



Sonrisas Dental Health

Board of Directors Closed Session

Location
Sonrisas San Mateo Conference Room
430 N. El Camino Real, San Mateo

**August 20, 2023
6:00 PM**

AGENDA

1. CALL TO ORDER AND ROLL CALL –Chair Taverner
2. PUBLIC COMMENTS – Chair Taverner
3. CLOSED SESSION – Chair Taverner
 - a. Pursuant to Government Code Section 54957: CEO Annual Performance and Salary Review with chief negotiator, Chair Taverner
4. REPORT OUT – Chair Taverner
 - a. Any recommended actions will be reported out at the Regular Board Meeting immediately following this session
5. ADJOURN TO OPEN SESSION



Board Meeting August 20nd 6:30 PM

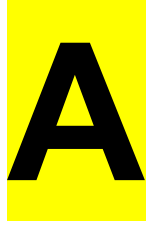
Location
Sonrisas San Mateo Conference Room
430 N. El Camino Real, San Mateo

Join Zoom Meeting
<https://us02web.zoom.us/j/89293053801?from=addon>
Meeting ID: 892 9305 3801

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AGENDA

1. 6:30 CALL TO ORDER AND ROLL CALL – Chair Taverner
2. 6:35 MISSION MOMENT – CEO Fecher
3. 6:40 PUBLIC COMMENTS
4. 6:40-6:45 APPROVAL OF JUNE BOARD MINUTES– Chair Taverner
5. 6:45-7:45 STRATEGIC PLAN FY23-FY25
 - A. Sonrisas Culture
 - a. Board Member Terms, Officers and Officer Elections – Director Hinshelwood
 - B. Sustainable Growth
 - a. FQHC Pathways Project Update – CEO Fecher
 - b. Cooking for a Cause Update – Spandan Chakrabarti
 - C. Community and Patient Engagement
6. FY24 Unaudited Year End Financials ACTION REQUESTED – CFO Yee
7. FY 25 Board Cash Reserve - ACTION REQUESTED – CFO Yee
8. November Board Retreat – Chair Taverner
 - A. Agenda
 - B. Location
9. 7:45-7:55 REPORTS
 - A. CEO Report – CEO Fecher
 - B. Fundraising Report – Spandan Chakrabarti
 - C. Outreach Report– Dr. Bonnie Jue
 - D. Quality Committee Report – Director Kneoppel
 - E. Board Nomination Committee – Director Hinshelwood
10. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner
11. ADJOURN





Board Meeting June 25, 6:30 PM

Location
Sonrisas San Mateo Conference Room
Zoom Teleconference

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at 6:36 pm.
 - A. **Present:** Board Chair Nigel Taverner, Vice Chair Henry Sanchez; Board Members: Larry Cappel, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Steve Stielstra
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Community Resources Director Spandan Chakrabarti, Administrative Assistant Veronica Le
 - C. **Absent:** Secretary Clyde Hinshelwood, Paramita Roy
2. **MISSION MOMENT – Maura LeBaron-Hsieh** collaborated with Dr. Bonnie to share their experience in using Listen4Good as the platform to collect patient feedback, following the initial survey in Half Moon Bay. The sharing was in the form of a video; the team hopes more staff can share their voices in a recording format in lieu of attending Board meetings in person.
3. **PUBLIC COMMENTS** - No public in attendance.
4. **APPROVAL OF MAY BOARD MINUTES**

Director Rick Navarro moved to approve the minutes of the May 21st's meeting. Director Steve Stielstra seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Steve Stielstra. Abstain: Larry Cappel.

[Vice Chair Henry Sanchez joined the meeting at 6:45 pm]

5. **STRATEGIC PLAN FY23-FY25**
 - A. **Sonrisas Culture**
 - a. **DEIJ Business Case Update ACTION REQUESTED – CEO Fecher** presented the updated business case to the Board focusing on the four questions on how the business case connects with Sonrisas' mission and its core values.
 1. **Director Stielstra** asked whether the business case, a document with living ideas, would be subject to annual revisions in order for the business case to be current and transparent.
 - On a needed basis, the business case will be reviewed towards the end of the calendar year for any necessary changes.
 2. **Director Kneoppel** wondered whether the staff are finding the DEIJ project and business case useful. **CEO Fecher** replied that frontline staff may not be aware of this work. Those who were involved are engaged and committed to its success. **Vice Chair Sanchez** pointed out that, after the pandemic, economics are changing; it's important that we set an example; the message is that we're committed to inclusion.

Director Larry Cappel moved to approve endorsing the DEIJ Business Case. Director Rick Navarro seconded the motion and was approved by roll call. Ayes: Nigel Taverner,

Henry Sanchez, Larry Cappel, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Steve Stielstra.

- b. **Succession Planning Update** – Succession Planning has focused on key positions: Board Chair, CEO, Dental Director, Outreach Director, Development Director and COO. Job descriptions have been updated accordingly for each position covering job duties, responsibilities and attributes to look for in candidates along with a description of Sonrisas' culture.

In addition:

1. **CEO Fecher** and Ms. Mimran researched the best practices and **CEO Fecher** utilized being a Grantee of CZI Foundation to meet with a consultant to get advice on how to approach succession planning.
2. The team has developed a list of recruiters to use in different scenarios. In case of an unexpected vacancy, the succession plan allows the saved salary to hire a recruiter. With a planned vacancy with notice, the succession plan includes going to the board for approval for the recruiting fees
3. For the next six months, **CEO Fecher** will be working with the Board Nominating Committee to define the Officer selection process, including board rotation and tenure for the Board Chair and other Officers. Once this is established, **CEO Fecher** and the Nomination Committee Chair will make recommendations to the Board.
 - **Director Kneoppel** commented that this is a good discussion to have but we should be clear about what problem we are trying to solve. For example, if we agree term limits, why?
 - **Vice Chair Sanchez** suggested that we should have Job Descriptions for the Vice Chair and Secretary positions as well.

B. Sustainable Growth

- a. FQHC Project Update –
 1. Discussions with Samaritan House continue, **CEO Fecher** is scheduled to meet with Samaritan House's CEO, Laura Bent, for lunch.
 2. The contract with SMMC expanded and now includes pediatric patients, aged 8-20.
- b. Outreach Program Revenue Opportunities – A detailed proposal regarding a community health worker payment and potential screen code was submitted to HPSM (we could not bill FQHC sources for external work nor screening). The leadership team meets with the HPSM team to discuss next steps in the next month.

