



## **Sonrisas Dental Health**

### **Board of Directors Closed Session**

**September 16, 2021  
6:00 PM**

The Board will host a Virtual Closed Session using Zoom  
Members of the public wishing to offer public comment at the start of the meeting  
may do so by joining the meeting with the link or phone number below

Meeting ID: 886 2238 4194

One tap mobile

+16699009128,,88622384194# US (San Jose)

### **AGENDA**

1. CALL TO ORDER AND ROLL CALL – Chair Taverner
2. PUBLIC COMMENTS – Chair Taverner
3. CLOSED SESSION – Chair Taverner
  - a. Pursuant to Government Code Section 54957: CEO Annual Performance and Salary Review with chief negotiator, Chair Nigel Taverner.
4. REPORT OUT – Chair Taverner
  - a. Any recommended actions will be reported out at the Regular Board Meeting immediately following this session
5. ADJOURN TO OPEN SESSION



## Board Meeting September 16, 2021

**6:30 PM**

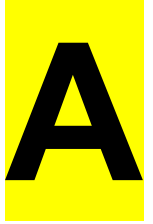
### Teleconference Via Zoom

Meeting ID: 828 0316 3208

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### AGENDA

- |   |      |
|---|------|
| 1. CALL TO ORDER AND ROLL CALL – Chair Taverner   | TABS |
| 2. MISSION MOMENT – Chair Taverner  |      |
| 3. PUBLIC COMMENTS  |      |
| 4. REPORT OUT FROM CLOSED SESSION ON SEPTEMBER 16 <sup>TH</sup> – Chair Taverner                  |      |
| 5. APPROVAL OF JULY 15 <sup>TH</sup> AND SEPTEMBER 9 <sup>TH</sup> BOARD MINUTES – Chair Taverner | A    |
| 6. REPORTS  | B    |
| A. CEO Report – CEO Fecher  | C    |
| B. CFO Report – CFO Fama  |      |
| a. FY21 Year End Financial Review   | D    |
| C. Fundraising Report – Maura LeBaron-Hsieh   | E    |
| D. Outreach Report– Dr. Bonnie Jue  |      |
| E. Board Nomination Committee – Director Young  | F    |
| F. Unaudited Financials for July '21 – Tina Wang  |      |
| 7. NEW BUSINESS   |      |
| A. Board Retreat – Director Young   |      |
| a. Retreat Pre-Materials  |      |
| b. Agenda and Logistics   |      |
| B. Board Annual Calendar – Chair Taverner   |      |
| C. Children's Health Initiative Grant for Operatory Build Out – CEO Fecher                        |      |
| a. Additional Capital Improvement Funds for Grant ACTION Requested                                |      |
| D. Delta Dental Grant for Senior Dental Care – CEO Fecher   |      |
| a. Additional Staffing Needed for Grant Delivery ACTION Requested                                 |      |
| 8. OLD BUSINESS   |      |
| A. HMB Lease and Renovations Update – CEO Fecher  |      |
| B. FQHC Contract Update – CEO Fecher  |      |
| C. Farmworker Contract – CEO Fecher   |      |
| 9. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner                                       |      |
| 10. ADJOURN   |      |





**Special Board Meeting  
September 9th, 2021  
4:00 PM**

Teleconference Via Zoom

**Minutes**

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at **4:05pm**.
  - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan, Board Members: Secretary Clyde Hinshelwood, Larissa Cutler, CFO Cheryl Fama
  - **Also Present:** Executive Assistant Elijah Barnard.
  - **Absent:** Rick Navarro, Larry Cappel, Sheryl Young
2. **PUBLIC COMMENTS – No public in attendance.**
3. **DISCUSSION AND ELECTION OF NEW BOARD MEMBER – ACTION REQUESTED**
  - **Board Chair Nigel Taverner** nominated Steve Stielstra as board member. *The motion was seconded by **Director Hinshelwood** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Cheryl Fama, Larissa Cutler.***
4. **ADJOURN – Chair Taverner** adjourned the meeting at **4:15pm**.



**Board Meeting  
July 15th, 2021  
6:30 PM  
Teleconference Via Zoom**

**MINUTES**

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at **6:33pm**.
  - **Present:** Board Chair Nigel Taverner, CFO Cheryl Fama, Board Members: Larry Cappel, Larissa Cutler, Rick Navarro, Sheryl Young.
  - **Also Present:** CEO Tracey Fecher, Dental Director Torrey Rothstein, Center Director Pat Kinniburgh, Community Engagement Director Dr. Bonnie Jue, Sr. Accountant Tina Wang, Executive Assistant Libby Barnard.
  - **Absent:** Secretary Clyde Hinshelwood, Vice Chair Helen Galligan.
2. **MISSION MOMENT** – Sonrisas partners with other community-based organizations, like Bay Area Border Relief (BABR), to help ensure that immigrants receive the services they need. One patient, who came to Sonrisas through this organization, was able to receive critical, emergency services through Sonrisas' affordable scale plan. Through conversation with Lilli Rey, a friend of Sonrisas and advocate for asylum seekers, **CEO Fecher** anticipates that there is further potential for Sonrisas to partner with BABR to serve individuals who have just arrived in San Mateo County. **CEO Fecher** shared that it touched her personally that Sonrisas was able to help this patient, who lived in a tent camp for some time before coming to San Mateo County. She also shared that it was heartwarming to have someone like Lilli Rey, who cares deeply about low-income residents in San Mateo County, take an interest in Sonrisas' system and begin to explore a deeper partnership to serve this population.
3. **PUBLIC COMMENTS** — No public in attendance.
4. **APPROVAL OF BOARD MINUTES** – **Board Chair Taverner** noted that the spelling of Larissa Cutler's name should be corrected. The minutes will be updated to reflect this. **Director Cappel** *motioned to approve the minutes for the board meeting on June 17<sup>th</sup>, 2021. The motion was seconded by Director Young and approved by roll call. Ayes: Nigel Taverner, Larry Cappel, Larissa Cutler, Cheryl Fama, Sheryl Young. Director Navarro abstained from the vote due to his absence at the last board meeting.*
5. **REPORTS**
  - **CEO Report** – **CEO Fecher** reported that Sonrisas has hired 2.4 FTE Hygienists - the lack of available hygienists was one of the risks to meeting the FY21-22 budgeted visit volume due to a competitive job market. Sonrisas should be fully staffed by mid-September. All staff reviews have been completed. **Chair Taverner** noted that the Board's evaluation of the CEO, is next, to be completed by the next board meeting in September.
  - **CFO Report** – **CFO Fama** reported that performance continues to be strong. She noted that after analyzing cash flows and projected cash needs, \$1M was transferred from the checking account into CD's at staged levels of maturity (See board packet, pg. 12). She will have more information on this at the next board meeting.
  - **Fundraising Report** – **Director Cappel** commended Ms. LeBaron-Hsieh and the development team for impressive "very gratifying" results in FY21.



