



**Board Meeting
February 16, 2023
6:30 PM**

**Teleconference Via Zoom
MINUTES**

1. **CALL TO ORDER AND ROLL CALL** – Chair Taverner called the meeting to order at 6:32 pm.
 - A. **Present:** Chair Nigel Taverner, Vice Chair Helen Galligan, Secretary Clyde Hinshelwood, Board Members: Larissa Cutler, Dennis Kneepfel, Steve Stielstra, Sheryl Young
 - B. **Also Present:** CEO Tracey Fecher, CFO Cheryl Fama, CFO Vickie Yee, Administrative Assistant Veronica Le, Community Engagement Director Dr. Bonnie Jue
 - C. **Absent:** Larry Cappel, Rick Navarro

2. **MISSION MOMENT** – CEO Fecher and Chair Taverner dedicated the mission moment to honoring **Cheryl Fama**, who has contributed so much to ensure Sonrisas Dental Health's success. CEO Fecher, Dr. Bonnie and the Board shared fond memories and thanked CFO Fama, highlighting the tremendous achievements made possible through her work. CFO Fama appreciated everyone's comments and is proud of how far Sonrisas Dental Health has come, as she dedicated her heart and soul into the program for the past 20 years.

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

4. **APPROVAL OF JANUARY BOARD MINUTES**
Vice Chair Galligan moved to approve the minutes of January 19th's meeting. Secretary Hinshelwood seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larissa Cutler, Dennis Kneepfel, Steve Stielstra, Sheryl Young.

5. **Board of Directors D/E/I Training** – Tanya Bluford began her session with a brief introduction, commenting that she used to feel that she was born in the wrong decade and should have been of age during the Civil Rights Movement. Such was the calling she felt from a very young age. Her parents were born in Louisiana, raised in the segregated south with Jim Crow and ended up moving to different parts of the country to gain employment. However, she now feels that she was born at just the right age – D/E/I work is in her DNA – as this is a unique time in history with the opportunity to do great things and have great conversations.
 - A. **Introductions**
 - a. All in attendance took turns introducing themselves and their experience with any type of D/E/I training.
 1. **Director Kneepfel** hopes to gain renewal and refreshment, recognizing some people tend to fall into old habits.
 2. **Chair Taverner** shared other than the little corporate training at IBM, his training comes from talking with Ms. Bluford and reading *Biased*. He hopes to have more of an understanding of how the Board can contribute to Sonrisas' journey.
 3. **Director Cutler's** experience of D/E/I is through Sonrisas and would like to become more familiar with it.
 4. **Vice Chair Galligan** - as she raised her kids, she learned through their experiences
 5. **Director Hinshelwood** said he is keen to find out what the Board can



do

6. **Director Stielstra** remarked that this is a process – we all need a tune up

- B. Common D/E/I Terms – Some of Tanya’s points included:
- a. Dimensions of Diversity:
 - 1. Most of the elements are out of our control
 - 2. Microaggressions: comments/attitudes using dimensions of diversity which can’t be controlled or stereotypes
 - b. Charity is no substitute for justice withheld
 - c. Be an accomplice – raising allyship to work with those who are not getting what is their right
 - d. Privilege is not necessarily earned
 - e. There’s a difference between equality – everybody gets the same – and equity – where people get what they need: what’s seen as fair is not necessarily equity
 - f. Inclusion comes before diversity
- C. Unconscious Bias – discussed. The Board shared some reactions to reading the book *Biased*, but there was no time to delve further. Tanya recommended a Harvard Test which highlights implicit bias
- D. D/E/I Business Case – No time to discuss
- E. Q&A and Next Steps – **Chair Taverner** suggested that the Board absorb what we’d learnt today and revert when there is consensus on how to cover the other topics, including how Sonrisas can be an accomplice and help to make our world a better place where every person feels they belong.

6. CONTINUING BUSINESS

- A. Development Director Recruitment – ACTION Requested – CEO Fecher
- a. The Board recognizes Director of Development LeBaron-Hsieh’s great contribution to fundraising for Sonrisas, her work on establishing the systems and procedures and the growth in funds raised during her tenure. The Board thanks her for her hard work.
 - b. **CEO Fecher** presented a proposal to restructure the Development Team staffing given that the Director of Development has given notice and her Associate has left, moving to Nevada for family reasons. The objective is to build on the great work that has been done and the growth in donations and grants over the last three and a half years. There is a need to focus on major gifts and the proposal is for a full-time Director of Major Gifts and a Development Manager. Such directors are in demand and therefore the proposal is to use a recruiter to find one. Approval is required since the cost of the recruiter and the more senior positions are outside the budget (although it would probably have been proposed in the upcoming budget for next year).
 - c. **Director Galligan** asked what the proposed Director’s salary would be – around \$150k
 - d. **Director Stielstra**, while seeing the reasoning, asked how this increase in salaries adds up with previous requests for more clinical staff, support staff and salary increases. He’d like to see the whole picture.
 - e. **Director Young** while agreeing that the investment should be properly defined, insisted that it is important to move fast since good relationship developers take time to find while the absence of a replacement will affect current fundraising activities in no time. Therefore, we need to jump now.
 - f. **CFO Yee** suggested a three-year cashflow if that would help. Also, the District is used to paying 20% of annual salary to a recruiter.
 - g. **Director Hinshelwood** reinforced the need for speed in finding a replacement Development Director
 - h. **Director Gallighan** shared her concern since there have been several requests to cover unexpected costs like dentists leaving, more resources needed to ensure FQHC numbers etc.
 - i. **Director Kneepel** agreed that we shouldn’t wait to recruit a replacement. At the same time, he sees the need for a plan: if this means going cash negative



