



**Board Meeting  
July 15th, 2021**

**6:30 PM**

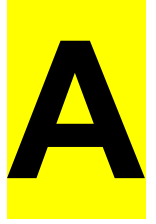
**Teleconference Via Zoom**

Meeting ID: 828 2625 6327

One tap mobile  
+1 669 900 9128 US (San Jose)

**AGENDA**

- |   |             |
|---|-------------|
| 1. CALL TO ORDER AND ROLL CALL – Chair Taverner                       | <b>TABS</b> |
| 2. MISSION MOMENT – CEO Fecher  |             |
| 3. PUBLIC COMMENTS  |             |
| 4. APPROVAL OF BOARD MINUTES – Chair Taverner                         | <b>A</b>    |
| 5. REPORTS  |             |
| A. CEO Report – CEO Fecher  | <b>B</b>    |
| B. CFO Report – CFO Fama  | <b>C</b>    |
| C. Fundraising Report – Maura LeBaron-Hsieh                           | <b>D</b>    |
| D. Outreach Report– Dr. Bonnie Jue                                    | <b>E</b>    |
| E. Board Nomination Committee – Director Young                        |             |
| 6. NEW BUSINESS   |             |
| A. Financial Review   |             |
| a. Unaudited financials for May '21– Tina Wang                        | <b>F</b>    |
| b. Financial Projection Model – CEO Fecher                            |             |
| B. Board Retreat Topics – Director Young                              |             |
| C. Board Meeting Discussion   |             |
| a. August Board Meeting, Summer Recess, ACTION Requested – CEO Fecher |             |
| b. Meeting Format – CEO Fecher  |             |
| 7. OLD BUSINESS   |             |
| A. HMB Lease and Renovations Update – CEO Fecher                      |             |
| B. FQHC Contract Update – CEO Fecher                                  |             |
| 8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner           |             |
| 9. ADJOURN  |             |





**Board Meeting  
June 17 20th, 2021  
6:30 PM  
Teleconference Via Zoom**

**Minutes**

1. CALL TO ORDER AND ROLL CALL – Chair Taverner called the meeting to order at **6:31pm**.
  - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan, Board Members: Larry Cappel, Liz Dodge, Clyde Hinshelwood, Sheryl Young.
  - **Also Present:** CEO Tracey Fecher, CFO and board candidate Cheryl Fama, Dental Director Dr. Torrey Rothstein, Center Director Pat Kinniburgh, Community Engagement Director Dr. Bonnie Jue, Director of Development Maura LeBaron-Hsieh, Sr. Accountant Tina Wang, Executive Assistant Libby Barnard, Board Candidate Larissa Culter.
  - **Absent:** Rick Navarro
  
2. MISSION MOMENT – **Dr. Bonnie Jue** highlighted Dr. Vincent Jue, who will be changing his role at Sonrisas from clinical dental provider to assisting Dr. Bonnie Jue in outreach dental screenings. At the 20<sup>th</sup> Anniversary event on June 5<sup>th</sup>, patients of Dr. Jue attended to celebrate his legacy and donated in his honor. Many attendees of the event did not know about the inaccessibility of dental care for low-income individuals. By existing, Sonrisas educates others about the need for increased access to dental care.
  
3. PUBLIC COMMENTS – **Director Young** introduced board candidate, Larissa Culter. She is a Half Moon Bay resident since 2002, originally from Paraguay, and owner of Vinoteca, a Half Moon Bay wine bar. She has travelled extensively, frequently with her husband, helping deliver financial aid to numerous countries.
  
4. APPROVAL OF BOARD MINUTES – **Vice Chair Galligan** motioned to approve the minutes for the board meeting on May 20<sup>th</sup>, 2021. The motion was seconded by **Director Hinshelwood** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Liz Dodge, Sheryl Young**.
  
5. REPORTS
  - **CEO Report** – **CEO Fecher** highlighted that Sonrisas' first PPP loan of \$404K has been forgiven. **Chair Taverner** thanked Sr. Accountant, Tina Wang for her work in applying for this loan and the loan forgiveness. **Director Galligan** asked for an update on the renovation at the Half Moon Bay clinic. The refresh of the clinic is scheduled to take place in November and December 2021. If the capital budget is approved, the team will start on the HVAC solution as soon as possible.
  - **CFO Report** – **CFO Fama** reported that YTD, patient visits are ahead of budget, gross revenue has exceeded budget, and direct and indirect expenses combined are under budget. Sonrisas continues to forgo using funding from Peninsula Health Care District (PHCD). **CFO Fama** acknowledged CEO Fecher and Sr. Accountant Tina Wang for their



- efforts in securing PPP and CARES Act Provider Relief funding. Sonrisas will be developing a finance policy which includes the setting of financial performance metrics as well as management of cash reserves.
- **Fundraising Report – Maura LeBaron-Hsieh** thanked the board for their collaboration and support throughout fundraising growth of the past year. Board members acknowledged all the work that Ms. LeBaron-Hsieh has done. **Chair Taverner** highlighted that Sonrisas has raised \$988K in grants, excluding funding from PHCD, showing Sonrisas' reputation in the San Mateo County health community.
  - **Board Nomination Committee ACTION Requested** – The board retreat will take place October 1<sup>st</sup> and 2<sup>nd</sup>. A location has been secured for Friday dinner and the team is close to securing a location for Saturday. **Director Young** motioned that the board nomination process be moved to a closed session after “Old Business” items have been discussed. The motion was seconded by **Director Galligan** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Liz Dodge, Sheryl Young.**

#### 6. NEW BUSINESS

- **Financial Review — Unaudited financials for April '21** – No discussion or questions.
  - **Financial Projection Model** – **CEO Fecher** presented the financial projection for June, noting that unrestricted grants are expected to be higher this month because of grant checks from Stanford Hospital, the CARES Act Provider Relief grant from Health and Human Services and an installment from the Paycheck Protection Program.
- **FY22 Capital Budget ACTION Requested** – **CEO Fecher** reviewed Sonrisas' 5-year capital budget (Board Meeting Packet, Pg 29). These estimates are based on the life expectancy of the equipment dental equipment in current use as well as new equipment needed. **Director Galligan** asked how the annual expenditures were estimated. **CEO Fecher** explained that the lifespan of equipment had been assessed and the replacement cost would be capital expenditures at that end of life. **Chair Taverner** pointed out that the total expected capital cost for the next five years is \$890k while we have \$1.35m in Accrued Depreciation on the Balance Sheet. **Chair Taverner** moved to approve the capital budget. The motion was seconded by **Director Galligan** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Liz Dodge, Sheryl Young.**
- **Outreach Outcomes and Impact for FY21** – Sonrisas' Outreach Programs continue to grow this year, adding new ways to reach the community amidst the pandemic.
  - When it became clear that schools would not reopen in Fall 2020, the team pivoted by offering Drive Up Dental Screenings. Sonrisas was able to coordinate school screenings at six different schools in Spring 2021. SDH worked with a new partner, Peninsula Family Service, holding screenings at their head-start and preschool locations. There were also new opportunities for partnership with community groups like the Health Care Academy through Sequoia High School.
  - The team discovered that a third of the 305 children (ages 14 months-18 years) who were screened through drive up and school screened had active decay. Of the 129 screened at the drive-up event, 70 children had not seen a dentist in the last 12 months (54%) and 40 (31%) had never seen a dentist in their lifetime.
  - This year, the Outreach department added a care coordinator, Irma Ochoa, who has



