



Board Meeting March 25th, 6:30 PM

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

Join Zoom Meeting
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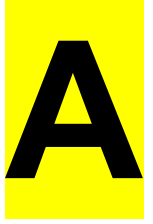
Meeting ID: 861 4942 1169

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AGENDA

TABS

1. 6:30 CALL TO ORDER AND ROLL CALL – Chair Taverner
2. 6:35 MISSION MOMENT
3. 6:40 PUBLIC COMMENTS
4. 6:40-6:50 APPROVAL OF FEBRUARY 25th BOARD MINUTES – Chair Taverner A
5. 6:50-7:35 STRATEGIC PLAN FY23-FY25
 - A. Sonrisas Culture
 - B. Sustainable Growth
 - a. FQHC Pathways Project Update – CEO Fecher
 - b. Pescadero Clinic Update – CEO Fecher
 - c. Cooking for a Cause Sponsorship Progress – Spandan Chakrabarti
 - C. Community and Patient Engagement
6. 7:35-7:50 DATA INCIDENT – CEO Fecher
7. 7:50-7:55 REPORTS
 - A. CEO Report – CEO Fecher B
 - B. COO Clinical Operations Report – Prasanthi Patel C
 - C. CFO Report – CFO Yee
 - D. Fundraising Report – Spandan Chakrabarti
 - E. Outreach Report – Dr. Bonnie Jue
 - F. Quality Committee Report – Director Kneoppel D
 - G. Board Nomination Committee – Director Hinshelwood
8. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner
9. ADJOURN





Board Meeting February 25th, 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 6:32 pm.
 - A. **Present:** Chair Nigel Taverner, Secretary Clyde Hinshelwood, Board Members: Larissa Cutler, Dennis Kneoppel, Rick Navarro, Paramita Roy, Steve Stielstra
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, COO Prasanthi Patel, Development Director Spandan Chakrabarti, Administrative Assistant Veronica Le. On Zoom: Community Engagement Director Dr. Bonnie Jue, PHCD CEO Ana Pulido.

[Vice Chair Henry Sánchez joined the meeting at 6:33 pm.]

2. **MISSION MOMENT** – Belinda Wong, from the San Bruno Community Foundation, presented a \$10,000 grant to help fund Sonrisas Dental Health and thanked us for the excellent work done in the community. San Bruno Community Foundation referenced the creation of the Community Fund, consisting of restitution received following the 2010 gas explosion.
 - A. **CEO Fecher** expressed gratitude for the funds and the community's commitment to take the funding from the tragedy experienced and invest in the needs of residents.

3. **PUBLIC COMMENTS** - No public comments.

[Director Larry Cappel joined the meeting at 6:55 pm by Zoom.]

4. **APPROVAL OF JANUARY 21st BOARD MINUTES** – After discussion regarding details not in the minutes, **CEO Fecher** proposed the board approve the minutes understanding they will be amended with the addition “Board members discussed the status of the current SMMC contract, that it will be coming to an end on March 16th, 2025, . . .” in the FQHC Pathways Project Update section.
 - A. **Vice Chair Sánchez** thanked Ms. Le for writing the minutes meticulously and accurately in a timely manner.

Director Rick Navarro moved to approve the minutes of the January 21st meeting with the proposed addition. Director Henry Sánchez seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Paramita Roy, Steve Stielstra.

5. **STRATEGIC PLAN FY23-FY25**
 - A. **Sonrisas Culture** - No updates.
 - B. **Sustainable Growth**
 - a. **Federal Funding Landscape** – Chair **Taverner** expressed concerns about the federal funding landscape and potential impact on nonprofit organizations and Medicaid funding, causing difficulties with delivering our strategic initiatives. There were good conversations on the political dynamics and ongoing discussions with partners regarding the potential impact on dental benefits in Medi-Cal. General conclusions were that we have to wait and see, there will be greater pressure on finding funding from grants and donations.
 1. **CEO Fecher** confirmed Sonrisas' cash reserve is in good standing but suggested re-examining aspects of the operations budget to

mitigate the impact of funding cuts.

