



**Board Meeting Minutes**  
**January 16<sup>th</sup>, 2020, 2019, 6:30 PM**  
**San Mateo Center Board Room**

1. **CALL TO ORDER:** Vice Chair Galligan called the meeting to order at **6:30**
  - **ROLL CALL—Present:** Vice Chair Helen Galligan, Secretary Clyde Hinshelwood, Director Larry Cappel, and Director Sheryl Young. **Also present:** CEO Tracey Carrillo Fecher, CFO Cheryl Fama, Development Director Maura LaBaron-Hsieh, Sr. Accountant Tina Wang, Administrative Assistant Libby Barnard. **Absent:** Chair Nigel Taverner, Director Rick Navarro, Director Liz Dodge.
  
2. **MISSION MOMENT** – CEO Fecher shared a story about a child who benefited from Sonrisas’ Hospital Dentistry Program for Children. Diego came to the US from Central America. After arriving, Diego’s school realized that he was suffering from dental pain. Referred from the school, his father called Sonrisas and Diego was able to be seen the next day. Dr. Lee, the pediatric dentist referred him for hospital surgery. 12 teeth extractions and 8 crowns later, Diego’s pain subsided and, he has a better chance at success in his new country. The father expressed thankfulness to have this resource available in the community, especially in his own language. CEO Fecher noted that this is one story of many that the Administrative Assistant and newly hired Director of Development will be collecting so that Sonrisas can share its impact with potential funders and the community at large.
  
3. **PUBLIC COMMENTS:** No Public in Attendance
  - Secretary Hinshelwood invited board members to join him in his home for a “practice Paella dinner” on April 4<sup>th</sup>, in preparation for the Cooking for a Cause event on April 17<sup>th</sup>, 2020.
  
4. **APPROVAL OF BOARD MINUTES:** *Director Cappel motioned to approve the minutes for the November 21, 2020 board meeting as written. Secretary Hinshelwood seconded and the minutes were approved unanimously. 4/0/0*
  
5. **CEO REPORT** – CEO Fecher
  - Coastside August Incident Update: **CEO Fecher** reported that several patients requested reimbursement for blood test following the Coastside sterilization incident, and there may be subsequent requests for follow up blood tests. In addition, the dental board visited the clinic and has sent a follow-up letter that there were no findings for the associated complaint. **Director Cappel** asked what costs have been incurred so far. **CEO Fecher** shared it has been \$300 to date, which Sonrisas has paid to SMMC directly on behalf of the patients affected by the incident.
  - **CEO Fecher** thanked PHCD for supporting the reconfiguration of the office space. The project will be complete by the end of the month.
  - **Director Cappel** asked about Sonrisas’ Payroll and 401K vendor. SDH uses ADP and CEO Fecher is researching if there is another vendor who would be a better fit for Sonrisas with a 401K plan. **Secretary Hinshelwood** recommended two payroll vendors to review.
  - After reviewing cash flow, Sonrisas chose to not take the November grant installment from PHCD. Cash flow will be reviewed on a quarterly basis moving forward.
  - **FQHC County Partnership:** Four patients were seen in December. The referral process was changed in January. Sonrisas will now receive direct referrals that have not been screened by



SMMC. In response to Director Galligan's inquiry about January scheduling, **CEO Fecher** explained that Sonrisas will see more patients in January while building up to targeted 50 visits per month. During the beginning period of the FQHC pilot, patients are being scheduled with a gap between appointments to allow the providers to become comfortable with the county's complex EMR. **CFO Fama** asked how this compares to the farmworker program and whether it's possible to calculate how the program covers the costs of providing the services. **CEO Fecher** responded that while Sonrisas will receive more than they would from Medi-Cal Dental, it will take review in the first months of how the write off for services delivered compares to other funding streams. **Director Cappel** further noted that it's important to know the cost and reimbursement relative to the other books of business. **CFO Fama** and **CEO Fecher** agreed that this program would be separately reported on in the financials to track the progress of this program. **Director Young** recalled that there had been a prior agreement to review the accounts receivable aging report, which documents the collection of patient account balances and their age, quarterly with board members. **CEO Fecher** will schedule the review and report back to the board.

