



## Board Meeting January 23, 6:30 PM

Location  
Sonrisas San Mateo Conference Room  
Teleconference

### MINUTES

1. **CALL TO ORDER AND ROLL CALL** – Board Chair Taverner called the meeting to order at 6:31 pm.
  - A. **Present:** Board Chair Nigel Taverner, Vice Chair Henry Sanchez, Secretary Clyde Hinshelwood, Board Members: Larissa Cutler, Dennis Kneepfel, Rick Navarro, Steve Stielstra, Sheryl Young
  - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Community Resources Director Spandan Chakrabarti, Dr. Paramita Roy, DEIJ Consultant Tanya Bluford, Patient Engagement Strategy Manager Maura LeBaron-Hsieh, Administrative Assistant Veronica Le
  - C. **Absent:** Larry Cappel
2. **MISSION MOMENT** – Spandan Chakrabarti introduced Belinda Wong, a Board member at the San Bruno Community Foundation. On behalf of the Foundation, Mrs. Wong presented a grant check to Sonrisas Dental Health from the Foundation established to commemorate the residents affected by the San Bruno pipeline explosion in 2010. Mrs. Wong expressed appreciation for Sonrisas' mission to provide a dental home to the San Bruno community.
3. **PUBLIC COMMENTS** – No comments.
4. **APPROVAL OF NOVEMBER BOARD MINUTES**
  - A. **Director Hinshelwood** wanted to correct the wording in the minutes, on page 4 of the packet, changing “are counter to” to “can include”. The minutes will be updated to reflect this.  
  
*Director Rick Navarro moved to approve the minutes of November 28<sup>th</sup>'s meeting with the correction mentioned. Vice Chair Henry Sanchez seconded the motion and was approved by roll call. Ayes: Henry Sanchez, Clyde Hinshelwood, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Steve Stielstra. Abstained: Nigel Taverner, Sheryl Young.*
5. **NEW BOARD MEMBER CANDIDATE** – Director Hinshelwood welcomed Dr. Paramita Roy to the meeting and shared that the PHCD board would be voting on her appointment to one of their seats on the Sonrisas' Board of Directors. Dr. Roy introduced herself and spoke briefly of her career in dentistry and the volunteer work she has done in the community.
6. **STRATEGIC PLAN FY23-FY25**
  - A. **Sonrisas Culture**
    - a. **DEIJ Business Case Development** – Tanya Bluford reinforced the importance of building a business case for an organization committed to diversity, equity, and inclusion. One key reason is that there is always transition within an organization; with a documented business case directly connected to the mission, vision, and strategic objectives, it's less likely that DEIJ objectives will be lost during a leadership transition.
      1. The meeting broke out into four groups for five minutes to identify the priorities for Sonrisas:
        - Mission and Human Capital were identified as critical.

- The only way to deliver on our mission is through our staff.
2. The meeting broke out into the same groups for a further five minutes to select areas of focus around Human Capital and the Mission of the organization:
    - Examples given were Human Capital, Staffing and Recruiting.
  3. Once she has received feedback from staff (in February), Ms. Bluford will present the business case options and share the next steps at the March Board meeting.