- **Outreach Report – Chair Taverner** noted that delivering oral health kits have allowed the team to begin or reestablish relationships with community-based organizations. **Community Outreach Director Dr Bonnie Jue** mentioned that she had some wonderful volunteers – High School and College kids who were happy to have some volunteering they could do during the pandemic. Some previous volunteers from the dental school are coming back to help with school screenings.
- **Board Nomination Committee – Director Young** reported that the board approved two new board seats and have filled the expanded board vacancies. She expressed her sadness that the board lost Liz Dodge as a board member, due to a move to Canada. The committee is in conversation with two potential board members and hopes to bring a recommendation to the next board meeting.

## 6. NEW BUSINESS

- **Financial Review**
  - **Unaudited financials for May '21 – Sr. Accountant Tina Wang** reported that Sonrisas had a strong month financially.
  - **Financial Projection Model** – Annual pay increases will be effective July 1<sup>st</sup>. Restricted grants received in July totaled \$60K. **Chair Taverner** noted that Sonrisas cash is forecasted to decrease by \$130K month over month. He asked whether Sonrisas expects to see new grants coming in. **CEO Fecher** responded that August and September are big months for grant applications, but not necessarily for grant awards. **Director Cappel** asked whether there were any schedule increases in Medicare reimbursements from the state. **CEO Fecher** responded that the tobacco tax would continue to be in effect and cover costs like silver diamond fluoride for pediatric patients, in addition to 19 preventative service codes through CalAIM. **Director Cappel** asked if there were any ongoing negotiations to increase rates with insurers. **Center Director Pat Kinniburgh** asked in January but the response was “No” apart from Delta Dental who promised to revert in July; nothing has been heard from them yet.
- **Board Retreat Topics** – The board nominating committee proposed that the board spend a social dinner the evening before the retreat at the CEO’s home. The next day, the board would discuss the future and strategy for Sonrisas and, in a closed session, its role and effectiveness. The focus of the strategy session will be to develop a vision of what Sonrisas will look like in 3-5 years. The last session could focus on using a business modelling plan that would help the board understand the most pressing issues for Sonrisas. The committee is considering adding a facilitator so that Chair Taverner could participate as a board member. **Director Young** asked for input from the board about the board retreat and topics.
  - **Director Cappel** cautioned against scheduling too many topics so that board members can have a meaningful conversation. He added that it would be meaningful to discuss how Sonrisas can continue to treat low-income patients sustainably. **Director Fama** also recommended discussing Sonrisas’ short-term goals and their long-term impact and the tactic that Sonrisas is employing to get there. **Director Navarro** also suggested discussing how to build Sonrisas’ long-term sustainability. **Chair Taverner** added that the board retreat should start by discussing the vision for Sonrisas and form a list of priorities that would help measure its success.
- **Board Meeting Discussion**
  - **August Board Meeting, Summer Recess, ACTION Requested** – Following the request from Director Cappel in the June board meeting, **Chair Taverner** proposed that the board cancel the August board meeting. **CEO Fecher** recommended that the board cancel the October board meeting, since the board will be having its annual retreat at the beginning of the month. **Director Young** suggested that the board retreat be focused on strategy instead of operations.
    - **Director Cappel** moved to approve that the board cancel the August and October board



*meetings, understanding that reports be provided in lieu of the meetings. The motion was seconded by **Director Navarro** and approved by roll call. Ayes: **Nigel Taverner, Larry Cappel, Larissa Cutler, Cheryl Fama, Rick Navarro, Sheryl Young.***

- Meeting Format – **Chair Taverner** asked for input on whether and when the Sonrisas board should return to in-person meetings. **Director Fama** commented that local cities are looking at returning to in-person meetings no earlier than October. If Assembly Bill 339 passes, Zoom and hybrid meetings can persist through December 2023. Board members agreed that it is too early to decide. The board nominating committee will prepare a back-up plan if it is deemed unsafe to hold an in-person board retreat.

## 7. OLD BUSINESS

- **HMB Lease and Renovations Update** – **CEO Fecher** reported that Sonrisas is negotiating a three-year lease with a three-year option. It includes a 3% rent increase, but the terms include a clause for a \$10K credit to install an HVAC system. If, for some reason the HVAC system is not installed, the landlord will be responsible for repairing or replacing the furnace. This will be outlined in the lease terms, according to the conversation **CEO Fecher** has been having with the property manager. Sonrisas will review the lease with our attorney.
- **FQHC Contract Update** – The team now has a VPN tunnel which is being tested for sharing X-Rays between the San Mateo clinic and SMMC's main site. The goal is to be able to use Sonrisas' own computers (rather than SMMC laptops) with the VPN before extending the contract. Sonrisas is projecting to hit the \$500K contract maximum in early Fall. The contract renewal conversation will take place in six months. Sonrisas has removed more than 250 patients from SMMC's waitlist since the contract began. In addition, Sonrisas staff are starting to track our patients' primary care providers and persuade those without one to sign up with SMMC.

## 8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner

- Closed Session to discuss the CEO evaluation.
- An update and further details on the board retreat.
- An update on the Diversity, Equity, and Inclusion initiative.

## 9. Board Meeting was adjourned at **7:44pm**.







**DATE:** September 13, 2021

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE: CEO Monthly Report**

1. Patient Visit Volume:

- August visit volume was ahead of budget forecast due to the early hiring of hygienists. The mix of payer types was on budget:

	August			
	Budget	Actual	Actual vs. Budget	% of Actual Visits
Comm/PPO	306	297	(9)	30%
Private Pay	30	32	2	0%
Medi-Cal Dental	608	641	33	50%
Affordable Plan	65	68	3	10%
FQHC	119	139	20	10%
<b>Access to Care Subtotal</b>	<b>791</b>	<b>848</b>	<b>57</b>	<b>72%</b>
<b>Total Visits</b>	<b>1,127</b>	<b>1,177</b>	<b>50</b>	

- The forecast for September to November is ahead of budget due to our ability to hire hygienists earlier than planned. A full-time hygienist starts in early September and the part time position for a January start has already been filled.

	Sep 21	Oct 21	Nov 21
<b>Budgeted Visits</b>	1,167	1,251	1,014
<b>Adjusted Visit Forecast</b>	1,207	1,391	1,014

2. Clinic Operations:

- Sonrisas Clinical Leadership team has recommended that we put a hold on scheduling new patients of all payer types, except for new FQHC patients, Outreach program patients and all children. The new hygienists are being on-boarded and the team is adjusting to the higher visit volume in both clinic locations. Another driver is that new Medi-Cal Dental adult patients from the waitlist are requiring multiple follow up appointments to be returned to oral health. The team will

continuously evaluate the availability of treatment appointments. As the demand for treatment appointments eases, it is expected that the hold will be removed in 2-3 months.

