



**Board Meeting
June 16, 2022
6:30 PM**

Teleconference Via Zoom

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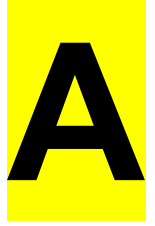
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AGENDA

- | | |
|---|------|
| 1. 6:30-6:35 CALL TO ORDER AND ROLL CALL – Vice Chair Galligan | |
| 2. 6:35-6:40 MISSION MOMENT – CEO Fecher | |
| 3. 6:40-6:45 PUBLIC COMMENTS | TABS |
| 4. 6:45-6:50 APPROVAL OF MAY BOARD MINUTES – Vice Chair Galligan | A |
| 5. 6:50-7:35 NEW BUSINESS | B |
| A. FY23 Capital and Operating Budget ACTION Requested – CEO Fecher | |
| B. Strategic Plan Approval ACTION Requested– CEO Fecher | |
| C. Employee FY22 Retention Bonus ACTION Requested – CEO Fecher | |
| D. Board Resolution to Continue Virtual Meetings ACTION Requested – Vice Chair Galligan | |
| 6. 7:35-7:45 OLD BUSINESS | |
| A. Cooking for a Cause September 2022 Update – Development Committee | |
| B. Stanford Graduate School of Business Nonprofit Executive Program Report – CEO Fecher | |
| C. FQHC Contract Update – Nothing to Report | |
| 7. 7:45-7:55 REPORTS | C |
| A. CEO Report – CEO Fecher | |
| B. CFO Report – CFO Fama | D |
| a. April 2022 Profit and Loss, Balance Sheet, and Dashboards | E |
| C. Fundraising Report – Maura LeBaron-Hsieh | F |
| D. Outreach Report– Dr. Bonnie Jue | |
| E. Board Nomination Committee – Director Young | |
| 8. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Vice Chair Galligan | |
| 9. ADJOURN | |





**Board Meeting
May 19, 2022
6:30 PM
MINUTES**

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at **6:34 pm**.
 - **Present:** Board Chair Nigel Taverner, Vice Chair Helen Galligan; Board Members: Dennis Kneoppel, Steve Stielstra, Sheryl Young
 - **Also Present:** CEO Tracey Fecher, CFO Cheryl Fama, Administrative Assistant Veronica Le, Director of Development Maura LeBaron-Hseih
 - **Absent:** Larry Cappel, Larissa Cutler, Rick Navarro

2. **MISSION MOMENT – Director Stielstra** recounted his experience attending the Strategic Planning Retreat. By sitting in the back of the room, he observed all who attended the meeting and was impressed at the collaboration, participation, and support of staff members. Before the retreat, he was uncertain of how staff would react to the strategic plan and if they would engage in conversation. By the end of the retreat, **Director Stielstra** gained more respect for the leadership team and staff members after listening to their points of view. **Director Young** concurred each staff member was opinionated and well prepared for the retreat. **CEO Fecher** shared the value of having staff members be part of the process for Sonrisas to achieve its goals and visions.

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

[Secretary Clyde Hinshelwood joined at 6:38 pm.]

4. **APPROVAL OF APRIL BOARD MINUTES AND STRATEGIC PLANNING RETREAT MINUTES**
 - ***Vice Chair Galligan** moved to approve the minutes for April 21, 2022. The motion was seconded by **Director Young** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Dennis Kneoppel, Steve Stielstra, Sheryl Young**. Abstain: **Clyde Hinshelwood***
 - ***Chair Taverner** moved to approve the minutes for the Strategic Planning Retreat on April 24, 2022. The motion was seconded by **Director Stielstra** and approved by quorum. Ayes: **Nigel Taverner, Steve Stielstra, Sheryl Young**. Abstain: **Helen Galligan, Clyde Hinshelwood, Dennis Kneoppel***

5. **NEW BUSINESS**
 - **Strategic Retreat Outcomes – Chair Taverner** discussed the progression of the Strategic Plan (see slide 2) and what further steps need to be taken to have a completed, refined plan to present for approval at the next board meeting (see slide 3). Between July and December, there is execution support with Facilitator Eric Ryan discussing how to implement the strategic plan properly. At the planning retreat, the focus areas and their champions were confirmed with potential teams to execute goals in each focus area. **CEO Fecher** emphasized the idea of working with the staff to create the measurable goals in the plan, to build skills and confirming the importance of staff feedback. Focus area champions will be asked to present at the Staff meeting.
 - **Puente and Sequoia Healthcare District Clinic Discussions – CEO Fecher** shared Puente’s interest in a permanent clinic based in Pescadero as well as a partnership with Sonrisas. Puente and Sonrisas met with SMMC two weeks ago to gauge their interest in continuing



farmworkers beyond the end of the contract in December 2022. Along with the possibility of serving SMMC patients in Puente's community, SMMC encouraged Sonrisas to send in a proposal outlining the details.

