flow of data.
 - First Five can provide access to Persimmony so Sonrisas is trying to schedule training for early December with a small set of data to see if it will

meet the program's needs.

- **Director Hinshelwood** offered to reach out to a contact at Oracle. Ms. Mimran welcomed suggestions of any databases board members know about.

B. Sonrisas Culture

- a. **DEIJ Business Case Orientation and Overview** – Ms. Bluford gave a review of the areas of opportunities that can build a DEIJ business case for Sonrisas. Ms. Bluford believes it is important to develop a business case internally, as it is something that lives throughout the organization. If a business case is not firmly embedded within the organization, then the work is not forgotten. Diversity in the business can evolve over time and it is advisable to revisit the business case every 3-5 years to ensure it is still relevant.
 1. It was decided to postpone the feedback session regarding the articles Ms. Bluford provided for the January meeting.
 2. **Director Hinshelwood** acknowledged there may be a few areas of opportunity that can include Sonrisas' mission.
 - Ms. Bluford will rethink the list of opportunities after taking Sonrisas' vision and mission into consideration.
 3. A deeper dive into building a business case will be presented in the January board meeting.
 4. The team will request feedback from staff in February and share those results in March.

C. Sustainable Growth

- a. **FQHC Project Update** – **CEO Fecher** thanked **Director Kneepfel** for his help with the FQHC Pathways Project Dashboard. The dashboard will be updated every month. **CEO Fecher** opened the floor for discussion and feedback regarding the dashboard.
 1. There was a meeting with San Mateo Medical Center (SMMC) in October and it was learned that they are not interested in a subrecipient contract and only a subcontract.
 - Next steps are to work with SMMC to seek their approval to expand Sonrisas' current contract.
 - **Vice Chair Sánchez**—Is the expansion in terms of a basic expansion or a one-time expansion? How will it roll out?
 - SMMC allows Sonrisas to see adults with Medi-Cal only. Sonrisas would like to see all their patients, including children, under the contract.
 2. Currently, a conversation with Ravenswood has begun and the next steps are to attend a meeting scheduled for early December.
 3. There was an initial meeting with Samaritan House in October and followed up with research they requested.
 - There was no response at this time, possibly due to the holidays. **CEO Fecher** planned to follow up in January.
 4. **CEO Fecher** had a meeting with North East Medical Services (NEMS) back in June.
 - The per visit rate offered was too low compared to SMMC and Ravenswood.
 - A subrecipient contract could be attractive to both NEMS and Sonrisas.

6. Other Business

- D. **Professional Employment Organization (PEO) Update** – Upon the Board approval of moving to a PEO, the contract was reviewed by **Chair Taverner**, **CEO Fecher**, and Sonrisas' employment attorney. TriNet adjusted the contract based on the feedback of the employment attorney.
 1. Once the motion was approved to move forward with TriNet, the quotes for Kaiser's medical plans had expired. Once TriNet presented updated quotes, the cost had gone up 28%.
 2. TriNet rectified this increase by offering Sonrisas a one-year reduction in fees to them, which in turn **CEO Fecher** and **Chair Taverner** decided to apply that reduction towards employees' contributions.

- B. **Provider Recruiting Changes** – With the resignation of the full-time dentist in Half Moon Bay, Sonrisas will be investing in contingent recruiters to assist in searching for a replacement. The recruiters have vast knowledge in dentistry and are a great source in searching for potential candidates.
 - a. Not having an AEGD resident makes the time without a fulltime dentist in HMB easier on the team.
 - b. **CEO Fecher** thanked **Director Cappel** for coaching her on recruiting providers.

7. REPORTS

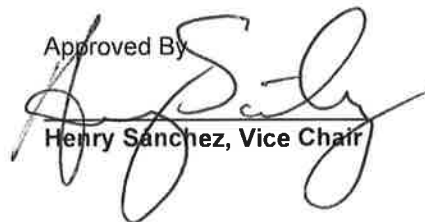
- A. **CEO Report** – **CEO Fecher** shared with the Board about the Measure K application. **CEO Fecher** will continue to update the reports in her CEO Report.
 - a. The project is to get a Dental RV to open a dental clinic on the South Coast. The clinic would have 6 provider days—3 Dentists' and 3 Hygienists' days.
 - b. The Dental RV clinic must be sustainable in year 4 and beyond.
- B. **CFO Report** – Similar to last month's numbers.
- C. **Fundraising Report** – Fundraising revenue is on track.
- D. **Outreach Report** – No comments or questions.
- E. **Board Nomination Committee** – PHCD identified Dr. Paramita Roy as a potential board candidate but will not be able to meet with **CEO Fecher** and Dr. Bonnie until December 21st.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. DEIJ Business Case with Ms. Bluford
- B. FQHC Update

9. ADJOURN—The meeting was adjourned at 8:00 pm.

Written By
Veronica Le

Approved By

Henry Sanchez, Vice Chair