b. FQHC Pathways Project Update

1. There were discussions on the impact of the SMMC contract termination on staff and financials. The Leadership Team is working on communications to patients with appointments past March 16th. SMMC is also working on a message that will be sent to their patients.
2. There were good conversations on the reasoning behind the termination, the knowledge gained from this experience, and the potential for a bridge strategy to provide funding. PHCD CEO Ana Pulido reported about her meetings with County partners.
3. **CEO Fecher** provided an update on the Pathways Project and on-going conversations with potential partners, which included tours of each side's dental clinics.
4. **CEO Fecher** introduced a matrix covering all the information and aspects needed to evaluate potential partners. This will be a living document, updated as more data is gathered and other features explored. The focus will be areas of alignment and differences.
 - The FQHC Task Force was joined by **Vice Chair Sánchez**.

c. Pescadero Clinic Update – Director Roy agreed to be the Board Champion for the capital campaign. The public phase of the campaign is scheduled to kick off on April 17th with an event in Half Moon Bay.

1. Sonrisas and Puente will highlight the project on their giving pages during Coastsides Gives.
2. Selection of an RV is in its final stages, as is completing fundraising and operating MOUs with Puente.
3. Currently working on securing funds and identifying donors.

d. Cooking for a Cause Sponsorship Workshop – Mr. Chakrabarti introduced the sponsorship workshop for Cooking for a Cause to identify potential new sponsors for 2025 Cooking for a Cause from within Board members' networks. The goal for this year's Cooking for a Cause event is \$200,000.

1. Mr. Chakrabarti outlined the sponsorship levels and benefits, including a new sponsorship level and a VIP reception.
2. Groups briefly broke out to brainstorm and list potential new sponsors before coming back together to discuss their results.
3. Following the workshop, Mr. Chakrabarti will meet with Board members, individually, to discuss their respective strategy.

C. Community and Patient Engagement - No updates.

6. ANNUAL MEETING

A. Election of Officers ACTION REQUESTED – The Board Nominating Committee presented a slate of officers to the Board, nominating **Nigel Taverner** to continue his role as Chair, **Dennis Kneoppel** as Vice Chair and **Henry Sánchez** as Secretary.

- a. The Board Nominating Committee also proposed establishing an Executive Committee, consisting of the board officers and CEO, to help with decision-making and morale.
 1. Concerns were raised on ensuring the new executive committee having the bandwidth to meet regularly and what the charter of the committee will be. Both will be addressed at its first meeting.
- b. There was a brief discussion to confirm the number of board members (up to four members), who can join a sub-committee with regard to the Brown Act regulations.

Vice Chair Henry Sánchez moved to approve the Election of Officers. **Director Rick Navarro** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larissa Cutler, Dennis Kneoppel, Rick Navarro, Paramita Roy, Steve Stielstra.**

[Director Clyde Hinshelwood left the meeting at 7:15 pm.]

7. REPORTS

- A. CEO Report –** No comments or questions.
- B. COO Clinical Operations Report – Chair Taverner** observed the change of visits depicted without including SMMC visits. It was also observed COO Patel is having

discussions revolving IT and HIPAA, in which **Chair Taverner** invited COO Patel to join Sonrisas' Cyber Security Committee that meets every six months.

- C. **CFO Report – CFO Yee** provided an update on the financials for December 2024 and January 2025. It was noted the negative year-to-date numbers were due to a combination of reasons, such as staffing; both centers were closed for EPIC training; more HPSM patients are seen compared to FQHC patients. Despite a lower number of visits, there was a positive variance in the budget and net income.
 - a. The Finance team has been focusing their attention on reconciling records with Open Dental, resulting in a higher year-to-date prior care adjustment.
 - 1. **CFO Yee** mentioned the difficulty in identifying changes in Open Dental reports and the challenges faced during the transition of the new Senior Accountant and new Practice Manager.
 - 2. **CEO Fecher** acknowledged there are challenges with acclimating new team members and that it is a learning process for CEO Fecher, CFO Yee, and COO Patel as well.
- D. **Fundraising Report – Mr. Chakrabarti** recently met with the CEO of Sequoia Healthcare District (SHCD) to discuss the timeline for SHCD's access to care funding, which is expected to continue for another year. Mr. Chakrabarti will be requesting expanded SHCD funding for essential community programs with Dr. Bonnie.
 - a. There were good conversations on the significant growth in major donors.
- E. **Outreach Report – Dr. Bonnie** reported the goal of 3,800 dental screenings is on track. With additional partners, there are 50 events scheduled for 2025 (1-2 a week) all grant funded, thanks to the Development team.
 - a. Dr. Bonnie added the exposure of school screenings also piqued interest from teachers of other grades and reached out to discuss the possibility of providing care for their students as well. This demonstrates the impact of Outreach programs in the community that help identify urgent needs and connects children with care.
 - b. **Chair Taverner** enjoyed the pictures on Dr. Bonnie's report and asked for clarity about what First Five is.
 - 1. First Five San Mateo is a government agency that partners with Sonrisas for Oral Health Education and Screening events. They coordinated an event during National Children's Dental Health Month (February) as an opportunity to document and photograph the different activities in which the kids participated.
- F. **Quality Committee Report –** A Quality Committee meeting is scheduled for the following afternoon that also includes staff.
- G. **Board Nomination Committee –** No comments or questions.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. Report from the first Quality Committee meeting