6. **FY25 Budget and 5 Year Cash Forecast ACTION REQUESTED** – **CEO Fecher** requested the Board to approve the FY25 Budget.
 - A. The focus of FY25 is strengthening clinic operations, incorporating the DEIJ Business Case, continuing to work on the FQHC Pathways Project, enlarging the major donor program, implementing the Quality Committee and developing a special needs Outreach program.
 - B. Capital budget includes additional funding for IT and facility improvements, such as replacing the flooring in HMB.
 - a. A capital plan to build out a 10th operatory in the San Mateo clinic is underway and will be presented to the Board for approval.
 - b. Although Sonrisas was not selected for a Measure K grant, **CEO Fecher**, Mr. Chakrabarti and the team at Puente are committed to fundraising for a Pescadero clinic.
 - C. **CEO Fecher** shared risks and contingencies for the FY25 budget.
 - D. **CEO Fecher** presented two 5-year cash forecast scenarios, one assuming no change to current activities and revenue resources (resulting in a serious depletion of cash reserves) and a second incorporating current actions to improve revenues (e.g. higher proportion of subcontracted FQHC patients, payments for the community health worker and more screenings).
 - E. **Director Kneoppel** thanked all who participated in preparing the budget and forecast.

Chair Taverner extended his appreciation to Senior Accountant, Tina Wang, who took the lead with the budget this year for the first time, as well.

Vice Chair Sanchez asked whether we could increase capacity with the 10th operatory in action. **CEO Fecher** explained that there would be no appreciable increase but less cramped working conditions. She pointed out that we already serve patients on Saturdays in San Mateo and were looking at increasing that to three dentists and three hygienists; the issue is finding more staff willing to work that day.

Vice Chair Henry Sanchez moved to approve the FY25 Budget and 5 Year Cash Forecast.

Director Rick Navarro seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Henry Sanchez, Larry Cappel, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Steve Stielstra.**

7. **Discussion of CEO Review Process – Director Stielstra** reviewed the schedule of the CEO Review and the criteria. **Director Stielstra** will distribute the schedule to the rest of the Board members.

- A. Closed session to start before board meeting at 6 pm
- B. Criteria similar to prior years but reprioritized for clarity.
- C. It was agreed that **Director Stielstra** did an excellent job with refining the process.

8. REPORTS

- A. **CEO Report – CEO Fecher** notified the Board of a personnel change with the Practice Manager but interviews to fill this position are underway. In the meantime, Dr. Rothstein and **CEO Fecher** are covering the Practice Manager's duties.
- B. **CFO Report – CFO Yee** mentioned the clinical trends were like prior months but for May, the difference was the timing in receiving grants/donations.
 - a. **Chair Taverner** inquired on the reason AR increased significantly since December.
 - 1. CFO Yee will investigate and follow up.
- C. **Fundraising Report – Mr. Chakrabarti** added that interviews for the Development Associate were going well and we should be in the final stages of selecting a candidate.
 - a. Woodlawn Foundation, a donor, held its board meeting at San Mateo, which included a presentation from Sonrisas, the event and location leaving a good impression.
 - b. We received a large donation from an individual which has pushed us over our Donations Target for the year.
 - c. Less than 3 months away from Cooking for a Cause.
 - d. The previous week, Mr. Chakrabarti was interviewed by a rep from KHMB for one of their weekly features.
- D. **Outreach Report –** As of the time of this meeting, almost 3,700 screenings were concluded for FY24.
- E. **Board Nomination Committee –** No comments or questions.

9. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. No board meeting in July.
- B. Closed session to start at 6 pm in August
- C. Board Nominating Committee
- D. Cash Reserve Policy
- E. Year end results in August
 - a. July and August Financials in September

10. **ADJOURN** - The meeting was adjourned at 8:07 pm.





DATE: August 11th, 2024

TO: SDH Board of Directors

FROM: Vickie Yee, CFO
Tina Wang, Senior Accountant

RE: **June Unaudited Financials and YTD Performance to Budget**

JUNE PERFORMANCE:

- **Revenue:** Net Patient Revenue was **\$306,642** - \$56K lower than budget
 - Total visits were 1,127 - 276 below the budget
 - Total gross revenue was \$545,619 – \$129K below the budget, mainly due to fewer visits. The revenue includes \$43,945 in estimated incentive checks, which is lower than the budget by \$21K.
 - Total uncompensated care deduction was **(\$239,469)** – 44% of gross revenue.

- **Expenses: \$516,753** – \$21K better than the budget.
 - Direct Expenses - \$31K better than budget from savings in the clinic staff payroll. One of the hygienists took unpaid leave for four weeks.
 - Indirect Expenses -\$10K below budget, mainly due to recruitment fees paid for the COO position.

- **Donations/Grants & Other Income: \$244,427-** \$47K better than the budget.
 - \$97,048 from individual donations, including \$60K from major donor and \$25k from Hulbert-Johnson fund.
 - \$141,438 released from restricted grants, which includes an \$42K from Sequoia Health District.
 - \$6,667 from PHCD grant with a total of \$800K for FY24
 - \$2500 TriNet credit.
 - \$3,194 for interest and capital gain.
 - \$(7,881) loss on disposal of equipment.
 - \$1,142 for unrealized gain

NET INCOME: \$34,317-\$12K better than budget



YTD PERFORMANCE:

- While visits are under budget by 16%, total direct care expenses are under budget by 14%.
- Fundraising efforts have a net positive budget variance after fundraising expenses of \$43K.
- During the year, staffing has been challenging, with provider vacancies and providers taking more PTO days than budgeted, resulting in 2,703 fewer visits.
- The current City National Bank balance is \$1,022,523 (our initial investment was \$1M), and an unrealized gain of \$18,272.
- The total grants for the two Districts are \$800K from Peninsula Health Care District and \$578K from Sequoia Health Care District.

YTD PERFORMANCE TO BUDGET: YTD's net income is **\$74,100**, better than the budget by \$356K. The estimated cash flow is \$223,586, better than the budget by \$338K. PHCD grant to date is \$800k.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	14,056	16,759	(2,703)
Gross Patient Revenue	\$6,311,232	\$7,400,676	(15%)
Uncompensated Care (Deductions)	(\$2,912,609)	(\$3,635,455)	20%
Grants/Donations/Other Income	\$2,569,056	\$2,484,008	3%
Direct Cost	(\$3,774,054)	(\$4,366,081)	14%
Indirect Cost	(\$2,119,525)	(\$2,165,941)	2%
Net Income	\$74,100	(\$282,793)	126%
<i>Non-cash items adj.</i>			
Depreciation	\$298,182	\$306,872	3%
Capital Expenditure	\$148,696	\$138,028	(7%)
Estimated Cash Flow	\$223,586	(\$113,950)	296%

FINANCIAL OPERATIONS:

- The PDI Community of Care Incentive payments received to date are \$74K (\$61K below the budget). The team investigated the incentive budget and found that it was overestimated. The budget error is due to the complex calculation and being in the first year of estimating. In addition, there were fewer visits, and some patients were converted to FQHC and Denti-Cal, which further reduced the incentive payment. The team has a better understanding of the calculations and believes the budget for FY 24-25 will be more accurate.