- Currently, Sonrisas is working with Puente to see if a permanent clinic has a sustainable business case beginning with exploring whether there's space for a permanent clinic and how many dental chairs it should have.
- Sequoia's Healthcare District is looking at converting their current building into a large dental clinic, possibly with 14 chairs. This would create much needed capacity for a dental home for individuals in their district. The CEO of Sequoia Healthcare District, Pamela Kurtzman, shared her opinion that their funding for dental should be like Peninsula Healthcare District. **CEO Fecher** and **Director of Development LeBaron-Hseih** met with CEO Kurtzman and a presentation to their board on June 1st is planned.
 - **Director Stielstra** asked whether these conversations with Puente and Sequoia Healthcare District aligned with their own strategic plans or were part of a longer-term plan. **CEO Fecher** believes that both organizations understand that sustainable growth is key for Sonrisas, whether it be in FY23 or in the future.
 - **Director Stielstra** inquired if Puente will potentially draw from Santa Cruz County as well. **CEO Fecher** responded only zip codes in San Mateo County were spoken about, mentioning if Santa Cruz County was included, there will be a need to amend the policy as Sonrisas only currently serves Medi-Cal patients and residents in San Mateo County.
 - **CEO Fecher** would like to expand to two days a week for farmworker patients with Sonrisas' mobile setup in Half Moon Bay if the staffing is identified.
 - **CFO Fama** asked about Supervisor Don Horsley's stance as well as an opportunity for support from the county. **CEO Fecher** replied there was no discussion regarding the matter yet.
 - **Chair Taverner** asked if this was part of the reason for approaching the county. **CEO Fecher** explained how farmworkers are not covered for dental through Medi-Cal, causing them to go through the Homeless and Farm Worker Program to receive services. So, confirming if the county will expand the FQHC contract to their patients living in Pescadero and the surrounding communities, it would provide Sonrisas a stronger business plan for a potential new clinic.
- **CEO Fecher** brought up that HPSM is considering an orthodontic pilot, which could bring dentists completing an orthodontic fellowship to the San Mateo clinic for orthodontic procedures, potentially expanding business hours into nights and weekends.
- **Cooking for a Cause September 2022 Update** – The Development Committee reiterated the goal of increasing gross revenue from earning a net income of \$15k-\$20k, up to \$85k-\$100k, being deliberate in who to invite (and when). The key message is that board members' help is needed in advertising Cooking for a Cause and identifying potential invitees and sponsors. **Director of Development LeBaron-Hseih** laid out some of the logistics and production planning for the event which are still underway, but the Development Committee is ahead of schedule with the help of the event planning team, The Arora Collective. She gave board members supporting Cooking for a Cause with two options: paying for a table of tickets then inviting guests to sit at the table or hosting a table where guests will buy their own tickets (see slide 5). **Director of Development LeBaron-Hseih** will be supporting the board by sending out spreadsheets containing resources and providing a platform for board members to input their potential guests' names. When identifying potential guests, two factors: who has the capacity to give and who's interested in aiding Sonrisas' mission.
 - **Director Kneoppel** inquired for more clarification regarding the event in terms of the event's date and location. **Director of Development LeBaron-Hsieh** will be sending out more information via email to each board member; acknowledging



the location (Half Moon Bay) is not ideal for all donors but mentioned that's where Sonrisas (and Cooking For A Cause) was created. Moving forward, as Sonrisas' list of donors grows, there could be a change in location potentially accommodating guests from the peninsula and the coast.