3. FQHC Contract Update:

- While the VPN tunnel is now working, and the x-ray software is not working over the VPN. Troubleshooting continues and the team hopes this is the last large hurdle to using Sonrisas computers to access SMMC systems.

4. Farmworkers:

- A contract with SMMC to serve Farmworker patients for 8 months beginning this month, has been signed. The contract has a rate 5% higher than the FQHC rate Sonrisas receives from SMMC and we will be paid for no show appointments.

5. Half Moon Bay Clinic Refresh and Lease:

- A contract for HVAC, adding air conditioning, has been signed for the Half Moon Bay clinic. The system is tentatively scheduled to be installed in mid-October. The team is working closely with the contractor to determine when the clinic will need to be closed for the installation.
- A contractor for the refresh of the clinic (floors, paint, ceiling tiles, cabinets) has been selected and a contract has been signed.
- The lease for the clinic expired 7/31/21. There is one outstanding item to be resolved after which a new lease will be signed.

6. Covid Vaccinations:

- All Sonrisas staff have met or are in the process of meeting the COVID vaccination requirement.

7. Cyber Security:

- Staff, the IT contractor and one board member met to complete a 6-month Cyber Security review of outstanding action items. The action plan will be updated with additional items being implemented. A follow up meeting will take place in 6 months.

8. Financial Updates:

- On August 20<sup>th</sup>, 2021, Sonrisas' current cash position was \$1,557,221.
- The cash flow projection follows for September, October and November. It is based on the budget numbers and not current actual trends, due to new budget year.

**Sep-21**

## Assumptions

Estimated Visits 1207

Average Net Revenue/Visit \$ 170

**Estimated Cash \$ 1,638,588**

## Estimated Revenue

Patient Services \$ 205,190

Unrestricted Grants Expected \$ 5,000

Restricted Grants Expected \$ 60,000

PHCD Grant \$ 75,000

**Total Revenue \$ 345,190**

## Estimated Expenses

Salaries, Benefits, 401K \$ 285,200

Clinic General Expenses \$ 3,231

Dental Supplies \$ 16,500

Lab Fees \$ 10,044

PPE &amp; COVID Related \$ 8,175

Fundraising Expenses \$ 8,433

Outreach Expenses \$ 1,256

Indirect Expenses \$ 85,000

**Total Cash Expenses \$ 417,839**

Estimated Capital Spending

**Estimated Cash at Month End \$ 1,565,939**

Actual Cash

**October**

## Assumptions

Estimated Visits 1391

Average Net Revenue/Visit \$ 170

**Estimated Cash \$ 1,565,939**

## Estimated Revenue

Patient Services \$ 231,220

Unrestricted Grants Expected \$ 10,000

Restricted Grants Expected \$ 25,000

PHCD Grant \$ 75,000

**Total Revenue \$ 341,220**

## Estimated Expenses

Salaries, Benefits, 401K \$ 285,200

Clinic General Expenses \$ 3,231

Dental Supplies \$ 16,500

Lab Fees \$ 10,044

PPE &amp; COVID Related \$ 8,175

Fundraising Expenses \$ 8,433

Outreach Expenses \$ 1,256

Indirect Expenses \$ 85,000

**Total Cash Expenses \$ 417,839**

Estimated Capital Spending \$ 40,000

**Estimated Cash at Month End \$ 1,449,320**

Actual Cash 10/31

**November**

## Assumptions

Estimated Visits 1014

Average Net Revenue/Visit \$170

**Estimated Cash \$ 1,449,320**

## Estimated Revenue

Patient Services \$ 172,380

Unrestricted Grants Expected \$ 12,000

Restricted Grants Expected \$ 100,000

PHCD Grant \$ 75,000

**Total Revenue \$ 359,380**

## Estimated Expenses

Salaries, Benefits, 401K \$ 285,200

Clinic General Expenses \$ 3,231

Dental Supplies \$ 16,500

Lab Fees \$ 10,044

PPE &amp; COVID Related \$ 8,175

Fundraising Expenses \$ 8,433

Outreach Expenses \$ 1,256

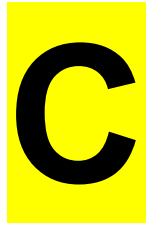
Indirect Expenses \$ 85,000

**Total Expenses \$ 417,839**

Estimated Capital Spending \$ 25,000

**Estimated Cash at Month End \$ 1,390,861**

Actual Cash 11/30





**DATE:** August 23, 2021

**TO:** SDH Board of Directors

**FROM:** Cheryl A. Fama, CFO

**RE:** CFO Report

**1. Financial Performance for FY 2021:**

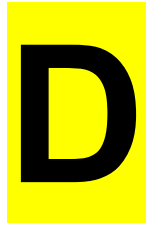
- **Gross Patient Revenue *exceeded budget by \$437K*.** Commercial, PPO, Public Dental and FQHC were over budget by \$321K; Private Pay, Affordable and Farmer Workers were under by **<\$116K>**.
- **Net Patient Revenue was \$1,968M, \$131K better than budget.**
- **Net Program Income was **<\$1.7M>**, \$252K better than budget.**
  - Total Direct Expense continues to be under budget at \$122K YTD.
  - Total Clinic Expenses were **<\$46K>** due to **<\$83K>** in Dental Supplies and Lab Fees.
  - Total Indirect Expenses were **\$9K** under budget.
  - Total Direct and Indirect Expenses were **\$120K under budget**.
- **Grants and Donations** ended the year at **\$1.40M**, under budget by **<\$88K>**. However, this total **reflects** receipt in June of **\$248K** more than budget from an HHS Cares Act grant and pediatric Denta-Cal Incentive pay and the decision **not** to draw \$650K from the PHCD funding grant.
- **Other Income** was **\$640K**, \$636K better than budget due to PPP Loan Forgiveness Program.
- **Net Income for FY 2021 was a positive \$373K, \$800K better than budget!**

Sonrisas has wrapped up an unprecedented pandemic year with a positive Net Income of \$373K, the best performance achieved in its 20-year history! Noteworthy contributing factors:

- Exceeding total budgeted visits primarily due to County FQHC and Medi-Cal pediatric patients. The latter contributing to Incentive Pay exceeding budget by \$87K.
- Holding Total Program expenses under budget by 3% while absorbing significant increases in cost of dental supplies, lab fees and PPE.
- Successfully applying for and using forgivable Covid PPP loans and applying for and receiving an HHS Cares Act grant.
- Exceeding fundraising goal for anniversary event and increased levels of support by local hospital systems, Sequoia Healthcare District, and other funding entities due to quality of care and relationships.
- Declining to draw down \$650K of PHCD's 3-year funding grant that was available for FY '21 in anticipation of fewer Covid-related, one-time funding opportunities.

**2. FY '21 Audit Process:** The first phase of the audit has been completed. The second and final phase will be carried out in early October. Final audit should be done and presented at the Board's November meeting.