Sonrisas Dental Health
Revenues and Expenditures - Budget vs Actual
As of June 30, 2024

As of Date:

Location:

Restriction:

	Month Ending 06/30/2024			Year To Date 06/30/2024		
	Actual	2023 BUDGET	Budget Diff	Actual	2023 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	16,592.00	19,315.48	(2,723.48)	194,559.00	231,450.18	(36,891.18)
PPO	82,184.00	109,076.74	(26,892.74)	950,944.23	1,300,388.00	(349,443.77)
Private Pay	7,579.00	10,149.34	(2,570.34)	105,024.00	120,901.23	(15,877.23)
Public Dental Insurance	233,057.00	361,042.52	(127,985.52)	3,408,197.30	4,216,626.56	(808,429.26)
Tobacco Tax	975.10	0.00	975.10	134,335.92	0.00	134,335.92
PDI Community of Care Incentives	43,945.00	65,000.00	(21,055.00)	74,085.00	135,000.00	(60,915.00)
Affordable Scale	8,876.00	19,491.28	(10,615.28)	201,003.00	233,568.64	(32,565.64)
Farmworker	9,336.00	14,064.55	(4,728.55)	147,722.00	167,263.05	(19,541.05)
FQHC	143,075.00	76,573.21	66,501.79	1,085,451.50	995,478.44	89,973.06
Gross Patient Revenue	545,619.10	674,713.12	(129,094.02)	6,301,321.95	7,400,676.10	(1,099,354.15)
Uncompensated Care						
Prior Period Adjustment	(4,400.69)	(1,000.00)	(3,400.69)	(5,328.77)	(12,000.00)	6,671.23
Uncompensated Care - Commercial Insurance	(3,270.00)	(3,249.22)	(20.78)	(32,122.53)	(38,973.70)	6,851.17
Uncompensated Care - PPO	(29,196.02)	(44,891.24)	15,695.22	(357,170.51)	(535,201.14)	178,030.63
Uncompensated Care - Public Dental Insurance	(129,214.32)	(223,160.16)	93,945.84	(2,056,417.57)	(2,606,264.82)	549,847.25
Uncompensated Care - Affordable Scale	(3,855.00)	(8,274.52)	4,419.52	(87,643.75)	(99,161.99)	11,518.24
Uncompensated Care - Farmworker	(1,009.00)	(2,256.84)	1,247.84	(20,150.23)	(26,839.56)	6,689.33
Uncompensated Care - FQHC	(58,055.95)	(21,908.75)	(36,147.20)	(306,291.06)	(288,013.93)	(18,277.13)
Fee Adjustments	10,241.38	(2,000.00)	12,241.38	(26,774.81)	(24,000.00)	(2,774.81)
Patient Account - Bad Debt Write-off	(20,709.63)	(5,000.00)	(15,709.63)	(20,709.63)	(5,000.00)	(15,709.63)
Total Uncompensated Care	(239,469.23)	(311,740.73)	72,271.50	(2,912,608.86)	(3,635,455.14)	722,846.28
Other Program Revenue						
Other Program Revenue	492.00	0.00	492.00	9,910.00	0.00	9,910.00
Total Other Program Revenue	492.00	0.00	492.00	9,910.00	0.00	9,910.00

Net Patient Revenue	306,641.87	362,972.39	(56,330.52)	3,398,623.09	3,765,220.96	(366,597.87)
Total Expenses						
Direct Expenses						
Direct Personnel Expense						
Direct Program Salaries	236,526.50	264,708.23	28,181.73	2,810,092.82	3,176,498.76	366,405.94
Payroll Taxes	17,387.30	20,250.18	2,862.88	197,634.30	243,002.16	45,367.86
Unemployment Taxes	482.99	2,179.68	1,696.69	17,799.06	26,156.16	8,357.10
Benefits	8,226.50	8,400.11	173.61	80,059.39	100,801.32	20,741.93
401k Match	5,780.25	6,617.70	837.45	62,701.76	79,412.40	16,710.64
Worker's Comp	2,210.89	1,852.95	(357.94)	20,232.62	22,235.40	2,002.78
Continuing Education	0.00	150.00	150.00	2,210.00	1,800.00	(410.00)
License and Registration	665.16	1,000.00	334.84	14,678.10	12,000.00	(2,678.10)
Outreach Fellowship Stipend	5,500.00	1,111.00	(4,389.00)	11,500.00	10,000.00	(1,500.00)
Total Direct Personnel Expense	276,779.59	306,269.85	29,490.26	3,216,908.05	3,671,906.20	454,998.15
Clinic Expenses						
Sterilization Services	883.50	841.46	(42.04)	10,404.58	10,097.52	(307.06)
Shredding	78.00	98.00	20.00	994.00	1,176.00	182.00
Dental Specialist-Claims Processing	5,373.86	5,578.35	204.49	57,139.96	65,674.55	8,534.59
Dental Supplies	16,149.72	25,598.43	9,448.71	235,201.00	305,864.11	70,663.11
Small Dental Equipment	2,035.39	400.00	(1,635.39)	7,426.54	5,800.00	(1,626.54)
Dental Equipment Repair	9,075.44	3,218.00	(5,857.44)	35,568.20	38,616.00	3,047.80
Lab Fees	17,881.35	13,588.41	(4,292.94)	141,666.68	162,482.20	20,815.52
Uniforms	200.00	50.00	(150.00)	1,324.17	500.00	(824.17)
PPE& Covid Related	3,396.22	7,429.02	4,032.80	51,145.97	88,724.90	37,578.93
Patient Notification	798.00	800.00	2.00	9,576.00	9,600.00	24.00
Claims Processing	512.29	470.00	(42.29)	6,698.35	5,640.00	(1,058.35)
Total Clinic Expenses	56,383.77	58,071.67	1,687.90	557,145.45	694,175.28	137,029.83
Total Direct Expenses	333,163.36	364,341.52	31,178.16	3,774,053.50	4,366,081.48	592,027.98
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	79,622.69	77,703.14	(1,919.55)	912,177.08	942,437.68	30,260.60
Payroll Taxes	6,689.61	5,659.92	(1,029.69)	71,227.02	68,684.04	(2,542.98)
Unemployment Taxes	0.00	677.25	677.25	3,720.62	8,227.00	4,506.38
Benefits	1,917.38	1,659.31	(258.07)	21,028.71	20,127.72	(900.99)
401k Match	2,580.65	2,329.09	(251.56)	20,021.85	28,271.08	8,249.23
Worker's Comp	0.00	543.91	543.91	7,113.65	6,596.92	(516.73)
Total Indirect Personnel Expenses	90,810.33	88,572.62	(2,237.71)	1,035,288.93	1,074,344.44	39,055.51
Facility Expenses						
Building Maintenance	2,406.06	1,830.00	(576.06)	23,932.62	21,960.00	(1,972.62)

