



## Board Meeting

March 18, 2021

6:30 PM

Teleconference Via Zoom

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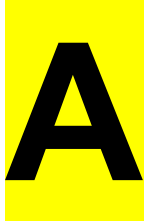
**Meeting ID: 858 1218 6044**

**Passcode: 660148**

**Dial In: 1-669-900-9128**

## AGENDA

- |  |             |
|--|-------------|
| 1. CALL TO ORDER AND ROLL CALL – Chair Taverner                                  | <b>TABS</b> |
| 2. MISSION MOMENT – Pat Kinniburgh   |             |
| 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. OLD BUSINESS  |             |
| A. COVID Testing for Staff – CEO Fecher  |             |
| B. San Mateo Operatory Build Out and Coastside Refresh Updates – Pat Kinniburgh  |             |
| a. Coastside Furnace ACTION Requested – CEO Fecher                               |             |
| C. Revised Finance Internal Control Policy ACTION Requested– CFO Fama            | <b>F</b>    |
| D. FQHC Contract Update – CEO Fecher   |             |
| 7. NEW BUSINESS  |             |
| A. Financial Review  |             |
| a. Unaudited financials for December '20 ACTION Requested– Tina Wang             | <b>G</b>    |
| b. Financial Projection Model – CEO Fecher                                       |             |
| B. FY22 – FY25 Opportunities and Challenges – CEO Fecher                         | <b>H</b>    |
| C. 20 <sup>th</sup> Anniversary Sonrisas Event ACTION Requested – Director Dodge | <b>I</b>    |
| D. Coastside Lease Renewal ACTION Requested - CEO Fecher                         |             |
| E. Medi-Cal Dental Adult Patient Waitlist – CEO Fecher                           |             |
| 8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner                      |             |
| 9. ADJOURN   |             |





**Board Meeting  
February 18, 2021  
6:30 PM**

**Minutes**

1. **CALL TO ORDER AND ROLL CALL** – **Chair Taverner** called the meeting to order at **6:36 pm**
  - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan, Board Members: Sheryl Young, Clyde Hinshelwood, Larry Cappel.
  - **Also Present:** CEO Tracey Fecher, CFO 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
  - **Absent:** Rick Navarro, Liz Dodge
2. **MISSION MOMENT** – **Dr. Rothstein** shared a story from one of Sonrisas' FQHC patients, who is currently undergoing cancer treatment. She has been able to manage her dental situation over the years but had some extractions and treatment for dry mouth from her cancer treatment. She was eager to age gracefully through this process. The contract with SMMC allowed her to access care at Sonrisas more quickly. Dr. Travis Wu, who treated the patient, expressed his gratitude for Sonrisas' participation in this program that expedited care.
3. **PUBLIC COMMENTS**
4. **APPROVAL OF BOARD MINUTES:** **Vice Chair Galligan** motioned to approve the minutes for the board meeting on January 21<sup>st</sup>, 2021. The motion was seconded by **Director Cappel** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Larry Cappel.**
5. **REPORTS**
  - **CEO Report** – **Director Galligan** asked whether bi-weekly Covid testing is still necessary that Sonrisas staff have been vaccinated. **CEO Fecher** responded that Sonrisas is keeping their policies in line with CDC guidelines. The team will review the necessity of Covid testing and report out at the March meeting. **CEO Fecher** asked for feedback on a co-employment organization as an option for Sonrisas employee benefits and payroll. **Director Cappel** commented that he has had mixed experiences with co-employment companies. Using a company like this might offer employees richer benefit options and free Sonrisas from using ADP. **Chair Taverner** mentioned People 2.0 as another player while **Director Hinshelwood** had experience of TriNet and Gusto at start-ups. **CEO Fecher** will continue to research co-employment company options and report her findings to the board. Sonrisas continues to see a consistent demand for dental services amidst the pandemic.
  - **CFO Report** – **CFO Fama** highlighted the teams' responsible stewardship of the district's funds. Sonrisas' visit volume is 15% better than budget for the first half year. Net income

was 75% better than budget, though it is still -\$95K for the year to date. She commented that the team continues to keep total direct and indirect costs under budget.

- **Fundraising Report – Vice Chair Galligan** asked for an explanation for the denied grant application to Dignity Health-Sequoia Hospital. Sonrisas’ application—for senior dental care—was denied because Dignity Health currently prefers to fund pediatric care. Had Sonrisas applied for school screening funds, as in years prior to the pandemic, the team feels it is likely that Dignity Health would have awarded a grant to Sonrisas. **Dr. Jue** commented that she has been working with Dignity Health regularly and that Marie Violet has referred the team to other projects. Sonrisas’ 20<sup>th</sup> Anniversary Celebration Save the Date has been sent out. **Ms. LeBaron-Hsieh** asked the board to mark their calendars and share this event with their contacts. The event planning committee is researching comedians that could MC the event.
- **Outreach Report– Dr. Bonnie Jue** has received positive feedback from community partners about the 65+ Dental Days but is waiting for sign-ups for this program. **Chair Taverner** recommended distributing this flyer to the Villages chapters. **CFO Fama** commented that “older adults” is the term that should be used to refer to this demographic.
- **Board Nomination Committee – Director Young.** No report given.

#### 6. OLD BUSINESS

- **Paycheck Protection Plan, 2<sup>nd</sup> Round** has been submitted to Tech Credit Union for \$402K. **CEO Fecher** will be checking in with the bank to address any questions; no timeline yet on when funds will be available.
- **Additional San Mateo Clinic Operatories ACTION Requested–** Following up from the board’s request at the January meeting, **CEO Fecher** provided the build out expenses and estimated net income per week (See PPT, slide 2). The organization would be able to re-cooperate expenses in three years. This leaves one more operatory to be built out in the clinic. **CEO Fecher** mentioned that the funding source could come from Sonrisas’ cash position, the grant from Peninsula Health Care District (PHCD)—if agreed upon by the district—or a grant that is anticipated from the Irwin Foundation. **Director Young** asked whether the visit volume would be new patients. **CEO Fecher** responded that the operatory would be used to take hygiene visits off the dentists’ schedules and serve additional pediatric patients and would generate additional income. **Director Galligan**, while indicating approval for the build out, requested that the funding not come from the PHCD grant – the district already does so much.
  - ***Director Cappel** motioned to approve the build out of an additional operatory, provided that funding is not drawn down from funds given by PHCD. The motion was seconded by **Vice Chair Galligan**, and unanimously approve by roll call: Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Larry Cappel.***
  - **CEO Fecher** requested a motion for approval for extra expenses related to staff positions. **Director Young** asked for the total expense cost. The additional expenses are \$3,500 per week. **Chair Taverner** motioned to approve extra personnel expenses to ensure an additional 48 visits per week. The motion was seconded by **Vice Chair Galligan**, and unanimously approve by roll call: Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Larry Cappel.**
  - **Chair Taverner** requested an update in the next board meeting
- **Extra Oral Suction Equipment** – Sonrisas has purchased one machine, which is being used at the Half Moon Bay clinic. The plan is to purchase another unit, possibly a

different model, for San Mateo staff to test out. Staff feedback for both units will be gathered to determine next steps. Employees are also looking forward to bringing back the Cavitron so that they can use them on deep cleaning procedures.

- **Revised Finance Internal Control Policy ACTION Requested– Item Postponed.**

## 7. NEW BUSINESS

- **Coastside Renovation ACTION Requested – CEO Fecher** shared images of Sonrisas’ Coastside clinic wear and tear (See PPT; Page 5). She requested that the board approve cosmetic updates, including painting, reflooring, ceiling repair, among others. The renovations are estimated to cost \$68K. \$171K is available in the Merrill Lynch account for this renovation. Sonrisas will work with the clinical team to schedule this renovation with minimal impact. The team hopes to complete this renovation in the summer. **Director Young** asked why wait until the summer: once vaccinations are completed, demand could be greater. **Director Cappel** recommended that any flaws in the building must be fixed first and confirming that none of these expenses are the responsibility of the building owner. **CEO Fecher** commented that she has talked to the landlord about this. **Director Hinshelwood** asked where we stand on the new Coastal clinic and the capital campaign. **CEO Fecher** stated that both are probably several years out. **Director Cappel** *motioned to approve the Coastal Renovation expenses. The motion was seconded by Vice Chair Galligan, and unanimously approved by roll call: Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Sheryl Young, Larry Cappel.*

[Director Galligan left at 8:03]

- **Financial Review**
  - **Unaudited financials for December ’20** – Sonrisas performed \$285K better than budget and served 4,790 patient visits which is 617. **Chair Taverner** commented that amidst the pandemic, Sonrisas has managed to stay ahead of budget. He thanked the team for their work to accomplish this. He also acknowledged Dr. Jue’s work in the community during this time.
  - **Financial Projection Model** – January’s actual expenses were better than estimated. The Payment Protection Program (PPP) will be exhausted in January. It is possible that if Sonrisas is awarded a 2<sup>nd</sup> Round PPP, that it would be recognized in the financials sometime in the spring.
- **Future of Mobile Program and Equipment** – This equipment was originally intended for senior services, but it has most recently been used for farmworkers. It has not been used for 11 months due to the pandemic. **CEO Fecher** reviewed the history of the mobile equipment and presented concerns about the sustainability of a mobile program, considering the infection control realities brought on by the pandemic. **CEO Fecher** asked the board for feedback as the team considers the option of selling the truck to purchase a smaller van that Dr. Jue could use for outreach programs, like school screenings and drive-up screenings. The staff recommendation is to sell the truck and find another solution for the Mobile Equipment or sell that equipment. The risk is that a “mobile program” is appealing to funders and its absence would close the door to future on-site mobile dentistry. **Director Young** was concerned about how to service the needs of the farmworkers without it. **Director Cappel** asked about the estimated investment of the truck. **CFO Fama** responded that this investment was in the 6-figure ballpark. Dr Jue pointed out that screening/treating children does not require full size dental chairs and



so can be services with a smaller van. **Director Cappel** suggested that there might be a demand for this service elsewhere instead of senior facilities.

- **Director Young** asked for follow-up comparison of services that could be completed with and without the truck. She requested an analysis the gap in care if Sonrisas took neither of these routes.
- **CEO Fecher** will get information on the resale value of the truck.

**CFO Fama** invited the board to attend the annual PHCD Partner Event, held virtually on March 17<sup>th</sup>. She also reported that the PHCD Community Engagement Director, Ashley McDevitt, would be taking a leadership position at a new organization in the coming months. CFO Fama acknowledged her years of invaluable work and expertise at the district and commented that she will be greatly missed.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner

- Revised internal control policy update—**CFO, Cheryl Fama**
- Updates on progress of the projects approved for the SM and CO centers—**CEO Tracey Fecher**
- Update on the mobile equipment—**CEO Tracey Fecher**
- **Director Young** asked **CEO Fecher** to prepare an analysis of the challenges that Sonrisas will be facing in the coming months and year and how the board can support the team.

9. The meeting was adjourned at **8:40 PM**

**B**



**DATE:** March 15, 2021

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE: CEO Monthly Report**

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1. February Patient Visit Volume:

- February visit volume was under budget but ahead of the forecasted visit volume. The San Mateo Clinic is booked out 4.5 weeks and the Half Moon Bay clinic is booked out 5 weeks. The resident at the Half Moon Bay clinic has not moved up to the number of daily visits expected by this time in his residency. The dentists continue to support his clinical development.