provided follow-up and case management for families and children that are seen at Sonrisas' screenings. This addition has made the program more efficient and accessible for families. Of the 259 families that were contacted, 108 children did not have a dental home and 46 children have been scheduled for appointments at Sonrisas. **Director Dodge** asked if they were getting appointments or put on the waiting list. **Dr Jue** replied that how long it took to get an appointment depended on the urgency; children do not get put on the adult Medical-Dental waiting list but we are busy. At the same time, Irma leaves a phone number so that the patient's parents can get through to somebody who knows where they stand.

- In the upcoming fiscal year, Sonrisas will be focusing on senior programming, while building its school screening programs.
- In FY21 Q3 and Q4, the team promoted discounted dental exams and x-rays for the 65+ community but, even with a 45% discount, this demographic faces barriers such as lack of money, no transportation, as well as concerns around Covid-19. SDH is currently in conversation with the health care districts in the county and other potential partnerships for senior dentistry funding.
- The team also will be prioritizing strategic data collection.
- **Director Hinshelwood** requested that this PowerPoint presentation be recorded. Mx. Barnard will send to the board to share with other stakeholders. He also asked if we could get a picture of progression, i.e., the impact of our screenings from grade to grade. **Dr Jue** would love to get some information but it's difficult to get agreement from the schools; currently the administrators are overwhelmed. The complete report can be found in the Board Meeting Packet on page 32-35.

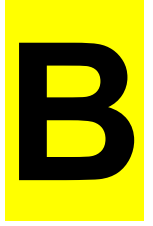
**Dr. Jue** is hoping that senior centers will open now that Covid restrictions are being lifted. **CFO Fama** confirmed that they have been much more restricted than the rest of the population. **Dr Jue** also recognized the dedication of her volunteers and the staff that made the success of this year possible.

## 7. OLD BUSINESS

- **Medi-Cal Dental Adult Patient Waitlist** – Since the last board meeting, Sonrisas' care coordinator team has reached out to 80 patients, a quarter of whom have been scheduled for appointments. Center Director Pat Kinniburgh was able to create space on one of the doctor's schedule for these patients. Others on the waitlist have been found to have moved out of the county, already have a dental home, or do not have a reachable phone number. The Sonrisas board will review this item at the Board Retreat in October.
- **FY22 Budget Contingency Plans** – **CEO Fecher** shared Sonrisas' contingency plan with costs as requested at the May board meeting. Areas of risk included a potential reduction in grant amount from PHCD, difficulty in hiring a hygienist to meet FY22 visit volume and meeting the 45% growth goal for individual donations. Sonrisas' plan is to draw the full \$900K of the PHCD grant in FY22 and the grant ends June 2023. New full-time clinical positions, such as Dental Assistants and CCCs, will be timed to hiring hygienists. If individual donations are not on track, \$45K of the fundraising consultant budget will be reduced.



8. Closed Session—The board convened as a closed session from **8:10pm to 8:21pm**
  - **Director Hinshelwood** nominated *Larissa Culter* as board member. The motion was seconded by **Director Galligan** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Liz Dodge, Sheryl Young.**
  - **Director Galligan** nominated Cheryl Fama as board member. The motion was seconded by **Director Cappel** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Larry Cappel, Liz Dodge, Sheryl Young.**
9. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner
  - Discussion and decision on a summer recess, preferably in August
  - Board Retreat Topics
10. Meeting was adjourned at 8:26PM





**DATE:** July 12, 2021

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE: CEO Monthly Report**

1. Patient Visit Volume:

- June visit volume was better than forecast by 121 visits due to providers seeing less patients than planned in the budget. The fourth quarter ended well, with over 1000 visits in June.

Q4: April - June

	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% Budgeted
Comm/PPO	880	-	754	(126)	24%	25%
Private Pay	121	-	82	(39)	3%	3%
Medi-Cal Dental	1,757	-	1,737	(20)	55%	53%
Affordable Plan	206	-	171	(35)	5%	7%
Farmworker	90	-	65	(25)	2%	3%
FQHC	257	-	327	70	10%	9%
<b>Access to Care Subtotal</b>	<b>2,311</b>	<b>-</b>	<b>2,300</b>	<b>(11)</b>	<b>73%</b>	<b>71%</b>
<b>Total Visits</b>	<b>3,312</b>	<b>2,941</b>	<b>3,136</b>	<b>(176)</b>		

- The team finished the year strong, providing more visits than budget. The driver of the higher number of visits was the increase in number of daily visits per provider that were possible with the extra-oral suction units and improved no-show rates at both centers. With the COVID-19 screening protocol no longer being a phone call, the team will track no-show rates and see if they increase. 72% of the visit volume was for low-income patients, with 10% being FQHC.

	FY 21 Visit Volume
Budgeted Visits	10,712
Adjusted Visit Forecast	9,805
Actual Visits	10,791

2. Clinic Operations:

- The new operatories were built out in San Mateo and are now in use by the clinical team. Signage recognizing Stanford Hospital and the Irwin Foundation for their funding will be installed soon.