Janitorial Service	2,852.30	2,729.34	(122.96)	32,665.30	32,326.04	(339.26)
Rent	3,484.00	3,484.00	0.00	41,808.00	41,808.00	0.00
Phone/Internet	1,318.02	1,820.25	502.23	21,249.70	21,843.00	593.30
Utilities	4,514.82	4,000.00	(514.82)	52,623.56	48,000.00	(4,623.56)
Total Facility Expenses	14,575.20	13,863.59	(711.61)	172,279.18	165,937.04	(6,342.14)
Office Expenses						
Property Taxes	0.00	0.00	0.00	65.58	250.00	184.42
Employee Goodwill	3,216.68	1,713.00	(1,503.68)	19,328.77	17,846.00	(1,482.77)
Recruitment Expense	12,403.99	181.00	(12,222.99)	21,535.28	2,172.00	(19,363.28)
Office Supplies	1,444.62	2,498.65	1,054.03	21,585.30	27,110.00	5,524.70
Postage and Shipping	310.50	384.00	73.50	4,478.16	4,608.00	129.84
Printing Costs	0.00	0.00	0.00	0.00	750.00	750.00
Total Office Expenses	17,375.79	4,776.65	(12,599.14)	66,993.09	52,736.00	(14,257.09)
Insurance						
Insurance - Malpractice	1,295.93	858.00	(437.93)	11,636.00	9,594.00	(2,042.00)
Insurance - Liability & Property	560.00	607.00	47.00	6,582.00	6,789.00	207.00
Insurance - Directors & Officer Liability	958.00	804.00	(154.00)	10,496.20	9,648.00	(848.20)
Total Insurance	2,813.93	2,269.00	(544.93)	28,714.20	26,031.00	(2,683.20)
Fundraising Department						
Fundraising Expenses	1,309.67	6,384.00	5,074.33	57,940.20	64,622.00	6,681.80
Fundraising Consulting	1,360.00	4,417.00	3,057.00	76,570.00	71,004.00	(5,566.00)
Total Fundraising Department	2,669.67	10,801.00	8,131.33	134,510.20	135,626.00	1,115.80
Professional fee						
Consultant - General	0.00	0.00	0.00	26,565.00	18,200.00	(8,365.00)
Consultant - HR Professionals	7,077.62	2,600.00	(4,477.62)	59,873.96	31,200.00	(28,673.96)
Consultant-Accounting	0.00	0.00	0.00	5,500.00	5,000.00	(500.00)
Consultant-Project Manager	4,000.00	6,000.00	2,000.00	61,400.00	72,000.00	10,600.00
Consultant-Outreach System	0.00	1,250.00	1,250.00	0.00	15,000.00	15,000.00
Consultant-FQHC	0.00	4,177.86	4,177.86	24,779.30	42,400.06	17,620.76
Consultant - Legal	0.00	0.00	0.00	2,239.00	0.00	(2,239.00)
Consultant - Leadership Coaching	3,041.66	3,277.78	236.12	28,083.30	32,499.94	4,416.64
Total Professional fee	14,119.28	17,305.64	3,186.36	208,440.56	216,300.00	7,859.44
General						
Depreciation Expense	24,220.75	25,572.67	1,351.92	298,181.56	306,872.04	8,690.48
Marketing Expense	0.00	0.00	0.00	12,031.42	17,058.00	5,026.58
Meeting & Travel Expenses	1,659.03	165.00	(1,494.03)	7,088.73	8,580.00	1,491.27
Fees and Interest	2,492.45	2,000.00	(492.45)	22,668.21	24,000.00	1,331.79
Outreach Supplies	1,977.64	0.00	(1,977.64)	17,566.04	30,031.75	12,465.71
Training & Membership	2,870.00	0.00	(2,870.00)	5,075.13	0.00	(5,075.13)

Board Expense	0.00	875.00	875.00	792.41	10,500.00	9,707.59
Total General	33,219.87	28,612.67	(4,607.20)	363,403.50	397,041.79	33,638.29
Computer expense						
Computer Support	6,838.37	6,446.72	(391.65)	77,456.43	74,160.00	(3,296.43)
Software Support	1,167.00	706.00	(461.00)	32,439.04	23,765.00	(8,674.04)
Total Computer expense	8,005.37	7,152.72	(852.65)	109,895.47	97,925.00	(11,970.47)
Total Indirect Expenses	183,589.44	173,353.89	(10,235.55)	2,119,525.13	2,165,941.27	46,416.14
Total Total Expenses	516,752.80	537,695.41	20,942.61	5,893,578.63	6,532,022.75	638,444.12
Total Net Program Income	(210,110.93)	(174,723.02)	(35,387.91)	(2,494,955.54)	(2,766,801.79)	271,846.25
Grants and Other Income						
Grants and Donations						
Fundraiser	0.00	0.00	0.00	143,844.63	130,000.00	13,844.63
Donations	97,048.37	12,000.00	85,048.37	181,549.76	160,000.00	21,549.76
Grants	141,438.13	116,667.00	24,771.13	1,381,727.27	1,375,000.00	6,727.27
PHCD Grants	6,666.67	66,663.00	(59,996.33)	800,000.00	800,000.00	0.00
Total Grants and Donations	245,153.17	195,330.00	49,823.17	2,507,121.66	2,465,000.00	42,121.66
Other Income						
Interest Income-Heritage	189.86	42.00	147.86	2,413.67	504.00	1,909.67
Other Income	2,819.41	0.00	2,819.41	20,427.60	0.00	20,427.60
Unrealized gain(loss)-CityNational	1,141.93	0.00	1,141.93	25,206.17	0.00	25,206.17
Investment Income	3,004.38	1,542.00	1,462.38	21,725.39	18,504.00	3,221.39
Sale of Fixed Asset	(7,881.14)	0.00	(7,881.14)	(7,881.14)	0.00	(7,881.14)
Interest Income	0.00	0.00	0.00	42.47	0.00	42.47
Total Other Income	(725.56)	1,584.00	(2,309.56)	61,934.16	19,008.00	42,926.16
Total Grants and Other Income	244,427.61	196,914.00	47,513.61	2,569,055.82	2,484,008.00	85,047.82
Net income	34,316.68	22,190.98	12,125.70	74,100.28	(282,793.79)	356,894.07