**3. SDH Finance Policy:** CEO & CFO will be developing a draft policy for presentation at a future Board meeting.





**DATE:** September 12, 2021  
**TO:** SDH Board of Directors  
**FROM:** Maura LeBaron-Hsieh, MPH, Director of Development  
**RE:** Development Update

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In late August and early September, the development team has focused on producing our FY20-21 Annual Report, submitting a flurry of grant reports and grant proposals, and planning for our October 22<sup>nd</sup> Cooking for a Cause event.

**Please see the attached Fundraising Report for visual overview of our progress toward our annual fundraising goals.**

### 1. Individual Donations

- As of August 31<sup>st</sup>, we have received \$6,345 in individual donations.
- Currently, individual donations are trending upward via ticket sales for our upcoming Cooking for a Cause event.

### 2. Grant-seeking

- Sonrisas has been awarded \$293,522 in grants so far this fiscal year.
- Recent awards reflect our work to serve low-income San Mateo County residents across the age span:
  - \$100,000 from Delta Dental to fund our work in Access to Care for low- and moderate-income older adults 65+ in San Mateo County
  - \$105,000 from the San Mateo County Children's Health Initiative to fund buildout of our 9<sup>th</sup> and final operatory in San Mateo and support access to care for pediatric Medi-Cal patients
- Sonrisas is currently in consideration for grants totaling \$354,000.

### 3. Events

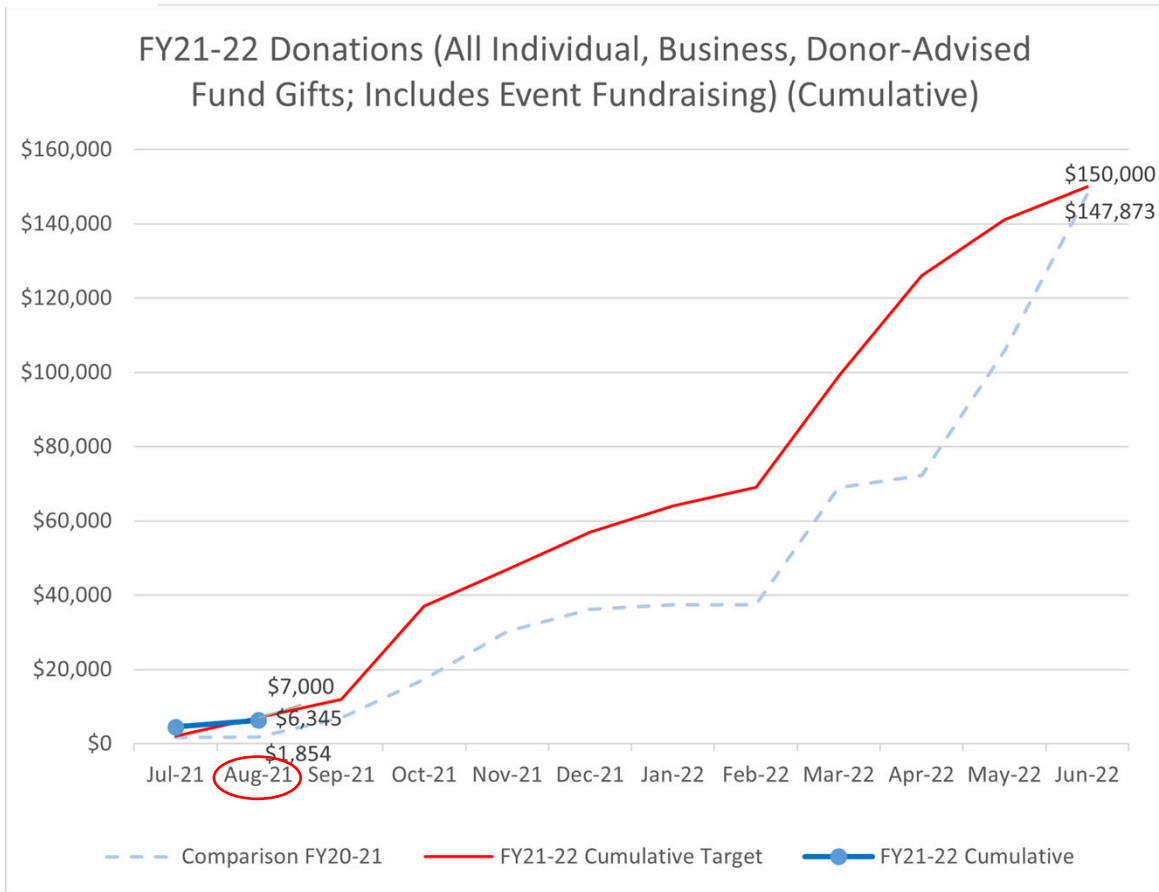
- Ticket sales are underway for Sonrisas' 7<sup>th</sup> **Annual Cooking for a Cause** on Friday, October 22<sup>nd</sup>, outdoors at the Half Moon Bay Library. Please spread the word!
- Tickets are available at <https://givebutter.com/SonrisasPaella2021>
- In a return to events of past years, SDH will welcome supporters from throughout San Mateo County to gather together and enjoy a live paella cooking demonstration, a group dinner with refreshments, and a live band and dancing.
- Guests will be required to verify (by uploading or showing their vaccine card) that they are fully vaccinated for COVID-19 to enter the event.





## SDH Fundraising Report

Through August 31, 2021



### Grants Awarded: FY21-22

7/1/2021– 6/30/2022

**Budget Goal: \$640,000**

Denied: \$0  
(0%)



Awarded: \$293,522  
(100%)

