



## Sonrisas Board Retreat

June 3, 2023 | 8:30 – 5:00

San Francisco Airport Marriott Waterfront,  
1800 Old Bayshore Hwy, Burlingame, CA

Marina Del Rey Room

### Minutes

1. **Arrive and Settle In**—Breakfast was served at 8:30 am. **Chair Taverner** called the retreat to order at 9:04 am.
  - A. **Present:** Board Chair Nigel Taverner, Board Members: Larry Cappel, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Henry Sanchez, Steve Stielstra
  - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Facilitator Eric Ryan, DEI Consultant Tanya Bluford, Administrative Assistant Veronica Le
  - C. **Absent:** Secretary Clyde Hinshelwood, Sheryl Young
2. **Welcome**
  - A. **Chair Taverner** and **CEO Fecher** welcomed all those who attended the Board retreat and shared their pleasure about being able to meet in person.
  - B. Introductions of all those who were present were made.
3. **Overview of the Day**
  - A. **Mr. Ryan** thanked the Board members, who were in attendance, and explained the agenda for the day. He expressed the key goals he hoped to accomplish with the Board at the retreat.

*[PHCD CEO Ana Pulido entered the meeting at 9:14 am.]*

4. **How a DEIB Strategy Can Support Strategic Goals**
  - A. Brief Recap of Prior Key DEIB Learnings from February Board Meeting
    - i. **Ms. Bluford** discussed in-depth about diversity, equity, and inclusion; explaining definitions of different terms, including Dimension of Diversity, Microaggressions, Ally/Accomplice Definitions, Privilege, Equality/Equity, Justice, Implicit Bias.
    - ii. There was a great conversation revolving on this topic.
  - B. Develop DEIB Business Case (FQHC Status and Fundraising)
    - i. **Ms. Bluford** explained the various attributes and opportunities to include in making a business case to include diversity, equity, and inclusion.
  - C. Groups broke out to discuss ideas on how to support Focus Area 2 and Focus Area 3 of the Strategic Plan.
    - i. After a moment of discussion, the groups joined together to review the outcomes each group came up with.
      1. Action items to update the Strategic Plan and its goals were identified.

5. Short break 10:10-10:25 am.

6. Identify Current DEIB “Gaps”

- A. FQHC Requirements
- B. Other Business Case “Gaps”
  - i. **Ms. Bluford** spoke about different case studies, such as Adidas and Airbnb, that were lacking in diversity, equity, and inclusion.
- C. Identify Action Items

*[Director Larissa Cutler left at 11:19 am.]*

7. Lunch 12:05-1:15 pm.

8. Review of Existing Strategic Plan

- A. FQHC Discussion—**Chair Taverner** reviewed Sonrisas' Mission and Vision in the light of the need to increase access to dental care to San Mateo County residents in need of a dental home and the difficulties in doing so. The Board was invited to revise the Mission and/or Vision given those difficulties, primarily assessing the revenues required. This led to a lengthy discussion exploring the possibilities and methods of becoming a FQHC.
  - i. Clarifying Why We Need FQHC Status to Pursue Our Vision (What happens if we cannot become an FQHC?)
    - 1. **CEO Fecher** led the discussion of the reasoning behind why Sonrisas would benefit from becoming an FQHC and explained the steps towards how Sonrisas could become one.
  - ii. **CEO Fecher** explained that the current Sonrisas clinics have maximized the number of annual visits, with the exception of Sundays and evening hours. The only Sonrisas program area with the potential for growth is community outreach, which would not allow Sonrisas to move closer to our vision that all San Mateo County residents have a dental home.
- B. Potential Partners for FQHC Subrecipient Contract
  - i. **CEO Fecher** listed the current FQHC's in San Mateo County. These would be the potential partners for a Subrecipient contract. Another suggestion was a major drugstore chain such as CVS given they are increasingly providing medical care.
- C. FQHC Requirements and How They Affect Current Operations
  - i. **CEO Fecher** listed the requirements of an FQHC, which would require operational investments but would be very possible.
  - ii. **Mr. Ryan** suggested that one way for Board members to help would be through an FQHC task force which included Board members.
- D. At the conclusion of the discussion there was agreement that:
  - i. Sonrisas' Mission and Vision remain unchanged
  - ii. Seeking and securing a Subrecipient contract is the best option open to Sonrisas
  - iii. The current plan and resources can be formally approved as part of next year's budget and reflected in the Strategic Plan.

*[Director Larry Cappel left the meeting at 1:36 pm.]*

**9. Break 2:51-3:14 pm.**

*[PHCD CEO Ana Pulido left the meeting at 2:55 pm]*

**10. Clarifying Strategic Plan Priorities and Goals**

- A. A list was reviewed with the Board, identifying actions needed to ensure our priorities are addressed and reflected in the Strategic Plan for next year, including:
  - i. Revisions to the FQHC-related goals
  - ii. Integrating 'Justice' more into our compass
  - iii. Revision of the Sustainable Growth vision and goals
  - iv. How to include advocacy as part of our strategy
  - v. Tune up the entire strategic plan including the annual strategic planning cadence and communication/engagement with the staff.

**11. Wrap Up and Next Steps**

- A. Board to approve budget at the June Board meeting, which will support the operations and strategic plan.
- B. The next steps were outlined in preparation to move forward with effectively aligning the Strategic Plan with Sonrisas' mission, vision, and values.
- C. All those who attended took turns sharing their sentiments, concluding that it was a productive and successful retreat.

**12.** The meeting was adjourned at 4:34 pm.

Written by  
**Veronica Le**

Approved by  
  
**Nigel Taverner, Board Chair**