Sonrisas Dental Health**Balance Sheet**

As of Date:

06/30/2024

Location:

Sonrisas Dental Health

Year To Date

06/30/2024

Current Year Balance

Assets

Current Assets

Cash and Cash Equivalents

11218 - Heritage -Operating 949,673.86

11600 - Petty Cash 198.84

Total Cash and Cash Equivalents 949,872.70

Accounts Receivable, Net

Accounts Receivable

12100 - Accounts Receivable-Patients 293,230.51

12210 - Accounts Receivable - Grants 361,160.00

12218 - Contra Acct - Allowance for Bad Debt (16,149.51)

12220 - Accounts Receivable - Other Agencies 128,912.00

Total Accounts Receivable 767,153.00

Total Accounts Receivable, Net 767,153.00

Other Current Assets 32,408.68

Total Current Assets 1,749,434.38

Long-term Assets

Property & Equipment

17300 - Improvements 1,212,103.95

17400 - Equipment 1,525,303.10

17500 - Furniture/Fixtures 117,651.21

17600 - Vehicle 48,361.29

17999 - Accum Depreciation (2,154,992.97)

Total Property & Equipment 748,426.58

Other Long-term Assets 16,297.00

Total Long-term Assets 764,723.58

Investments

Long Term Investments

11410 - Investment Acct. - Merrill Lynch 11,066.64

11412 - Investment Acct. - City National 1,022,523.27

11415 - Unrealized Gain(loss) on Investment 18,272.45

Total Long Term Investments 1,051,862.36

Total Investments 1,051,862.36

Total Assets 3,566,020.32**Liabilities and Net Assets**

Liabilities

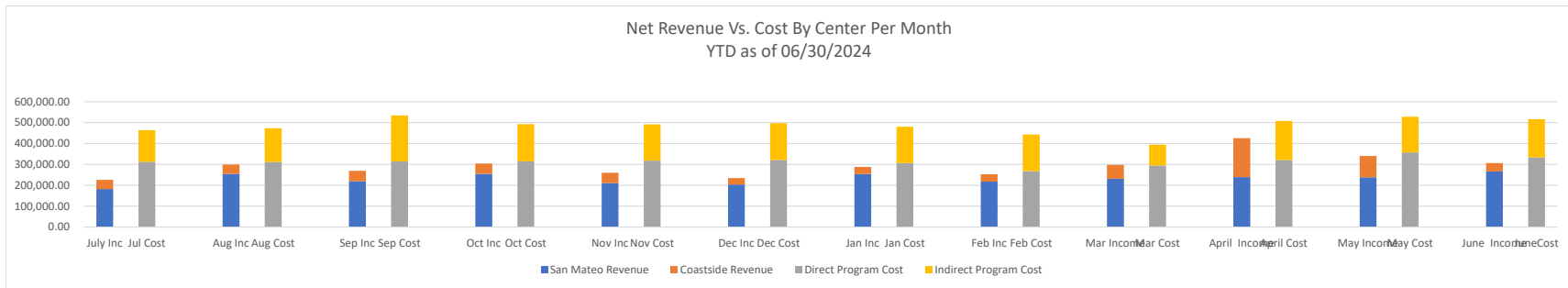
Short-term Liabilities

Accounts Payable

21110 - Accounts Payable	76,915.06
23100 - Patient Prepayments	19,720.38
23200 - Patient Refunds Payable	5,058.62
Total Accounts Payable	101,694.06
Accrued Liabilities	
22210 - Accrued Payroll	74,167.19
22220 - Accrued PTO	93,913.95
22255 - Accrued 401k Match Fund	1,985.78
22260 - Accrued HSA Fund Payable	0.00
22320 - FSA Employee Account	0.00
Total Accrued Liabilities	170,066.92
Withholding Tax Payable	
22230 - Accrued Payroll Taxes	12,415.50
Total Withholding Tax Payable	12,415.50
Total Short-term Liabilities	284,176.48
Long Term Liabilities	
Other Long-term Liabilities	3,663.94
Total Long Term Liabilities	3,663.94
Total Liabilities	287,840.42
Net Assets	3,278,179.90
Total Liabilities and Net Assets	3,566,020.32

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Sonrisas Dental Health Operations															
	Jul 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb24	Mar 24	Apr 24	May 24	Jun24	Total	Budget	B(W)
San Mateo Revenue	181,811	254,513	220,223	254,699	210,340	203,601	253,866	217,293	231,515	239,395	238,433	265,902	2,771,589	2,809,935	(38,346)
Coastside Revenue	43,960	44,659	49,383	48,986	49,743	30,786	33,796	35,835	66,059	80,997	102,088	40,740	627,032	955,286	(328,254)
Total Net Revenue	225,771	299,172	269,606	303,685	260,083	234,387	287,662	253,129	297,573	320,392	340,521	306,642	3,398,621	3,765,221	(366,600)
Direct Program Cost	312,448	311,993	313,820	314,892	318,142	321,129	306,544	268,103	294,783	321,390	357,644	333,163	3,774,053	4,366,081	592,028
Indirect Program Cost	151,582	161,381	220,129	177,604	173,238	175,904	173,834	175,056	170,799	186,276	170,132	183,589	2,119,525	2,165,941	46,417
Total Cost	464,030	473,374	533,949	492,497	491,380	497,033	480,378	443,159	465,582	507,666	527,776	516,752	5,893,578	6,532,023	638,445
TOTAL	(238,259)	(174,202)	(264,343)	(188,811)	(231,297)	(262,647)	(192,717)	(190,031)	(168,009)	(187,275)	(187,256)	(210,110)	(2,494,957)	(2,766,802)	271,845
Dividend/Other Income	4,578	4,520	1,535	4,196	8,245	7,695	5,915	6,749	8,550	2,189	8,487	726	61,934	19,008	42,926
Donations Received	128,140	136,132	181,729	131,776	117,505	140,162	179,904	110,717	98,491	135,505	108,575	238,487	1,707,123	1,665,000	42,123
Grant from PHCD	66,666	80,667	112,467	66,666	66,666	118,669	66,666	66,666	86,067	55,468	6,667	6,666	800,000	800,000	0
OTHER INCOME	199,384	221,318	295,731	202,638	192,416	266,527	252,485	184,132	193,108	193,162	123,730	244,427	2,569,057	2,484,008	85,049
NET INCOME	(38,875)	47,116	31,388	13,827	(38,881)	3,880	59,768	(5,899)	25,099	5,887	(63,526)	34,317	74,100	(282,794)	356,894



