



Board Meeting

August 22nd 6:30 PM

MINUTES

1. **CALL TO ORDER AND ROLL CALL** – Chair Taverner called the meeting to order at 7:12 pm.
 - A. **Present:** Board Chair Nigel Taverner, Vice Chair Henry Sanchez, Board Members: Larissa Cutler, Dennis Kneepfel, Rick Navarro, Steve Stielstra, Sheryl Young
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Community Resources Director Spandan Chakrabarti, Administrative Assistant Veronica Le
 - C. **Absent:** Clyde Hinshelwood, Larry Cappel

REPORT OUT FROM CLOSED SESSION ON AUGUST 22ND - The Board unanimously thanked CEO Fecher for her excellent performance in the last year, appreciating her work on sustainable growth, the strategic plan and fundraising.

2. **MISSION MOMENT** – Spandan Chakrabarti, Sonrisas' new Community Resources Director, shared his experience of meeting and interacting with one of Sonrisas' interns at our Half Moon Bay clinic. She and her family have been receiving care from Sonrisas Dental Health since she was four years old and her internship at Sonrisas has made her consider a career in dental care.
3. **PUBLIC COMMENTS** - No public in attendance.
4. **APPROVAL OF JUNE BOARD MINUTES**

Vice Chair Henry Sanchez moved to approve the minutes of June 27th's meeting with a correction on the last page to amend the closed session start time to reflect as 6 pm, not 6 am. Director Rick Navarro seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Steve Stielstra.

5. **STRATEGIC PLAN FY23-FY25**
 - A. **FY23 Program and Financial Outcomes**
 - a. CEO Fecher reviewed all the challenges Sonrisas overcame from the last year with personnel changes, including the search for a full-time dentist for the Half Moon Bay clinic and replacing the fundraising team.
 1. CEO Fecher noted that outsourcing the insurance billing was challenging but we learned a lot, resulting in improvements in the workflow through understanding of the challenges.
 2. Overall visit volume was less than budget due to the dentist vacancy in Half Moon Bay. Payer mix suffered, especially FQHC and Farmworkers for the same reason; the shortfall was largely mitigated by the San Mateo dental team stepping in to cover when possible.
 3. Dr. Bonnie's Outreach program planned 2,000 screenings but accomplished almost 3,000 screenings.
 - b. CFO Yee shared the financial outcomes with the Board. The budgeted visit volume was not met; therefore, the gross patient revenue was short but the direct care expenses were also lower. Grants, donations, and other income had a positive variance to the budget. Net income was 261% over budget. Chair Taverner noted that the Healthcare Plan of San Mateo (HPSM) still owes us a considerable sum and confirmed that what is owed is included in the revenue figure – and as Accounts Receivable.

- B. FY23 Strategic Plan (Year 1) Accomplishments** – Sonrisas made great progress on the strategic plan goals, involving many staff members' input.
 - a. There have been staff events that happened organically, led by the Culture Team.
 - b. Micro-sessions of DEI training were integrated at monthly staff meetings beginning in January 2023.
 - c. The Leadership Team is engaging with local health care leaders and met with other organizations such as Ravenswood and North East Medical Services (NEMS) for the Sustainable Growth Focus area.
 - d. Multiple fundraising goals were met, exceeding them by 8%.
 - e. With the help from the Sobrato Family Foundation, Listen4Good assisted with curating patient surveys where one is currently piloted at the Half Moon Bay clinic before extending the surveys to the San Mateo clinic in Year 2.
- C. FY24 Strategic Plan (Year 2) Goals** – Goals for Year 2 are being developed by the team.
 - a. Sonrisas Culture focus area goals will include an employee survey, working with the clinical team to define quality care to be a framework used in future growth.
 - b. Sustainable Growth focus area goals include growing the Major Donor Program and continuing the work on the FQHC project.
 - c. Patient and Community Engagement focus area goals include beginning work on a Patient Advisory Committee as subcommittee of the board of directors.
 - d. A mention was made of the new case management tool (Persimmony) which is to be used to track school screenings and outcomes, also making it easier to develop reports. **Vice Chair Sanchez** suggested that positive outcome reports would be great to publish: also helping with grants and donors.
 - e. **CEO Fecher** will create a list of goals to present to the Board at the October meeting.
- D. Sustainable Growth**
 - a. **FQHC Sub-recipient Update** – **CEO Fecher** and **Chair Taverner** have met with SMMC, NEMS and Ravenswood to discuss partnerships and ways for Sonrisas to become a FQHC. Advice has been given by multiple contacts to consider subcontracting instead of a sub-recipient contract. There appear to be four options.

Director Stielstra asked about the advantages of subcontracting. **Vice Chair Sanchez** asked whether the four options affect the reimbursement rate (yes).

 - 1. Conversations with SMMC have started.
 - **CEO Fecher** and **Chair Taverner** will present to the Board a comparison of pros and cons of each path to become a FQHC and open a conversation regarding the options.
 - b. **Cooking for a Cause Update** – The event is sold out, so formal ticket sales will not take place. There is committed revenue of \$70k to date (more than half of the goal for the event), including sponsorships, Fund-a-Need donations and pledges.
- E. Community and Patient Engagement** - Dr. Bonnie will update the Board in September.

6. REPORTS

- A. CEO Report** – No comments or questions.
- B. CFO Report**
 - a. **Director Kneoppel** asked CFO Yee if there were any concerns?
 - 1. Fundraising needs to continue growing but the additions to the fundraising team will have that focus.
 - b. **Director Navarro** asked if the auditors are independent or the District's?
 - 1. The District's since Sonrisas is considered a subsidiary of PHCD which changes auditors every three to four years.
 - c. It was agreed that the July financials will be presented to the Board in September, then August and September financials will be presented in October.
 - d. The Board Cash Reserve policy and reserve amount for FY24 will be presented to the Board in September.
- C. Fundraising Report** - Mr. Chakrabarti expressed his intentions to contact each board member to further get acquainted and discuss fundraising.

- D. **Outreach Report** - A report will be submitted in September.
- E. **Board Nomination Committee** – No comments or questions.

7. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. Closed session in September, starting at 6 pm
- B. Detailed report from Dr. Bonnie
- C. Reviewing the Board Cash Reserve Policy
- D. Reviewing the Strategic Plan Year 2 goals.

- 8. ADJOURN** - The meeting was adjourned at 8:13 pm.

Written By
Veronica Le

Approved By

Nigel Taverner, Board Chair