in the next Financial Year, we need a plan to get out of that

- j. **Director Kneepel** also raised the question of whether it was a good idea to recruit a Development Manager before the Director, given that the latter might want to choose his/her own. However, it was agreed that, while it's not ideal, we couldn't wait since after May we wouldn't have a Development Department at all.

Director Young moved to approve the process of recruiting for the position of Director of Major Gifts, while creating a 3-year cash flow for the Board (hopefully for the next meeting), and the continuing recruitment of a Development Manager. **Director Stielstra** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Clyde Hinshelwood, Larissa Cutler, Dennis Kneepel, Steve Stielstra, Sheryl Young**. Abstained: **Helen Galligan**

- B. Board Workshop in April or May – Chair Taverner
 - a. **Chair Taverner** shared an outline for the spring workshop with options. There was a preference for having it at a weekend with no opinion expressed as to location. Ideas for topics included:
 1. Strategic Plan refresher
 2. Our role in terms of policy and advocacy
 3. More on D/E/I including a culture of equity
 - b. With no strong view, the Board agreed to revert to the topic at another Board meeting.

7. STRATEGIC PLAN FY23-FY25

- A. Sonrisas Culture: Already addressed under D/E/I training
- B. Sustainable Growth
 - a. FQHC Subrecipient Contract Update – **CEO Fecher** reported that Jim Beaumont, who oversees Medicaid Federal funding activities at SMMC, had recommended that Pat Curran, CEO of Healthcare Plan of San Mateo (HPSM), be our champion in getting the County on board. Pat has agreed to co-sponsor a meeting to educate SMMC on how a sub-recipient relationship would work
 - b. Update on Peninsula Donor Event – **CEO Fecher** reported that Maura is committed to the Peninsula event:
 1. Looking at multiple locations
 2. Not found a sponsor yet and may have to have the event without
 3. We want attendees who could be large donors – or access to large donors - in the future. Dr Torrey and Dr Bonnie will attend. Hopefully Board members will have acquaintances who fit that description and would like to invite and host them. If so, please let Tracey and Maura know so calendars can be coordinated; Tracey will send out an email asking.
- C. Community and Patient Engagement
 - a. Patient Engagement Update – Dr Bonnie updated the Board on the initial steps she and Marleen are taking in setting up the Patient Survey. She is pleased that other members of staff are interested and volunteering to help, seeing a lot of value in the feedback.

8. REPORTS

- A. CEO Report – CEO Fecher
 - a. **Director Kneepel** asked whether the visit volume being down is due to the provider issue – yes. **CEO Fecher** added that we have recruited a two-day dentist and the full-time dentist for Half Moon Bay starts on March 6th. The only provider opening currently is a two-day hygienist for Wednesday and Saturday; Saturday is proving to be a challenge. **Dr Bonnie** wanted to mention that Dr Torrey has really stepped up doing both his Dental Director job and being a clinical dentist. Others circulated through Half Moon Bay to fill the gap and it was a pleasure to see everybody pitching in.



- B. CFO Report – CFO Yee
 - a. January 2023 Profit and Loss, Balance Sheet, Dashboards – no comments
- C. Fundraising Report – Maura LeBaron-Hsieh
 - a. **Director Galligan** asked if we are on track for grant income – Maura has cleaned up the report so there are fewer grants outlined. **CEO Fecher** confirmed that we are on track but there are concerns that the \$15k received during Coastsides Gives last year could be reduced given the donations being made to those non-profits directly involving in assisting the homeless farmworkers affected by the shooting. **Director Hinshelwood** reported that he spoke to Lenny Mendonca about having a Brews & Views discussion about healthcare on the Coast, making the point that Sonrisas’ founders targeted farmworkers and their lack of dental health when the clinic was founded. **Director Hinshelwood** also had difficulty interpreting the report. **CEO Tracey** will ask that an amended report be sent to Board members (done).
- D. Outreach Report – Dr. Bonnie Jue
 - a. **Dr Bonnie** indicated her excitement that, at last, the County is providing a contract for kindergarten dental screenings. It is now a state requirement that kindergarten pupils are screened but there hasn’t been any funding available. We are hoping to screen 2,000 kids this year while the County’s target is 5,800 in three years’ time.
- E. Board Nomination Committee – Director Hinshelwood – no update.

9. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. Board Retreat Discussion - Potential workshop in the spring
- B. Development Director Recruitment update
- C. 3-year cashflow forecast

10. **ADJOURN** - The meeting was adjourned at 9:08 pm.

Written by
Veronica Le

Approved by

Nigel Taverner, Board Chair