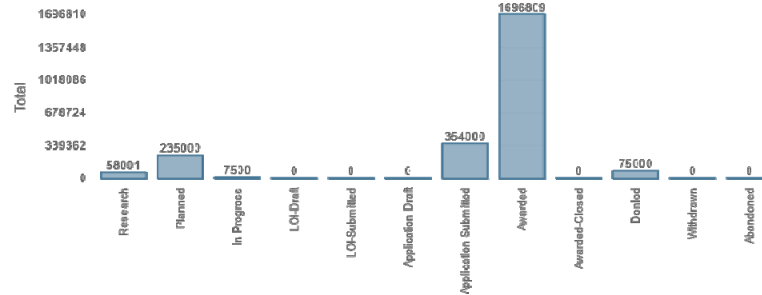
*\*Excluding PHCD Grant Dollars.*

■ Awarded ■ Denied



# Opportunities By Status

3/1/2021 - 6/30/2022



Funder	Funding Opportunity	Funding Category	Deadline	Amount Requested	Amount Awarded	Status
William G Irwin Charity Foundation	2020 William G Irwin Charity Foundation Grant	Capital Project	8/14/2020	\$30,000	\$30,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q2 Grant	Access to Care	1/8/2021	\$45,648	\$45,648	Awarded
Patterson Foundation	2021 Patterson Application	School Screenings, Access to Care Children	1/8/2021	\$35,000	\$0	Denied
Atkinson Foundation	2021 Senior Programs Grant	Access to Care, Seniors, Outreach	2/1/2021	\$12,500	\$12,500	Awarded
The Comcast Nbcuniversal Foundation	2021 Community Impact Grant - Program Innovation	School Screenings, Access to Care Children	2/12/2021	\$40,000	\$0	Denied
Rotary Club of San Mateo	2021 Rotary Club of San Mateo	School Screenings	3/15/2021	\$3,000		Application-Submitted
Sobrato Family Foundation	2021-2022 Sobrato Essential Human Services Grant	Access to Care, General Operations, Capital Project	3/19/2021	\$50,000	\$123,000	Awarded
America's ToothFairy: National Childrens Oral Health Foundation	March 2021 Tooth Fairy In The Gap	Access to Care Children	3/31/2021	\$500	\$500	Awarded
Sand Hill Foundation	2021 Sand Hill Foundation	Access to Care	4/1/2021	\$50,000	\$25,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q3 Grant	Access to Care	4/9/2021	\$64,839	\$64,839	Awarded
First Five San Mateo County	2021 First Five Oral Health RFP	School Screenings, Access to Care Children	4/13/2021	\$70,000	\$70,000	Awarded
City of Burlingame	2021 Community Funding Information	Access to Care	4/16/2021	\$5,000	\$1,800	Awarded
City of Half Moon Bay	FY21-22 CSFA Grant	Access to Care, Covid 19	4/16/2021	\$20,000	\$20,000	Awarded
Stanford Health Care	FY21 Capital Grant for SM Operatory Build-Out	Capital Project	5/14/2021	\$75,000	\$110,000	Awarded
Delta Dental Community Care Foundation	2021 Delta Dental Community Care Grant	Access to Care, Seniors, Outreach	5/31/2021	\$130,000	\$100,000	Awarded
Peninsula Health Care District	FY 20 PHCD 3-Year Grant, Year 2	Access to Care, General Operations	6/30/2021	\$900,000	\$900,000	Awarded
Sunlight Giving	FY21-22 Sunlight Giving COVID-19 Recovery Grant	General Operations, Covid 19	7/6/2021	\$0	\$25,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q4 Grant	Access to Care	7/9/2021	\$63,022	\$63,022	Awarded
AstraZeneca Corporate Contributions Program	2021 Health Equity Community Solutions Challenge	Access to Care	7/16/2021	\$25,000		Application-Submitted
America's ToothFairy: National Childrens Oral Health Foundation	July 2021 Tooth Fairy In The Gap	Access to Care Children	7/30/2021	\$500	\$500	Awarded
Kaiser Permanente Community Health	2022 Kaiser Safety Net Grant	Access to Care	8/5/2021	\$25,000		Application-Submitted
Children's Health Initiative / HPSM	San Mateo Children's Health Initiative FY22-24 Dental Capacity Grant	School Screenings, Access to Care Children, Capital Project, Outreach	8/19/2021	\$105,000	\$105,000	Awarded
Stanford Health Care	2021-22 Stanford RFP	Access to Care	8/20/2021	\$61,000		Application-Submitted
Chan Zuckerberg Initiative Foundation	FY21-22 CZI Community Fund	General Operations	8/27/2021	\$200,000		Application-Submitted
Lucile Salter Packard Childrens Hospital at Stanford	2021-22 LPH RFP	Access to Care Children, School Screenings	9/8/2021	\$40,000		Application-Submitted
The San Bruno Community Foundation	2022 San Bruno Community Foundation	School Screenings, Access to Care Children	9/22/2021	\$7,500		In-Progress
Cigna Foundation	FY21-22 Health and Well-Being Grant	Access to Care	9/24/2021	\$50,000		In-Progress
Silicon Valley Community Foundation	Catalyst Fund- HEALTH	Access to Care	9/30/2021	TBD		Planned
Touchpoint Foundation	2021-22 Touchpoint Foundation	Access to Care, Seniors, Outreach	9/30/2021	\$3,000		Planned
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q1 Invoice	Access to Care, General Operations	10/1/2021	\$60,000		Planned
American Academy of Pediatric Dentistry	AAPD 2021-2022 RFP	School Screenings, Access to Care Children	10/1/2021	\$20,000		Research
Millbrae Community Foundation	MCF Community Program Grant	School Screenings, Access to Care Children	10/1/2021	\$5,000		Research
Network for Good, Inc.	FY 20-21 Network For Good RFP	General Operations	10/15/2021	\$5,000		Planned
AmFund (American Fundraising Foundation, Inc.)	2021 AmFund Golden Pear Grant	General Operations	10/20/2021	TBD		Research
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q2 Invoice	General Operations	1/3/2022	\$60,000		Planned
Dental Trade Alliance	2022 RFP	TBA	1/15/2022	\$25,000		Research
COASTSIDE WOMENS CLUB	FY20 Coastside GO Grant	General Operations	3/1/2022	TBD		Research
Oral Health Foundation of the Pierre Fauchard Academy	2021 RFP	Access to Care	3/15/2022	\$5,000		Research
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q3 Invoice	General Operations	4/4/2022	\$60,000		Planned
Totals				\$2,351,509	\$1,696,809	39





**DATE:** September 13, 2021

**TO:** SDH Board of Directors

**FROM:** Bonnie Jue, DDS

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

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Planning is underway for Sonrisas Dental Health’s Community Outreach Program for Older Adults focused on improving access to dental care for seniors/older adults in San Mateo County, made possible by substantial funding from the Delta Dental Community Care Foundation.

This programming will start with a thorough needs assessment and community outreach phase and segue to piloting and implementation of a three-fold set of interventions to:

- 1) Engage seniors in discussions and awareness about oral health and help them understand the importance of how regular dental care can impact overall health
- 2) Address access concerns by treating seniors in the community, whether through home-visit format or at senior care centers such as skilled nursing facilities
- 3) Help older adults who need a higher level of complex care at our dental clinics

Other exciting news this month:

- 1) Additional funding has been approved by Sequoia Hospital to develop a video “library” of oral health video modules for high school students in East Palo Alto and Santa Clara, in partnership with Wender Weis Foundation for Children, which will be modeled after the online education program SDH created for Sequoia High School students last spring.
- 2) University of the Pacific Arthur A. Dugoni School of Dentistry (UOP) is donating funds to support SDH’s Virtual Oral Health Education Programming. SDH’s pre-recorded video tutorials/ presentations will provide dental students with community engagement training in a virtual format during a time when in-person community outreach opportunities have been limited due to the pandemic.
- 3) Several school screening events have been scheduled for October and November at:
  - a. Belle Air Elementary School
  - b. Hatch Elementary School
  - c. Peninsula Family Service Early Head Start Sites in Daly City, San Mateo, and Menlo Park





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

#### JULY PERFORMANCE:

1. \$110K in restricted funds was released for the San Mateo operatory build-out. The total cost for the build-out was \$150K and is capitalized over 3 to 10 years, beginning in July.
2. A grant of \$55k was received from Sequoia Health District for patient care service performed in the last quarter (April 2021-June 2021).
3. \$1M cash was transferred from the checking and Merrill Lynch accounts to CDs with higher interest rates in August 2021.