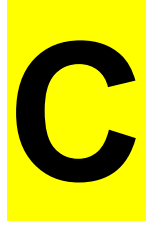
- The FY22 plan calls for the hiring of 2.4 FTE hygienists, with 1.6 FTE being new. We are pleased that 1.6 FTEs of hygienists have started and/or have accepted an employment offer. An offer to an additional hygienist for the remaining .8 FTE has been made. The plan included a staggered hiring plan since we anticipated difficulty in hiring. The forecast will be updated to reflect the hygienist hires and the additional visit capacity we will gain from the earlier than planned hires.
3. FQHC Contract Update:
- The VPN tunnel is now working, and the x-ray software is being tested. Once the software systems are tested, the team will begin to use Sonrisas' computers to access SMMC systems.
4. Half Moon Bay Clinic Refresh and Lease:
- The HVAC system in Half Moon Bay is going to require structural drawings be created. We are working with the HVAC contractor to move the project forward. A target date for installation and the required closure of the clinic is pending.
  - The lease for the Half Moon Bay clinic is under discussion and will be signed this month.
5. Human Resources:
- At the time of this report, all performance reviews have been written by managers and are in the process of being delivered to employees. Merit based salary increases are being communicated to employees during their review and will be reflected on the pay period that covers July 1<sup>st</sup>.
  - Open enrollment for employee benefits will take place July 16-23, with new benefits in place August 1<sup>st</sup>.
  - The team has been researching a Professional Employer Organization (PEO) to manage benefits, payroll, workers compensation and HR function for Sonrisas. A first review of Insperty shows their PEO services would be similar in annual costs for Sonrisas. The proposal from Insperty had the following pros and cons for Sonrisas.
    - i. Positive: Benefits are more robust, including all employees paying the same rate for a plan where employees now pay based on their age and zip code. Benefits increases would be more stable year over year due to the larger pool.
    - ii. Positive: HR functions are covered by a larger team of experts, with an account manager for Sonrisas' managers to interface with.
    - iii. Positive: Single source platform for payroll, HR Information System and 401K with a user friendly, intuitive software interface. Our team currently uses ADP, EASE and Mass Mutual.
    - iv. Negative: Employees are co-employed – employees of Insperty and Sonrisas, which may be a significant cultural shift for the team.
    - v. Negative: No HR daily administrator for onboarding tasks, communication to employees, etc. Currently have outsourced HR, including daily administration.
    - vi. Negative: Dental PPO Insperty offers does not have Sonrisas in network. Currently have a plan for our employees where they can get their dental work at Sonrisas covered.
  - Next steps with the PEO are to review benefits and HR systems when planning for FY23 as well as looking at 2 other PEOs.
6. Financial Updates:
- On Monday, June 14<sup>th</sup>, Sonrisas' current cash position was \$1,830,407.
  - The first PPP loan was forgiven by the Small Business Administration in late June.
  - The cash flow projection follows for July, August, and September. It is based on the budget numbers and not current actual trends due to new budget year. There may be variation in the results.

## Sonrisas Cash Position Forecast July-September 2021

<b>Jul-21</b>	
Assumptions	
Percent Visits over/under Budget	0%
Estimated Visits	1180
Average Net Revenue/Visit \$	176
<b>Estimated Cash</b>	<b>\$ 1,841,143</b>
Estimated Revenue	
Patient Services	\$ 207,704
Unrestricted Grants Expected	\$ 2,000
Restricted Grants Expected	\$ 60,000
PHCD Grant	\$ 75,000
<b>Total Revenue</b>	<b>\$ 344,704</b>
Estimated Expenses	
Salaries, Benefits, 401K	\$ 285,200
Clinic General Expenses	\$ 3,231
Dental Supplies	\$ 16,500
Lab Fees	\$ 10,044
PPE & COVID Related	\$ 8,175
Fundraising Expenses	\$ 8,433
Outreach Expenses	\$ 1,256
Indirect Expenses	\$ 85,000
<b>Total Expenses</b>	<b>\$ 417,839</b>
Estimated Capital Spending	\$ 140,000
<b>Estimated Cash at Month End</b>	<b>\$ 1,768,008</b>

<b>Aug-21</b>	
Assumptions	
Percent Visits over/under Budget	0%
Estimated Visits	1127
Average Net Revenue/Visit \$	176
<b>Estimated Cash</b>	<b>\$ 1,768,008</b>
Estimated Revenue	
Patient Services	\$ 198,375
Unrestricted Grants Expected	\$ 5,000
PHCD Grant	\$ 75,000
<b>Total Revenue</b>	<b>\$ 278,375</b>
Estimated Expenses	
Salaries, Benefits, 401K	\$ 285,200
Clinic General Expenses	\$ 3,231
Dental Supplies	\$ 16,500
Lab Fees	\$ 10,044
PPE & COVID Related	\$ 8,175
Fundraising Expenses	\$ 8,433
Outreach Expenses	\$ 1,256
Indirect Expenses	\$ 85,000
<b>Total Expenses</b>	<b>\$ 417,839</b>
Estimated Capital Spending	\$ 26,000
<b>Estimated Cash at Month End</b>	<b>\$ 1,628,543</b>

<b>Sep-21</b>	
Assumptions	
Percent Visits over/under Budget	0%
Estimated Visits	1167
Average Net Revenue/Visit \$	176
<b>Estimated Cash</b>	<b>\$ 1,628,543</b>
Estimated Revenue	
Patient Services	\$ 205,415
Unrestricted Grants Expected	\$ 5,000
PHCD Grant	\$ 75,000
<b>Total Revenue</b>	<b>\$ 285,415</b>
Estimated Expenses	
Salaries, Benefits, 401K	\$ 285,200
Clinic General Expenses	\$ 3,231
Dental Supplies	\$ 16,500
Lab Fees	\$ 10,044
PPE & COVID Related	\$ 8,175
Fundraising Expenses	\$ 8,433
Outreach Expenses	\$ 1,256
Indirect Expenses	\$ 85,000
<b>Total Cash Expenses</b>	<b>\$ 417,839</b>
Estimated Capital Spending	
<b>Estimated Cash at Month End</b>	<b>\$ 1,496,119</b>





**DATE:** July 12, 2021

**TO:** SDH Board of Directors

**FROM:** Cheryl Fama, CFO

**RE:** CFO Report

**1. Financial Performance YTD July-May FY 2021:**

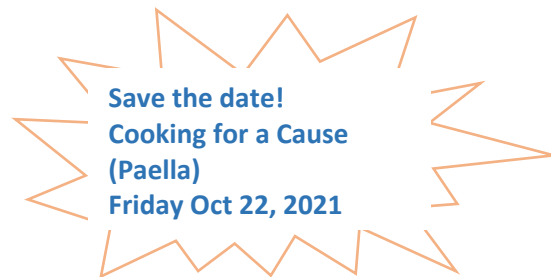
- **Gross Patient Revenue *exceeded budget*** by \$383K. Commercial, PPO, Public Dental and FQHC were over budget by \$496K; Private Pay, Affordable and Farmer Workers were under by **<\$113K>**.
- **Net Program Income was **<\$1.5M>**, \$235K better than budget.**
  - Total Direct Expense continues to be under budget at \$159K YTD.
  - Total Clinic Expenses were **<\$45K>** due to **<\$76K>** in Dental Supplies and Lab Fees.
  - Total Indirect Expenses were \$25K under budget.
  - Total Direct and Indirect Expenses were **\$184K under budget.**
- **Grants and Donations** were **\$1.328M**, which was under budget by **<\$299K>** due to decision *not* to draw \$575K from the PHCD fund.
- **Other Income** was \$531K, \$527K better than budget due to PPP Loan Forgiveness Program.
- **Net Income YTD** was a positive \$19,625, **\$443K** better than budget!