**February**

	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% Budgeted
Comm/PPO	270		192	(78)	22%	270
Private Pay	37		17	(20)	2%	37
Medi-Cal Dental	541		538	(3)	62%	541
Affordable Plan	64		53	(11)	6%	64
Farmworker	24		15	(9)	2%	24
FQHC	89		77	(12)	9%	89
<b>Access to Care Subtotal</b>	717		683	(34)	79%	717
<b>Total Visits</b>	1,025	833	892	(133)		1,025

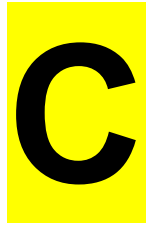
- Visit Forecast: We continue to forecast a visit volume being under budget. Our forecast has been fairly accurate, and we will use our visit volume forecast tool to determine the FY 22 budget visit volume.

	March 21	April 21	May 21
Budgeted Visits	1,150	1,112	1,059
Adjusted Visit Forecast	992	990	951
Delta Budget to Forecast Visits	(158)	(122)	(108)

2. Clinic Operations:



- The equipment (dental chair, nitrous system, and additional vacuum) that was approved for Half Moon Bay in December has been received and the new chair installed.
3. FQHC Contract Update:
    - We continue to await a resolution to the IT issues (VPN) we are working on with SMMC. Moving forward with expanding the contract to the Half Moon Bay clinic is on hold until a viable VPN solution is identified.
  4. Human Resources:
    - A new HR consultant has been transitioning to supporting our HR needs. She will be introduced to the team at the staff meeting on 3/24.
    - Research into professional employer organizations continues but will be a lower priority than the FY22 budget.
  5. Half Moon Bay Clinic Lease: The lease expires on 6/30/21 and our team is working with an attorney on the lease renewal as well as negotiating with the landlord to cover expenses associated with HVAC in the suite.
  6. Financial Trends: On Monday, March 15<sup>th</sup>, Sonrisas' current cash position was \$1,229,733





**DATE:** March 18, 2021

**TO:** SDH Board of Directors

**FROM:** Cheryl Fama, CFO

**RE:** CFO March Report

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

- Performance YTD has resulted in Net Income **\$341K better** than budget.
  - Visit volume is under budget by only 31 visits, 5660 vs budget of 5691.
  - Total Expense is \$107K or 5% **under budget**.
  - Net Program Income is **<\$982.5K>** which is **\$241 better** than budget.
  - Loss is offset by \$524K from Grants and Donations which is **<\$294K> behind budget** due to not drawing \$425K of PHCD funding support. If PHCD funding had been taken, total Grants and Donations would have been \$949K, or just \$34K short of covering the loss.

**2. Monthly Internal Financial Process Review:** CEO Fecher has instituted a monthly team review with the purpose to tighten up Open Dental billing and finance processes. This month's outcome will change how prior period adjustments are classified and will have accounting recognizing bad debt on monthly basis.

**3. FY '22 Budget Process has been launched:**

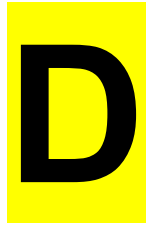
- Management team is working on staffing budget.
- Visit volume forecasting process will drive revenue.
- Intacct system will allow staffing costs to be moved into specific departments (E.g., Outreach, Fundraising, etc.) this upcoming budget year.
- Items to factor in and/or under consideration:
  - Termination of Tobacco tax rates 12/31/21
  - Launching of the Health Plan of San Mateo's Integrated Dental Program for all County Medicaid-Dental patients.
  - Coastside Center lease renewal [Term ends July 2021 without extensions]
  - New Outreach Care Coordinator position to support community programs.
  - Fundraising consulting resources
  - Increased administrative assistance as well as increased Senior Accountant hours
  - 4% staff merit increase pool

**4. Internal Control:**

- Thoroughly reviewed by the SDH management team, as well as the PHCD CFO
- On March 18 Board agenda for approval

**5. PPP Loan:**

- Last 'payment' recognized on January P&L under Other Income.
- CEO Fecher and Accountant Wang will submit a second PPP Loan application after March 14 for \$402K.





**DATE:** March 15, 2021  
**TO:** SDH Board of Directors  
**FROM:** Maura LeBaron-Hsieh, MPH, Director of Development  
**RE:** **Development Update**

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In late February and early March, the SDH Development Team has focused on preparation for our upcoming 20<sup>th</sup> Anniversary Celebration. We have also had a busy and productive month in grants.

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

**1. Individual Donations**

- As of March 12th, we raised \$67,391 in donations, event funds, and sponsorships (66% of annual goal).
- The Hurlbut-Johnson Donor-Advised Fund contributed \$30,600 in early March 2021.

**2. Grant-seeking**

- Several exciting developments to report in the grantseeking realm:
  - Sunlight Giving has awarded us a three-year grant of \$50,000 per year (\$150,000 total) starting March 2021
  - The Atkinson Foundation awarded SDH \$12,500 in support access to care and community outreach for older adults (an increase of 25% from last year's Atkinson Foundation award).
  - Sutter Health-Mills Peninsula Hospital has awarded SDH a \$20,000 annual grant renewal to continue their support of our children's ATC and Oral Health Screening and Education programs.
- We are currently in consideration for 3 grant proposals totaling \$105,000, and are preparing 3 others, including a full proposal (by invitation) to the Essential Human Services portfolio at the Sobrato Family Foundation.

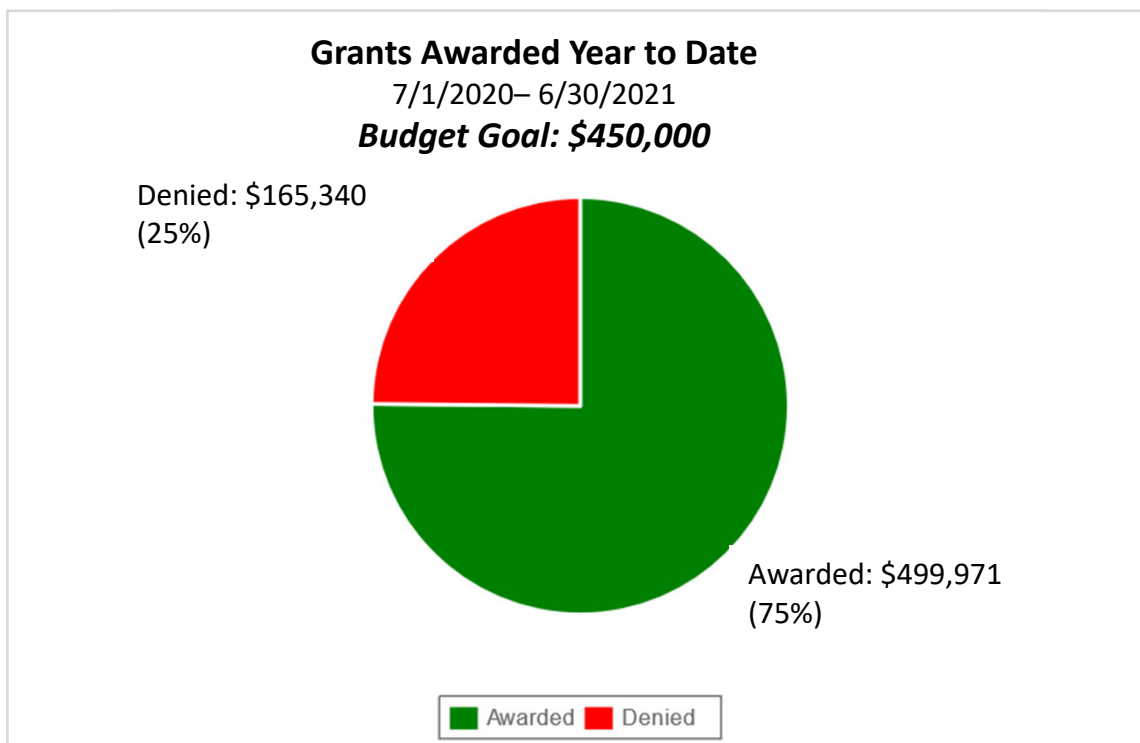
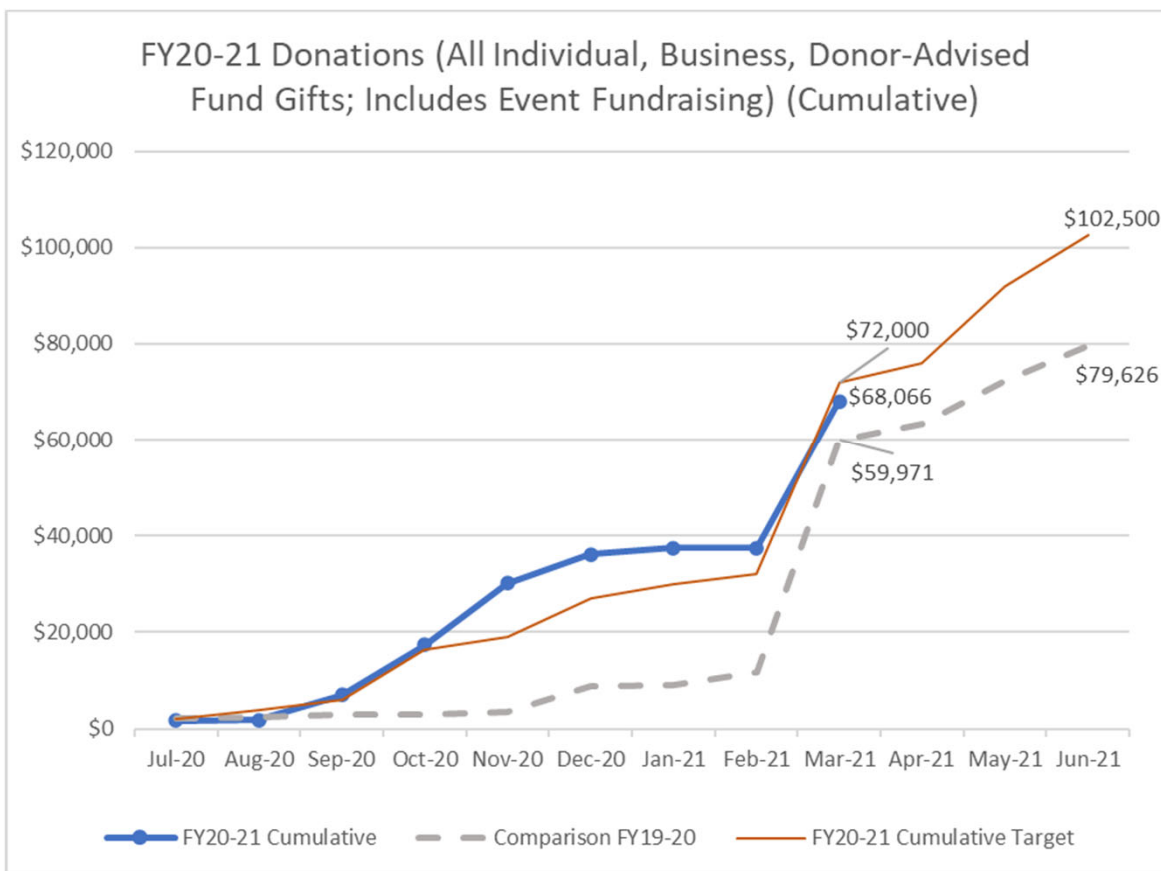
**3. 20<sup>th</sup> Anniversary Virtual Celebration Update**

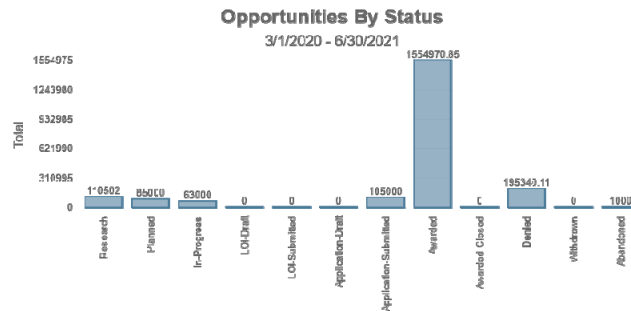
- **Please hold the event date** Saturday, June 5<sup>th</sup>, 2021, 6pm. Your presence is desired!
- CEO Fecher is providing staff support to our Host Committee, which includes well-connected SDH supporters helping to grow our attendee list and help build awareness of SDH among Peninsula philanthropists
- Ticket sales open soon!