*[Director Liz Dodge arrived at 6:47]*

- **Director Cappel** asked whether Sonrisas had received Tobacco Tax payments since July. He shared that he confirmed with a colleague that the state has released funds to county health medical intermediaries, but some have not released those funds to providers. **Ms. Wang** confirmed that Sonrisas receives these funds directly from the state.
- **Key Performance Indicators**
  - **Production:** **CEO Fecher** reported on dentist and hygienist production. Overall November production was on target, with Coastside numbers being lower than San Mateo's. She attributed this to higher cancellation rates at that clinic and the dental provider supervising the resident. Additionally, dentist production is affected by dentists in both clinics providing lower cost procedures such as cleanings and SRPs, which could be completed by a hygienist. **CEO Fecher** is looking at ways to collect better data on provider workdays and will continue to track provider production trends.
  - **Broken/No-Show Rates:** **CEO Fecher** reported on no-show (also known as broken) appointment rates for both clinics. Broken appointments rates are higher at Coastside. Appointments are less likely to be broken with automated reminders via text, email and phone call through Lighthouse. **Director Cappel** asked if there were other reasons for broken appointments. **CEO Fecher** listed transportation, work conflicts, and forgetting an appointment as contributing factors. She is going to also run a report on how many hours were unscheduled, which will indicate if broken appointments were able to be rescheduled with a patient. **CEO Fecher**, along with the Dental Director and Center Director, will be meeting with Dr. Bateman for additional insights into the high number of broken appointments at Coastside.
  - **School Screenings:** The CEO of Sequoia Healthcare District arranged a meeting with the Redwood City School District, SDH and Ravenswood to develop a proposal and possible partnership to provide screenings in the Redwood City school district. Sonrisas was pleased to hear from the Director of Health and Wellness at the district that they would like SDH to continue to work with them on oral health screenings in the district, expanding the screenings



to additional district schools. The goal is to provide a warm hand off from screening to follow-up care coordination, ensuring the children screened have a dental home.

- **The Annual Report** that recently went out to SDH's mailing list received positive feedback from Supervisor Don Horsley, who requested a tour of the Farmworker mobile clinic in Pescadero at the end of January.

## 6. CFO REPORT

- **CFO Fama** shared copies of the recent financial audit, noting that she is waiting for a response on how this report can explain the district contribution to potential grant funders for SDH. **Director Young** suggested including an explanation of fund allocation. Along with the aging of accounts, **CFO Fama** will be researching the pattern of fluctuation with the current tobacco rates. Additionally, she will be teaming up with Sonrisas' accountant to devise back-up documentation for write-offs.

## 7. UNAUDITED FINANCIALS for November '19

- Sonrisas' net patient revenue in November was \$184K, with 873 visits, which is 37 visits under budget. During this month SDH received an in-kind donation of dental supplies worth \$46K. Direct expenses were over budget due to quantity of dental supplies ordered. However indirect expenses were better than budget by \$23K. Net income for November was -\$59K, having forgone the month's grant payment from PHCD. YTD is \$196K better than budget, and cashflow is also better than budget by \$197K, making Sonrisas' cash position strong.
- **Ms. Wang** reported an addition to the dashboard, comparing patient visits in the current months with previous YTD budgets, in each category and both centers. **CEO Fecher** highlighted that this data will show the performance of each category over time. With the concern about affordable scale dropping, she plans to strategize some marketing for that option. **Vice Chair Galligan** asked what Sonrisas is doing with senior discount (62+). **CEO Fecher** responded that the SDH leadership team had just decided to increase the percentage discount from 10% to 15% to differentiate SDH since most dental offices offer a 10% discount to seniors.

