



Board Meeting March 26, 6:30 PM

Sonrisas San Mateo Conference Room

MINUTES

1. **CALL TO ORDER AND ROLL CALL** – Chair **Taverner** called the meeting to order at 6:29 pm.
 - A. **Present:** Board Chair Nigel Taverner, Vice Chair Henry Sanchez, Secretary Clyde Hinshelwood, Board Members: Dennis Kneepel, Rick Navarro, Steve Stielstra
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Patient Engagement Strategy Manager Maura LeBaron-Hsieh, Community Resources Director Spandan Chakrabarti, Administrative Assistant Veronica Le
 - C. **Absent:** Larry Cappel, Larissa Cutler, Paramita Roy

2. **MISSION MOMENT** – CEO **Fecher** shared with the Board the successful All-Staff Training Day on March 18th, where the entire staff renewed their infection control, bloodborne pathogen exposure control and HIPAA training in a group setting. There was time allocated during the day to brainstorm solutions pertaining to the front office/back-office issues identified in January. The issues were sorted by different themes, resulting in the staff dividing into three groups, who then rotated to offer suggestions or thoughts on the best way to resolve them. Next step is implementation starting with the staff meeting on the following Friday. **Vice Chair Sanchez** asked if there is now appreciation of the impact on others; **CEO Fecher** reported there is understanding.

3. **PUBLIC COMMENTS** - No public in attendance.

4. **APPROVAL OF FEBRUARY BOARD MINUTES**

Director Rick Navarro moved to approve the minutes of February 20th's meeting. Director Dennis Kneepel seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Dennis Kneepel, Rick Navarro, Steve Stielstra

5. **STRATEGIC PLAN FY23-FY25**
 - A. **Sustainable Growth**
 - a. **FQHC Project Update** - The team shared there are challenges when exploring pathways to an FQHC. **Chair Taverner** thanked **CEO Fecher** for all her work on the project so far.
 1. **SMMC** - The contract amendment to increase the rate per visit was approved. The team is working with SMMC on expanding the contract to cover pediatric patients in FY25.
 2. **Ravenswood** – Not ready to discuss a partnership until the end of the calendar year. Next steps are to reach out in July or August.
 3. **Samaritan House** - **CEO Fecher** will be meeting with Samaritan House team this week.
 4. **North East Medical Services (NEMS)** - The NEMS executive team decided to pass on the opportunity of a partnership at this time due to their bandwidth and strategic priorities.

Vice Chair Sanchez commented that they all seem a challenge; **Director Kneepel** pointed out that we're asking them to do a heavy lift. **Director Stielstra** concluded that, to be a sub-recipient, it could be with Ravenswood and/or take four years. In answer to the question of what is the minimum to qualify as an FQHC: Primary Care – we could MOU everything else.

B. Patient and Community Engagement

- a. **Quality Board Committee Discussion ACTION REQUESTED – Director Kneoppel** requested the Board to approve the creation of a Quality Committee. This Committee will oversee a holistic view of Sonrisas' performance quality, clinical quality, operational quality and aspects related to the patient and staff experience.
- b. He suggested that it is important not to try to eat the elephant all at once; the Committee will help set priorities:
 1. Initial work of the Committee:
 - Create first-year Committee launch workplan.
 - Recruit Committee members (Board, staff, patients, community dentists)
 - Refine Committee Charter
 - Update the Board.
- c. **CEO Fecher** added that PHCD is asking for patient health outcomes reinforcing the need to survey patients. Building on Dr Bonnie's 2023 pilot survey, Mrs. LeBaron-Hsieh researched various survey tools that could survey patients while not being time-consuming for staff to analyze the data. The survey tools reviewed include:
 1. Survey Monkey - Initial pilot from Half Moon Bay. The Enterprise version required a lot of hands-on time for analysis.
 2. Ticket - Helps multiple organizations conduct regulatory surveys; costs are price per survey so it could be expensive.
 3. Qualtrics (anticipated survey system) - works with various healthcare organizations, supports over 70 languages, allows real-time analytics, has a great dashboard and can be used to conduct surveys for different groups like donors, staff, patients.
- d. **Vice Chair Sanchez** commented that it is a quantitative tool? Mrs. LeBaron-Hsieh said it's one tool and **CEO Fecher** added it's a priority. **Director Stielstra** pointed out that there are a lot of moving parts and it overlaps with the front-office – back-office interface. **Director Navarro** asked if anonymity is provided since it is important for people to know that anyone can flag an issue to quality assurance without retribution.
- e. **Director Kneoppel** agreed fully and confirmed that that was what the Committee is about: quality, culture of safety, working with staff and building trust.
 1. These discussions will be held in the Committee, with recommendations for improvement.
 2. He also pointed out how lucky Sonrisas is to have somebody of Mrs. LeBaron-Hsieh's background to help.