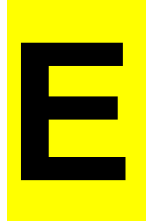
## SDH Fundraising Report

Through March 12, 2021





Funder	Funding Opportunity	Funding Category	Deadline	Amount Requested	Amount Awarded	Status
Sunlight Giving	FY20-21 Sunlight Giving Grant	Access to Care, General Operations	1/31/2020	\$50,000	\$50,000	Awarded
The Palo Alto Community Fund	2020 Palo Alto Community Foundation Grant	Access to Care	1/31/2020	\$10,000	\$0	Denied
Atkinson Foundation	2020 Atkinson Grant	Seniors, General Operations, Covid 19	2/1/2020	\$10,000	\$10,000	Awarded
Mills Peninsula Hospital (Sutter Health)	2020 RFP	Access to Care, School Screenings	3/20/2020	\$20,000	\$20,000	Awarded
THE CALIFORNIA WELLNESS FOUNDATION	2020 CA Wellness Covid Relief	Covid 19	3/27/2020	\$10,000	\$10,000	Awarded
Delta Dental Community Foundation	2020 Covid 19 Relief Grant	General Operations, Covid 19	4/10/2020	\$20,000	\$5,000	Awarded
Silicon Valley Community Foundation	FY20 SVCF Bay Area Nonprofit Relief Fund	General Operations, Covid 19	4/22/2020	\$20,000	\$20,000	Awarded
Lucile Salter Packard Childrens Hospital at Stanford	FY19-20 LPHC Grant COVID-19 Expansion	School Screenings, Covid 19, Access to Care Children	5/5/2020	\$10,000	\$10,000	Awarded
US Small Business Administration	2020 SBA COVID-19 Relief EIDL Grant	General Operations, Covid 19	5/5/2020	\$10,000	\$10,000	Awarded
San Mateo County Strong Fund	2020 SMC Strong	Covid 19	5/11/2020	\$20,000	\$0	Denied
Oral Health Foundation of the Pierre Fauchard Academy	2020 RFP	Access to Care	5/19/2020	\$10,000	\$0	Denied
Sunlight Giving	FY20-21 Sunlight Giving Grant	General Operations, Covid 19	6/1/2020	\$0	\$30,000	Awarded
Peninsula Health Care District	FY 20 PHCD 3-Year Grant, Year 1	Access to Care, General Operations	6/1/2020	\$900,000	\$900,000	Awarded
City of Half Moon Bay	FY20-21 CSFA Grant	General Operations, Covid 19, Materials and Supplies	6/16/2020	\$10,000	\$20,000	Awarded
US Health and Human Services Division	HHS Medicaid Grant	General Operations, Covid 19	7/16/2020	\$34,616	\$34,616	Awarded
Bothin Foundation	FY20-21 Bothin Foundation Grant	Capital Project	7/17/2020	\$30,340	\$0	Denied
Stanford Health Care	FY20-21 COVID-19 Relief Fund Request	Covid 19	7/21/2020	\$10,000	\$13,354	Awarded
Sidney Stern Memorial Trust	FY20-21 Grant Application	General Operations	7/31/2020	\$5,000	\$0	Denied
Dignity Health-Sequoia Hospital	2021 Dignity Health Grant	Seniors	7/31/2020	\$20,000	\$0	Denied
William G Irwin Charity Foundation	2020 William G Irwin Charity Foundation Grant	Capital Project	8/14/2020	\$30,000		Application-Submitted
Lucile Salter Packard Childrens Hospital at Stanford	FY 20-21 LPHC Grant	School Screenings, Access to Care Children	8/14/2020	\$40,000	\$40,000	Awarded
CARL GELLERT AND CELIA BERTA GELLERT FOUNDATION	2020 Gellert Foundation Grant	Capital Project	8/14/2020	\$30,000	\$0	Denied
Stanford Health Care	FY 20-21 Stanford Grant	Access to Care	8/21/2020	\$61,000	\$61,000	Awarded
Kaiser Permanente Community Health	2021 Kaiser Community Grant	Access to Care	9/16/2020	\$40,000	\$40,000	Awarded
American Academy of Pediatric Dentistry	FY 20-21 AAPD Grant	School Screenings, Access to Care Children	9/18/2020	\$20,000	\$0	Denied
The San Bruno Community Foundation	2021 San Bruno Community Foundation Grant	School Screenings, Access to Care Children	9/30/2020	\$7,500	\$7,500	Awarded
Henry Schein Cares Foundation Inc	2021 Henry Schein Grant	Materials and Supplies	9/30/2020	\$50,000	TBD	Awarded
Touchpoint Foundation	FY20-21 TouchPoint Foundation Grant	Access to Care, Seniors	10/1/2020	\$7,500	\$3,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q1 Grant	Access to Care	10/15/2020	\$58,000	\$58,000	Awarded
Delta Dental Community Foundation	2020 Access to Care Unrestricted Grant	Access to Care, General Operations, Covid 19	10/28/2020	\$1	\$10,000	Awarded
ARCHSTONE FOUNDATION	2021 Access to Care and Community Referral Network - Aging Populations	Access to Care, Seniors, Outreach	11/16/2020	\$50,000	\$0	Denied
San Mateo County Strong Fund	2020 SMC Strong - Round 2	Covid 19	11/25/2020	\$20,000	\$20,000	Awarded
Patterson Foundation	2021 Patterson Application	School Screenings, Access to Care Children	1/8/2021	\$35,000		Application-Submitted
Atkinson Foundation	2021 RFP	Seniors	2/1/2021	\$12,500	\$12,500	Awarded
Sunlight Giving	2021-2022 Sunlight Giving Grant	General Operations, Access to Care Children, Capital Project	2/1/2021	\$50,000	\$150,000	Awarded
The Comcast NBCUniversal Foundation	2021 Community Impact Grant	School Screenings, Access to Care Children	2/12/2021	\$40,000		Application-Submitted
Sobrato Family Foundation	2021-2022 Sobrato Essential Human Services Grant	General Operations	3/19/2021	\$50,000		In-Progress
Mills Peninsula Hospital (Sutter Health)	2021 RFP	Access to Care, School Screenings	3/1/2021	\$20,000	\$20,000	Awarded
First Five San Mateo County	2021 First Five Funding LOI	Screenings, Access to Care Children	3/22/2021	\$15,000		In-Progress
America's ToothFairy: National Childrens Oral Health Foundation	2021 Tooth Fairy In The Gap	Access to Care Children	3/31/2021	\$500		In-Progress
Network for Good, Inc.	FY 20-21 Network For Good RFP	General Operations	3/15/2021	\$5,000		Application-Submitted
Rotary Club of San Mateo	2021 Rotary Club of San Mateo	Screenings	3/15/2021	\$3,000		In-Progress
City of Burlingame	2021 Community Funding Information	Access to Care	4/16/2021	\$5,000		Planned
City of Half Moon Bay	2021 CSFA	Access to Care, Coastside	4/16/2021	\$20,000		Planned
Sidney Stern Memorial Trust	2021 RFP Sidney Stern Memorial Trust		4/30/2021	\$5,000		Research
Oral Health Foundation of the Pierre Fauchard Academy	2021 RFP	Screenings Supplies	5/31/2021	\$5,000		Research
Sand Hill Foundation	2021 Sand Hill Foundation	Access to Care		TBD		Research
Millbrae Community Foundation	Community Program Grant	Access to Care Children, School Screenings		\$5,000		Planned
Delta Dental Community Foundation	2021 Delta Dental Grant	Access to Care, School Screenings		TBD		Research
Coastside Women's Club	FY21 Coastside GO Grant	General Operations		TBD		Research
Chan Zuckerberg Initiative Foundation	FY21-22 CZI Community Fund			TBD		Research
Totals				\$1,884,957	\$1,554,970	50







**DATE:** March 15, 2021

**TO:** SDH Board of Directors

**FROM:** Bonnie Jue, DDS

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

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The Drive-Up Dental Screening at the Belle Air Elementary School parking lot in San Bruno on February 27<sup>th</sup> was a big success!

With funding from the San Bruno Community Foundation, Lucile Packard Children’s Hospital and the Peninsula Health Care District, Sonrisas Dental Health’s team of staff and volunteers provided 47 children with oral health evaluations AND fluoride varnish applications. For 11 of these participants, this screening event was their first experience seeing a dentist, many of whom had cancelled dental appointments last year because of the pandemic.

The children ranged in age from 14 months-15 years old, and most were from the Burlingame, Millbrae, San Bruno Park, Jefferson, and South San Francisco Unified School Districts. Here is a list of schools that the participants attend:

Allen Elementary	Martin Elementary	Rollingwood Elementary
Belle Air Elementary	McKinley Elementary	Roosevelt Elementary
Franklin D. Roosevelt Elementary	Meadows Elementary	South San Francisco High School
Pershing Elementary	Millbrae Nursery School	Spring Valley Elementary
Green Hills Elementary	Nesbit Elementary	Spruce Elementary
Hillside Christian	Ponderosa Elementary	Thomas Edison Elementary
Lomita Park Elementary	Portola Elementary	Westborough Middle School

Many of the parents were grateful that we could help them complete their children’s state-mandated Kindergarten Oral Health Assessment (KOHA) forms and Head Start preschool forms before the upcoming deadlines.

27 participants (57%) requested a referral to a dentist, either because they did not have one or could not get an appointment with their current provider. The 5 children that needed urgent care and/or had dental pain were offered immediate appointments at Sonrisas Dental Health centers and

received follow-up phone calls to check if they needed other assistance. For instance, several families did not know that their Medi-Cal insurance also covered dental services, which is why they had delayed bringing their child to the dentist. 18

#### OLDER ADULT PROGRAMMING UPDATES:

As anticipated, we are learning much from our “65+ Dental Days” Pilot. Drs. Riley and Gabriella Bateman have volunteered to take an active role in promoting our outreach program to older adults in the Coastside community where they are very involved in local committees.

#### NEW PARTNERS:

March has been busy as we are planning upcoming events with 2 new community partners: Peninsula Family Service – Early Learning Program and Belle Haven Preschool. Administrators from these organizations heard about Sonrisas’ drive-up events and asked if we could provide both drive-up and onsite screenings at their organizations which serve children ages 0-5.