- **Board Resolution to Continue Virtual Meetings ACTION Requested**
 - *Vice Chair Galligan proposed that the June 16th board meeting take place virtually. The motion was seconded by Director Young and approved by roll call vote. Ayes: Nigel Taverner, Helen Galligan, Clyde Hinshelwood, Dennis Kneepel, Steve Stielstra, Sheryl Young.*

6. OLD BUSINESS –

- **FY23 Budget Parameters – CEO Fecher**
 - **Cash Reserve Recommendation**
 - 3-6 months of cash reserve is considered standard for non-profits in case of catastrophic events i.e., the COVID pandemic or loss of a funder. There's currently \$1.8 million that can be contributed to staff retention (\$900k), minimum operations (\$800k), or a mix of both scenarios if there were to be another shutdown. **CFO Fama** reiterated the importance of sustainable funds in case of unplanned expenses. It is recommended that \$1 million will be kept in reserves to be able to respond to any scenario that negatively affects Sonrisas' income.
 - **Director Hinshelwood** inquired about earmarks or big expenditures for the \$800k. **CEO Fecher** will be presenting the capital budget to the board in the June 16th meeting for approval.
 - **Projects for Operational Efficiencies—CEO Fecher** proposes that next year is an investment year for sustainable growth with \$100-\$200k for capital improvements; she will present the capital budget at the next board meeting. Investment projects will be brought to the board for approval later in FY23 after they are scoped and the benefits are defined.
 - **Clinical Annual Plan—**After meeting with the clinical leadership team, there won't be additional provider days in Sonrisas' FY23 plan, due to current challenges in hiring dental assistants, focusing on onboarding staff, replacing key staff who left and outsourcing insurance billing. Although there was a 30% increase in visits at the San Mateo location in FY22, there may be less visits in the FY23 plan because there are less clinic days in FY23. However, if more dental assistants are onboarded, Sonrisas could add another dentist day in Pescadero or a Saturday dentist in San Mateo.
- **FQHC Contract Update –** No questions or comments.

7. REPORTS

- **CEO Report –** The closure day was well appreciated by staff. **Director Hinshelwood** suggested strategizing on different ways of giving staff breaks from daily work. **CEO Fecher** mentions the stress of staff absences due to experiencing COVID symptoms.
- **CFO Report – Director Hinshelwood** asked what the cause of the huge jump in revenue from December 2021 to March 2021. **CEO Fecher** replied that tobacco taxes are paid quarterly in arrears causing the amount to be under booked in January and February, so the remainder was booked in March for both clinics.
- **Fundraising Report –** No questions or comments.
- **Outreach Report –** No questions or comments.
- **Board Nomination Committee –** No questions or comments.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner



- **Approving the budget**
 - CFO Fama requested for the cash reserves recommendation to be added to the next board meeting's agenda as an action item as this is a significant financial strategy and should be part of the reserve policy.
 - **Progress on Cooking for a Cause**
 - **Approve strategic plan**
9. **ADJOURN** – Meeting was adjourned at **8:04 pm**.





DATE: June 8, 2022

TO: SDH Board of Directors

FROM: Nigel Taverner, Board Chair
Tracey Fecher, CEO

RE: FY23 Budget

Attachments: FY23 Budget Summary, Board Meeting Slides Regarding FY23 Budget

From Nigel: As I won't be attending this month's Board Meeting, a brief note from the Chair about the proposed FY23 Budget. The overall objective, already reviewed in May, is to deliver the same visit volume next year and increases in school screenings— after our 30% increase in visits, screenings etc., this year – with the addition of initiatives reinforcing the Strategic Plan areas of focus. Inflation has made/is making a big impact and this is reflected in the fact that the proposed budget forecasts a P&L deficit, while producing a cash surplus. That is preferred to making cuts, particularly in the light of a forecast surplus this year (among other factors).

Attached is the FY23 Budget Summary, which includes a comparison to the Projected Actuals for FY22. The theme of the FY23 budget is investing in Sonrisas' Strategic Plan in the three focus areas of Sonrisas Culture, Sustainable Growth and Patient and Community Engagement. Each of these areas has increased expenses and/or revenue to meet the goals in those areas. An overview of those increases is below:

Sonrisas Culture:

- Consultant fees have been budgeted \$16K higher for activities related to the goals for Sonrisas culture, such as staff wellness, processes for employee feedback and staff learning and development. Some of these services may also encompass Patient and Community Engagement goals.
- Employee Goodwill has been increased by \$5K to allow for an annual summer picnic, staff gatherings and other activities that bring the staff together.
- Meeting and Travel Expenses have been increased by \$15K to allow for employees and supervisors to attend training.
- The Board Retreat has been increased by \$5.5K to continue to have a facilitator for an annual board retreat and social event with the Leadership staff.

Sustainable Revenue:

- An additional \$292K of fundraising revenue is called for – including increasing revenue from Cooking for a Cause to \$100K. Fundraising personnel and expenses have been increased by \$112K to strengthen the development team.
- In Patient Services, 10% of the Medi-Cal Dental patients served at the HMB clinic beginning in October will be converted to FQHC patients under the SMMC contract, bringing in additional revenue. FQHC visits generate an average of \$100/visit more than Medi-Cal Dental.