**2. Investing in CD's:** As noted at the last Board meeting, and after refreshing the cash flow analysis and updating the projected cash needs for the facilities improvements at both Centers, \$1M was transferred from the checking account into CD's at staged levels of maturity:

\$300,000 – 90 days  
 \$500,000 – 180 days  
 \$200,000 - 365 days

- 3. FY '21 Audit Process:** The first phase of the audit has been completed. This entailed electronically transmitting required financials and records. The second phase will be performed after closing the books for FY. The completed audit is scheduled for presentation in December.
- 4. SDH Finance Policy:** CEO & CFO will be developing a draft policy for presentation at a future Board meeting.





**DATE:** July 9, 2021  
**TO:** SDH Board of Directors  
**FROM:** Maura LeBaron-Hsieh, MPH, Director of Development  
**RE:** **Development Update**

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In June, the SDH Development Team closed out a productive and enjoyable fiscal year. Highlights included hosting the 20<sup>th</sup> Anniversary Celebration event and marking a notable increase in grant awards compared to previous years.

Our current focus is preparing grantseeking materials and sponsorship materials for the coming fiscal year, kicking off planning for our October 22<sup>nd</sup> Cooking for a Cause event, and preparing to produce our FY20-21 Annual Report.

**Please see the attached Fundraising Report for visual overview of our FY20-21 fundraising outcomes, as well as our current FY 21-22 grantseeking summary. Highlights from the past month are below:**

#### 1. Individual Donations

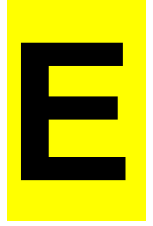
- As of June 30th, we have raised \$147,873 in donations (including pledges), event funds, and sponsorships (144% of annual goal).
- During FY20-21, we added 130 new donors and contacts to our Sonrisas family. In FY21-22, we will continue to grow our relationships with newer and longtime donors.
- Thank you for your support and guidance as we grow our stewardship program!

#### 2. Grant-seeking

- Sunlight Giving has gifted us an additional \$25,000 general operating grant to assist with COVID-19 recovery.
- The City of Burlingame awarded us a grant of \$1,800 in recognition of our Access to Care services for Burlingame residents.
- We signed a contract with Sequoia Healthcare District for funding for up to \$240,000 in compensation for ATC services for residents of their District in FY21-22.
- We are currently in consideration for 2 grant proposals totaling \$133,000, including a substantial proposal submitted to Delta Dental that would focus on innovative approaches to expand Senior Access to Care. Several substantial grant proposals are in the pipeline for August and September 2021.
- Overall, we were awarded more than \$990,000 in grants from 7/1/2020 to 6/30/2021, not including PHCD funds. We look forward to continuing relationships with our generous funders, and to exploring new relationships in FY21-22.

#### 3. Events

- In total, we raised \$47,960 (including \$5,000 in outstanding pledges) through our 20<sup>th</sup> Anniversary Celebration, which is a true honor reflecting the heart we bring to our work and the connection that our donors feel to the impact of their donations.
- Our next event, coming up on October 22, 2021 at the Half Moon Bay Library, is the 7<sup>th</sup> Annual Cooking for a Cause event, featuring a paella demonstration/dinner and live music. Please save the date!





**DATE:** July 15, 2021

**TO:** SDH Board of Directors

**FROM:** Bonnie Jue, DDS

**RE:** **Community Engagement Director Report – July 2021**

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Sonrisas Dental Health (SDH) Community Outreach Programs have been going strong this summer!

In partnership with San Mateo County Libraries, SDH gave online presentations to just under 1,100 children in the Big Lift Inspiring Summers (BLIS) Program this month. These rising Kindergarten to third grade scholars were attentive, engaged, and asked insightful questions throughout these 40-minute sessions. With supplies donated from the San Mateo County Public Oral Health Program and countless assembly hours from SDH volunteers, SDH was able to provide free oral health kits to each child, as well.

All 10 BLIS elementary school sites participated in these Virtual Oral Health Education Presentations:

Susan B. Anthony (Daly City)	Belle Air Elementary (San Bruno)	Hatch (Half Moon Bay)
Thomas Edison (Daly City)	Taft (Redwood City)	Pescadero (Pescadero)
Spruce (South San Francisco)	Belle Haven (Menlo Park)	
Martin (South San Francisco)	Costano (East Palo Alto)	

Recently, SDH also delivered over 500 oral health kits to organizations that serve older adults, such as Self Help for the Elderly in San Mateo, Atria in Burlingame, and Senior Coastsiders and Moonridge Housing in Half Moon Bay. Delivering these packages provided SDH the opportunity to reconnect with program managers and Executive Directors of these organizations in-person, as SDH continues to promote our “Dental Days” program that offers dental services at a special promotional price in our clinics this month. Also, as these facilities are planning to open up their Senior Day Programs again in the near future, SDH may have an opportunity to provide mobile dental services to their participants.









**DATE:** July 12, 2021  
**TO:** SDH Board of Directors  
**CC:** Cheryl Fama, CFO  
**FROM:** Tina Wang, Senior Accountant  
**RE:** **May Unaudited Financials and YTD Performance to Budget**

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**MAY PERFORMANCE:**

1/6 of 2<sup>nd</sup> PPP loan- \$67,035 was recognized as revenue in May.

**A. Revenue: Net Patient Revenue was \$160,259**

- Total gross revenue was \$377,305 - 19K less than budget
- 993 visits -67 visits less than budget.
- Total deduction was **(\$217,046)** – 58% of gross revenue

**B. Total Expense: **(\$304,217)** – \$21,979 better than budget.**

- Direct Expense: **(\$209,963)** – \$15K better than budget
  - Direct salary was \$11K better than budget due to a reduction hours and less FTE.
  - PPE & Covid related expense was \$6K better than budget due to a decrease in PPE unit cost
- Indirect Expenses: **(\$94,254)** – \$6K better than budget because of savings in personnel cost, office expenses and depreciation.

