



Sonrisas Board Retreat Minutes

November 2, 2024

Oceana Hotel and Spa, 280 Capistrano Rd, Half Moon Bay

- **Present:** Board Chair Taverner, Vice Chair Henry Sanchez, Secretary Clyde Hinshelwood, Board Members: Larissa Cutler, Dennis Kneoppel, Rick Navarro, Paramita Roy, Steve Stielstra
- **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, PHCD CEO Ana Pulido, Dental Director Dr. Torrey Rothstein, Community Engagement Director Dr. Bonnie Jue, COO Prasanthi Patel, Community Resources Director Spandan Chakrabarti, Facilitator Eric Ryan, Administrative Assistant Veronica Le
- **Absent:** Board Member: Larry Cappel

Planned Retreat Outcomes

- Confirmation of Sonrisas' current strategic priorities and how the strategic plan is being executed
- Board alignment regarding the FQHC pathway partners
- Even stronger working relationships among the board and staff

Meeting Minutes

- **Arrive and Settle In**—The meeting started at 9:05 am.
- **Welcome** – CEO Fecher and Chair Taverner welcomed the Board members, PHCD leaders and Sonrisas Leaders who were in attendance. Chair Taverner noted that Sonrisas is in the third year of the strategic plan, which was launched July 2021.
 - Chair Taverner thanked Ms. Le for arranging the venue for this year's retreat.
 - Introductions of all in attendance were made.
- **Overview of the Day** – Eric Ryan reviewed the retreat's agenda.
- **Overview of our Current Strategy**
 - **Highlights/Accomplishments (in first two years) and Revised Three Year Focus Area Visions** – CEO Fecher shared the accomplishments in each focus area and thanked the champions for making great progress. For each focus area in the FY25 plan, the staff have revised the focus area visions, which define what success looks like.
 - **Focus Area 1: Sonrisa's Culture**
 - Accomplishments: Many goals have been met around Staff Wellness, Learning and Development, and Internal collaboration. The team adjusted the goals after Year 1 (FY22) from wellness to staff appreciation.
 - Revised focus area vision: Staff wellness has transitioned fully to staff connections. Staff leadership and development, internal communications and improved clinical operations and workflow are key to success in this focus area. With the DEIJ Business Case priority being Human Capital, the team believes that this vision supports improvements in clinical and administrative staff job satisfaction.
 - **Focus Area 2: Sustainable Growth**
 - Accomplishments: Growth in the number of FQHC visits for Medi-Cal dental patients along with conversations with 4 potential FQHC partners are the successes around patient revenue. Fundraising has grown by 25% with improvements in all areas of fundraising.
 - Revised focus area vision: In the area of patient revenue, the team will continue to explore, manage and come to decisions about current and future partners. In fundraising, the team will replace institutional funding, complete a successful capital campaign and continue the growth in the major donor program.
 - **Focus Area 3: Patient and Community Engagement**
 - Accomplishments: The Quality Committee was established, Outreach programs tripled, and an Outreach data management system was implemented.
 - Revised focus area vision: A fully built out Quality Committee and the Outreach Program achieving billable revenue and the systems required for growth are key to success in this focus area.
 - It was acknowledged the immense work put into accomplishing each focus areas' goals.

- **FQHC Pathways Project.**
 - Note: This project refers to Sonrisas acquiring an FQHC reimbursement rate for most patient visits, NOT necessarily that Sonrisas becomes an FQHC
 - CEO Fecher gave a brief overview of the project.
 - History and Progress –
 - The timeline and accomplishments for the strategic plan, FQHC requirements and learnings, and progress with the four partners engaged to date were reviewed.
- The meeting paused to take a break.
- **FQHC Pathways Project (continued)**
 - The decisions made at the strategic planning session in April 2021 were reviewed along with CEO Fecher's perspective on different partners and pathways.
 - There is no "best" pathway for Sonrisas. All have pros and cons.
 - The lens to review partnerships, budget implications of each and how that partnership would support Sonrisas' vision/mission, was discussed.
 - There were presentations on four potential partners and the type of contract relationship (subcontracting, subrecipient and others) for each partnership. The discussion included the pros and risks for each along with the potential impact on Sonrisas.
 - Current Status, Risks, and the Potential Impact on the Clinic(s) and Key Partners were reviewed.
- The meeting paused to take a 1-hour lunch break.
- **FQHC Pathways Project (continued)**
 - Discussion about the partners continued after lunch.
- **FQHC Pathways Five-year Cash Forecast Scenarios**— There was a review and conversations about three different forecast scenarios based different potential percentages of FQHC funded visits.
 - The scenarios reminded the board and team of the importance of the FQHC Pathways Project. Without a partnership, Sonrisas will exhaust cash reserves.
 - There was a discussion that without a partner, Sonrisas will need to revise its business model.
 - CEO Fecher will revise the Confidential FQHC Pathways Dashboard sent to the board monthly to have clear timelines. The goal is to have decisions on different partners within a year or sooner.
- The meeting paused to take a break.
- **Clarifying and Confirming our Strategic Plan Priorities and Goals**
 - The strategic plan will no longer be called a three-year plan that is completed in FY25. It will become a rolling plan.
 - The current focus areas still match the strategic needs of the organization. They will be changed with staff and board input as needed.
 - Goals for the focus areas will continue to be defined and tracked by the staff.

[Director Cutler left the meeting at 3:20 pm.]
- **Wrap Up and Next Steps**
 - Eric led a discussion outlining the decisions made and action items from the retreat.
 - CEO Fecher thanked members who attended the retreat. She is grateful for their dedication to Sonrisas' success and continued support of the mission.
 - CEO Fecher is thankful to Dr. Torrey, Dr. Bonnie, Prasanthi, Spandan, and Veronica for attending.
 - The board thanked CEO Fecher in return for her preparations for a successful retreat.
 - The board members also thanked Eric Ryan for facilitating the board retreat again.
- **Adjourn**—The meeting was adjourned at 3:41 pm.

Written by
Veronica Le

Approved by

Henry Sanchez, Vice Chair