**A. Revenue:** Net Patient Revenue was **\$201,361**

- 1,179 visits -1 visits less than budget
- Total gross revenue was \$459,623 - \$37K less than budget
- Total uncompensated care deductions were **(\$258,262)** – 57% of gross revenue.

**B. Total Expense:** **(\$372,262)** – \$26,506 better than budget due to savings in PPE & Covid-related expenses and Fundraising Consulting costs.

**C. Donations/Grants & Other Income:** **\$365,149**

- Grants and Donations - \$203,501 released from restricted grants, including \$110K released for the San Mateo build-out and \$55K from Sequoia Health District grants; \$2,534 from individual donations; \$17,114 from the Coastside Gives Event; and \$75,000 from PHCD.
- Other income includes \$67,000 - 1/6 of the second PPP loan.

**Net Income: \$194,249**

**YTD PERFORMANCE TO BUDGET:** YTD net income is **\$183K** better than budget. Cash-flow is **\$67K** after \$150K of cash spending as of July 2021. PHCD grant received to date is **\$75,000**.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>1,079</i>	<i>1,080</i>	<i>(-1)</i>
Gross Patient Revenue	\$459,623	\$496,695	<b>(-7%)</b>
Uncompensated Care (Deductions)	<b>\$(258,261)</b>	<b>\$(284,104)</b>	9%
Grants/Donations/Other Income	\$365,149	\$197,347	85%
Direct Cost	<b>\$(250,563)</b>	<b>\$(262,309)</b>	4%
Indirect Cost	<b>\$(121,699)</b>	<b>\$(136,459)</b>	11%
<b>Net Income</b>	<b>\$194,249</b>	<b>\$11,169</b>	<b>164%</b>
<i>Non-cash items adj.</i>			
Depreciation	\$23,295	\$25,240	8%
Capital Expenditure	<b>(\$150,399)</b>	<b>(\$136,879)</b>	<b>(9%)</b>
<b>Estimated Cash Flow</b>	<b>\$ 67,145</b>	<b>(\$100,470)</b>	<b>166%</b>

Avg. Income (Loss) per Visit		
YTD		
Net Revenue per Visit	\$	170.79
Direct Cost per Visit	\$	(212.52)
Indirect Cost per Visit	\$	(71.71)
Net Income per Visit	\$	(113.44)

True Income (Loss) per Visit by Payer		
Payer	Avg. YTD	
Commercial Insurance	\$	89.97
PPO	\$	(28.17)
Public Dental Insurance	\$	(214.53)
Private Pay	\$	182.88
Affordable Scale	\$	39.28
FQHC	\$	20.67

\* Indirect cost represents clinic overhead cost and excludes fundraising program cost and outreach program cost

Sonrisas Dental Health Operations FY22 VS. FY21			
	July 21	July 20	Variance B(W)
<b>Visits</b>	<b>1179</b>	<b>699</b>	<b>480</b>
<b>San Mateo Revenue</b>	146,167	95,445	\$ 50,722
<b>Coastside Revenue</b>	55,195	25,056	\$ 30,139
<b>Total Net Revenue</b>	201,357	120,501	\$ 80,856
<b>Direct Program Cost</b>	250,563	164,462	\$ (86,101)
<b>Indirect Program Cost</b>	121,699	95,325	\$ (26,374)
<b>Total Cost</b>	372,262	259,787	\$ (112,475)
<b>TOTAL</b>	<b>(170,905)</b>	<b>(139,286)</b>	\$ (31,619)
<b>Dividend/Other Income</b>	67,000	(89)	\$ 67,089
<b>Donations Received</b>	223,149	51,678	\$ 171,472
<b>Grant from PHCD</b>	75,000	75,000	\$ -
<b>OTHER INCOME</b>	365,149	126,589	\$ 238,561

## Visits by Center

	Jul 21	Budget	Variance
San Mateo Visits	839	865	(26)
Coastside Visits	340	315	25
<b>Total Visits</b>	<b>1179</b>	<b>1180</b>	<b>(1)</b>

## Visits by Payer -San Mateo

	July 21	Budget	Variance
Commercial Insurance	43	41	2
PPO	220	234	(14)
Private Pay	31	28	3
Affordable Scale	14	25	(11)
FQHC	122	118	4
Public Dental Insurance(Adult)	120	137	(17)
Public Dental Insurance (Child)	289	282	7
<b>Total Visits</b>	<b>839</b>	<b>865</b>	<b>(26)</b>

## Visits by Payer -Coastside

	July 21	Budget	Variance
Commercial Insurance	12	8	4
PPO	41	31	10
Private Pay	6	2	4
Affordable Scale	49	49	0
Public Dental Insurance (Adult)	147	125	22
Public Dental Insurance (Child)	85	100	(15)
<b>Total Visits</b>	<b>340</b>	<b>315</b>	<b>25</b>

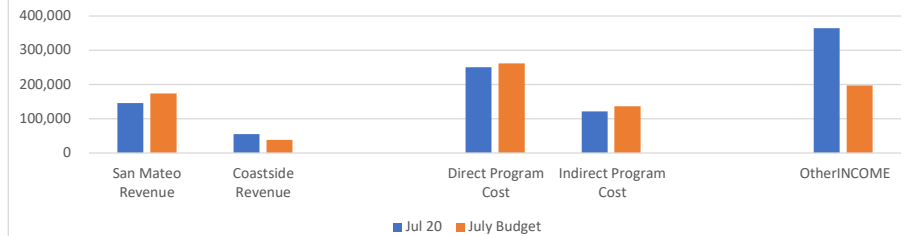
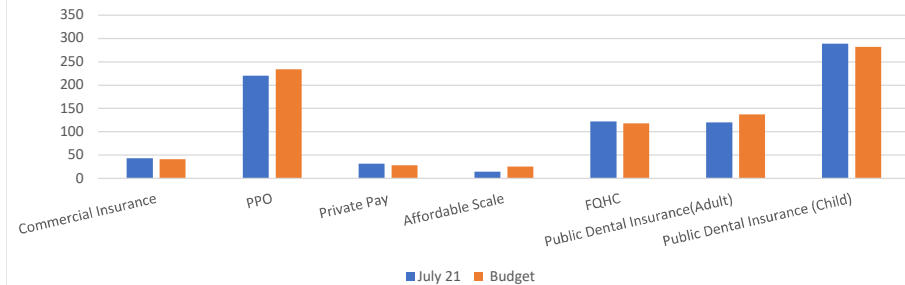
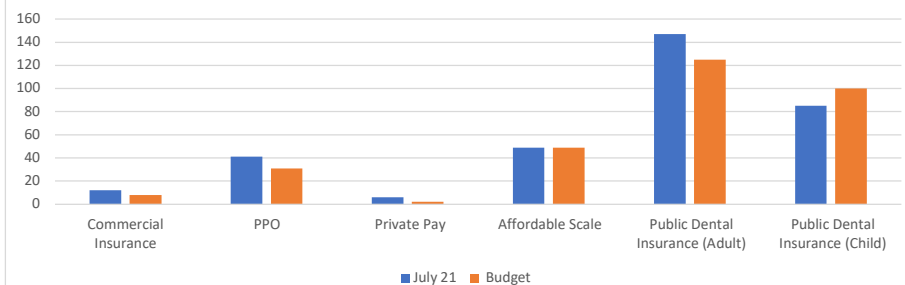
## Sonrisas Dental Health Operations