## 8. FUNDRAISING

- **Sonrisas' newly hired Director of Development** Maura LeBaron-Hsieh reported on the development goals for remainder of the fiscal year. Ms. LeBaron-Hsieh's goal is to meet the development budget, with a stretch goal of exceeding those targets. Already the team has raised \$240K in grants and is on target to meet last year's performance of \$341K. She noted that most donations ranging from \$500 to \$20K historically come in after January 1<sup>st</sup>. Sonrisas' current YTD individual donor performance is \$8,964, which is lower than the previous YTD due to two \$6k donor advised fund contributions that did not come in, though SDH ended the calendar year of 2019, \$2.6k ahead in small donations.
- **Upcoming Activities** include creating infrastructure to manage and maintain relationships and with a goal of adding 20-40 new individual donors. In addition, she is implementing a sponsorship program to develop 10 sponsors in FY20. **Ms. LeBaron-Hsieh** will also create a database for our community partners to be able to share Sonrisas' story better.



- **Tracking** was also included in her report. **Ms. LeBaron-Hsieh** notes that she will be tracking not only donor numbers and dollar amounts, but also contact data, such as numbers of emails opened and rates of unsubscription to see how well the organization is reaching contacts.
- **Suggestions from Board Members: Secretary Hinshelwood** recommended to make the ask to existing donors and he suggested reaching out to the Lion's Club of HMB and a campaign around hosting parties and get togethers, targeted at fundraising. In addition, for the school boards that SDH is partnered with, **Secretary Hinshelwood** advised asking that parents of students be informed about Sonrisas' services. Lastly, he suggested getting in touch with former dental residents at Sonrisas to become ambassadors for the Sonrisas mission. **Director Young** commended Ms. LeBaron-Hsieh's roadmap and work and recommended making sure that any resources for community partners are easily accessible. Director Young encouraged proactive stewardship of recent donations and a plan for stewardship following the Paella Dinner in April. **Director Cappel** recommended approaching the local city governances, as well as larger corporations sharing how Sonrisas is part of the community, provides services to their community, and requesting that the Cities consider granting SDH funds for the work done in their community. **Vice Chair Galligan** advised approaching some of the Catholic parishes and other religious institutions that might be aware of individuals in need of an accessible dental facility with an affordable scale.
- **Sunlight Giving Site Visit: CEO Fecher** reported that the foundation does not have funds for large projects, but SDH is a fit for their grant portfolio. They fund general operations and their application process is straightforward as well as has simple reporting requirements. The representative who visited advised that Sonrisas could expect to receive a grant of \$30-50k if approved by their board, based on how many SDH serves in their target population. **CFO Fama** inquired whether SDH should reach out to Bothin, to which **CEO Fecher** responded that SDH is in the off year for funding. **Director Young** recommended reaching out to the grant manager to maintain that relationship.
- **CEO Fecher** floated the possibility of having a follow up meeting with Healthy Community Collaborative to thank all generous grants. **CFO Fama** suggested hosting a wine and cheese at the San Mateo Center so they can see Sonrisas.

#### 9. BOARD NOMINATION COMMITTEE (BNC)

- **Nomination of New Board Members: Director Young** reviewed the board candidate criteria. She reported that the committee is in process of contacting potential candidates. They will be introducing them to Sonrisas, giving a tour of services, and vetting them to see if they are a fit for the culture of the board.
- **Board Effectiveness: Director Young** asked the board to approve a motion to add the responsibility of board effectiveness to the BNC, which would promote an active, working board. Currently this responsibility is defaulted to the board chair, Nigel Taverner, who recommended that this task should be overseen by a committee to ensure better governance.
  - ***Direct Young** motioned that the BNC assume board effectiveness as a responsibility. The motion was seconded by **Vice Chair Galligan** and unanimously approved. 5/0/0*

10. **SUGGESTED AGENDA ITEMS FOR NEXT MEETING** (February 20) – **CFO Fama** extended an invitation for PHCD's Annual Community Partner Event on Wednesday, January 29<sup>th</sup>.



11. Meeting was adjourned at **8:08 pm**

Written By

Signature

Libby Barnard

A handwritten signature in black ink, appearing to read "Clyde Hinshelwood".

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Secretary, Clyde Hinshelwood