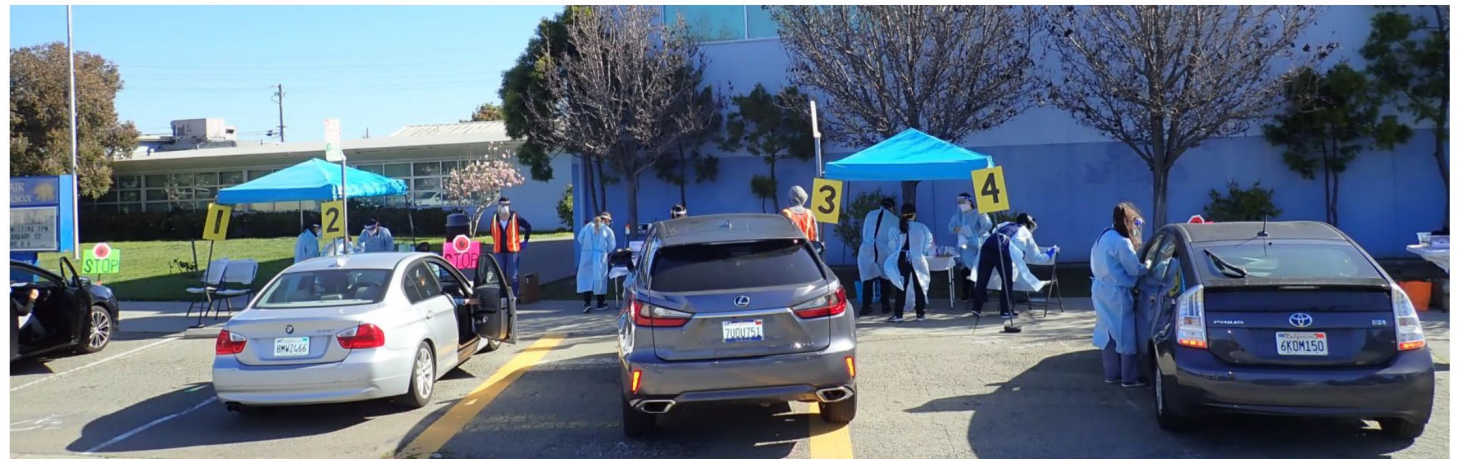
Also, Dr. Jue is collaborating with Dignity Health Sequoia Hospital to create a virtual online education module for Sequoia High School’s Health Careers Academy students which will be presented over 3 days in April. More to share at the next board meeting!



***Drive-Up Dental Screening – February 2021  
Sonrisas Dental Health at Belle Air Elementary School***











**DATE:** March 15<sup>th</sup>, 2021

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE:** Possible FY22-FY25 Opportunities and Challenges

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During our March board meeting, there will be a discussion of possible FY22-25 opportunities and challenges Sonrisas Dental health may face. The leadership team identified areas for opportunities and challenges. The attached document is background information for the discussion at the board meeting.



**TITLE:** **Internal Controls Over Accounting Transactions**  
**POLICY #:** 02  
**DATE:** Created: 03/15/2018 Amended: 07/15/2018  
 Approved: 09/20/2018

### DISBURSEMENTS

*Risk: Unauthorized Disbursements*  
*Errors in Recording Transactions*

### CONTROLS

#### Budget for Expenditures

- An annual budget is produced, reviewed and approved by the Board of Directors. Budget detail includes authorization for expenditures for operations. The operational budget also includes expenditures for fixed asset purchases. The budgetary level of control in which expenses cannot exceed the budget is at the line item. The board will approve a budget for the following line items:
  - Payroll and Benefits
  - Operating Expenses
  - Capital and Equipment Budgets
- In the event the total expenses may exceed the board appropriated amount by line item defined above, management must obtain an approval to amend the budget from the governing board.

#### Purchase

##### *Approval Process*

- All purchases exceeding \$2,500 must be approved by the CEO
- Large purchases outside the scope of the approved budget and over \$5,000 will need prior Board approval. The CEO has authority to approve unbudgeted, necessary expenditures up to \$5,000; these will be reported to the Board at its next regular scheduled meeting.

##### *Competitive Pricing*

- When making new purchases or establishing service contract exceeding \$2,500, two or more quotes must be obtained and documented in the file. The reason must be documented if the lowest price is not chosen.
- Formal or informal bidding is required for purchases of \$25,000 or more.

### *Physical Checks*

- Check stock ordered by designated Center Director.
- Center Director stores blank checks in a locked cabinet.
- Accountant and Chief Financial Officer (CFO) do not have access to blank checks.
- The Center Director will maintain a log documenting the dates and numbers of checks used.

### Issuance of Checks

- Center Director date stamps invoices upon receipt and matches invoices with supporting documentation. (E.g. Statements and packing slips, Credit card bill with receipts, etc.)
- Center Director reviews invoices and supporting documentation then initials and dates invoice to approve payment.
- Accountant reviews invoices for all required supportive documentation, accuracy of calculations, and presence of authorization.
- Accountant enters invoices into QuickBooks and prepares a check run.
- Accountant requests Care Coordinator to provide the number of checks needed for check run.
- Care Coordinator records the date, check numbers used with initials.
- Accountant runs (prints) checks and gives them to the Care Coordinator along with the invoices to verify number of checks used and match with invoices.
- Care Coordinator attaches checks to related invoices and documents and gives to CEO to sign.
- CEO signs checks; in her absence, the Board Chair and CFO are authorized to carry out the authorization and signature procedures.
- Accountant files documents (copies of approved invoices, supporting documents, and check stubs) by vendor
- Care Coordinator mails checks to vendors.

### *Note:*

- *Payments are made from invoices (which when possible are matched to statements).*
- *Checks are written on a regular basis, not more than every five business days (unless required by CEO, CFO, Center Director, or Program Director)*
- *Checks greater than \$25,000 require two Board authorized signatures on file with the bank. [Chair, CFO and/or CEO]*
- *Voided checks are maintained in locked file cabinet by the Accountant for verification of sequence.*

### **Bank Reconciliation**

- Accountant receives unopened Bank Statement.
- Accountant prepares the bank reconciliation and follows up on checks that have not cleared.
- Accountant files copy of bank reconciliation and bank statements in current year work paper Binder

### **Internal Review**

- CEO or CFO reviews detailed bank reconciliation monthly.

### **CASH RECEIPTS**

***Risk: Misappropriation  
Errors in Recording Transactions***

### **CONTROLS**

#### **Cash Receipt**

- Front Desk Coordinator to receive cash from patients.
- Front Desk Coordinator to enter in Open Dental and provide receipt to patients.
- Cash is reconciled to Open Dental at the end of each day.
- When a receipt entered into Open Dental is greater or less than cash received, differences must be adjusted in Open Dental to reflect cash received as a miscellaneous write off.



- When cash is received, cash is put in an envelope and placed in a locked drawer in Office Director's office. The report indicating patient's name and amount will be sent to Office Director.

#### **Check Receipt and Deposit**

- Senior Management receives checks and picks up cash from both clinic locations.
- Center Director/ Dental Director process check through check scanner or endorses the back of each check using bank stamp for in-branch deposit
- Center Director/ Dental Director prepares deposit slips.
- Care Coordinator (or Center Director) makes bank deposits no less than weekly.

***Note:** Checks and cash held overnight are kept in a locked file with limited access.*

- Office Coordinator enters deposit in Open Dental and prepares deposit report from Open Dental for Accountant.
- Center Director keeps a copy of deposit slip and checks in a locked file cabinet.

#### **Recording of Deposit in Financial System:**

- Accountant reconciles deposits with bank and merchant deposits
- Accountant records deposits into Quick Books and files copies in current year deposit binder.
- Accountant reconciles deposits in bank with Open Dental

**Bank Reconciliation:** Accountant prepares the bank reconciliation (see above).

#### **Internal Review:**

- Accountant reviews merchant credit card deposits and reconciles outstanding receivable amount.
- CEO or CFO reviews bank reconciliation monthly.

### **PAYROLL**

**Risk:**    *Unauthorized Disbursements*  
               *Errors in Recording*

**CONTROLS**

**Hiring**

- Board approves employee positions, salaries, and benefits through the Budget process.
- Board approves any out-of-budget staff additions.
- CEO approves Notice of Employment form indicating date of hire and salary.
- Center Director receives a copy of any New Hire and/or Employee status/salary/benefit change to payroll information sent to ADP.
- Center Director obtains forms W4 and I9 and supporting documents from new employees and places in employee file.
- Center Director set up new employee information in ADP.

**Time sheets**

- Employees prepare bi-weekly time sheets and certifies their timesheet for payroll
- Center Director approves time sheets.
- Center Director reviews and submits payroll for processing.
- Payroll periods are every two weeks.

**Preparation of Payroll**

- Payroll is prepared by an outside service currently ADP.
- The outside service agency prepares all government required deposits and reports.
- Payroll checks are issued either via direct deposit or physical check.
- Prior to submitting payroll, payroll reports will be reviewed and initialed by Accountant/CEO

**Payroll Reports**

- Center Director receives ADP unopened envelope with payroll register, withholding, paystub, pay checks and employee direct deposit confirmation.

- Center Director reviews payroll and initials to confirm accuracy. Reports are given to CEO after Center Director reviews.
- Center Director maintains all payroll information in a locked designated HR file cabinet.
- Center Director distributes individual employee deposit confirmation information.

#### Recording of Payroll in Financials

- Center Director provides copy of payroll information to the Accountant.
- Accountant reviews and records payroll transactions in Quick Book and maintains records in saved files electronically.

#### Billing

*Risk: Accuracy of Billing  
Detection of Unauthorized Transaction  
Timely Processing*

- Office Director prepares monthly billing within the first three business days of the following month.
- Care Coordinator reviews statements and reconciles to Open Dental and then mails out.
- Accountant keeps all copies of statement sent by Care Coordinator and spot checks against aging report produced by Open Dental.

#### JOURNAL ENTRIES

*Risk: Unauthorized Entries to Financial Statements  
Override of Internal Controls  
Errors in Recording*

- Accountant provides entries and supporting documentation to CFO quarterly.
- CFO reviews and approves Journal Entries with initial and date.
- Accountant files original Journal Entry in current year work paper binder.

### REVENUE RECOGNITION

*Risk: Over/Understatement of Revenue  
Errors in recording transactions*

#### CONTROLS

- All revenue is recorded in Open Dental when services are performed.
- Adjustments and write-offs based on payor type are adjusted by the Front Desk Coordinators or by the Center Director.
- All adjustments and write-offs are reviewed weekly and monthly by the Center Director.
- Center Director makes adjustment as needed based on weekly and monthly reviews.
- Office Coordinator generates a summary report and a detailed report on Production Income by Payor for the Accountant and CEO at the end of each month.
- Accountant enters in Quick Books by payor.
- CEO reviews revenue and adjustments/write-offs on summary report.

### FIXED ASSETS

*Risk: Disposals of Assets without Notification to CEO, Center Director, and Accountant  
Errors in recording transactions*

#### CONTROLS

- Accountant prepares and maintains the Fixed Asset Listing and depreciation schedule.
- Accountant records in QuickBooks all additions, deletions and depreciation.
- Bi-annual count is taken of equipment exceeding \$500 which is reconciled to the fixed asset subsidiary ledgers.