**C. Donations/Grants & Other Income: \$166,275**

- \$89,873 released from restricted grant.
- \$1,272 individual donations.
- \$7,389 received for 20<sup>th</sup> anniversary fundraising event.
- \$67,035-1/6 of second PPP loan was estimated to be forgiven.
- \$707 from other income due to court settlement.

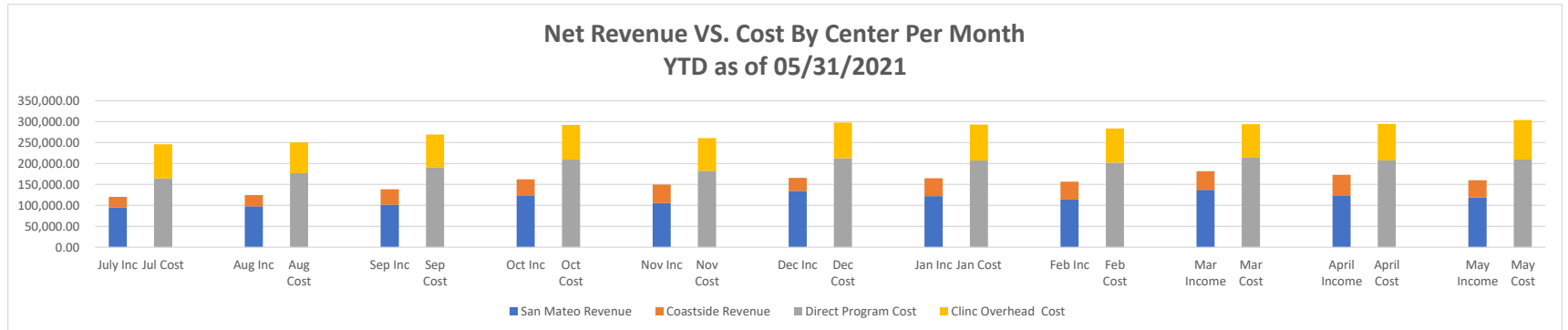
**Net Income: \$22,317**

**YTD PERFORMANCE TO BUDGET:** YTD net income is \$463,531 better than budget. Cash-flow is \$443,656 better than the budget. PHCD grant received to date is \$250,000.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	9670	9574	96
Gross Patient Revenue	\$3,917,113	\$3,533,880	11%
Uncompensated Care (Deductions)	<b>\$(2,218,696)</b>	<b>\$(1,886,461)</b>	<b>(18%)</b>
Grants/Donations/Other Income	\$1,560,038	\$1,331,740	17%
Direct Cost	<b>\$(2,178,251 )</b>	<b>\$(2,336,931)</b>	7%
Indirect Cost	<b>\$(1,059,002 )</b>	<b>\$(1,086,134)</b>	2%
<b>Net Income</b>	\$21,203	<b>(\$443,906)</b>	105%
<i>Non-cash items adj.</i>			
Depreciation	\$233,769	\$255,222	8%
<b>Estimated Cash Flow</b>	\$254,972	<b>(\$188,684)</b>	<b>235%</b>

Sonrisas Dental Health Operations

	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Total	YTD Budget	B(W)
<b>San Mateo Revenue</b>	95,445	97,967	101,872	122,334	105,804	134,840	122,313	114,003	137,275	122,736	119,267	1,273,854	1,276,947	(3,093)
<b>Coastside Revenue</b>	25,056	26,925	36,790	39,908	43,971	30,796	42,374	42,587	44,679	50,490	40,992	424,568	370,472	54,096
<b>Total Net Revenue</b>	120,496	124,892	138,662	162,242	149,774	165,636	164,686	156,590	181,954	173,226	160,259	1,698,417	1,647,419	50,998
<b>Direct Program Cost</b>	164,462	176,821	191,421	209,430	182,639	212,719	207,446	202,167	214,204	207,477	209,963	2,178,748	2,336,931	(158,183)
<b>Indirect Program Cos</b>	95,325	88,873	93,432	100,264	89,760	98,212	98,033	96,675	101,983	103,270	94,254	1,060,082	1,086,134	(26,052)
<b>Total Cost</b>	259,787	265,694	284,853	309,694	272,399	310,932	305,479	298,842	316,187	310,746	304,217	3,238,830	3,423,065	(184,235)
<b>TOTAL</b>	<b>(139,291)</b>	<b>(140,802)</b>	<b>(146,191)</b>	<b>(147,452)</b>	<b>(122,625)</b>	<b>(145,296)</b>	<b>(140,793)</b>	<b>(142,252)</b>	<b>(134,232)</b>	<b>(137,521)</b>	<b>(143,958)</b>	<b>(1,540,413)</b>	<b>(1,775,646)</b>	235,233
<b>Dividend/Other Incon</b>	(89)	65,908	65,899	66,290	65,900	65,976	65,905	80	0	67,050	67,742	530,660	3,740	526,920
<b>Donations Received</b>	51,683	62,483	33,562	51,751	65,232	52,261	107,151	77,508	125,092	54,119	98,533	779,376	503,000	276,376
<b>Grant from PHCD</b>	75,000	25,000	0	0	0	0	0	75,000	75,000			250,000	825,000	(575,000)
<b>OTHER INCOME</b>	126,594	153,391	99,461	118,041	131,132	118,237	173,056	152,588	200,092	121,169	166,275	1,560,037	1,331,740	228,297
<b>NET INCOME</b>	<b>(12,697)</b>	<b>12,589</b>	<b>(46,730)</b>	<b>(29,411)</b>	<b>8,507</b>	<b>(27,059)</b>	<b>32,263</b>	<b>10,336</b>	<b>65,860</b>	<b>(16,352)</b>	<b>22,317</b>	<b>19,623</b>	<b>(443,906)</b>	<b>463,529</b>

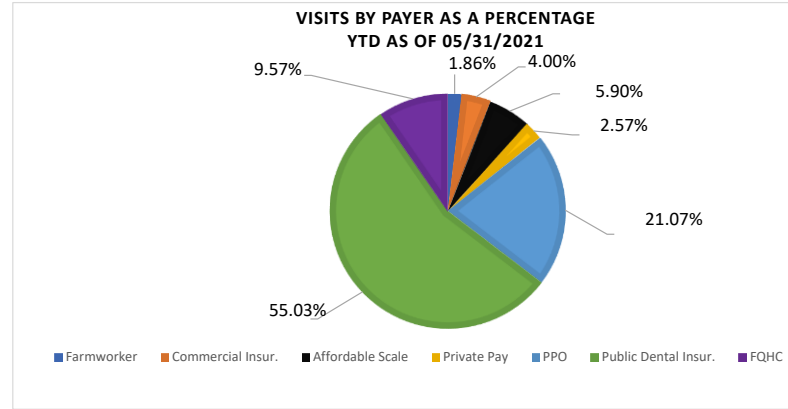


Visits by Center

	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Year to Date	Budget	Variance
San Mateo Visits	533	537	548	587	551	608	610	658	750	687	703	6772	6623	149
Coastside Visits	166	228	263	283	261	225	260	255	332	335	290	2898	2951	(53)
<b>Total Visits</b>	<b>699</b>	<b>765</b>	<b>811</b>	<b>870</b>	<b>812</b>	<b>833</b>	<b>870</b>	<b>913</b>	<b>1082</b>	<b>1022</b>	<b>993</b>	<b>9670</b>	<b>9574</b>	<b>96</b>