	22-Jul	30-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	29-Feb	31-Mar	30-Apr	31-May	30-Jun	Total	Budget	Variance
San Mateo Visits	872	989	871	948	777	819	859	838	865	888	968	858	10,552	12,109	(1,557)
Half Moon Bay Visits	231	299	334	347	348	202	243	231	311	338	351	269	3,504	4,650	(1,146)
Total Visits	1103	1288	1205	1295	1125	1021	1102	1069	1176	1226	1319	1127	14,056	16,759	(2,703)

Visits by Payer -San Mateo

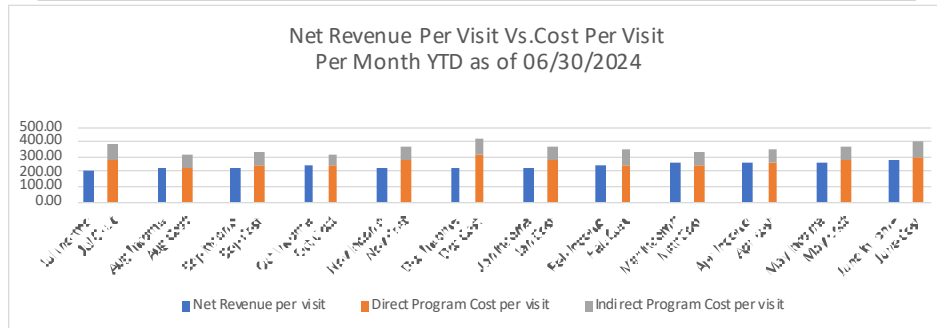
	30-Jun Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	29	42	(13)	366	499	(133)
PPO	195	241	(46)	2271	2871	(600)
Private Pay	25	31	(6)	288	375	(87)
Affordable Scale	7	22	(15)	182	250	(68)
Farmworker			0			0
FQHC	202	136	66	1768	1806	(38)
Public Dental-Medi-Cal Dental	73	0	73	299	0	299
Public Dental-HPSM	327	545	(218)	5378	6308	(930)
Total Visits	858	1017	(159)	10552	12109	(1,557)

Visits by Payer -Half Moon Bay

	30-Jun Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	10	11	(1)	73	128	(55)
PPO	28	46	(18)	407	556	(149)
Private Pay	2	4	(2)	38	43	(5)
Affordable Scale	22	25	(3)	317	299	18
Farmworker	23	31	(8)	330	375	(45)
FQHC	59	35	24	509	427	82
Public Dental-Medi-Cal Dental	29	29	0	104	0	104
Public Dental-HPSM	96	234	(138)	1726	2822	(1,096)
	269	386	(117)	3504	4650	(1,146)

Avg. Income (Loss) per Visit			
	YTD	Budget YTD*	FY23
Net Revenue per Visit	\$ 241.79	\$ 224.67	\$204.01
Direct Cost per Visit	\$ (265.34)	\$ (247.13)	(\$234.27)
Indirect Cost per Visit*	\$ (93.33)	\$ (87.02)	(\$79.46)
Net Income per Visit	\$ (116.88)	\$ (109.48)	(\$109.72)

* Indirect cost excludes costs in outreach program and fundraising department



Sonrisas Dental Health Operations June 24 Vs. June 23			
	Jun-24	Jun-23	Variance B(W)
Visits	1127	1240	(113)
San Mateo Revenue	265,902	204,962	60,940
Coastside Revenue	40,740	37,425	3,315
Total Net Revenue	306,642	242,387	64,255
Direct Program Cost	333,163	305,735	(27,428)
Indirect Program Cost	183,589	176,798	(6,791)
Total Cost	516,752	482,534	(34,218)
TOTAL	(210,110)	(240,147)	30,037
Dividend/Other Income	726	4,828	(5,554)
Donations Received	238,487	172,455	66,031
Grant from PHCD	6,666	75,000	(68,334)
Grants and Donations	244,427	252,283	(7,856)
NET INCOME	34,317	12,137	22,180





DATE: August 13, 2024

TO: SDH Board of Directors

FROM: Vickie Yee, CFO

RE: Board Cash Reserve Policy and FY25 Reserve

Each fiscal year, the Sonrisas staff calculates the amount of designated cash reserve based on the prior year's financials for the board's approval. Attached to this memo is a copy of the policy as well as the worksheet for FY25. In summary, the recommended designated cash reserve for FY25 is as follows:

FY 24 Board Designated Reserve Total:

Disruption to Operations	\$1,251,833
Total	\$1,251,833



TITLE: Board Designated Reserve Policy
POLICY #: 03
DATE: Created: 11/1/2022 Amended: 9/26/23
 Approved: 9/26/23

PURPOSE

The purpose of the Designated Reserve Policy is to set aside sufficient cash to address operating and facility funding to carry out programs, employment, and operations of the organization during unique, unplanned, emergency situations. The target amount of the total Reserve Fund will be set annually by the Board at the time of the annual budget approval process.

Each proposal for any use of funds from the Board Designated Reserve Fund shall be considered unique and, as such, the circumstances specific to that situation shall drive the decision on the use of funds. All recommendations regarding the use of the Board Designated Reserve funds will be submitted to the Board by the CEO and CFO for approval and will include a budget and plans to replenish reserve.

DESIGNATED USES

Disruption to Operations:

The Designated Reserve Fund shall have an amount equal to 3 months of the average monthly operating expense and/or 6 months of minimal operating expense to keep both Centers operating at normal capacity. The current year's reserve amount will be based on the prior year's average direct and indirect expenses. Calculations will not include Dividends, Donations or Grants from PHCD, Fundraising expenses or Outreach expenses. These funds are intended to be used for emergencies only - such as unexpected expenses or unforeseen revenue shortfalls. They are not intended to balance a budget plan.

- The 3-month calculation of monthly operating expense to carry out the operations of the Centers and outreach programs fully will include all recurring, essential and predictable expenses such as salaries and benefits, dental supplies, occupancy, office, travel, program, and ongoing professional services.
- The 6-month calculation of monthly operating expense to keep the Centers open minimally will include staffing required to treat patient's dental emergencies and required administrative duties, occupancy, office, and services required to keep the business open for such emergency services.