#### B. Sustainable Growth

- a. **FQHC Project Update – Board Chair Taverner and Director Kneoppel** updated the Board on the status of the FQHC Project and acknowledged the challenges of finding potential partners:
  1. **SMMC** - Open to the idea of expanding the current contract to include pediatric patients.
    - **Director Sanchez** asked how many patients would be received. **CEO Fecher** estimated ~ 1,000 visits a year. SMMC does not have a pediatric dentist currently.
  2. **Ravenswood** - **Chair Taverner, Director Kneoppel and CEO Fecher** met with Luisa Buada, the former CEO, and Gralyn Jacques, the current CEO, to discuss the possibility of a partnership:
    - The Sonrisas' team recently followed up to see if there is interest in learning more about each other's operations but has not heard back.
    - Ravenswood is in transition currently and busy absorbing the recent Mayview acquisition.
  3. **Samaritan House** - **CEO Fecher** is scheduled to meet Laura Bent, CEO, next Wednesday to receive an update about Samaritan House's thoughts about a partnership:
    - Differences in how Samaritan House operates their medical department compared to FQHC's were identified (Samaritan House does not charge nor look for reimbursement for their services)
  4. **North East Medical Services (NEMS)** - **Chair Taverner, Director Kneoppel and CEO Fecher** are scheduled to meet with the Chief Medical Strategy Officer and CFO on Wednesday to discuss a sub-recipient contract; their current FQHC reimbursement rate is low but partnering with Sonrisas could be an opportunity to increase it:
    - NEMS recently opened a new clinic in Daly City.
- b. **Q2 Progress on Goals – CEO Fecher** provided her quarterly update:
  1. **Leadership-Management Development** program is on track:
    - The program includes leadership labs, staff surveys, receiving feedback from staff on their capacity to handle projects and operations.
  2. In the second half of the year, **CEO Fecher** will begin drafting a succession plan after more research is conducted.
  3. **Sustainable Growth and Fundraising goals** - Major donor meetings have been scheduled and stewards assigned to major donors. An internal major donor meeting has been scheduled before Mr. Chakrabarti engages with Board members regarding major donor stewardship.
  4. A round table event for major donors will occur on March 7<sup>th</sup>.
  5. As of December 31<sup>st</sup>, 64% of the fundraising goal is completed.
- c. **Mrs. LeBaron-Hsieh** updated the Board on the progress of the patient and patient demographics survey. A short list of potential survey tools has been compiled with a likely decision before the March Board meeting.

## 7. REPORTS

- A. **CEO Report** – Dental recruiters have been recommending a retention bonus plan when hiring a fulltime dentist for the HMB clinic. **CEO Fecher** asked the Board for recommendations around the pros and cons of a retention bonus plan:
  - a. **Director Hinshelwood** offered to contact a Bay Area acquaintance with relevant experience.

- b. **CEO Fecher** mentioned that Kaiser had changed the arrangements for reimbursement of their Medical-Dental patients. They are reverting to payments being made by the state rather than Healthcare Plan of San Mateo (HPSM). The implications are:
  - 1. Reimbursements are less.
  - 2. A reduction in the number of qualifying treatments
  - 3. More time-consuming processing and delays in approval
- c. This could affect ~ 19% of our patients.

**B. CFO Report**

- a. Visits are below budget but there is a positive variance.
- b. **Director Young** asked if there are any concerns about accounts receivable:
  - 1. Accounts receivables are in good standing; there could be delays in processing; but the team will continue diligently reviewing those accounts.

**C. Fundraising Report**

- a. Application for Measure K Grant was submitted, proposing the funds awarded would be directed to an RV clinic in Pescadero:
  - 1. Will expand capacity along with serving patients with Medi-Cal in the community.
  - 2. In answer to **Vice Chair Sanchez's** question, we should be notified in March on the status of our application:
    - If a Measure K grant is not awarded, **CEO Fecher** will ask the Board for approval to fundraise the RV project.
- b. Cooking for a Cause is set for September 21<sup>st</sup> at Domenico Winery.
- c. Major Donor Round Table is set for March 7<sup>th</sup> in Half Moon Bay at Vinoteca.

**D. Outreach Report** – No comments or questions.

**E. Board Nomination Committee** – The Board and **CEO Fecher** shared appreciations of **Director Young** and thanked her for her work at Sonrisas and on behalf of San Mateo County. **Director Young** reflected on her term with the Board and, in turn, thanked the Board and **CEO Fecher**.

**8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING**

- A. Sponsorships and sponsor packets working session.
  - a. Mr. Chakrabarti will provide sponsor packets to the Board.

**9. ADJOURN** - The meeting was adjourned at 8:46 pm.

Written By  
**Veronica Le**

Approved By



**Nigel Taverner, Board Chair**