



**Board Meeting
April 20, 2023
6:30 PM**

San Mateo Conference Room

MINUTES

1. **CALL TO ORDER AND ROLL CALL**—**Chair Taverner** called the meeting to order at 6:35 pm.
 - A. **Present:** Board Chair Nigel Taverner, Board Members: Larry Cappel, Dennis Kneoppel, Henry Sanchez, Steve Stielstra, Sheryl Young
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Administrative Assistant Veronica Le
 - C. **Absent:** Secretary Clyde Hinshelwood, Larissa Cutler

2. **MISSION MOMENT**—**CEO Fecher** shared pictures of employee engagement, which is related to the Sonrisas' Culture focus area of the Strategic Plan and occurred organically. The Hygienist Supervisor decorated the break room with balloons and signs in commemoration of Dental Hygienists' Appreciation Week. The Dental Assistant Supervisor took the team of dental assistants to dinner for Dental Assistants' Appreciation Week.

[Director Rick Navarro joined at 6:38 pm.]

3. **PUBLIC COMMENTS**—No public in the audience.

4. **APPROVAL OF MARCH BOARD MINUTES**

- *Director Larry Cappel moved to approve the minutes of March 16th's meeting. Director Henry Sanchez seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Larry Cappel, Dennis Kneoppel, Henry Sanchez, Steve Stielstra. Abstained: Sheryl Young, Rick Navarro.*

5. **STRATEGIC PLAN FY23-FY25**

- A. Sonrisas Culture**

- **CEO Fecher** explained what a Professional Employer Organization (PEO) is and the efficiency of rolling in a total package of payroll, time and attendance, health care benefits, 401k, workers' compensation, HR, etc. Tonight, there was an in-depth discussion of having ADP TotalSource as a PEO.
 - Currently, Sonrisas uses ADP Workforce Now for payroll and Time & Attendance
 - With a PEO, medical benefits will be affordable for employees who are covering families.
 - There is the potential that employees may choose a better medical plan for themselves and their families if they have more support when enrolling. A PEO, like ADP, would make that available to employees.
 - ADP recommended Sonrisas have EPLI Insurance to cover liability of employees that Sonrisas currently does not have.
 - This insurance is included in ADP TotalSource's package.
 - Could possibly phase out the outsourced HR consultant.
 - **Director Navarro**—How many employees are choosing benefits?
 - 24 employees are eligible, 22 choose dental and 12 choose medical. Only 3 employees include families on benefits because it is either expensive or they are receiving benefits from another source.

- **Director Stielstra**—Other than savings on outsourced HR and health care benefits, what other administrative features are offered and how will it be implemented with this change?
 - Sonrisas already uses ADP for payroll and Time & Attendance, so implementing ADP TotalSource would be easier and transparent to employees. The transition could happen as soon as July 1st, but there are concerns about bandwidth.
- It was suggested to continue looking into different estimates from other PEOs and shift implementation to a later date, possibly August 1st or January 1st.

B. Sustainable Growth

- **FY24 Budget Parameters** – **CEO Fecher** reviewed the payer mix, the team's recommendations on merit increases, paid holidays, and a capacity building grant.
 - We are estimating 15,000-16,000 visits next year. The capacity in San Mateo is fully built out with Saturdays being staffed as we added another hygienist and dentist.
 - **CEO Fecher** showed the Board the current payer mix and visit volume per clinic (slide 8).
 - Due to staffing, FQHC visits were low in FY23. Visits will rise now that we are fully staffed.
 - Low-income percentage of patient visits for San Mateo is 70%, Half Moon Bay is 82%, blended rate is 72%-75%.
 - Have yet to match with a dental resident and additional salary will be needed to meet the visit volume in Half Moon Bay, affecting the bottom line.
 - **Director Young**—What are we doing to market private pay?
 - Currently we are not marketing private pay since there is no capacity for any new patients.
 - **Director Stielstra**—How does this year's capacity compare to last year's?
 - It is based on the operating days per year; there are the number of days open, number of visits expected of each provider, number of providers working, and the no show rate.
 - The no show rate is the most unrealized potential.
 - a. There has been an increase of no shows due to COVID-19.
 - A provider needs one and a half chairs to be considered productive.
 - **CFO Yee**—Is there a possibility to increase the FQHC percent?
 - We are pushing as much as possible, hoping to implement FQHC visits in Half Moon Bay after a setback last October. Credentialing with the county takes about four months to complete.
 - **Director Cappel**—Is there any market in an emergency after hours dental clinic?
 - There is currently no known model for an after-hours clinic other than being seen the next day; would need to check in with Dental Director, Dr. Rothstein.
 - **CEO Fecher** is recommending a 4% merit increase as a pool, while the national average is expected to be 4½%.
 - Concerns were raised regarding being able to find a match for a dental resident.
 - **CEO Fecher** showed the Board a new plan on what days will be considered paid holidays.
 - **Director Kneoppel**—In terms of being able to service our patients, is the day after Thanksgiving typically a booked day or a short day?
 - Typically, a closed day. For the floating holiday, we decided to pair with a hanging Tuesday/Thursday holiday. For example, July 4th is on a Tuesday this year.
 - It was agreed that the parameters on paid holidays and 4% merit increase are reasonable.
 - **Chair Taverner** and **CEO Fecher** suggested bringing on board a Project Manager, who will act as an Operation Manager, for **CEO Fecher** to focus on big projects, like FQHC.
 - **May 9th Peninsula Donor Event** – **CEO Fecher** wanted to thank **Director Young** for introducing Kitty Mullooly, former Mayor of Hillsborough, who in turn introduced current