	Jul 21	July Budget	B(W)
San Mateo Revenue	146,167	173,943	(27,776)
Coastside Revenue	55,195	38,647	16,548
<b>Total Net Revenue</b>	<b>201,357</b>	<b>212,590</b>	<b>(11,229)</b>
Direct Program Cost	250,563	262,309	(11,746)
Indirect Program Cost	121,699	136,459	(14,760)
<b>Total Cost</b>	<b>372,262</b>	<b>398,768</b>	<b>(26,506)</b>

<b>TOTAL</b>	<b>(170,905)</b>	<b>(186,178)</b>	<b>15,278</b>
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Dividend/Other Income	67,000	67,014	(14)
Donations Received	223,149	55,333	167,816
Grant from PHCD	75,000	75,000	-
<b>OTHER INCOME</b>	<b>365,149</b>	<b>197,347</b>	<b>167,802</b>
<b>NET INCOME</b>	<b>194,244</b>	<b>11,169</b>	<b>183,080</b>

July Performance Vs. Budget

San Mateo Visit Volume Vs. Budget  
07/31/2021Coastside Visit Volume Vs. Budget  
07/31/2021

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

	Month Ending 07/31/2021		
	Actual	2021 2022 BUDGET	Budget Diff
Revenue and Expenditures			
Net Program Income			
Patient Revenue			
Patient Services			
Commercial Insurance	20,918.00	16,694.95	4,223.05
PPO	93,502.52	110,173.37	(16,670.85)
Public Dental Insurance	263,232.00	280,690.73	(17,458.73)
Private Pay	9,711.00	8,801.24	909.76
Affordable Scale	18,304.00	23,257.48	(4,953.48)
FQHC	53,956.00	57,076.92	(3,120.92)
Gross Patient Revenue	459,623.52	496,694.69	(37,071.17)
Uncompensated Care			
Prior Period Adjustment	(3,811.15)	(3,200.00)	(611.15)
Uncompensated Care - Commercial Insurance	(3,202.80)	(2,484.14)	(718.66)
Uncompensated Care - PPO	(40,269.41)	(47,431.25)	7,161.84
Uncompensated Care - Public Dental Insurance	(182,039.90)	(195,510.74)	13,470.84
Uncompensated Care - Affordable Scale	(8,541.00)	(10,878.18)	2,337.18
Uncompensated Care - FQHC	(18,618.00)	(22,825.06)	4,207.06
Fee Adjustments	(1,969.65)	(1,775.00)	(194.65)
Patient Account - Bad Debt Write-off	190.09	0.00	190.09
Total Uncompensated Care	(258,261.82)	(284,104.37)	25,842.55
Net Patient Revenue	201,361.70	212,590.32	(11,228.62)
Total Expenses			
Direct Expenses			
Direct Personnel Expense			
Direct Program Salaries	189,405.08	190,492.12	1,087.04
Payroll Taxes	14,544.93	13,486.85	(1,058.08)
Unemployment Taxes	277.03	2,285.90	2,008.87
Benefits	5,411.60	6,171.94	760.34
401k Match	4,357.41	5,200.43	843.02
Worker's Comp	829.12	662.30	(166.82)
Continuing Education	0.00	50.00	50.00
License and Registration	468.55	1,075.00	606.45
Total Direct Personnel Expense	215,293.72	219,424.54	4,130.82
Clinic Expenses			
Sterilization Services	756.00	756.00	0.00
Shredding	67.00	67.00	0.00
Dental Supplies	19,515.30	16,628.49	(2,886.81)
Small Dental Equipment	0.00	5,185.00	5,185.00
Dental Equipment Repair	1,762.87	1,540.00	(222.87)
Lab Fees	10,921.00	9,874.95	(1,046.05)
Uniforms	0.00	92.00	92.00
PPE& Covid Related	2,247.05	8,740.95	6,493.90
Total Clinic Expenses	35,269.22	42,884.39	7,615.17
Total Direct Expenses	250,562.94	262,308.93	11,745.99
Indirect Expenses			
Indirect Personnel Expenses			
Salaries/Wages	57,139.52	57,699.20	559.68
Payroll Taxes	4,211.37	4,085.11	(126.26)
Unemployment Taxes	0.00	761.63	761.63



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

	Month Ending 07/31/2021		
	Actual	2021 2022 BUDGET	Budget Diff
Benefits	1,309.92	1,246.30	(63.62)
401k Match	2,259.06	1,730.98	(528.08)
Worker's Comp	352.88	519.70	166.82
Total Indirect Personnel Expenses	65,272.75	66,042.92	770.17
Facility Expenses			
Auto Expenses	92.75	110.00	17.25
Building Maintenance	800.35	899.00	98.65
Janitorial Service	2,465.00	2,260.00	(205.00)
Rent	3,300.00	3,300.00	0.00
Phone/Internet	1,679.63	1,833.00	153.37
Utilities	2,554.24	2,850.00	295.76
Total Facility Expenses	10,891.97	11,252.00	360.03
Office Expenses			
Claims Processing	157.12	411.00	253.88
Patient Notification	485.00	230.00	(255.00)
Office Supplies	296.63	1,000.00	703.37
Postage and Shipping	120.00	200.00	80.00
Printing Costs	0.00	155.00	155.00
Property Taxes	249.99	0.00	(249.99)
Dues, Fees & License	0.00	4.00	4.00
Employee Goodwill	66.39	370.85	304.46
Recruitment Expense	126.90	208.00	81.10
Total Office Expenses	1,502.03	2,578.85	1,076.82
Insurance			
Insurance - Auto	317.92	317.92	0.00
Insurance - Malpractice	514.33	514.33	0.00
Insurance - Liability & Property	761.68	761.67	(0.01)
Insurance - Directors & Officer Liability	373.20	345.50	(27.70)
Total Insurance	1,967.13	1,939.42	(27.71)
Fundraising Department			
Fundraising Expenses	950.69	166.66	(784.03)
Fundraising Consulting	3,343.75	6,760.00	3,416.25
Total Fundraising Department	4,294.44	6,926.66	2,632.22
Professional Fees			
Consultant - Professional Fees	1,650.00	2,900.00	1,250.00
Total Professional Fees	1,650.00	2,900.00	1,250.00
General			
Depreciation Expense	23,295.33	25,240.21	1,944.88
Marketing Expense	300.00	440.00	140.00
Meeting & Travel Expenses	0.00	27.00	27.00
Fees and Interest	678.03	1,200.00	521.97
Merchant Processing	1,016.66	880.00	(136.66)
Outreach Supplies	12.99	4,469.00	4,456.01
Training & Membership	335.00	480.00	145.00
Board Expense	58.13	414.00	355.87
Total General	25,696.14	33,150.21	7,454.07
Computer expense			
Computer Support	4,069.00	5,270.00	1,201.00
Software Support	6,355.40	6,399.00	43.60
Total Computer expense	10,424.40	11,669.00	1,244.60

