



**Board Meeting
May 19, 2022
6:30 PM
MINUTES**

1. **CALL TO ORDER AND ROLL CALL** – **Chair Taverner** called the meeting to order at **6:34 pm**.
 - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan; Board Members: Dennis Kneoppel, Steve Stielstra, Sheryl Young
 - **Also Present:** CEO Tracey Fecher, CFO Cheryl Fama, Administrative Assistant Veronica Le, Director of Development Maura LeBaron-Hseih
 - **Absent:** Larry Cappel, Larissa Cutler, Rick Navarro
2. **MISSION MOMENT** – **Director Stielstra** recounted his experience attending the Strategic Planning Retreat. By sitting in the back of the room, he observed all who attended the meeting and was impressed at the collaboration, participation, and support of staff members. Before the retreat, he was uncertain of how staff would react to the strategic plan and if they would engage in conversation. By the end of the retreat, **Director Stielstra** gained more respect for the leadership team and staff members after listening to their points of view. **Director Young** concurred each staff member was opinionated and well prepared for the retreat. **CEO Fecher** shared the value of having staff members be part of the process for Sonrisas to achieve its goals and visions.
3. **PUBLIC COMMENTS** – No public in attendance

[Secretary Clyde Hinshelwood joined at 6:38 pm.]

4. APPROVAL OF APRIL BOARD MINUTES AND STRATEGIC PLANNING RETREAT MINUTES

- **Vice Chair Galligan** moved to approve the minutes for April 21, 2022. The motion was seconded by **Director Young** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Dennis Kneoppel, Steve Stielstra, Sheryl Young**. Abstain: **Clyde Hinshelwood**
- **Chair Taverner** moved to approve the minutes for the Strategic Planning Retreat on April 24, 2022. The motion was seconded by **Director Stielstra** and approved by quorum. Ayes: **Nigel Taverner, Steve Stielstra, Sheryl Young**. Abstain: **Helen Galligan, Clyde Hinshelwood, Dennis Kneoppel**

5. NEW BUSINESS

- **Strategic Retreat Outcomes** – **Chair Taverner** discussed the progression of the Strategic Plan (see slide 2) and what further steps need to be taken to have a completed, refined plan to present for approval at the next board meeting (see slide 3). Between July and December, there is execution support with Facilitator Eric Ryan discussing how to implement the strategic plan properly. At the planning retreat, the focus areas and their champions were confirmed with potential teams to execute goals in each focus area. **CEO Fecher** emphasized the idea of working with the staff to create the measurable goals in the plan, to build skills and confirming the importance of staff feedback. Focus area champions will be asked to present at the Staff meeting.
- **Puente and Sequoia Healthcare District Clinic Discussions** – **CEO Fecher** shared Puente's interest in a permanent clinic based in Pescadero as well as a partnership with Sonrisas. Puente and Sonrisas met with SMMC two weeks ago to gauge their interest in continuing



farmworkers beyond the end of the contract in December 2022. Along with the possibility of serving SMMC patients in Puente’s community, SMMC encouraged Sonrisas to send in a proposal outlining the details.

- Currently, Sonrisas is working with Puente to see if a permanent clinic has a sustainable business case beginning with exploring whether there’s space for a permanent clinic and how many dental chairs it should have.
- Sequoia’s Healthcare District is looking at converting their current building into a large dental clinic, possibly with 14 chairs. This would create much needed capacity for a dental home for individuals in their district. The CEO of Sequoia Healthcare District, Pamela Kurtzman, shared her opinion that their funding for dental should be like Peninsula Healthcare District. **CEO Fecher** and **Director of Development LeBaron-Hseih** met with CEO Kurtzman and a presentation to their board on June 1st is planned.
 - **Director Stielstra** asked whether these conversations with Puente and Sequoia Healthcare District aligned with their own strategic plans or were part of a longer-term plan. **CEO Fecher** believes that both organizations understand that sustainable growth is key for Sonrisas, whether it be in FY23 or in the future.
 - **Director Stielstra** inquired if Puente will potentially draw from Santa Cruz County as well. **CEO Fecher** responded only zip codes in San Mateo County were spoken about, mentioning if Santa Cruz County was included, there will be a need to amend the policy as Sonrisas only currently serves Medi-Cal patients and residents in San Mateo County.
 - **CEO Fecher** would like to expand to two days a week for farmworker patients with Sonrisas’ mobile setup in Half Moon Bay if the staffing is identified.
 - **CFO Fama** asked about Supervisor Don Horsley’s stance as well as an opportunity for support from the county. **CEO Fecher** replied there was no discussion regarding the matter yet.
 - **Chair Taverner** asked if this was part of the reason for approaching the county. **CEO Fecher** explained how farmworkers are not covered for dental through Medi-Cal, causing them to go through the Homeless and Farm Worker Program to receive services. So, confirming if the county will expand the FQHC contract to their patients living in Pescadero and the surrounding communities, it would provide Sonrisas a stronger business plan for a potential new clinic.
- **CEO Fecher** brought up that HPSM is considering an orthodontic pilot, which could bring dentists completing an orthodontic fellowship to the San Mateo clinic for orthodontic procedures, potentially expanding business hours into nights and weekends.
- **Cooking for a Cause September 2022 Update** – The Development Committee reiterated the goal of increasing gross revenue from earning a net income of \$15k-\$20k, up to \$85k-\$100k, being deliberate in who to invite (and when). The key message is that board members’ help is needed in advertising Cooking for a Cause and identifying potential invitees and sponsors. **Director of Development LeBaron-Hseih** laid out some of the logistics and production planning for the event which are still underway, but the Development Committee is ahead of schedule with the help of the event planning team, The Arora Collective. She gave board members supporting Cooking for a Cause with two options: paying for a table of tickets then inviting guests to sit at the table or hosting a table where guests will buy their own tickets (see slide 5). **Director of Development LeBaron-Hseih** will be supporting the board by sending out spreadsheets containing resources and providing a platform for board members to input their potential guests’ names. When identifying potential guests, two factors: who has the capacity to give and who’s interested in aiding Sonrisas’ mission.
 - **Director Kneepfel** inquired for more clarification regarding the event in terms of the event’s date and location. **Director of Development LeBaron-Hsieh** will be sending out more information via email to each board member; acknowledging