Patient and Community Engagement:

- The Outreach team will increase personnel and supply expenses by \$160K to allow the growth of the number of school screenings from 1,200 this fiscal year to 2,000 in the next fiscal year.
- A focus of the Community Engagement Director, Dr. Bonnie Jue, in FY23 will be pursuing funding avenues for school screenings with organizations like HPSM to allow for the on-going year over year funding of a growing program. The Sequoia Healthcare District is providing funding for 800 screenings in the Redwood City School District.

Other notable items in the budget include:

Patient Revenue Payer Mix: The patient revenue mix in the budget has been planned to allow for an increase in the number of FQHC patients in HMB and to track the actual payer mix in the last quarter of FY22. The team has seen a greater need for appointments for low-income patients. The mix can be adjusted if the board prefers a higher percentage of PPO patients to be seen. A reduction in FQHC patients to serve more PPO patients would have a negative impact on patient revenue.

	% Of Visits FY22	% Of Visits FY23
Comm/PPO	26%	23%
Private Pay	3%	2%
Medi-Cal Dental	57%	52%
Affordable Plan	5%	6%
FQHC/Farmworkers	10%	16%
Access to Care Subtotal	72%	75%

Direct Patient Care Costs increases of note include:

- Dental Supplies by \$50K due to more visits as well as a planned increase of 8% for inflation.
- Maintenance is a new account in Direct Patient Care where quarterly, semi-annual and annual dental equipment maintenance, such as compressor maintenance and nitrous system flow checks, will be recorded. Previously, these expenses were recorded in the Small Dental and Equipment repair accounts.
- Contracted services for \$82K includes the outsourcing of Patient Insurance Billing, which reduces staffing headcount by 1 FTE.

Indirect Patient Care Costs of note include:

- Facilities expenses have increased by \$16.6K due to a significant increase in utilities, particularly PG&E.
- Other items of note are related to the strategic plan and outlined above.

Other Revenue:

- No Incentive revenue has been planned in FY23 due to the Medi-Cal program ending in January 2022.
- It is not expected that the Federal Government will have any additional CARES Act grants or opportunities applicable to Sonrisas.

FY 22-23 Budget (DRAFT)



Patient Care	San Mateo	Coastside	FY23	Projected Actual FY 22	Budget FY22	Change FY22 to FY23
Commercial Insur.	427	112	539	494	583	(44)
PPO	2,349	373	2,722	2,962	3,307	(585)
Public Dental Insurance	5,124	2,396	7,521	7,784	7,529	(9)
Private Pay	320	37	358	355	378	(21)
Affordable Plan	320	523	843	748	778	65
Farmworker	214	0	214	258	0	214
FQHC	1,922	292	2,214	1,155	1,528	686
Total Visits	10,676	3,734	14,410	13,756	14,104	306
Adjustments	(44,669)	(12,000)	(56,669)	(41,658)	(68,369)	11,700
Commercial Insur.	113,191	33,401	146,592	140,915	177,223	(30,631)
PPO	514,897	85,005	599,902	652,177	790,927	(191,025)
Public Dental Insurance	1,044,928	325,978	1,370,906	1,172,763	1,114,666	256,240
Private Pay	92,053	7,346	99,399	95,569	112,327	(12,928)
Affordable Plan	69,998	84,250	154,248	133,624	132,242	22,006
Farmworker	70,840	-	70,840	41,383	-	70,840
FQHC	557,273	84,767	642,040	370,648	442,993	199,046
Total Income	2,418,512	608,746	3,027,258	2,565,670	2,702,010	325,248
Personnel	2,070,079	590,091	2,660,169	2,358,633	2,633,095	(27,075)
Dental Supplies	185,440	62,543	247,983	223,366	196,079	(51,904)
Small Dental Equipment	948	0	948	1,041	7,291	6,343
Dental Equipment Repair	17,400	4,020	21,420	28,967	20,508	(9,12)
Lab Fees	89,571	40,849	130,420	112,532	120,540	(9,880)
Maintenance	12,576	4,590	17,166			(17,166)
Uniforms	300	0	300	225	1,104	804
PPE & Covid Related	59,038	30,842	89,880	61,779	98,106	8,226
Contracted Services	64,652	17,247	81,899	10,398	9,876	(72,023)
Direct Patient Care Costs	2,500,003	750,182	3,250,185	2,796,940	3,086,598	(163,587)
Administrative Personnel	291,137	124,610	415,746	412,889	396,529	(19,218)
Business Taxes	250	0	250	367	250	0
Facilities Expenses	91,066	63,996	155,062	151,574	138,424	(16,638)
Office Exp.	18,960	5,892	24,852	23,068	22,092	(2,760)
Computer Expenses	54,512	17,745	72,257	67,605	67,428	(4,829)
Insurance	29,795	0	29,795	26,746	23,906	(5,888)
Consultants	53,119	0	53,119	51,471	37,300	(15,819)
Fees and Interest	23,496	0	23,496	27,525	24,960	1,464
Depreciation Expense	287,258	32,052	319,310	294,370	302,883	(16,427)
Dues, Fees & License	0	0	0		4	4
Employee Goodwill	8,452	0	8,452	3,940	3,490	(4,962)
Recruitment Expense	3,600	0	3,600	7,536	2,496	(1,104)
Marketing Expenses	384	0	384	1,977	810	426
Meeting & Travel Expense:	16,460	0	16,460	9,643	1,584	(14,876)
Board Retreat	7,392	3,168	10,560	3,555	5,000	(5,560)
Indirect Patient Care Costs	885,880	247,463	1,133,342	1,082,264	1,027,156	(106,187)
Total Patient Care Costs	3,385,883	997,645	4,383,528	3,879,204	4,113,754	(269,774)