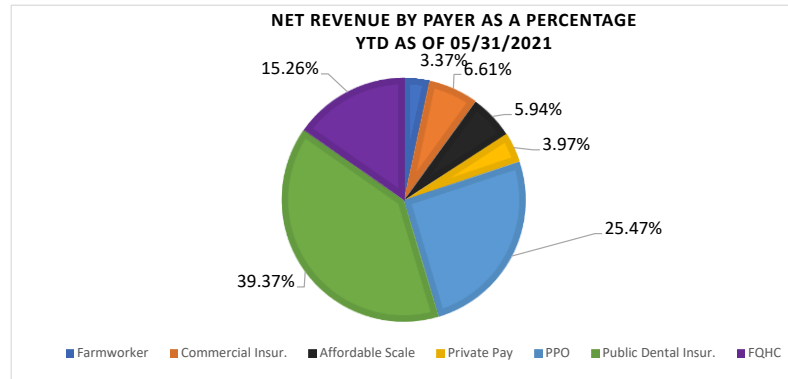
Visits by Payer -San Mateo

	May 21	Budget	Variance
Commercial Insurance	28	33	(5)
PPO	180	217	(37)
Private Pay	23	37	(14)
Affordable Scale	14	15	(1)
Farmworker		24	(24)
FQHC	111	69	42
Public Dental Insurance(Adult)	98	182	(84)
Public Dental Insurance (Child)	249	207	42
<b>Total Visits</b>	<b>703</b>	<b>784</b>	<b>(81)</b>



Visits by Payer -Coastside

	May 21	Budget	Variance
Commercial Insurance	3	9	(6)
PPO	28	29	(1)
Private Pay	5	3	2
Affordable Scale	40	50	(10)
Farmworker	18	6	12
Public Dental Insurance (Adult)	124	97	27
Public Dental Insurance (Child)	72	82	(10)
<b>Total Visits</b>	<b>290</b>	<b>276</b>	<b>14</b>





Avg. Income (Loss) per Visit		
	YTD	
Net Revenue per Visit	\$	176.02
Direct Cost per Visit	\$	(226.89)
Indirect Cost per Visit	\$	(95.00)

True Income (Loss) per Visit by Payer		
Payer	Avg. YTD	
Commercial Insurance	\$	28.54
PPO	\$	(44.83)
Public Dental Insurance	\$	(260.73)
Private Pay	\$	181.85
FQHC	\$	(23.33)
Affordable Scale	\$	54.80

\* Indirect Cost only includes clinic overhead cost without fundraising and outreach expenses.

Sonrisas Dental Health Operations FY21 VS. FY20						
	May 21	May 20	Variance B(W)	YTD 21	YTD 20	Variance B(W)
<b>Visits</b>	<b>993</b>	<b>49</b>	<b>944</b>	<b>9,670</b>	<b>8,310</b>	<b>1,360</b>
<b>San Mateo Revenue</b>	119,267	4,100	115,167	1,273,854	1,047,159	226,695
<b>Coastside Revenue</b>	40,992	106	40,886	424,568	346,316	78,252
<b>Total Net Revenue</b>	160,259	4,206	156,053	1,698,417	1,393,475	304,942
<b>Direct Program Cost</b>	209,963	54,705	(155,258)	2,178,748	1,835,021	(343,727)
<b>Indirect Program Cost</b>	94,254	96,681	2,427	1,060,082	1,087,884	27,802
<b>Total Cost</b>	304,217	151,386	(152,831)	3,238,830	2,922,905	(315,925)
<b>TOTAL</b>	<b>(143,958)</b>	<b>(147,180)</b>	<b>3,222</b>	<b>(1,540,413)</b>	<b>(1,529,430)</b>	<b>(10,983)</b>
<b>Dividend/Other Income</b>	67,742	17	67,725	530,660	69,171	461,489
<b>Donations Received</b>	98,533	62,207	36,326	779,376	643,896	135,480
<b>Grant from PHCD</b>		150,000	(150,000)	250,000	825,000	(575,000)
<b>OTHER INCOME</b>	166,275	212,224	(45,949)	1,560,037	1,538,067	21,970
<b>NET INCOME</b>	<b>22,317</b>	<b>65,044</b>	<b>(42,727)</b>	<b>19,623</b>	<b>8,636</b>	<b>10,987</b>

Sonrisas Dental Health  
Revenues and Expenditures - Budget vs Actual  
As of May 31, 2021

As of Date: 05/31/2021  
Location: Sonrisas Dental Health  
Restriction: Unrestricted

	Month Ending 05/31/2021			Year To Date 05/31/2021		
	Actual	2020 2021 BUDGET	Budget Diff	Actual	2020 2021 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	8,582.00	13,851.00	(5,269.00)	136,095.00	119,697.87	16,397.13
PPO	70,003.00	83,871.37	(13,868.37)	785,444.00	705,979.60	79,464.40
Public Dental Insurance	224,194.00	231,463.90	(7,269.90)	2,246,764.41	2,033,688.19	213,076.22
Private Pay	8,053.00	11,068.13	(3,015.13)	71,189.00	90,576.44	(19,387.44)
Affordable Scale	15,644.00	20,503.84	(4,859.84)	178,683.00	204,724.44	(26,041.44)
Farmworker	8,480.00	15,424.03	(6,944.03)	73,324.00	140,833.28	(67,509.28)
FQHC	42,349.00	20,010.00	22,339.00	425,614.00	238,380.00	187,234.00
Gross Patient Revenue	377,305.00	396,192.27	(18,887.27)	3,917,113.41	3,533,879.82	383,233.59
Uncompensated Care						
Prior Period Adjustment	(1,080.35)	(1,500.00)	419.65	(29,036.98)	(16,500.00)	(12,536.98)
Uncompensated Care - Commercial Insurance	(1,868.00)	(2,416.40)	548.40	(20,339.40)	(22,024.16)	1,684.76
Uncompensated Care - PPO	(32,884.23)	(34,480.33)	1,596.10	(339,643.01)	(290,786.07)	(48,856.94)
Uncompensated Care - Public Dental Insurance	(156,448.49)	(160,976.34)	4,527.85	(1,557,841.09)	#####	(141,080.33)
Uncompensated Care - Affordable Scale	(6,941.00)	(10,107.02)	3,166.02	(74,665.87)	(101,696.90)	27,031.03
Uncompensated Care - Farmworker	(3,881.00)	(1,346.33)	(2,534.67)	(14,366.91)	(12,293.08)	(2,073.83)
Uncompensated Care - FQHC	(11,539.70)	0.00	(11,539.70)	(158,480.70)	0.00	(158,480.70)
Fee Adjustments	(2,402.98)	(2,400.00)	(2.98)	(23,176.18)	(26,400.00)	3,223.82
Patient Account - Bad Debt Write-off	0.00	0.00	0.00	(1,145.90)	0.00	(1,145.90)
Total Uncompensated Care	(217,045.75)	(213,226.42)	(3,819.33)	(2,218,696.04)	#####	(332,235.07)
Net Patient Revenue	160,259.25	182,965.85	(22,706.60)	1,698,417.37	1,647,418.85	50,998.52
Total Expenses						
Direct Expenses						