9. ADJOURN - The meeting was adjourned at 8:48 pm.





DATE: March 17, 2025

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: CEO Report

The focus of the last month has been operational as well as continued work on Sustainable Growth, focus area two of the strategic plan, through the FQHC Pathways project.

The SMMC FQHC contract ended on March 16th. The clinical team worked diligently on completing as much in-progress treatment for the patients as possible. Messaging for the patients that were referred from the SMMC waitlist has been sent out by SMMC. SMMC will provide on-going dental care for those patients moving forward. Patients may request to stay at Sonrisas and if there is space available, they will become Sonrisas' patients, funded by HPSM.

The Leadership Team completed guidelines for Sonrisas' front office staff should an immigration officer (ICE) come to a Sonrisas' clinic. The front office team has been trained; and the guidelines will be distributed to all staff.

On March 4th, the team became aware of a data incident. Sonrisas' cybersecurity insurance was utilized to hire outside experts to determine what occurred, restoration steps required, legal obligations for any required notifications and what changes were needed to make systems more secure. Key leadership team members have been heavily focused on the incident response. The incident is on-going and will take another 30-60 days to fully complete the incident response. There are some technical processes being revamped that are affecting how vendors and remote staff access Sonrisas' systems, which is impacting workflow. The timing of the incident made it not possible to run the month end reports required to complete the profit and loss statement in time for the board meeting. The financials are being completed now and the CFO report with the February financials will be sent to the board when they are completed.

The administrative and clinical management team have been focused on hiring for the CCC team as well as improvements to the patient revenue cycle. An office manager with over 20 years of experience who speaks Spanish has been hired for the Half Moon Bay clinic. A position for a senior CCC remains open. A consultant with dental billing expertise is being engaged to work on projects that have fallen behind due to the CCC staffing shortage. Currently, Sonrisas outsources patient billing to a third party. The team is evaluating if that process should be moved back in-house or if structuring the responsibilities differently would help efficiency and the timing of billing. A project to improve the patient revenue cycle processes has been scoped by the COO and project work has begun.

Meetings with potential partners for the FQHC pathways project continue. The unknown changes that may occur with Medicaid at the federal due to budget cuts have affected one partner's interest in continuing discussions. Additional partners have been identified; and discussions will begin to see if there is potential for partnership.





DATE: March 25, 2025

TO: SDH Board of Directors

FROM: Prasanthi Patel, COO

RE: COO Report

1. **Clinic Visit Volume Summary for January:** There were no other significant operational changes or external factors contributing to decreased total visits for this month.

	February					
	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% of Budgeted Visits
Comm/PPO	288	288	207	(81)	17%	23%
Private Pay	32	32	22	(10)	2%	3%
HPSM	366	429	637	271	54%	29%
Medi-Cal	145	110	85	(60)	7%	11%
Affordable Plan	96	48	33	(63)	3%	8%
Farmworker	35	35	20	(15)	2%	3%
FQHC	315	350	182	(133)	15%	25%
Access to Care Subtotal	956	972	957	1	81%	75%
Total Visits	1,277	1,293	1,186	(91)		

- We continued to reduce our FQHC visit volume while increasing our HPSM visit volume, aligning with our recent changes in the FQHC contract.
 - In February, both clinics were fully staffed except for one full-time dental assistant and one full-time clinical care coordinator.
2. **Finance** – As we began analyzing the larger-than-expected prior period adjustment in January, we identified several opportunities for improvement within the revenue cycle. This led to the development of a Revenue Cycle Improvement Plan. This includes:
- Streamlining and standardizing workflows from eligibility verification to claim posting to enhance efficiency and reduce errors
 - Updating the fee schedules in Open Dental to ensure more accurate financial reporting
 - Engage a dental billing consultant for special projects to provide expertise and support in implementing recommended changes. The salary vacancy in the CCC team will be used to fund the consultant.

