



Board Meeting April 21, 2022

6:30 PM

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at **6:35 pm**
 - Present: Chair Nigel Taverner, Vice Chair Helen Galligan, Board Members: Dennis Kneepfel, Rick Navarro, Steve Stielstra, Sheryl Young.
 - Also Present: CEO Tracey Fecher, CFO Cheryl Fama, Executive Assistant Elijah Barnard, Administrative Assistant Veronica Le.
 - Absent: Secretary Clyde Hinshelwood, Larry Cappel, Larissa Cutler.
2. **MISSION MOMENT – CEO Fecher** shared a story from CCC Irma Ochoa.

Four-year-old that was screened at Roosevelt school in early April had seven teeth with significant decay, no dental home and was recommended for general anesthesia, hospital dentistry due to behavior. When the mother first had medical insurance, she had no dental insurance and would have had to pay \$3,000 out of pocket for the hospital dentistry. Irma was able to help the mother navigate pediatric Medi-Cal Dental and found out that her child was in the system (she also checked to see if she was if the child was in the Health Plan of San Mateo) and was active. So now, after she gets in to have a first appointment with one of our pediatric doctors, she will be scheduled for hospital dentistry. Irma is continuing to work with patients like this. This kind of overlap between the clinical and the hospital program and the school screening program is proving to be incredibly effective. “Irma is a rockstar!”
3. **PUBLIC COMMENTS** – No public in attendance.
4. **APPROVAL OF MARCH BOARD MINUTES** –
 - A. **Vice Chair Galligan** moved to approve the minutes for March 17th, 2022. The motion was seconded by **Director Young** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Dennis Kneepfel, Rick Navarro, Steve Stielstra, Sheryl Young.**
5. **NEW BUSINESS**
 - A. Strategic Plan Focus Areas – Chair Taverner
 - Timeline is on track
 - Need feedback to refine plan
 - Topics at upcoming strategic planning retreat:
 - Three focus areas
 - Consistent with overall mission and vision
 - Addressing strategic priorities
 - Emphasizing our values
 - Develop a vision for each focus area
 - Identifying current strengths and weaknesses
 - For each focus area vision, suggested specific one-year and three-year goals
 - Deliver visions for each focus area
 - Measurable outcomes
 - 5-6 options
 - **Director Young** asked if the Board was expected to sign off on the results at the retreat. **Chair Taverner** replied it involved initial sign off of progress and direction to date and



then development of the goals to be achieved.

- **Director Navarro** wanted to confirm that the event conformed to the Brown Act (yes).
- **CEO Fecher** added that we would talk about champions for each initiative; also, we are looking for staff input and that staff may need encouragement from Board members attending.

B. FY23 Budget Parameters – CEO Fecher

- Proposal to increase salary and bonus pool of 5-7%, in addition to setting aside funds for market rate increases. **Director Galligan** asked how we compare to other local dental clinics; **CEO Tracey** responded that we could look at that; last year our clinicians were equivalent while our Care Coordinators were higher paid. **CFO Fama** suggested comparison with other FQHC's; **Director Kneepel** noted that it's a tough recruiting market: from his perspective the proposed increase is reasonable. **CEO Fecher** added that it was difficult to find appointments, therefore the pressure to increase capacity.
- Added Staff: Additional clinical providers/assistants, Development Associate, Outreach Care Coordinator – the Board sees those parameters as realistic.
- Investment year for Sonrisas:
 - Strategic Plan projects
 - Diversity, Equity, Inclusion and Belonging
 - Operations Efficiencies: Phone Workflow, Outreach Data Collection System, Financial Dashboards
 - Should Sonrisas invest its cash reserves? Is there an appetite for doing this?
 - **Director Stielstra**—What are the major priorities between this and the other parameters like staff salaries? What would help reduce the stress for staff?
 - **Director Young**—This should come out of the retreat next Tuesday. Director Young requested that CEO Fecher come back with a recommendation on how much cash Sonrisas should keep in reserves.
 - **Director Kneepel**—What has been the history of Sonrisas' reserves? Sonrisas received \$1mil. during the pandemic. Whereas in July 2019, Sonrisas had under \$500K in reserve. **CFO Fama**—it would be great to have 365 days of cash on hand. **Director Kneepel** agreed that Sonrisas could use some investment in efficiencies and current practices. A dollar amount should be set for how much should be in the bank. The Board asked CEO Fecher to recommend a desired level of reserves at the May Board meeting.
 - **Vice Chair Galligan**—Asked for opinions from staff on what would make their work more efficient.

C. Board Resolution to Continue Virtual Meetings ACTION Requested – Chair Taverner

- **Chair Taverner** motioned to authorizing remote teleconference meetings for the period of April 21st through May 19, 2022. *The motion was seconded by Director Navarro and approved by roll call. Ayes: Nigel Taverner, Helen Galligan, Dennis Kneepel, Rick Navarro, Steve Stielstra, Sheryl Young.*

6. OLD BUSINESS—no comments or questions.

7. REPORTS

- A. **CEO Report**—**Chair Taverner** asked what sort of increase in visit volume is SMMC looking for both for FQHC and Farmworkers? CEO Fecher shared that:
- FQHC will accommodate whatever amount of increase Sonrisas has capacity for
 - Under budget on FQHC, over on farmworkers since they weren't planned in budget
 - FQHC could possibly expand to Half Moon Bay
 - Farmworkers could be seen on Saturdays at HMB



- SMMC is supposed to be providing care for Farmworkers in HMB every Saturday but has only been able to average one Saturday a month.
- B. **CFO Report – CFO Fama** invited discussion on the decision to change banks.
 - January 2022 Profit and Loss, Balance Sheet and Dashboards
 - Changing bank: PHCD is changing to Heritage Bank; **CFO Fama** asked if the Board wanted to decide which bank Sonrisas should use: the consensus is no, it's up to the CEO and CFO.
- C. **Fundraising Report – CEO Fecher** present to the Sequoia Healthcare District. Sonrisas has been invited to return with a specific request for more funding. The team intends on asking for a higher amount to cover uncompensated care for residents in their district and the cost of school screenings.
- D. **Outreach Report**– No comments or questions.
- E. **Board Nomination Committee** – No comments or questions.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- **Director Stielstra** asked for an update on the efforts towards the fundraising gala in September.
- **CFO Fama** asked when a budget would be prepared. Tracey responded that she would have a budget prepared for approval at the June Board Meeting.

9. ADJOURN – Meeting was adjourned at 7:47 pm.

Written by
Elijah Bernard and Veronica Le

Approved by

Nigel Taverner, Board Chair