DATE: August 13, 2024

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

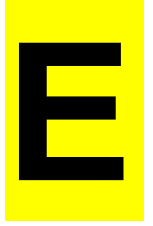
RE: CEO Report

1. July Clinic Visit Volume: Clinic visits were over budget by 3 visits and over forecast by 39 visits. July was under 4 dentist days and one hygienist day.
 - Denist Days: One dentist day was not staffed due to maternity leave and another two days due to a dentist being off for the month. The one dentist day to be hired was filled and the dentist starts in late August.
 - The hygienist position has been filled in Half Moon Bay with a current staff member starting in late August.
 - Of note is that the team was able to convert more pediatric HPSM patients to the FQHC contract than expected, with more than 330 visits.

July 2024

	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% of Budgeted Visits
Comm/PPO	281	272	313	32	25%	22%
Private Pay	32	30	47	15	4%	2%
HPSM	461	516	413	(48)	33%	36%
Medi-Cal Dental	127	95	91	(36)	7%	10%
Affordable Plan	95	47	43	(52)	3%	8%
Farmworker	57	35	29	(28)	2%	5%
FQHC	212	233	332	120	26%	17%
Access to Care Subtotal	952	926	908	(44)	72%	75%
Total Visits	1,265	1,229	1,268	3		

2. Staffing: For FY25, all provider positions have been hired and will begin in the clinic by late August. A COO has been hired and their first day will be September 16th. The recruiting agency screened over 30 candidates, provided 4 resumes for the team's review and the team had at least one interview with the 4 candidates. Bringing on a COO will allow increased focus on operational projects, such as the Pescadero clinic, the Quality Committee and clinical standard operating procedures.
3. Financial Update: On August 13th, Sonrisas' current cash position was \$1,950,000.





DATE: August 12, 2024
TO: SDH Board of Directors
FROM: Spandan Chakrabarti, Director of Development
RE: **Development Update**

Overview: For FY25, Sonrisas will focus on the following core areas for fund development:

- Operationalizing an active Major Donor program to grow individual giving.
- Protect institutional funding as market conditions and funder priorities shift.
- Conduct Capital Campaigns as authorized by the Board to increase capacity, strengthen our community roots, and improve the day-to-day experience of frontline staff.

Capital campaign: At a special meeting of the Board of Directors on July 7, the Board approved a \$725,000 capital campaign in concert with our partners at Puente de la Costa Sur to purchase, fit, and operationalize a dental RV in the South Coast of San Mateo County, allowing our current one-day-a-week pop-up clinic for farmworkers to increase its capacity by six-fold and allowing many more South Coast neighbors – including those who are not farmworkers – to find a dental home. Conversations with potential funding partners are underway.

Grantseeking update: As a key part of the FY25 strategic plan on fundraising, Sonrisas is investing in growing relationships with institutional funders. To this end, Sonrisas is proud to have been invited to submit a 2-year grant proposal to the Woodlawn Foundation, a key partner from whom Sonrisas had only received one-year grants prior to now. Sonrisas is also focusing on giving institutional funding partners the opportunity to directly experience Sonrisas' clinic and outreach programming.

Cooking for a Cause Update: With this year's Cooking for a Cause fundraiser just a month from this month's Board meeting, the Sonrisas Development Committee and fundraising staff are working diligently to undertake all preparatory activities. Individual tickets and tables are scheduled to go on sale starting on August 15. As of this report, \$62,500 in sponsorship and table commitments have been secured, with a goal to secure \$70,000 in such commitments.

Personnel Update: I am pleased to report that Sonrisas has welcomed Dalia Lai as our new Development Associate, effective July 22, 2024. An RDH by training and familiar with nonprofit operations through her leadership role with the California Dental Hygienist Association, Dalia joins the team with a great deal of knowledge in dentistry as well as experience with administrative functions.





DATE: August 12, 2024
TO: SDH Board of Directors
FROM: Bonnie Jue, DDS
RE: **Community Engagement Director Report – August 2024**

In FY 2023/24, Sonrisas Dental Health’s Community Outreach Program (SDH) expanded our oral health services to community members throughout the county, thanks to continued collaborations with existing partners and new relationships with other community-based organizations. We also witnessed the return of many in-person events, such as health fairs, and requests to provide oral health education presentations and workshops for all age groups.

Even though we had doubled our Annual Goals for the number of schools and school districts served compared to last year’s goals, we were able to meet or surpass them, with valued support from Peninsula Health Care District, Sequoia Healthcare District, First 5 San Mateo County, Health Plan of San Mateo, San Mateo County Health’s Oral Public Health Program, and numerous grantors and local hospitals.

Because of the increased visibility of SDH’s Dental Screening Program, many school district nurses, administrators, and wellness coordinators have now been reaching out to the SDH Outreach Team directly throughout the year (not just during events) to address the needs of students that are experiencing dental pain or emergencies in order to connect them to care more efficiently. Many of these students, whom we refer to as “priority children,” may be older or in grade levels that do not normally receive dental screenings.

Looking ahead, we plan to maintain this momentum and continue providing oral health education and dental services to more community members, including a focus on improving access to care for people with special needs. Stay tuned for an exciting 2024/25!

CHILDREN (0-18)		
	<i>Annual Goal</i>	Performance
# Children served with Dental Screenings	3,000	3,704
# Children given Oral Health Presentations only	1,000	1,384
TOTAL # Children Served with OH Presentations AND Screenings	4,000	5,088
# Preschools/ Early Learning Programs served	20	24
# Elementary Schools Served	25	31
# School Districts served	10	10

63 Preschools, Elementary Schools, and Community Programs served in FY 2023/24 27
Over half of the children in need of some type of dental care

Peninsula Health Care District:

1. Allen Elementary and Preschool
2. Belle Air Elementary and Preschool
3. Beresford Elementary
4. Fiesta Gardens International School
5. George Hall Elementary and Preschool
6. Laurel Elementary
7. Lomita Park Elementary
8. Millbrae Library
9. San Mateo Park Elementary
10. Sunnybrae Elementary
11. San Mateo-Foster City School District Health Fair
12. Turnbull Child Development Center
13. Parent Venture presentations
14. Help Me Grow San Mateo County presentations
15. WIC presentations
16. Big Lift Inspiring Summers presentation – Belle Air)

Coastside:

1. Alvin S. Hatch Elementary
2. El Granada Elementary
3. Farallone View Elementary
4. La Honda Elementary and Preschool
5. Los Listos Preschool
6. Migrant Education Program (Cunha)
7. Pescadero Elementary and Preschool
8. Big Lift Inspiring Summers presentation – Alvin S. Hatch