Direct Personnel Expense						
Direct Program Salaries	162,131.28	172,369.40	10,238.12	1,638,038.82	1,802,436.76	164,397.94
Payroll Taxes	12,083.73	13,789.55	1,705.82	117,885.95	144,194.89	26,308.94
Unemployment Taxes	179.39	1,551.33	1,371.94	13,702.53	16,221.96	2,519.43
Benefits	4,932.10	5,682.68	750.58	40,967.74	59,239.21	18,271.47
401k Match	4,134.96	1,292.77	(2,842.19)	23,618.03	13,518.29	(10,099.74)
Worker's Comp	829.12	864.70	35.58	9,629.35	9,511.70	(117.65)
Continuing Education	335.00	125.00	(210.00)	635.00	3,375.00	2,740.00
License and Registration	561.92	863.00	301.08	10,014.96	9,493.00	(521.96)
Total Direct Personnel Expense	185,187.50	196,538.43	11,350.93	1,854,492.38	2,057,990.81	203,498.43
Clinic Expenses						
Sterilization Services	756.00	898.00	142.00	8,316.00	9,878.00	1,562.00
Shredding	62.00	67.00	5.00	742.00	737.00	(5.00)
Dental Supplies	11,853.17	10,800.00	(1,053.17)	154,315.65	100,872.00	(53,443.65)
Small Dental Equipment	672.52	600.00	(72.52)	3,971.38	6,600.00	2,628.62
Dental Equipment Repair	1,112.49	780.00	(332.49)	11,416.39	13,580.00	2,163.61
Lab Fees	6,773.09	5,518.07	(1,255.02)	72,634.08	50,237.61	(22,396.47)
Uniforms	0.00	37.50	37.50	107.94	412.50	304.56
PPE& Covid Related	3,546.02	10,207.00	6,660.98	72,255.32	96,622.61	24,367.29
Total Clinic Expenses	24,775.29	28,907.57	4,132.28	323,758.76	278,939.72	(44,819.04)
Total Direct Expenses	209,962.79	225,446.00	15,483.21	2,178,251.14	2,336,930.53	158,679.39
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	39,400.20	45,021.76	5,621.56	452,634.27	470,239.97	17,605.70
Payroll Taxes	2,980.65	3,601.74	621.09	31,311.15	37,619.22	6,308.07
Unemployment Taxes	0.00	900.44	900.44	2,639.14	9,404.83	6,765.69
Benefits	1,288.44	1,615.38	326.94	9,847.05	16,817.26	6,970.21
401k Match	1,872.31	675.32	(1,196.99)	10,844.17	7,053.55	(3,790.62)
Worker's Comp	352.88	322.88	(30.00)	3,641.68	3,551.68	(90.00)
Total Indirect Personnel Expenses	45,894.48	52,137.52	6,243.04	510,917.46	544,686.51	33,769.05
Facility Expenses						
Auto Expenses	276.27	270.00	(6.27)	1,347.24	2,970.00	1,622.76
Building Maintenance	886.35	1,057.00	170.65	9,507.51	11,627.00	2,119.49
Janitorial Service	1,875.00	2,235.00	360.00	22,172.47	24,585.00	2,412.53
Rent	3,300.00	3,300.00	0.00	36,300.00	36,300.00	0.00
Phone/Internet	1,537.13	1,485.00	(52.13)	16,850.00	16,335.00	(515.00)
Utilities	2,842.87	2,315.00	(527.87)	30,344.79	25,465.00	(4,879.79)



Total Facility Expenses	10,717.62	10,662.00	(55.62)	116,522.01	117,282.00	759.99
Office Expenses						
Claims Processing	392.96	161.00	(231.96)	1,701.06	1,771.00	69.94
Office Exp.	0.00	0.00	0.00	0.00	0.00	0.00
Patient Notification	255.00	485.00	230.00	5,246.10	5,335.00	88.90
Office Supplies	263.83	824.00	560.17	9,231.86	9,064.00	(167.86)
Postage and Shipping	207.00	336.00	129.00	2,214.31	3,696.00	1,481.69
Printing Costs	24.08	100.00	75.92	324.18	1,100.00	775.82
Property Taxes	0.00	0.00	0.00	249.99	500.00	250.01
Dues, Fees & License	0.00	84.00	84.00	260.57	924.00	663.43
Employee Goodwill	354.38	210.00	(144.38)	2,424.89	1,962.00	(462.89)
Recruitment Expense	428.53	230.00	(198.53)	1,568.26	2,530.00	961.74
Total Office Expenses	1,925.78	2,430.00	504.22	23,221.22	26,882.00	3,660.78
Insurance						
Insurance - Auto	317.92	304.85	(13.07)	3,175.66	2,995.42	(180.24)
Insurance - Malpractice	514.33	756.99	242.66	6,922.96	7,438.23	515.27
Insurance - Liability & Property	761.68	806.44	44.76	7,966.86	7,924.13	(42.73)
Insurance - Directors & Officer Liability	373.20	397.33	24.13	4,036.95	3,904.16	(132.79)
Total Insurance	1,967.13	2,265.61	298.48	22,102.43	22,261.94	159.51
Fundraising Department						
Fundraising Expenses	961.15	25.00	(936.15)	11,903.76	3,749.00	(8,154.76)
Fundraising Consulting	2,062.25	2,250.00	187.75	26,320.50	24,750.00	(1,570.50)
Total Fundraising Department	3,023.40	2,275.00	(748.40)	38,224.26	28,499.00	(9,725.26)
Professional Fees						
Consultant - Professional Fees	1,650.00	0.00	(1,650.00)	22,160.00	2,500.00	(19,660.00)
Consultant - Legal	855.00	0.00	(855.00)	855.00	0.00	(855.00)
Total Professional Fees	2,505.00	0.00	(2,505.00)	23,015.00	2,500.00	(20,515.00)
General						
Depreciation Expense	20,345.77	23,202.00	2,856.23	233,740.09	255,222.00	21,481.91
Marketing Expense	409.65	791.67	382.02	4,107.66	9,788.37	5,680.71
Meeting & Travel Expenses	49.39	387.00	337.61	606.95	6,423.00	5,816.05
Fees and Interest	838.39	849.00	10.61	11,907.58	9,339.00	(2,568.58)
Merchant Processing	767.42	840.00	72.58	8,991.56	9,240.00	248.44
Outreach Supplies	657.76	0.00	(657.76)	3,387.44	3,744.00	356.56
Total General	23,068.38	26,069.67	3,001.29	262,741.28	290,012.37	27,271.09
Computer expense						
Computer Support	4,553.48	3,900.00	(653.48)	49,202.80	42,900.00	(6,302.80)

