



Board Meeting April 23, 6:30 PM

Location
Sonrisas San Mateo Conference Room

MINUTES

1. **CALL TO ORDER AND ROLL CALL** – Chair Taverner called the meeting to order at 6:33 pm.
 - A. **Present:** Board Chair Nigel Taverner, Vice Chair Henry Sanchez, Secretary Clyde Hinshelwood, Board Members: Larry Cappel, Larissa Cutler, Dennis Kneappel, Rick Navarro, Paramita Roy, Steve Stielstra
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Community Engagement Director Dr. Bonnie Jue, Community Resources Director Spandan Chakrabarti, DEIJ Consultant Tanya Bluford, Strategic Plan Manager Anna Mimran, Administrative Assistant Veronica Le

2. **MISSION MOMENT** – Spandan Chakrabarti shared a story from April 3rd, when a mother and daughter visited the San Mateo clinic to participate in a video recording as this year's Cooking for a Cause speaker. At the same time, Supervisor Dave Pine - who is this year's Cooking for a Cause Honoree - was visiting the San Mateo clinic for a tour. After having a chance encounter in the corridor, the mother expressed to Supervisor Pine her gratitude to Sonrisas for making her feel welcomed in this country and treating her daughter's active infection, ultimately, saving her teeth from getting pulled. Despite arriving in the country not long before these events, the mother was determined to use these resources to help her family. With the help of Sonrisas' Outreach Care Coordinator, the mother was also able to make an appointment for her youngest child to be seen at Sonrisas.

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

4. **APPROVAL OF March BOARD MINUTES**

Vice Chair Henry Sanchez moved to approve the minutes of March 26th's meeting. Director Steve Stielstra seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Dennis Kneappel, Rick Navarro, Steve Stielstra. Abstained: Larissa Cutler, Paramita Roy.

5. **STRATEGIC PLAN FY23-FY25**
 - A. **FY24 Strategic Plan Q3 Update** – Strategic Plan Manager Anna Mimran gave a brief update on the FY24 Strategic Plan. There was a total of 44 action items in the plan with 40% completed as of the end of Q3; 48% is on track; of the four action items not yet started, three of them are scheduled to be worked on in the final quarter.
 - a. Culture:
 1. Focus Area 1 is on track to completing all planned activities.
 2. The action item to integrate the DEI business case is scheduled for the last quarter.
 3. Goal C is on track. Leadership labs and 1:1 coaching are very productive. The team meets every six weeks and likes team building. The Leadership Team and Supervisors are working on different areas, sharing topics the team wants to improve on, and supporting each other. It has been a positive experience so far.
 - A survey was conducted in October and with a follow-up in April to assess how all the participants felt about specific leadership lessons and skills. The results from the second

- survey showed a positive change.
4. Will report back once all workshops are administered and the last survey is completed.
- b. Sustainable growth - 20% complete, another 50% on track:
 1. In-house dental plan is on hold due to Medi-Cal changes in 2024 that may expand access. It's possible the in-house dental plan will not be needed depending on how the new policy affects patients.
 2. Conversations about renegotiating insurance rates will start in the final quarter.
 3. Updating financial management tools is delayed but there were conversations about clinic metrics and the Practice Manager, Hiajaira Solorzano, sends out updates on the visits. It was determined larger projects will be moved to next fiscal year.
 - c. Patient and Community Engagement - Two thirds of action items are complete, the other 55% are on track. Analyzing results of the patient demographic area is scheduled for the final quarter.
 1. Mrs. LeBaron-Hsieh is in the process of setting up a Patient Advisory Board that will meet the requirements to become an FQHC. As Mrs. LeBaron-Hsieh worked on this action item, it became clear that collecting feedback from staff members, feedback from patients and finding ways of involving the patient population all fell under the broader umbrella of quality work.
 - d. **Chair Taverner** commented that at the start of the strategic planning he wondered how long it would be useful. Two years later, the plan is going well and on track. It's a tremendous success.
 1. **CEO Fecher** echoed that it is an incredible tool: setting priorities and enriching the base of employees and decisions.
 2. **Director Stielstra** - It's encouraging to the staff to have a strategic plan. Great to have their dedication and resources presented to the Board.
 - e. Quarterly meetings on the strategic plan are productive and successful. Champions offering ideas and suggestions, open conversations, good synergy between teams.
 - f. It was agreed that updates on the strategic plan from Ms. Mimran are very helpful.

B. Sonrisas Culture

- a. **DEIJ Business Case ACTION REQUESTED** – Ms. Bluford gave a brief reminder on the importance of implementing a DEI business case for an organization and the reason why it exists:
 1. Helps to inform and guide strategic planning process.
 2. Center and ground the organization in case natural disasters or personnel transitions occur.
 3. Help aligns the commitment and resources amongst staff.
 - Helps justify in establishing resources.
 4. Goals that organizations set should be transparent with stakeholders but should remain internal.
 5. **Director Navarro** - Organizations with centralized HR and processes work well with DEI and those without don't do well with DEI. He quoted from a recent New York Times article about 3,000 applications sent from different backgrounds. The article also mentioned that more diverse companies make more money.
 6. Provides opportunities for leadership to demonstrate what priorities are with actions and decision making.
 7. "Human capital" was agreed on for the business case between Board members and leadership team:
 - It focused on human capital and (particularly) retention, patients would be able to see the same dentist.
 8. Business case attributes:
 - Should be motivating and inspiring
 - Meaningful for enterprise
 - Committed to investing in necessary resources
 - Grounding as part of the strategic plan rather than as two separate initiatives.