### FINANCIAL STATEMENTS

*Risk: Errors in Recording Transactions*

## CONTROLS

- Financial Statement Preparation: Accountant prepares Financial Statements.

### Internal Review

- Accountant provides the Board and CFO with monthly reports on bank activities.
- Accountant provides the CEO and CFO with the monthly Financial Statements, detailed bank reconciliation, and detailed General Ledger for review and approval.
- All transactions are entered in QuickBooks.
- All transactions are supported by documentation in files.
- Financial Statements include Actual Current Quarter and YTD columns and budget current quarter, year to date and annual columns

## FINANCIAL AUDITS

The above procedures represent the Sonrisas Dental Health's system of internal controls. An annual audit is required by an independent Certified Public Accountant. That audit is not relied upon as a substitute for the Sonrisas Dental Centers' internal controls.



**TITLE:** Internal Controls Over Accounting Transactions  
**POLICY #:** 02  
**DATE:** Created: 03/15/2018 Amended: 3/15/21  
 Approved:

## DISBURSEMENTS

*Risk: Unauthorized Disbursements*  
*Errors in Recording Transactions*

### Budget for Expenditures

- An annual budget is produced, reviewed, and then approved by the Board of Directors. Budget detail includes authorization for expenditures for operations. There is an operational budget as well as a capital budget for fixed asset purchases. The budgetary level of control in which expenses cannot exceed the budget is at the line item. The board will approve a budget for the following line items:
  - Payroll and Benefits
  - Operating Expenses
  - Capital and Equipment Budgets

### Purchases

#### *Approval Process*

- Any single item purchase exceeding \$2,500 must be approved by the CEO prior to purchase.
- Large purchases outside the scope of the approved budget, over \$5,000 will need prior Board approval. The CEO has authority to approve unbudgeted, necessary expenditures up to \$5,000; these will be reported to the Board at its next regular scheduled meeting. No more than \$10,000 unbudgeted, necessary expenditures per month.

#### *Competitive Pricing*

- When making new purchases or establishing service contract exceeding \$5000 for a single item, two or more quotes must be obtained and documented in the file. The reason must be documented if the lowest price is not chosen.

### Receipt of Goods/Services

- Packing slips are checked off to see that contents listed match what was received.
- Packing slips are matched to invoices.
- Center Director is responsible for ensuring receipt of all supplies and services related to operations are documented by stamping and initialing bills or invoices.
- Bills and invoices are scanned to Sharepoint for processing by Accountant.
- Corporate credit card holders are responsible for keeping receipts for their credit card statements.
- Credit card statement and matching receipts are scanned by credit card holder to Sharepoint for processing by Accountant.
- Accountant matches invoices with supporting documentation. (E.g. Statements and packing slips, Credit card bill with receipts, etc.) and enters them into Intacct.

### Issuance of Checks

- Accountant prepares a check run in Intacct at least once a week. Department Directors approve payment of expense. After their approval, CEO approves payment in Intacct. In the CEO's absence, payment can be approved by CFO or Board Chair.
- Intacct digitally signs approved payments (with CEO signature) and Accountant prepares checks to be printed. Accountant requests Center Director to provide the number of checks needed for check run. In the absence of Center Director, Billing Supervisor provides checks.
- Center Director records the date, check numbers used and initials.
- Accountant runs (prints) checks and gives them to Executive Assistant to mail.

### *Physical Checks*

- Check stock ordered by Accountant and received by Center Director.
- Center Director stores blank checks in a locked cabinet.
- Accountant, Chief Executive Officer (CEO) and Chief Financial Officer (CFO) do not have access to blank checks.
- The Center Director will maintain a log documenting the dates and numbers of checks used. Billing Specialist provides back up if Center Director is unavailable.

### *Note:*

- *Payments are made from invoices (which when possible are matched to statements).*

- *Checks greater than \$25,000 require two Board authorized signatures on file with the bank. [Chair, CEO and/or CFO]. CEO signature will come from Intacct and CFO or Board Chair will wet sign check after printed.*
- *Voided checks are maintained in locked file cabinet by the Accountant for verification of sequence.*

### **Bank Reconciliation**

- Accountant receives unopened Bank Statement.
- Accountant prepares the bank reconciliation and follows up on checks that have not cleared.
- Accountant provides bank statement and reconciliation report from Intacct to CEO.

### **Internal Review**

- CEO reviews bank reconciliation quarterly. Approved reconciliation reports and bank statements are saved on Sharepoint by CEO.

### **CASH RECEIPTS**

***Risk: Misappropriation  
Errors in Recording Transactions***

### **Cash Receipt**

- Care Coordinators receives cash from patients and prints record of the deposit from Open Dental. Cash and deposit record are put in an envelope.
  - Coastside Clinic: Envelope put in safe at Coastside clinic. Cash is picked up by Dental Director or Center Director at least once a week to be processed by Center Director.
  - San Mateo Clinic: Envelope given to Center Director or kept in Clinic Care Coordinator locked drawer if Center Director is not available.
- Center Director reconciles cash from both clinics for bank deposit. Billing Specialist provides back up to Center Director.

### **Check Receipt and Deposit**

- Care Coordinators receive check payment from patients and print record of the deposit from Open Dental. Check and deposit record are put in an envelope.
  - Coastside Clinic: Envelope put in safe at Coastside clinic. Checks are picked up by Dental Director or Center Director at least once a week to be processed by Center Director.
  - San Mateo Clinic: Envelope given to Center Director or kept in CCC's locked drawer if Center Director not available at San Mateo clinic.



- Center Director/ Billing Specialist process checks through check scanner. This includes checks received by mail from patients, insurance companies, grants/donors.
  - If scanner is not working, checks will be deposited at the bank branch.
- Center Director/Billing Specialist stores deposit slip and copies of checks generated by bank scanning software on Sharepoint for each deposit made. Hard copies of checks are stored for 6 months and then shredded.
  - Center Director keeps a copy of deposit slip and checks in a locked file cabinet.
- Center Director/Billing Specialist makes bank deposits no less than weekly.

***Note:** Checks and cash held overnight are kept in a designated locked file with limited access.*

- Care Coordinator, Center Director or Billing Specialist enters deposit in Open Dental and credits patient account.
- Center Director prepares deposit report and supporting documents from Open Dental for Accountant.
- Credit card payments received by Care Coordinator/Billing Specialist are credited to patient account.
  - Center Director prints deposit receipt from Open Dental for the previous day as well as a report from bank merchant. These reports are reconciled with credit card receipts.
- All reconciled deposit reports (cash, checks and credit cards) are given to the Accountant monthly.

#### Recording of Deposit in Financial System:

- Accountant reconciles deposit reports with bank statement.
- Accountant records deposits into Intacct

Bank Reconciliation: Accountant prepares the bank reconciliation (see above).

#### Internal Review:

- CEO or CFO reviews bank reconciliation at least quarterly.

#### PAYROLL

Risk: *Unauthorized Disbursements*  
*Errors in Recording*

#### Hiring

- Board approves employee positions, salaries, and benefits through the Budget process.
- Board approves any out-of-budget staff additions.

- CEO approves offer letter for new hires, including date of hire, benefits eligibility, and salary, before sent out.
- Hiring manager sends New Hire Authorization form to HR Coordinator
- HR Coordinator obtains forms W4 and I9 and supporting documents from new employees and places in employee file.
- HR Coordinator sets up new employee information in ADP, including all employment information (benefits, policy assignments for time off, time and attendance, employee demographics, pay rate, working class, etc.)

### **Time Sheets**

- Employees prepare bi-weekly electronic timecard and certifies their timecard for payroll
- Employee Supervisor approves timecard in ADP
- Center Director reviews timecards for accuracy.

### **Preparation of Payroll**

- Payroll periods are every two weeks.
- Payroll is handled by an outside service, currently ADP.
- The outside service agency prepares all government required deposits and reports.
- Accountant prepares payroll for processing, generates payroll reports and stores them on Sharepoint for review.
- Prior to submitting payroll, Center Director and CEO approve payroll by replying to email from accountant indicating that payroll reports look accurate and is approved.
  - Payroll not processed without CEO approval. CFO provides backup if CEO unavailable.

### **Payroll Distribution and Employee Records**

- Employees access their individual payroll information on ADP.
- Payroll checks are issued via direct deposit

### **Recording of Payroll in Financials**

- Accountant records payroll transactions in Intacct and maintains records in saved files electronically.

## Billing

*Risk: Accuracy of Billing  
Detection of Unauthorized Transaction  
Timely Processing*

- Center Director runs aging report in Open Dental on the first business day of the month to close the prior month. (Open Dental system note: Changes aging date each month because Sonrisas utilizes monthly billing vs. daily.)
- Billing Specialist generates patient statements on the 12<sup>th</sup> of each month, reconciles them to Open Dental and then mails out. The statements will reflect the 12th of the previous month through the 11th of the billing month.
- Accountant keeps all copies of statement sent by Billing Specialist and spot checks against aging report produced by Open Dental.

## JOURNAL ENTRIES

*Risk: Unauthorized Entries to Financial Statements  
Override of Internal Controls  
Errors in Recording*

- Accountant enters and keeps supporting documents in Intacct or paper copy.

## REVENUE RECOGNITION

*Risk: Over/Understatement of Revenue  
Errors in recording transactions*

- All billable charges are recorded in Open Dental when services are performed.
- Adjustments and write-offs based on payor type are adjusted by the Care Coordinators, Billing Specialists or by the Center Director.
- All adjustments and write-offs are reviewed monthly by the Center Director.
- Center Director makes adjustment as needed based on monthly reviews.
- Center Director generates a summary report and a detailed report on Production Income by Payor for the Accountant and CEO at the end of each month.
- Center Director to provide monthly adjustments and write-offs report by patient to Accountant.

- Accountant enters production income in Intacct by payor.
- CEO, Center Director, Accountant and Billing Specialist meet quarterly to review patient aging, bad debt write-off, collections, prior period adjustments.

*Prior Period Adjustments include:*

- *Insurance adjustments from prior month from outstanding claims. Insurance did not pay what Open Dental schedule showed.*
  - *Uncompensated care already taken in month of the appointment and the insurance did not pay what our fee schedule expected.*
- *Adjustment due to A/R Open Dental Close date not matching bank statement close date.*
  - *A/R closes on the 10th for the prior month. This does not match the bank statement which closes on the last day of the prior month.*
  - *This adjustment is offset in next month.*
- *Deposit in transit*
  - *Patient payments were applied to open dental but have not made it to the bank account.*
  - *This adjustment is offset in next month.*

*Fee Adjustments Include:*

- *Adjustments made in Open Dental for error by staff. Includes:*
  - *Service not covered. (i.e., Patient was not told by staff that procedure not covered).*
  - *Service Redo*
  - *Billing Error*
  - *Patient Complaint*
  - *Service Interval Not Met (i.e., Patient booked too soon for prophylaxis)*
- *The following discounts also show as fee adjustment in Open Dental:*
  - *Senior Discounts*
  - *Professional/Staff Discount*

*Bad Debt Write Off Includes:*

- *Any patient debt that is referred to collections is recorded as bad debt.*
- *Revenue recovered by the collections agency will be adjusted in the patient account in Open Dental. It is then recorded as regular income.*
- *Small balances less than \$5 are written off as bad debt.*

## **FIXED ASSETS**

***Risk: Disposals of Assets without Notification to CEO, Center Director, and Accountant  
Errors in recording transactions***

- Accountant prepares and maintains the Fixed Asset Listing and depreciation schedule in Intacct.
- Accountant records in Intacct all additions, deletions, and depreciation.
- CEO and CFO hold annual review of fixed asset equipment exceeding \$1000 with Center Director, Accountant, Lead Dental Assistant and IT Consultant. Accountant then reconciles to the fixed asset subsidiary ledgers.