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

	Month Ending 07/31/2021		
	Actual	2021 2022 BUDGET	Budget Diff
Total Indirect Expenses	121,698.86	136,459.06	14,760.20
Total Total Expenses	372,261.80	398,767.99	26,506.19
Total Net Program Income	(170,900.10)	(186,177.67)	15,277.57
Grants and Other Income			
Grants and Donations			
Fundraiser	17,113.58	0.00	17,113.58
Donations	2,534.43	2,000.00	534.43
Grants	203,501.32	53,333.00	150,168.32
PHCD Grants	75,000.00	75,000.00	0.00
Total Grants and Donations	298,149.33	130,333.00	167,816.33
Other Income			
Estimated PPP Loan Forgiveness	67,000.00	67,000.00	0.00
Interest Income	0.00	4.00	(4.00)
Dividends	0.00	10.00	(10.00)
Total Other Income	67,000.00	67,014.00	(14.00)
Total Grants and Other Income	365,149.33	197,347.00	167,802.33
Net income	194,249.23	11,169.33	183,079.90

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

	Year To Date 07/31/2021		
	Actual	2021 2022 BUDGET	Budget Diff
Revenue and Expenditures			
Net Program Income			
Patient Revenue			
Patient Services			
Commercial Insurance	20,918.00	16,694.95	4,223.05
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Indirect Expenses			
Indirect Personnel Expenses			
Salaries/Wages	57,139.52	57,699.20	559.68
Payroll Taxes	4,211.37	4,085.11	(126.26)
Unemployment Taxes	0.00	761.63	761.63

**Sonrisas Dental Health**  
**Balance Sheet**  
Year To Date 07/31/2021

28

Current Year Balance

**Assets**

Current Assets

Cash and Cash Equivalents

11205 - Operating - Boston Private Checking	624,138.21
11211 - Boston Private-CD 1	200,000.00
11212 - Boston Private-CD 2	300,000.00
11213 - Boston Private-CD 3	500,000.00
11600 - Petty Cash	581.41

Total Cash and Cash Equivalents 1,624,719.62

Accounts Receivable, Net 309,912.64

Other Current Assets 30,938.45

Total Current Assets 1,965,570.71

Long-term Assets

Property & Equipment

17000 - Fixed Asset Clearing	19,246.13
17300 - Improvements	1,059,161.96
17400 - Equipment	1,177,377.68
17500 - Furniture/Fixtures	128,309.06
17600 - Vehicle	111,934.08
17999 - Accum Depreciation	(1,461,430.00)

Total Property & Equipment 1,034,598.91

Other Long-term Assets 14,799.20

Total Long-term Assets 1,049,398.11

Investments

Long Term Investments

11410 - Investment Acct. - Merrill Lynch 167,232.06

Total Long Term Investments 167,232.06

Total Investments 167,232.06

**Total Assets**

**3,182,200.88**

**Liabilities and Net Assets**

Liabilities

Short-term Liabilities

Accounts Payable

21110 - Accounts Payable 90,040.65

23100 - Patient Prepayments 25,844.68

23200 - Patient Refunds Payable 3,726.05

Total Accounts Payable 119,611.38

Accrued Liabilities

22210 - Accrued Payroll 129,681.63

22220 - Accrued PTO 110,995.52

22250 - Accrued 401k Funds Payable 11,880.03

22255 - Accrued 401k Match Fund 1,580.92

22260 - Accrued HSA Fund Payable 630.35

22320 - FSA Employee Account 2,809.76

Total Accrued Liabilities 257,578.21

Withholding Tax Payable

22230 - Accrued Payroll Taxes 46,988.67

Total Withholding Tax Payable 46,988.67

Total Short-term Liabilities 424,178.26

Long Term Liabilities

Notes Payable - Long Term

28000 - PPP Loan 402,210.00

28001 - Estimated PPP Loan Forgiveness (268,105.00)

Total Long Term Notes Payable 134,105.00

Other Long-term Liabilities 8,630.51

Total Long Term Liabilities 142,735.51

Other Liabilities 83,988.56

Total Liabilities 650,902.33

Net Assets 2,531,298.55

**Total Liabilities and Net Assets 3,182,200.88**

## Sonrisas Dental Health Board of Directors Annual Calendar DRAFT



Month	Board Meeting Agenda Items	Required Actions	Materials Needed
<b>July</b>	No Board Meeting		
<b>August</b>	Year End Financial Review Outcomes Report	Approve Year End Financials	Year End Financials
<b>September</b>	Outreach Annual Plan		
<b>October</b>	Board Retreat (on a Saturday), in lieu of regular meeting	Conflict of Interest Statement signed by Board Members	Board Effectiveness Survey Results
<b>November</b>		Approve Audit Committee Report	Audit Report
<b>December</b>	No Board Meeting Staff Holiday Lunch, Board Invited		
<b>January</b>	Annual Meeting	Appointing Officers and Committee Chairs	
<b>February</b>			
<b>March</b>	Review Annual CEO Assessment and Strategy Map		
<b>April</b>	Clinical Annual Plan Budget Assumptions		Draft payer mix, visits, new clinical initiatives Revenues, Staffing/Expenses
<b>May</b>	Budget – Operating and Capital	Approve Budgets Schedule October Board Retreat	
<b>June</b>	CEO Review and Compensation Fundraising Annual Plan	Review/Approve 990 form	CEO Review Form CEO Board Feedback Form

**Regularly Scheduled Board Meetings are the Third Thursday of the Month at 6:30 pm**

To Be Added:

- Major Fundraising Events when cadence/timing determined
- Committees and members in each committee, timing of those meetings (i.e. every month, every 6 months, etc)