Software Support	599.00	1,010.00	411.00	14,633.00	11,110.00	(3,523.00)
Total Computer expense	5,152.48	4,910.00	(242.48)	63,835.80	54,010.00	(9,825.80)
Total Indirect Expenses	94,254.27	100,749.80	6,495.53	1,060,579.46	1,086,133.82	25,554.36
Total Total Expenses	304,217.06	326,195.80	21,978.74	3,238,830.60	3,423,064.35	184,233.75
Total Net Program Income	(143,957.81)	(143,229.95)	(727.86)	(1,540,413.23)	#####	235,232.27
Grants and Other Income						
Grants and Donations						
Fundraiser	7,388.86	0.00	7,388.86	24,433.60	9,000.00	15,433.60
Donations	1,271.52	15,000.00	(13,728.48)	64,022.21	81,500.00	(17,477.79)
In-Kind Donations	0.00	0.00	0.00	17,930.00	0.00	17,930.00
Incentives	0.00	0.00	0.00	33,778.50	0.00	33,778.50
Grants	89,873.06	37,500.00	52,373.06	639,212.94	412,500.00	226,712.94
Other Events	0.00	0.00	0.00	0.00	0.00	0.00
PHCD Grants	0.00	75,000.00	(75,000.00)	250,000.00	825,000.00	(575,000.00)
Total Grants and Donations	98,533.44	127,500.00	(28,966.56)	1,029,377.25	1,328,000.00	(298,622.75)
Other Income						
Estimated PPP Loan Forgiveness	67,035.00	0.00	67,035.00	529,435.00	0.00	529,435.00
Interest Income	0.00	0.00	0.00	22.70	0.00	22.70
Dividends	0.00	340.00	(340.00)	0.00	3,740.00	(3,740.00)
Other Income	706.50	0.00	706.50	1,203.28	0.00	1,203.28
Sale of Fixed Asset	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Income	67,741.50	340.00	67,401.50	530,660.98	3,740.00	526,920.98
Total Grants and Other Income	166,274.94	127,840.00	38,434.94	1,560,038.23	1,331,740.00	228,298.23
Net income	22,317.13	(15,389.95)	37,707.08	19,625.00	(443,905.50)	463,530.50

## Sonrisas Dental Health Balance Sheet

As of Date:

05/31/2021

Location:

Sonrisas Dental Health

	Year To Date 05/31/2021
	<u>Current Year Balance</u>
<b>Assets</b>	
Current Assets	
Cash and Cash Equivalents	
11205 - Operating - Boston Private Checking	1,205,203.42
11210 - Operating - Boston Private Savings	110,157.54
11215 - Operating - Wells Fargo Checking	21,280.03
11600 - Petty Cash	581.41
Total Cash and Cash Equivalents	1,337,222.40
Accounts Receivable, Net	162,902.00
Other Current Assets	39,689.54
Total Current Assets	<u>1,539,813.94</u>
Long-term Assets	
Property & Equipment	
17000 - Fixed Asset Clearing	8,940.40
17300 - Improvements	1,059,161.96
17400 - Equipment	1,037,133.76
17500 - Furniture/Fixtures	128,033.06
17600 - Vehicle	111,934.08
17999 - Accum Depreciation	(1,415,691.46)
Total Property & Equipment	929,511.80
Other Long-term Assets	14,697.00
Total Long-term Assets	<u>944,208.80</u>
Investments	
Long Term Investments	
11410 - Investment Acct. - Merrill Lynch	204,060.53
Total Long Term Investments	<u>204,060.53</u>
Total Investments	<u>204,060.53</u>
<b>Total Assets</b>	<b><u><u>2,688,083.27</u></u></b>
<b>Liabilities and Net Assets</b>	
Liabilities	
Short-term Liabilities	
Accounts Payable	
21110 - Accounts Payable	65,154.07
22110 - Accrued Payable - General	1,521.66
23100 - Patient Prepayments	20,979.90
23200 - Patient Refunds Payable	6,843.82
Total Accounts Payable	94,499.45
Accrued Liabilities	
22210 - Accrued Payroll	77,313.08
22220 - Accrued PTO	48,016.76
22250 - Accrued 401k Funds Payable	9,990.96
22255 - Accrued 401k Match Fund	440.90
22260 - Accrued HSA Fund Payable	630.35
22320 - FSA Employee Account	6,926.36

Total Accrued Liabilities	143,318.41
Withholding Tax Payable	
22230 - Accrued Payroll Taxes	<u>32,335.37</u>
Total Withholding Tax Payable	32,335.37
Other Short-term Liabilities	<u>260.33</u>
Total Short-term Liabilities	270,413.56
Long Term Liabilities	
Notes Payable - Long Term	
28000 - PPP Loan	797,575.00
28001 - Estimated PPP Loan Forgiveness	(529,435.00)
Total Long Term Notes Payable	268,140.00
Other Long-term Liabilities	<u>8,464.93</u>
Total Long Term Liabilities	276,604.93
Other Liabilities	<u>83,988.56</u>
Total Liabilities	<u>631,007.05</u>
Net Assets	<u>2,057,076.22</u>
<b>Total Liabilities and Net Assets</b>	<b><u><u>2,688,083.27</u></u></b>

Created on: 07/12/2021 4:44 PM PDT