## FINANCIAL STATEMENTS

### *Risk: Errors in Recording Transactions*

- Financial Statement Preparation: Accountant prepares Financial Statements.

### Internal Review

- CEO reports current cash position in CEO report to the board monthly.
- CEO and CFO review financial reports
- Accountant prepares monthly financial reports to meet the needs of the board of directors.

## FINANCIAL AUDITS

The above procedures represent the Sonrisas Dental Health's system of internal controls. An annual audit is required by an independent Certified Public Accountant. That audit is not relied upon as a substitute for the Sonrisas Dental Centers' internal controls.





**DATE:** March 15, 2020  
**TO:** SDH Board of Directors  
**CC:** Cheryl Fama, CFO  
**FROM:** Tina Wang, Senior Accountant  
**RE:** January Unaudited Financials and YTD Performance to Budget

#### January PERFORMANCE:

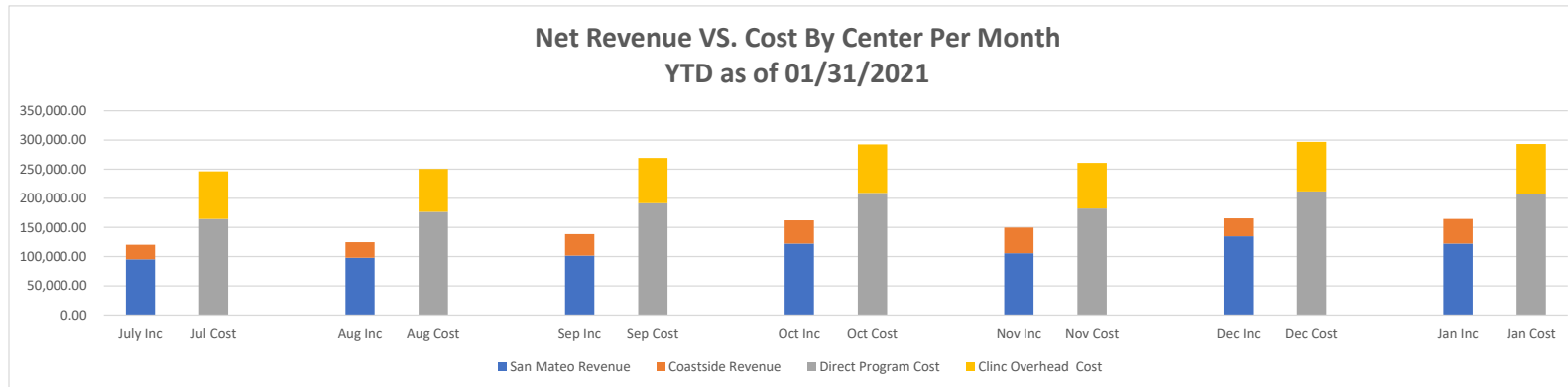
- \$58K grant was received from Sequoia Health District to cover uncompensated care from July 2020 to September 2020.
- The last 1/6 or \$65,890 of the total PPP loan amount (\$395,365) was estimated to be forgiven and recognized as other income in January.
  - A. Revenue: Net Patient Revenue was \$164,686**
    - Total gross revenue was \$355,558- 10% less than budget
    - 870 visits –186 visits less than budget.
    - Total deduction was **(\$190,872)** – 54% of gross revenue.
    - \$5k was reclassified from Prior Period Adj to Allowance for Bad Debt. The amount is from patient account write-offs from last year's receivables.
  - B. Total Expense: **(\$305,479)** – \$19,820 better than budget.**
    - Direct Expense: **(\$207,446)** – \$17,209 better than budget
      - Direct salary was 18K better than budget due to fewer FTE and FMLA sick leaves taken by employees. A few employees have not returned due to COVID concerns.
    - Indirect Expenses: **(\$98,033)** – \$2,610 better than budget
      - Savings in depreciation expenses as multiple assets were fully depreciated.
  - C. Donations/Grants & Other Income: \$173,057**
    - \$105,110 released from restricted grant; \$2,042 received from individual donations;
    - \$65,905 in Other Income (\$65,890- estimated PPP loan forgiven; \$15 from others)

**Net Income: \$ 32,264**

**YTD PERFORMANCE TO BUDGET:** YTD net income is **\$340,615**, better than budget. Cash-flow is **\$326,968**, better than the budget. PHCD grant received to date is **\$100,000**.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>5660</i>	<i>5691</i>	<i>(31)</i>
Gross Patient Revenue	\$2,337,743	\$1,919,272	22%
Uncompensated Care (Deductions)	<b>\$(1,311,355.78)</b>	<b>\$(1,027,644)</b>	<b>(28%)</b>
Grants/Donations/Other Income	\$919,914.32	\$820,630.00	12%
Direct Cost	<b>\$(1,343,752)</b>	<b>\$(1,431,803)</b>	6%
Indirect Cost	<b>\$(665,087)</b>	<b>\$(683,605)</b>	3%
<b>Net Income</b>	<b>\$(62,536)</b>	<b>\$(403,150)</b>	84%
<i>Non-cash items adj.</i>			
Depreciation	\$148,768	\$162,414	8%
<b>Estimated Cash Flow</b>	<b>\$86,232</b>	<b>(\$240,736)</b>	<b>135%</b>

Sonrisas Dental Health Operations										
	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Total	YTD Budget	B(W)
San Mateo Revenue	95,445	97,967	101,872	122,334	105,804	134,840	122,313	780,574	668,239	112,335
Coastside Revenue	25,056	26,925	36,790	39,908	43,971	30,796	42,374	245,819	223,388	22,431
<b>Total Net Revenue</b>	120,496	124,892	138,662	162,242	149,774	165,636	164,686	1,026,388	891,627	134,761
<b>Direct Program Cost</b>	164,462	176,821	191,421	209,250	182,639	211,713	207,446	1,343,751	1,431,803	(88,051)
<b>Indirect Program Cost</b>	95,325	88,873	93,432	100,444	89,760	99,219	98,033	665,086	683,605	(18,519)
<b>Total Cost</b>	259,787	265,694	284,853	309,694	272,399	310,932	305,479	2,008,838	2,115,408	(106,570)
<b>TOTAL</b>	(139,291)	(140,802)	(146,191)	(147,452)	(122,625)	(145,296)	(140,793)	(982,450)	(1,223,781)	241,331
<b>Dividend/Other Income</b>	(89)	65,908	65,899	66,290	65,900	65,976	65,905	395,788	2,380	393,408
<b>Donations Received</b>	51,683	62,483	33,562	51,751	65,232	52,261	107,151	424,124	293,250	130,874
<b>Grant from PHCD</b>	75,000	25,000	0	0	0	0	0	100,000	525,000	(425,000)
<b>OTHER INCOME</b>	126,594	153,391	99,461	118,041	131,132	118,237	173,056	919,912	820,630	99,282
<b>NET INCOME</b>	(12,697)	12,589	(46,730)	(29,411)	8,507	(27,059)	32,263	(62,538)	(403,151)	340,613





## Visits by Center

	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Year to Date	Budget	Variance
San Mateo Visits	533	537	548	587	551	608	610	3974	3910	64
Coastside Visits	166	228	263	283	261	225	260	1686	1781	(95)
<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>5660</b>	<b>5691</b>	<b>(31)</b>

## Visits by Payer -San Mateo

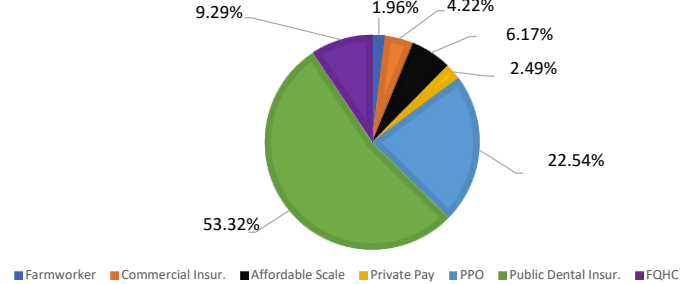
	Jan 21	Budget	Variance
Commercial Insurance	32	32	0
PPO	177	210	(33)
Private Pay	27	35	(8)
Affordable Scale	19	15	4
Farmworker		30	(30)
FQHC	66	89	(23)
Public Dental Insurance(Adult)	76	176	(100)
Public Dental Insurance (Child)	213	200	13
<b>Total Visits</b>	<b>610</b>	<b>787</b>	<b>(177)</b>

## Visits by Payer -Coastside

	Jan 21	Budget	Variance
Commercial Insurance	9	8	1
PPO	27	28	(1)
Private Pay	2	3	(1)
Affordable Scale	38	49	(11)
Farmworker	23	6	17
Public Dental Insurance (Adult)	101	95	6
Public Dental Insurance (Child)	60	80	(20)
<b>Total Visits</b>	<b>260</b>	<b>269</b>	<b>(9)</b>

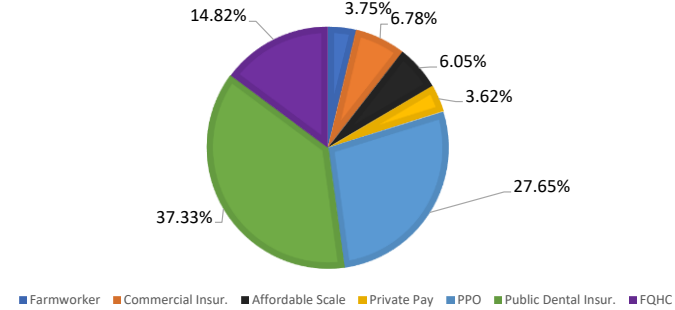
## VISITS BY PAYER AS A PERCENTAGE

YTD AS OF 01/31/2021



## NET REVENUE BY PAYER AS A PERCENTAGE

YTD AS OF 01/31/2021



Avg. Income (Loss) per Visit		
		YTD
Net Revenue per Visit	\$	180.81
Direct Cost per Visit	\$	(237.21)
Indirect Cost per Visit	\$	(100.24)

True Income (Loss) per Visit by Payer		
Payer		Avg. YTD
Commercial Insurance	\$	13.15
PPO	\$	(48.75)
Public Dental Insurance	\$	(278.60)
Private Pay	\$	158.84
FQHC	\$	(31.46)
Affordable Scale	\$	51.36