Hillsborough Mayor, Christine Krolik, and Jerry Hilts to sponsor the May 9th donor event.

- This is primarily a cultivation event where Dr. Bonnie will also be speaking.
- This event will be held at Domenica Winery in San Carlos and graciously sponsored by Heritage Bank.
- **CEO Fecher** and **Ms. Le** will contact each Board member to confirm their attendance to the event.
- **Cooking for a Cause Sponsors**—In the next couple of weeks, **CEO Fecher** and **Chair Taverner** will be reaching out to Board members regarding their connections and potential introductions to other companies that do not have an existing connection to Sonrisas.
 - **Cooking for a Cause** will be on September 16th, this year.
 - **Director Sanchez**—Can you tell me briefly on what this event is for?
 - **Cooking for a Cause** is a fundraising event held on the coast side. Initiated by fellow Board member, **Director Hinshelwood**, and his crew of chefs, they hold a cooking demonstration of paella with a Spanish theme to invite potential donors to gather and enjoy. Those who are interested can sponsor a table or donate money instead. The event also has an Honoree, Fund-A-Need, patient stories, and a live auction.

C. Community and Patient Engagement

- **Sequoia Healthcare District Grant**—**CEO Fecher** informed the Board that we requested a \$600,000 a year grant and was approved for a two year \$1.2M grant. Most of this grant will be for patient visits, with the remainder going towards school screenings and seniors.

6. CONTINUING BUSINESS

A. Board Meeting Day/Time—It was agreed to change Board meetings to commence on the fourth Tuesday of the month at 6:30 pm, beginning in June.

B. Board Workshop Date for June—It was agreed to hold the Board Retreat on June 3rd.

7. REPORTS

A. CEO Report

- **Chair Taverner** asked for an update on the recruitment for the Development Director position.
 - There have been two conversations with people who might be interested. Vinney Arora, a Consultant from The Arora Collective, has plenty of applicants lined up and the interview process will begin in the next ten days.
- Is there an update on a temporary home for the Puente clinic?
 - **CEO Fecher** is scheduling a meeting with Supervisor Ray Mueller's Policy staff members to help figure out what the right next move is. There is also a virtual tour of a mobile dental clinic scheduled.

B. CFO Report

- **Director Kneappel**—Do you see any concerning issues or trends that we should know about?
 - March is going well, only below budget by \$800 and down by 20 visits, mainly due to no shows.
- **Director Young**—Are there any concerns on the Accounts Receivables?
 - No concerns.
 - Currently looking at the patient accounts with refund requests, we are implementing a policy concerning patient refunds and patient pre-payments to issue a refund check without delays.
 - It was discovered that there have been duplicate tobacco tax posts that will be written off.
- **Director Sanchez**—How are you able to forecast the number of visits?
 - **CEO Fecher** developed a forecasting tool the staff can use to predict the number of visits.

[Director Larry Cappel left at 8:38 pm.]

C. Fundraising Report—No comments.

D. Outreach Report—Dr. Bonnie will be submitting an Outreach Report at the next meeting.

E. Board Nomination Committee

- **Chair Taverner** would like to sit down with **Director Sanchez** to discuss more about **Sonrisas**.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. Recruitment Update**
- B. Electing a Vice Chair**

9. ADJOURN—Chair Taverner adjourned the meeting at 8:46 pm.

Written by
Veronica Le

Approved by



Nigel Taverner, Board Chair