the location (Half Moon Bay) is not ideal for all donors but mentioned that's where Sonrisas (and Cooking For A Cause) was created. Moving forward, as Sonrisas' list of donors grows, there could be a change in location potentially accommodating guests from the peninsula and the coast.

- **Board Resolution to Continue Virtual Meetings ACTION Requested**
 - **Vice Chair Galligan** proposed that the June 16th board meeting take place virtually. The motion was seconded by **Director Young** and approved by roll call vote. Ayes: **Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Dennis Kneppel, Steve Stielstra, Sheryl Young.**

6. OLD BUSINESS –

- **FY23 Budget Parameters – CEO Fecher**
 - **Cash Reserve Recommendation**
 - 3-6 months of cash reserve is considered standard for non-profits in case of catastrophic events i.e., the COVID pandemic or loss of a funder. There's currently \$1.8 million that can be contributed to staff retention (\$900k), minimum operations (\$800k), or a mix of both scenarios if there were to be another shutdown. **CFO Fama** reiterated the importance of sustainable funds in case of unplanned expenses. It is recommended that \$1 million will be kept in reserves to be able to respond to any scenario that negatively affects Sonrisas' income.
 - **Director Hinshelwood** inquired about earmarks or big expenditures for the \$800k. **CEO Fecher** will be presenting the capital budget to the board in the June 16th meeting for approval.
 - **Projects for Operational Efficiencies—CEO Fecher** proposes that next year is an investment year for sustainable growth with \$100-\$200k for capital improvements; she will present the capital budget at the next board meeting. Investment projects will be brought to the board for approval later in FY23 after they are scoped and the benefits are defined.
 - **Clinical Annual Plan—**After meeting with the clinical leadership team, there won't be additional provider days in Sonrisas' FY23 plan, due to current challenges in hiring dental assistants, focusing on onboarding staff, replacing key staff who left and outsourcing insurance billing. Although there was a 30% increase in visits at the San Mateo location in FY22, there may be less visits in the FY23 plan because there are less clinic days in FY23. However, if more dental assistants are onboarded, Sonrisas could add another dentist day in Pescadero or a Saturday dentist in San Mateo.
- **FQHC Contract Update** – No questions or comments.

7. REPORTS

- **CEO Report** – The closure day was well appreciated by staff. **Director Hinshelwood** suggested strategizing on different ways of giving staff breaks from daily work. **CEO Fecher** mentions the stress of staff absences due to experiencing COVID symptoms.
- **CFO Report** – **Director Hinshelwood** asked what the cause of the huge jump in revenue from December 2021 to March 2021. **CEO Fecher** replied that tobacco taxes are paid quarterly in arrears causing the amount to be under booked in January and February, so the remainder was booked in March for both clinics.
- **Fundraising Report** – No questions or comments.
- **Outreach Report** – No questions or comments.
- **Board Nomination Committee** – No questions or comments.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner



- **Approving the budget**
 - CFO Fama requested for the cash reserves recommendation to be added to the next board meeting's agenda as an action item as this is a significant financial strategy and should be part of the reserve policy.
- **Progress on Cooking for a Cause**
- **Approve strategic plan**

9. **ADJOURN** – Meeting was adjourned at **8:04 pm**.

Written by
Veronica Le

Approved by

Nigel Taverner, Board Chair