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

Sonrisas Dental Health Operations FY21 VS. FY20						
	Jan 21	Jan 20	Variance B(W)	YTD 21	YTD 20	Variance B(W)
<b>Visits</b>	<b>870</b>	<b>1,091</b>	<b>(221)</b>	<b>5,660</b>	<b>6,691</b>	<b>(1,031)</b>
<b>San Mateo Revenue</b>	122,313	118,500	3,813	780,574	757,542	23,032
<b>Coastside Revenue</b>	42,374	54,158	(11,785)	245,819	287,418	(41,599)
<b>Total Net Revenue</b>	164,686	172,658	(7,972)	1,026,388	1,044,960	(18,572)
<b>Direct Program Cost</b>	207,446	185,781	(21,665)	1,344,938	1,260,125	(84,813)
<b>Indirect Program Cost</b>	98,033	110,010	11,976	663,900	688,063	24,162
<b>Total Cost</b>	305,479	295,791	(9,688)	2,008,838	1,948,187	(60,651)
<b>TOTAL</b>	<b>(140,793)</b>	<b>(123,133)</b>	<b>(17,660)</b>	<b>(982,450)</b>	<b>(903,228)</b>	<b>(79,223)</b>
<b>Dividend/Other Income</b>	65,905	1,341	64,564	395,788	67,014	328,774
<b>Donations Received</b>	107,151	48,975	58,176	424,124	452,056	(27,932)
<b>Grant from PHCD</b>	0	75,000	(75,000)	100,000	450,000	(350,000)
<b>OTHER INCOME</b>	173,056	125,316	47,741	919,912	969,070	(49,158)
<b>NET INCOME</b>	<b>32,263</b>	<b>2,183</b>	<b>30,080</b>	<b>(62,538)</b>	<b>65,843</b>	<b>(128,381)</b>

## Sonrisas Dental Health

### Balance Sheet

As of Date:

01/31/2021

Location:

Sonrisas Dental Health

Year To Date

01/31/2021

Current Year Balance

#### Assets

##### Current Assets

##### Cash and Cash Equivalents

11205 - Operating - Boston Private Checking	779,724.41
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	911,743.39
---------------------------------	------------

Accounts Receivable, Net	269,864.34
--------------------------	------------

Other Current Assets	14,510.10
----------------------	-----------

Total Current Assets	1,196,117.83
----------------------	--------------

##### Long-term Assets

##### Property & Equipment

17300 - Improvements	1,053,510.75
17400 - Equipment	981,252.19
17500 - Furniture/Fixtures	128,033.06
17600 - Vehicle	111,934.08
17999 - Accum Depreciation	(1,330,719.70)

Total Property & Equipment	944,010.38
----------------------------	------------

Other Long-term Assets	18,754.30
------------------------	-----------

Total Long-term Assets	962,764.68
------------------------	------------

##### Investments

##### Long Term Investments

11410 - Investment Acct. - Merrill Lynch	204,168.64
--	------------

Total Long Term Investments	204,168.64
-----------------------------	------------

Total Investments	204,168.64
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#### Total Assets

2,363,051.15
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#### Liabilities and Net Assets

##### Liabilities

##### Short-term Liabilities

##### Accounts Payable

21110 - Accounts Payable	61,751.61
22110 - Accrued Payable - General	1,521.66
23100 - Patient Prepayments	23,727.90
23200 - Patient Refunds Payable	6,419.46

Total Accounts Payable	93,420.63
------------------------	-----------

##### Accrued Liabilities

22210 - Accrued Payroll	106,030.20
22220 - Accrued PTO	48,016.76
22250 - Accrued 401k Funds Payable	22,503.91
22260 - Accrued HSA Fund Payable	305.35
22320 - FSA Employee Account	3,898.04

Total Accrued Liabilities	180,754.26
---------------------------	------------

Withholding Tax Payable	
22230 - Accrued Payroll Taxes	37,189.72
Total Withholding Tax Payable	37,189.72
Other Short-term Liabilities	260.33
Total Short-term Liabilities	311,624.94
Long Term Liabilities	
Notes Payable - Long Term	
28000 - PPP Loan	395,365.00
28001 - Estimated PPP Loan Forgiveness	(395,365.00)
Total Long Term Notes Payable	0.00
Other Long-term Liabilities	8,926.43
Total Long Term Liabilities	8,926.43
Other Liabilities	83,988.56
Total Liabilities	404,539.93
Net Assets	1,958,511.22
<b>Total Liabilities and Net Assets</b>	<b>2,363,051.15</b>

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

As of Date: 01/31/2021  
Location: Sonrisas Dental Health  
Restriction: Unrestricted

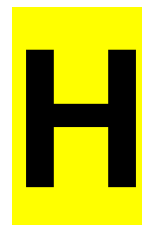
	Month Ending 01/31/2021			Year To Date 01/31/2021		
	Actual	2021 BUDGET	Budget Diff	Actual	2020 2021 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	18,958.00	13,389.53	5,568.47	85,470.00	64,142.25	21,327.75
PPO	74,966.00	81,029.09	(6,063.09)	510,179.00	371,705.96	138,473.04
Public Dental Insurance	195,008.00	223,837.45	(28,829.45)	1,285,882.41	1,101,517.06	184,365.35
Private Pay	8,725.00	10,686.45	(1,961.45)	39,975.00	46,756.77	(6,781.77)
Affordable Scale	18,265.00	19,890.88	(1,625.88)	110,226.00	119,368.78	(9,142.78)
Farmworker	9,124.00	18,447.73	(9,323.73)	47,461.00	81,510.77	(34,049.77)
FQHC	30,512.00	25,810.00	4,702.00	258,550.00	134,270.00	124,280.00
Gross Patient Revenue	355,558.00	393,091.13	(37,533.13)	2,337,743.41	1,919,271.59	418,471.82
Uncompensated Care						
Prior Period Adjustment	4,719.14	(1,500.00)	6,219.14	(16,663.06)	(10,500.00)	(6,163.06)
Uncompensated Care - Commercial Insurance	(2,629.24)	(2,338.81)	(290.43)	(13,847.47)	(12,202.87)	(1,644.60)
Uncompensated Care - PPO	(35,508.43)	(33,313.25)	(2,195.18)	(218,231.65)	(153,300.58)	(64,931.07)
Uncompensated Care - Public Dental Insurance	(137,469.40)	(155,678.45)	18,209.05	(891,664.86)	(768,192.65)	(123,472.21)
Uncompensated Care - Affordable Scale	(7,731.00)	(9,806.86)	2,075.86	(46,284.87)	(59,533.85)	13,248.98
Uncompensated Care - Farmworker	(1,601.25)	(1,610.27)	9.02	(7,869.00)	(7,114.93)	(754.07)
Uncompensated Care - FQHC	(8,099.60)	0.00	(8,099.60)	(102,045.95)	0.00	(102,045.95)
Fee Adjustments	(1,729.15)	(2,400.00)	670.85	(13,925.92)	(16,800.00)	2,874.08
Patient Account - Bad Debt Write-off	(823.00)	0.00	(823.00)	(823.00)	0.00	(823.00)
Total Uncompensated Care	(190,871.93)	(206,647.64)	15,775.71	(1,311,355.78)	(1,027,644.88)	(283,710.90)
Net Patient Revenue	164,686.07	186,443.49	(21,757.42)	1,026,387.63	891,626.71	134,760.92
Total Expenses						
Direct Expenses						

Direct Personnel Expense						
Direct Program Salaries	146,748.59	172,369.40	25,620.81	1,001,580.99	1,112,959.16	111,378.17
Payroll Taxes	10,825.19	13,789.55	2,964.36	70,172.04	89,036.69	18,864.65
Unemployment Taxes	10,346.39	1,551.33	(8,795.06)	12,445.23	10,016.64	(2,428.59)
Benefits	5,819.58	5,682.68	(136.90)	28,113.62	36,508.49	8,394.87
401k Match	3,260.41	1,292.77	(1,967.64)	7,155.61	8,347.21	1,191.60
Worker's Comp	864.70	864.70	0.00	6,052.90	6,052.90	0.00
Continuing Education	121.00	125.00	4.00	300.00	1,875.00	1,575.00
License and Registration	587.37	863.00	275.63	7,156.38	6,041.00	(1,115.38)
Total Direct Personnel Expense	178,573.23	196,538.43	17,965.20	1,132,976.77	1,270,837.09	137,860.32
Clinic Expenses						
Sterilization Services	420.00	898.00	478.00	5,292.00	6,286.00	994.00
Shredding	67.00	67.00	0.00	469.00	469.00	0.00
Dental Supplies	13,700.73	10,044.00	(3,656.73)	102,063.01	58,428.00	(43,635.01)
Small Dental Equipment	574.38	600.00	25.62	1,168.05	4,200.00	3,031.95
Dental Equipment Repair	428.50	780.00	351.50	5,825.56	7,960.00	2,134.44
Lab Fees	6,582.20	5,483.31	(1,098.89)	48,169.18	27,565.49	(20,603.69)
Uniforms	0.00	37.50	37.50	107.94	262.50	154.56
PPE& Covid Related	7,099.54	10,207.00	3,107.46	47,680.37	55,794.61	8,114.24
Total Clinic Expenses	28,872.35	28,116.81	(755.54)	210,775.11	160,965.60	(49,809.51)
Total Direct Expenses	207,445.58	224,655.24	17,209.66	1,343,751.88	1,431,802.69	88,050.81
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	42,064.08	44,745.37	2,681.29	290,312.83	290,705.71	392.88
Payroll Taxes	3,209.85	3,579.63	369.78	19,198.09	23,256.48	4,058.39
Unemployment Taxes	1,773.86	894.91	(878.95)	2,320.91	5,814.13	3,493.22
Benefits	1,439.99	1,605.47	165.48	5,029.49	10,375.56	5,346.07
401k Match	2,228.61	671.17	(1,557.44)	4,007.55	4,360.57	353.02
Worker's Comp	322.88	322.88	0.00	2,260.16	2,260.16	0.00
Total Indirect Personnel Expenses	51,039.27	51,819.43	780.16	323,129.03	336,772.61	13,643.58
Facility Expenses						
Auto Expenses	92.75	270.00	177.25	757.72	1,890.00	1,132.28
Building Maintenance	1,739.55	1,057.00	(682.55)	6,517.25	7,399.00	881.75
Janitorial Service	1,875.00	2,235.00	360.00	12,902.47	15,645.00	2,742.53
Rent	3,300.00	3,300.00	0.00	23,100.00	23,100.00	0.00
Phone/Internet	1,483.82	1,485.00	1.18	10,551.53	10,395.00	(156.53)
Utilities	2,846.71	2,315.00	(531.71)	18,590.42	16,205.00	(2,385.42)