3. **Quality -**

- *Process Improvement efforts:*

On February 26, we held a Process Improvement Quality Committee meeting with the supervisor team, leadership, and senior accountant to introduce Quality Assurance & Performance Initiative (QAPI) Program to help the team understand the fundamentals of process improvement—why it matters, how to approach it, and how to identify inefficiencies. Each department was assigned homework to document one workflow that could be improved, with the goal of making work easier and more effective. This is the first step in embedding a culture of continuous improvement. Monthly meetings will continue, providing teams with the skills and structure to tackle real workflow challenges and refine processes over time.

4. **IT** – We are actively addressing the recent data incident by exploring remote desktop alternatives and reinforcing password security measures to enhance PHI protection. Our approach includes implementing real-time safeguards while evaluating longer-term hardware and software upgrades to strengthen our systems. This will remain an ongoing discussion as we prioritize security enhancements and operational efficiency.
5. **Staffing Update** – We have successfully identified and hired an Office Manager for Half Moon Bay, who brings many years of experience to the role. They will start next week and will play a key role not only in overseeing office operations but also in supporting revenue cycle improvements as outlined earlier. Their expertise will help streamline administrative workflows and enhance financial processes to improve efficiency and patient service.





DATE: March 18, 2025
TO: SDH Board of Directors
FROM: Spandan Chakrabarti, Director of Development
RE: **Development Update**

Coastside Gives: In preparation for Coastside Gives 2025 early giving opening on April 1 (final Giving Day is on May 1), Sonrisas has conducted pre-campaign donor outreach while familiarizing fundraising staff with the unique components of this year's campaign. 2024 was Sonrisas' most successful Coastside Gives campaign yet, and it proved to be a key component of growing Sonrisas' individual donor base by 33% in FY24 over the previous fiscal year. Sonrisas' program funding target for Coastside Gives is \$25,000. Sonrisas and Puente (our partners for the Pescadero RV campaign) will publicize an additional campaign through Coastside Gives to raise \$50,000 for the Pescadero project. Board members are asked to participate in publicizing both campaigns.

Cooking for a Cause 2025: During the February Board meeting, members participated in a sponsorship workshop to aid the process of expanding sponsorship dollars for this year's Cooking for a Cause celebrations, slated for September 27. Between then and the March meeting, the Development Director will have or is scheduled to have met 7 of the 9 members of the Board to develop individual outreach plans. Sponsorship will be the focus of event preparations for the time-being.

Pescadero RV Campaign Kickoff: On April 17, Sonrisas and our partners at Puente will host a kickoff for the public phase of our capital campaign to fund a dental RV clinic to sustain and expand our operations in the rural South Coast of San Mateo County. The kickoff event will feature a service recipient of Sonrisas' clinical services for farmworkers, a video featuring a Sonrisas clinician, remarks from Sonrisas and Puente leaders, and a welcome by the office of Sup. Ray Mueller. Major donors from both Sonrisas and Puente are invited to the event to learn more about the initiative as well as the funding needs for the clinic.

General Summary: As of this report, Sonrisas has secured:

- **Program grants:** \$1M+ in non-HCD grant funds. These are grant funds committed this fiscal year, and are not the same as grant funds released for various purposes. This accounting does not include funding from Peninsula and Sequoia Health Care Districts. These funds also do not include any funds secured for capital purposes. This exceeds our goal for the fiscal year's new grant commitments.
 - Including committed HCD funds, the total program grant dollars committed during FY25 is now at nearly \$2.4M.
- **Capital funds:** \$575,000 in funds secured for capital purposes.
- **Corporate and individual giving:** \$240,000+ in corporate and individual giving

Sonrisas Dental Health

Development Update. Dashboard Visuals.

