



Strategic Planning Retreat 04/26/2022

Present: Chair Nigel Taverner, Board Members: Larry Cappel, Rick Navarro, Sheryl Young, Larissa Cutler, Steve Stielstra

Also Present: Facilitator Eric Ryan, CEO Tracey Fecher, Hiajaira Solorzano, Dr. Torrey Rothstein, Dr. Bonnie Jue, Maura LeBaron-Hsieh, Tina Wang, Dr. Judyth Lee, Dr. Travis Wu, Dr. Riley Bateman, Jim Terry, Justine Howard, Magdalena Mata, Marleen Rodriguez Ortiz, Irma Ochoa, Veronica Le

Absent: Clyde Hinshelwood, Helen Galligan

1. Overview of the Day

Today's Outcomes

- Staff and board have feedback, finalizing plan
- Focus area champions and team members
- Stronger understanding, across the organization, of Sonrisas' strategic priorities

Foundational Concept

- The CAPE Cycle:
 - Strategic planning is an ongoing process
 - Champion Assess Plan Execute
- Task Force Members
 - Nigel Taverner
 - Steve Stielstra
 - Torrey Rothstein
 - Maura LeBaron-Hsieh
 - Eric Ryan
 - Tracey Fecher

2. The Strategic Plan and Planning Process So Far

Strategic Draft Plan – 3-year plan

- Overall Plan Champions: Nigel and Tracey
- 1-year or less goals to start to achieve overall mission
- **Section 1: Compass (where we start):**
 - Vision Statement: every adult and child in San Mateo County has a dental home, including those with physical, development, or economic challenges
 - Mission Statement: providing access to quality care and oral health education to our community

- Values
- NOTE: Will be opportunities to adjust over time
- Sonrisas' Strategic Priorities:
 - Maintain our Culture
 - Sustainable Growth
 - Patient and community engagement:
- Background: Delivering our mission requires us to strengthen internally:
 - COVID changed dentistry significantly
 - We treat every patient with respect, respecting their time as well as providing quality care.
 - It takes a lot of energy and care for staff to provide this level of quality care. How do we take care of ourselves to maintain passion in caring for patients?
 - Sonrisas' culture is important in maintaining our missions.

3. Group Discussion and Feedback on Compass and Focus Areas

- **Focus Area I: Building up Sonrisas' Culture**
 - Add career pipeline in the plan document
 - Some not interested in opportunities for progression
 - Suggest and set goals as part of the review process
 - The challenge is staff retention
 - Emphasize collaboration, give others more to do, to grow
 - Compensation should not be the main incentive.
 - Interpatient relationships, establishing good foundation with patients, good dental skills don't matter if the patient doesn't like the care/treatment they are receiving
 - Learn how to talk to patients – listen to their needs and explain options
 - Understanding patients' priorities and main concerns is a key part of providing high quality care.
 - Help staff see the potential in themselves; revised version of values; be proactive
 - We need people to be willing to help but also take into consideration if it is within their capacity.
 - The challenge is maintaining motivation and showing dental assistants their potential. Setting goals with staff members and from time to time checking in on them and seeing if any assistance is needed can help.
 - Open communication with staff to help meet goals. Willingness to help, hope providers have planned appointments, containing notes; if people don't follow protocol, communication breaks down.
 - Having someone to help walk a patient back to a room or follow hygienic procedures while dental doctors can finish their tasks.
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- **Focus Area II: Sustainable Growth**
 - Growth will allow Sonrisas to serve more people and extend our mission.
 - PCHD will continue to help fund Sonrisas but there is a call for at least one more dental clinic in SM county:

- Therefore, need to fund the extra cost
- How about something bigger – a small mall (to help with funding) including a larger clinic?
- CERF – Community Economic Resilience Fund - \$600ml in Federal and State money
- FQHC – can prevent providers doing as much as they'd like
- Coastside Dentistry – kid orientated – has gone out of network so now more children asking for treatment at the Coastside Clinic
- Going out of network is a possibility but depends on alternative providers in the region
- **Within 3 years:**
 - Further refine a diversified growth and revenue strategy:
 - Can we change the patient revenue model to allow for sustainable growth?
 - Opportunities/Ideas:
 - CERF plan: \$600 million grants—directed toward sustainable services
 - What if we renegotiate insurance contracts?
 - Can we increase the insurance billing due to increased cost of PPE/dental equipment/dental supplies?
 - The budget went up due to COVID. There is no certain pathway right now to negotiate for higher rates.
 - Private offices can negotiate private insurance rates through third parties, can we do the same?
- **Focus Area III: Patient and Community Engagement**
 - **Within 3 years:**
 - Patient engagement:
 - Ask patients how they want to give us feedback: How would you like to receive appointment notices?
 - Patient portal
 - From the clinical side: how would it work?
 - Can we have a patient portal and phone system that will streamline things for staff and patients?
 - Take care with selecting people for a Patient Advisory Committee
 - Community partnerships
 - Volunteer dentists wanting to volunteer 3-4 times a year
 - We are piloting senior dentistry outreach programs. There's potential to receive another grant supporting programs like ours. The second phase: how do we reach out to seniors without overwhelming the clinic?

4. Break out groups: Review and Clarification of Goals

- Sonrisas' Culture: facilitated by Tracey
- Sustainable Growth: Facilitated by Maura
- Patient and Community Engagement: facilitated by Eric

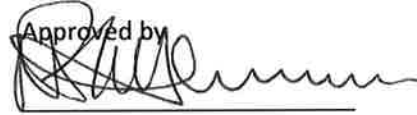
- Not trying to create goals for 2-3 years out, goals practical to be accomplished within 12 months

Broke out into breakout groups—1-4 pm

5. Focus Area Champions and Team Members

- Building teamwork, making it more enjoyable in accomplishing goals
- Co-Champions & team members:
 - Sonrisas' culture
 - Veronica and Justine
 - Dr. Lee
 - Dr. Riley
 - Jim
 - Sustainable growth
 - Maura and Hida
 - Tina
 - Dr. Wu
 - Patient and Community Engagement
 - Dr. Bonnie and Marleen
 - Irma

Written by
Veronica Le

Approved by

Nigel Taverner, Board Chair