Total Facility Expenses	11,337.83	10,662.00	(675.83)	72,419.39	74,634.00	2,214.61
Office Expenses						
Claims Processing	146.04	161.00	14.96	859.56	1,127.00	267.44
Office Exp.	0.00	0.00	0.00	(2.19)	0.00	2.19
Patient Notification	510.00	485.00	(25.00)	3,536.10	3,395.00	(141.10)
Office Supplies	933.38	824.00	(109.38)	6,267.33	5,768.00	(499.33)
Postage and Shipping	155.25	336.00	180.75	1,157.94	2,352.00	1,194.06
Printing Costs	0.00	100.00	100.00	152.27	700.00	547.73
Property Taxes	0.00	0.00	0.00	249.99	500.00	250.01
Dues, Fees & License	0.00	84.00	84.00	184.00	588.00	404.00
Employee Goodwill	5.00	150.00	145.00	1,822.92	1,106.00	(716.92)
Recruitment Expense	50.00	230.00	180.00	1,089.76	1,610.00	520.24
Total Office Expenses	1,799.67	2,370.00	570.33	15,317.68	17,146.00	1,828.32
Insurance						
Insurance - Auto	265.08	265.08	0.00	1,855.56	1,855.56	0.00
Insurance - Malpractice	775.23	658.25	(116.98)	5,060.55	4,607.75	(452.80)
Insurance - Liability & Property	678.75	701.25	22.50	4,783.91	4,908.75	124.84
Insurance - Directors & Officer Liability	373.50	345.50	(28.00)	2,538.00	2,418.50	(119.50)
Total Insurance	2,092.56	1,970.08	(122.48)	14,238.02	13,790.56	(447.46)
Fundraising Department						
Fundraising Expenses	408.76	555.00	146.24	3,934.51	2,854.00	(1,080.51)
Fundraising Consulting	1,510.75	2,250.00	739.25	15,254.50	15,750.00	495.50
Total Fundraising Department	1,919.51	2,805.00	885.49	19,189.01	18,604.00	(585.01)
Professional Fees						
Consultant - Professional Fees	1,490.00	0.00	(1,490.00)	14,730.00	2,500.00	(12,230.00)
Total Professional Fees	1,490.00	0.00	(1,490.00)	14,730.00	2,500.00	(12,230.00)
General						
Depreciation Expense	20,811.56	23,202.00	2,390.44	148,768.33	162,414.00	13,645.67
Marketing Expense	30.00	991.67	961.67	3,639.68	6,621.69	2,982.01
Meeting & Travel Expenses	0.00	225.00	225.00	451.81	4,929.00	4,477.19
Fees and Interest	1,746.85	849.00	(897.85)	8,263.62	5,943.00	(2,320.62)
Merchant Processing	970.78	840.00	(130.78)	5,602.13	5,880.00	277.87
Outreach Supplies	111.69	2,864.00	2,752.31	1,753.77	3,464.00	1,710.23
Total General	23,670.88	26,107.67	2,436.79	168,479.34	185,787.69	17,308.35
Computer expense						
Computer Support	3,984.76	3,900.00	(84.76)	30,760.50	27,300.00	(3,460.50)
Software Support	699.00	1,010.00	311.00	6,823.13	7,070.00	246.87

Total Computer expense	4,683.76	4,910.00	226.24	37,583.63	34,370.00	(3,213.63)
Total Indirect Expenses	98,033.48	100,644.18	2,610.70	665,086.10	683,604.86	18,518.76
Total Total Expenses	305,479.06	325,299.42	19,820.36	2,008,837.98	2,115,407.55	106,569.57
Total Net Program Income	(140,792.99)	(138,855.93)	(1,937.06)	(982,450.35)	(1,223,780.84)	241,330.49
Grants and Other Income						
Grants and Donations						
Fundraiser	0.00	0.00	0.00	17,044.74	8,250.00	8,794.74
Donations	2,041.62	3,000.00	(958.38)	27,808.07	22,500.00	5,308.07
In-Kind Donations	0.00	0.00	0.00	17,930.00	0.00	17,930.00
Incentives	0.00	0.00	0.00	0.00	0.00	0.00
Grants	105,110.77	37,500.00	67,610.77	361,342.09	262,500.00	98,842.09
Other Events	0.00	0.00	0.00	0.00	0.00	0.00
PHCD Grants	0.00	75,000.00	(75,000.00)	100,000.00	525,000.00	(425,000.00)
Total Grants and Donations	107,152.39	115,500.00	(8,347.61)	524,124.90	818,250.00	(294,125.10)
Other Income						
Estimated PPP Loan Forgiveness	65,890.00	0.00	65,890.00	395,365.00	0.00	395,365.00
Interest Income	0.00	0.00	0.00	27.33	0.00	27.33
Dividends	0.00	340.00	(340.00)	(84.69)	2,380.00	(2,464.69)
Other Income	15.00	0.00	15.00	481.78	0.00	481.78
Total Other Income	65,905.00	340.00	65,565.00	395,789.42	2,380.00	393,409.42
Total Grants and Other Income	173,057.39	115,840.00	57,217.39	919,914.32	820,630.00	99,284.32
Net income	32,264.40	(23,015.93)	55,280.33	(62,536.03)	(403,150.84)	340,614.81







**DATE:** March 15<sup>th</sup>, 2021

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE:** Possible FY22-FY25 Opportunities and Challenges

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During our March board meeting, there will be a discussion of possible FY22-25 opportunities and challenges Sonrisas Dental health may face. The leadership team worked together to identify the categories as well as specific items that might affect Sonrisas. The attached matrix documents the team's discussions and provide background for our conversation at the board meeting.

## Sonrisas Dental Health

### Possible FY22 – FY25 Opportunities and Challenges

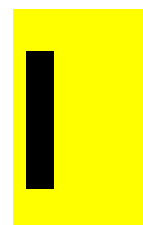
**Mission:** We are a *non-profit dental center* dedicated to providing access to quality dental care and oral health education to our community. We provide these services with dignity, respect and compassion.



Area	Opportunities	Risks/Challenges
<b>Societal Factors</b> <ul style="list-style-type: none"> <li>• Racial Equality</li> <li>• Economic Disparity</li> <li>• Societal Unrest</li> <li>• Natural Disasters</li> </ul>	<ul style="list-style-type: none"> <li>• SDH is part of the solution</li> <li>• More patients due to economic conditions</li> <li>• Oral Health Kits for the community</li> </ul>	<ul style="list-style-type: none"> <li>• Low-income population moves out of San Mateo County due to cost of living</li> <li>• SDH communicating the impact of our work in these frames</li> <li>• No diversity in SDH's board or leadership team</li> <li>• Unrest causing clinic closure or safety concerns</li> <li>• Unplanned clinic closure days</li> </ul>
<b>Funding</b> <ul style="list-style-type: none"> <li>• Government</li> <li>• Donors &amp; Foundations</li> <li>• Patient Revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Relationships with healthcare districts.</li> <li>• HPSM Dental Integration Pilot</li> <li>• Donor trends               <ul style="list-style-type: none"> <li>○ Increased interest in "closeness" to impact of gifts</li> <li>○ Increased awareness of socioeconomic disparities in health care access</li> </ul> </li> <li>• Payer Mix               <ul style="list-style-type: none"> <li>○ More FQHC Patients</li> <li>○ Improved CO clinic could bring in more private patients</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Healthcare districts are SDH's primary funders and are public agencies.</li> <li>• Tobacco taxes expires Dec 31, 2021</li> <li>• State may cut Medi-Cal Dental services for adults to balance budget</li> <li>• Lack of SMMC referrals</li> <li>• Growing major donor base</li> <li>• Capital campaign</li> <li>• Having enough appointments for current Medi-Cal fee for service patients</li> <li>• No space for new Medi-Cal adult patients. Close our waitlist?</li> <li>• No funding sources for senior dentistry.</li> <li>• Seniors/their families not prioritizing dental care</li> </ul>

		<ul style="list-style-type: none"> <li>• How many non-Jue practice private patients do we have? May need to identify more private insurance patients</li> <li>• Case acceptance and insurance annual limits</li> </ul>
<b>Dentistry and Clinic Operations</b> <ul style="list-style-type: none"> <li>• Physical Facilities</li> <li>• Staffing</li> <li>• Equipment and Supply Costs</li> <li>• Pandemic – variants, new virus</li> <li>• Dentistry Trends</li> </ul>	<ul style="list-style-type: none"> <li>• Larger HMB Clinic</li> <li>• 2 new San Mateo operatories allow more patient visits</li> <li>• FQHC patients at HMB clinic</li> <li>• Possible partnership for south county clinic location</li> <li>• Dental Service Organizations becoming more attractive to new grads</li> <li>• Fewer grads opening new offices</li> <li>• Pediatric dentistry – some private dentists prioritizing adult care</li> </ul>	<ul style="list-style-type: none"> <li>• New HMB Clinic <ul style="list-style-type: none"> <li>○ Relocation and build out process</li> <li>○ Hiring for expanded HMB clinic</li> </ul> </li> <li>• Hiring hygienists</li> <li>• SMMC contract requires dual EMR and computers</li> <li>• SDH dental equipment aging and lack of backup equipment</li> <li>• Infection control <ul style="list-style-type: none"> <li>○ PPE, new requirements, and costs</li> <li>○ Staffing fatigue due to PPE</li> </ul> </li> <li>• New variants make vaccines ineffective</li> <li>• Patients no longer comfortable going to dentist for non-emergency care</li> <li>• Dental anxiety and fears cause patients to not come in</li> <li>• New providers do not have the same level of clinical experience. (Resident Program)</li> </ul>
<b>Outreach Programs</b> <ul style="list-style-type: none"> <li>• School Screenings</li> <li>• Senior Dentistry</li> </ul>	<ul style="list-style-type: none"> <li>• If schools allow on-site screenings, easier to screen with captive audience. Less expensive.</li> <li>• Need for oral health care access well recognized in SMC, which includes screenings</li> </ul>	<ul style="list-style-type: none"> <li>• Being allowed on school campuses</li> <li>• Drive up screenings have great impact but see less kids for same/more resources.</li> <li>• Building Outreach team capacity</li> <li>• Clinical knowledge to serve seniors</li> <li>• Will seniors make appointments?</li> </ul>

Question: How do we map this back to our mission and associated strategy? How can the board help us?





**DATE:** March 15, 2021

**TO:** SDH Board of Directors

**FROM:** Director Liz Dodge, Event Chair  
Maura LeBaron-Hsieh, MPH, Director of Development

**RE:** **20<sup>th</sup> Anniversary Celebration Event**



Planning is well underway to produce a heartwarming, entertaining, fundraising, 20<sup>th</sup> Anniversary Celebration on Saturday, June 5<sup>th</sup>, 2021.

#### **Event Overview:**

Event Overview: While we are saddened that we are not able to hold an in-person event, we look forward to a very special evening featuring:

- Video sharing The Sonrisas Story (honoring all who have played a part in Sonrisas' impact)
- Video sharing our patients' and staff's stories, showing SDH's impact and dedication
- Live comedy performance from a Bay Area comedian, who will also MC the event
- Custom Cocktail "The Sonrisas" designed by an SDH supporter and featuring a local distillery (kit available for purchase)
- Fund-the-Future live donation drive

Based on last fall's virtual event and following consultation with other local non-profits holding their annual virtual events, we recommend the following adjustments to the event budget. This takes into consideration that this our 20th Anniversary Celebration, and the aim is to present a seamless and enjoyable event for all.

	<b>20th Anniversary Virtual Celebration (Recommended Budget)</b>	<b><i>Cooking for a Cause (FY20-21 Budget, for reference)</i></b>
<b>Income</b>		
Donations and Sponsorships	\$18,500	<i>\$11,500</i>
<b>Total Income</b>	<b>\$18,500</b>	<b><i>\$11,500</i></b>
<b>Expenses</b>		
Online Event Platform	\$500	
<u>A/V Virtual Event Production</u> -Streaming from studio with fiber internet/very low downtime -Personal A/V rehearsal with each presenter -Seamless integration of video feeds and other displays -SDH staff can focus on guest experience, securing donations and sponsorships, and marketing the event	\$4,500	
Entertainment: Comedian/MC	\$2,000	
Event Registration/Ticketing Page	\$0	
Additional Virtual Celebration Costs	\$1,500	
Cooking for a Cause Expenses		<i>\$1,500</i>
<b>Total Expenses</b>	<b>\$8,500</b>	<b><i>\$1,500</i></b>
<b>Net Income</b>	<b>\$10,000</b>	<b><i>\$10,000</i></b>