- The Strategic plan becomes a living document, same as business case.
9. Business cases should contain an opportunity to be viable and relevant.
 10. Leadership Team Feedback - Ms. Bluford walked the Board through the business case components, reading through the feedback provided by the Leadership Team and asking the Board for their thoughts. Ms. Bluford asked the board to read the feedback and mention if anything is missing.
 11. Small groups broke out for a brainstorming session of the business case questions:
 - After a moment of brainstorming, the groups came together to share their thoughts and ideas for each question.
 - There were good conversations on the topic of quality care and expanding capacity.
 12. The next step will be for Ms. Bluford to meet with the staff at an upcoming staff meeting next week.

C. Sustainable Growth

- a. FQHC Project Update
 1. SMMC - Received proper language to put in the contract. It's possible to add pediatric patients garnering additional FQHC revenue.
 2. Ravenswood - no update. Will reengage in Summer of 2024.
 3. Samaritan House - rescheduled lunch to next Monday.
 4. NEMS - no update.
 5. **CEO Fecher** is planning on providing FQHC Project resource requirements for FY25 to the Board in May board meeting during the budget workshop.

6. CEO FY24 Q3 Goals Update

- A. **CEO Fecher** is on track with most goals:
 - a. The Leadership team is struggling with emotional intelligence skills but those are skills that develop throughout life, such as not attaching a story to what is being discussed:
 1. Front office/back-office discussions are on track.
 2. DEIJ business case worked with the leadership team.
 - b. Succession planning is almost complete. Most job descriptions have been submitted.
 1. There is a recruitment list.
 - c. FQHC pathways on track.
 - d. Mr. Chakrabarti and **CEO Fecher** are working on fundraising. All major donors have been assigned stewards. With the positive outcome of the donor event, another one may be scheduled soon.
 1. Still working on revenue.
- B. **Chair Taverner** highlighted some responses from the survey that were remarkable to him. Some people said they now feel they can talk at meetings; some that they now listen to others' ideas. It was impressive that the leadership team was asked for feedback regarding the DEIJ business case and all of them responded, which would not have happened a year ago.
 - a. This is a drastic change in 6 months. What can be achieved in a year?
- C. **Vice Chair Sanchez** - There is a loss of engagement if the environment is not one where people express their thoughts without being criticized; a safe environment needs to be supported; it is a "we" proposition not "I".
 - a. Something as simple as a hello greeting will be considered inclusive.
 - b. The little things are priceless.
- D. **Director Stielstra** - If they start to talk then we start to care then they will start to contribute.

7. REPORTS

- A. **CEO Report** – **CEO Fecher** shared that a year ago, she started the ALF program and recently graduated from the cohort and is now part of the Senior Fellowship network. She recently attended their gala and realized how vast the networking amongst the fellows is. Some of her classmates took an interest in Sonrisas and wanted to learn more.


- a. **Chair Taverner** - Any topic that stood out and you benefited from?
 - 1. A trip to the Institute of Arts was inspiring; thinking about how business could be done differently.
 - 2. Lot of soft skills and focus on emotional intelligence. Primarily on self-care.
- B. **CFO Report – Chair Taverner** noticed in March, the total of uncompensated care deduction was 40-43% of gross revenue compared to the budgeted 49% with YTD 47%.
 - a. This was due to the FQHC retro payment.
 - b. **Vice Chair Sanchez** - In terms of the SMMC update, how would the rate increase with the addition of pediatric patients? How would that affect the budget?
 - 1. Every patient converted to FQHC from HPSM would increase the average reimbursement rate.
 - 2. 15% of visits could go up by a third, which is 20%, 25% at the most. But for those visits, the reimbursement rate is close to the cost of the visit.
 - c. Any time a provider is onboarded, it takes three months to credential with SMMC. Dentists are not able to treat patients until they are officially credentialed.
 - d. Accounts receivable is continuously being reviewed.
- C. **Fundraising Report** – Participating in Coastsides Gives this year. The goal is to raise \$25,000 to fund school and senior screenings.
 - a. \$4,500 raised to date.
 - b. Last April, \$14,280 was raised.
 - c. Mr. Chakrabarti shared with the Board a social media tool kit and asked the board's assistance to spread the word.
 - d. Weekly email blasts are scheduled.
 - e. Reached out to previous donors to join cause by sending postcards.
 - f. Mr. Chakrabarti will be on a radio show on May 2nd at 7:40 am to promote Coastsides Gives.
 - 1. Power hour between 10-4 pm.
 - g. Mr. Chakrabarti will be following up with the Board's connections for Cooking for a Cause.
- D. **Outreach Report** – At the El Granada Elementary school event, **Chair Taverner** was able to visit as well as Dr. Jennifer Cai, the new dentist at the HMB clinic, who is a delight and took time out of her day to volunteer with the help of Dr. Torrey covering the first half of her shift in HMB. **Chair Taverner** advocated to the rest of the Board to attend a school screening.
 - a. He met Xander, a Fellow, teaching the kids on oral health, and the other volunteers.
 - b. Dr. Bonnie developed the Fellow program to help volunteers and dental school students, adding the experience of public dental health to their resumes.
 - c. Dr. Bonnie will increase the budget for school screenings for next year from 3,000 to 3,400 with the thanks of the approved additional budget funds to increase staff and screenings events.
- E. **Board Nomination Committee** – No comments.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. CEO's annual performance review process
- B. FY25 budget workshop
 - a. Building a 10th operatory
 - b. Increasing UCR

9. **ADJOURN** - **Chair Taverner** adjourned the meeting at 8:42 pm.

Written by
Veronica Le

Approved by

 Nigel Taverner, Board Chair