Vice Chair Henry Sanchez moved to approve establishing a Quality Committee. **Director Rick Navarro** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Dennis Kneoppel, Rick Navarro, Steve Stielstra**

6. FY25 BUDGET ASSUMPTIONS –

A. Clinic: Visit Volume and Payer Mix

- a. Same visit volume levels as FY24
- b. No new provider days
- c. Less visits due to adjustments for provider PTO
- d. Currently close to capacity
 1. Could add providers on weekends.
- e. If the Measure K grant is received, the Pescadero Mobile Clinic would add three additional provider days in FY25.
- f. There is potential for a higher percentage of FQHC visits when/if the SMMC contract expands to pediatrics, but negotiations are still underway.
- g. **Vice Chair Sanchez** asked if there was data on staff members who work multiple jobs - there is no data on staff members working multiple jobs while

full-time at Sonrisas.

B. Outreach: Screenings and Events

- a. A small increase in oral health school screenings over FY24 - 3,500. **Director Stielstra** pointed out that another 500 is a big step: kudos to them. **CEO Fecher** told the Board that they had their first screening without Dr Bonnie being present: a sign that we can duplicate.
- b. Same number of Senior oral health screenings as FY24 - 200.
- c. Same FTE in FY25
- d. Two Fellowship Staff:
 1. Dr. Bonnie utilized some of the Board approved funds for positions by creating a fellowship program for students between graduating college and applying for dental school.
 2. These students can gain public health dental experience before going to dental school, while also assisting the Outreach Program.
- e. Outreach Information System - will be signing a contract to begin implementation soon. This will allow better grant reporting and tracking of care coordination.
- f. Capital Equipment: we need a transit van for moving equipment to events:
 1. Multiple school screenings and senior events occur in the same week.
 2. Currently loading equipment in a staff member's personal sedan, with larger privacy screens not fitting in.
 3. **CEO Fecher** will investigate funding opportunities for the van. The Board could also approve using the cash reserves to purchase the van.

C. Salary Increase Percentage

- a. **CEO Fecher** is recommending a 4.5% salary increase overall.
 1. 3% for cost of living for most staff and 1.5% for merit increases.
 2. Other dental nonprofits are planning 3.5% COLA and up to 2.5% for merit for some employees.
 3. The national average is expected to be 3.5%.
- b. Local wage surveys were completed across all positions, including the CEO.
 1. A limited number of market rate increases will be given to bring staff closer to the local rate.
- c. **CEO Fecher** will conduct a market rate increase analysis with each supervisor and will adjust salary scales as appropriate.

D. Strategic Initiatives

- a. Staffing
 1. Adding a Chief Operating Officer position.
 - **Vice Chair Sanchez**, acknowledging the potential expense, recognized the need to anticipate growth
 2. Other positions likely stay at the same FTE levels.
 3. Pescadero grant will include increased clinical staff.
- b. Strategic Projects
 1. FQHC Pathways
 2. Quality Committee
 3. Leadership Professional Development
 4. Outreach Information System
- c. Part of the CalWellness grant will be put towards these projects. **CEO Fecher** and Mr. Chakrabarti will also look at the fundraising budget to support growth expected in FY25 fully.

7. REPORTS

A. CEO Report

- a. **CEO Fecher** updated the Board about an incident that occurred over the weekend involving a possible hacking attempt which appeared to come from a third-party vendor laptop connected to the Sonrisas network. The laptop was immediately removed from the network and shipped back to the vendor for further inspection.
 1. **CEO Fecher** is confident with the vendor's analysis as they have a strong IT system, whose leader has taught over 1,000 CE hours of courses on security in the Dental environment.
- b. A candidate for the Assistant Practice Manager position has accepted and her first day is tomorrow. She has experience of Open Dental and pediatric

dentistry.

- c. The full-time dentist in Half Moon Bay, Dr. Cai, is a strong mission match. The team is very happy to have her on board.

B. CFO Report – Financials are in line with previous months. Although the visit numbers are low, the expenses are in line. One issue:

- a. The HPSM Incentive number was overestimated.
 - 1. It is a new incentive, that is hard to estimate. The team will utilize a different method in FY25.
- b. Regarding Accounts Receivable, Sonrisas sends quarterly invoices to PHCD and Sequoia Healthcare, so the incoming funds are earned but not received, which is why the Receivable Grants figure on the balance sheet is high.
- c. **Vice Chair Sanchez** - Are the financials reviewed yearly for trends?
 - 1. Yes. For example, the time of year is considered when it comes to patient no-shows.

C. Fundraising Report – The report overestimated the released grants amount by \$250,000. Mr. Chakrabarti will remedy this in next month's report.

- a. Sonrisas received a 3-year, \$180,000 grant from Sunlight Giving
- b. Sutter increased their grant to \$75,000.

D. Outreach Report – **Chair Taverner** was impressed by Dr. Bonnie's list of events scheduled this year in addition to all the screenings.

E. Board Nomination Committee – **Director Roy's** onboarding is going well. Ms. Le connected **Director Roy** with Dr. Bonnie to further discuss volunteering opportunities at a few outreach events. **Director Roy** will also submit a brief bio and headshot to post on the Sonrisas website. Ms. Le will follow up with **Director Roy** if additional assistance with coordinating meetings/tours is needed.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. DEIJ Business Case – Tanya Bluford

9. ADJOURN - The meeting was adjourned at 8:04 pm.

Written by
Veronica Le

Approved by



Nigel Taverner, Board Chair