Sequoia Healthcare District:

1. Adelante Selby Elementary and Preschool
2. Belle Haven Child Development Center
3. City of Menlo Park Early Learning Center (Laurel)
4. City of Menlo Park Early Learning Center (Oak Knoll)
5. Clifford Elementary and Preschool
6. Connect Community Charter School
7. East Palo Alto Library
8. Garfield Elementary and Preschool
9. Hawes Preschool
10. Henry Ford Elementary and Preschool
11. Hoover Elementary and Preschool
12. KIPP Excelencia Community Prep
13. North Fair Oaks Library
14. Orion Alternative School and Preschool
15. Roosevelt Elementary and Preschool
16. Siena Youth Center (afterschool program)
17. Taft Elementary and Preschool
18. Las Lomitas Elementary (presentations only)
19. Las Familias Unidas (presentations only)
20. Big Lift Inspiring Summers presentation - Hoover
21. Big Lift Inspiring Summers presentation - Taft

South San Francisco:

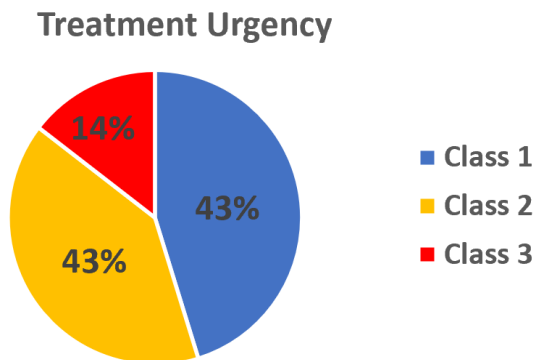
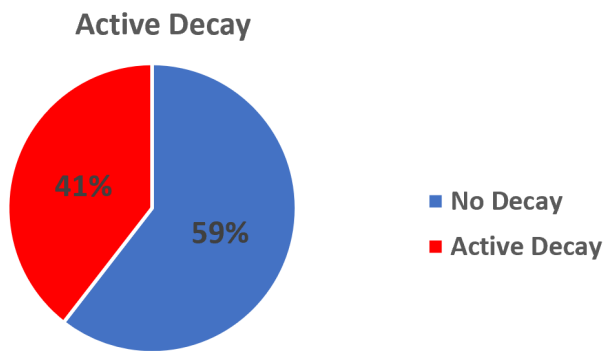
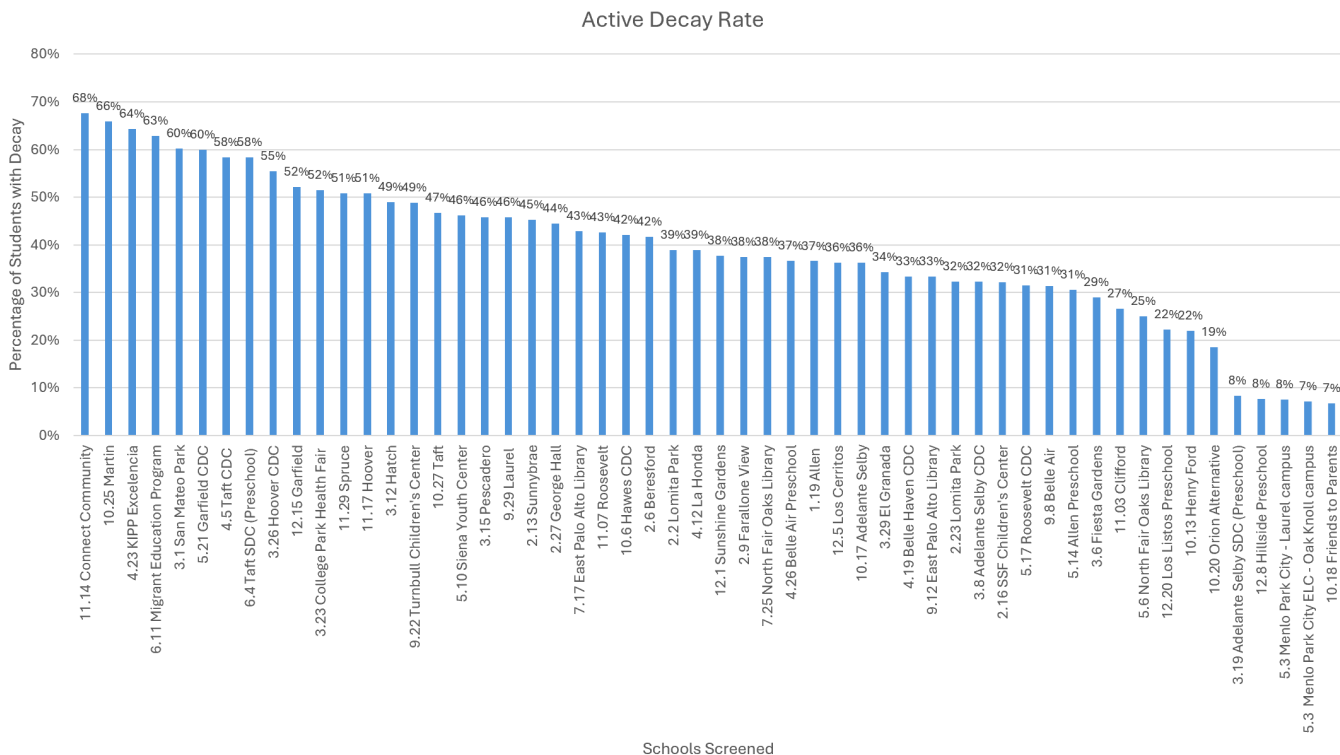
1. Children's Center Preschool
2. Friends to Parents Infant Care/ Preschool
3. Hillside Preschool
4. Los Cerritos Elementary
5. Martin Elementary and Preschool
6. Spruce Elementary
7. Sunshine Gardens Elementary
8. Big Lift Inspiring Summers presentation – Los Cerritos
9. Big Lift Inspiring Summers presentation – Spruce

Daly City:

10. Big Lift Inspiring Summers presentation – Daniel Webster
11. Big Lift Inspiring Summers presentation – Susan B. Anthony



3,704 children were provided free dental screenings



- Class 1 – No obvious dental problem found – regular dental check-ups recommended
- Class 2 – Early dental care recommended – Mild-moderate decay with no pain (child may benefit from sealants, orthodontic consultation, or further evaluation)
- Class 3 – URGENT care needed – Severe decay, pain, infection and/or swelling