Fundraising Program	FY23	Projected Actual FY 22	Budget FY22	Change FY22 to FY23
Donations Received	120,000	124,666	120,000	0
Fundraising Event	100,000	36,141	30,000	70,000
Grant from PHCD	900,000	900,000	900,000	0
Grants Received & Released	969,990	928,988	640,000	329,990
Total Income	2,089,990	1,989,795	1,690,000	399,990
Fundraising Personnel	260,693	187,298	193,014	(67,678)
Fundraising Expenses	142,010	90,679	101,198	(40,812)
Net Fundraising Income	1,687,287	1,711,817	1,395,787	291,500

Outreach Program	FY23	Projected Actual FY 22	Budget FY22	Change FY22 to FY23
Personnel	357,692	214,130	202,972	(154,720)
Outreach Supplies	19,000	9,065	8,815	(10,185)
Employee Goodwill	500		800	300
Outreach Marketing Expenses	500		1,768	1,268
Meeting & Travel Expenses	4,025		3,684	(341)
Depreciation Expense (Van)	0		2,813	2,813
Total Program Costs	381,717	223,195	220,852	(160,865)

Other Revenue	FY 23	Projected Actual FY 22	Budget FY22	Change FY22 to FY23
Incentive	0	690	36,000	(36,000)
Est. PPP Loan Forgiveness	0	201,105	201,000	(201,000)
Investment Income	1,308	4,850	168	1,140
OTHER REVENUE	1,308	206,645	237,168	(235,860)

Summary	FY23	Projected Actual FY 22	Budget FY22	Change FY22 to FY23
Total Revenue	5,118,556	4,762,110	4,629,178	489,378
Total Personnel	(3,694,300)	(3,172,950)	(3,425,610)	(268,691)
Total Clinic Expense	(590,016)	(438,308)	(453,504)	(136,512)
Total Overhead Expense	(717,596)	(669,375)	(630,627)	(86,969)
Total Fund. & Outreach expen	(166,035)	(99,744)	(119,078)	(46,957)
NET INCOME	(49,392)	381,733	360	(49,752)
Depreciation	319,310	294,370	302,883	(16,427)
Capital Expenditure	(238,380)	(383,000)	(422,524)	184,144
CASH FLOW	31,538	293,103	(119,281)	117,965

Sonrisas Dental Health

Board Meeting June 2022

FY22: Outcomes

- **Patient Care**
 - 30% Increase in San Mateo visit volume
 - Outsourcing of Insurance Billing
- **Fundraising**
 - Successful Cooking for A Cause event
 - Launch of Major Donor Program
- **Outreach**
 - 1200 School Screenings
 - Delta Dental Grant – Senior Program
- **Operations**
 - Strategic Plan for 2022-2024 ready for Board Approval
 - On track to exceed financial targets
 - 2nd PPP Loan forgiven and Employee Retention Credits

FY23: Investing in Strategic Plan

- **Sonrisas Culture**
 - Team building
 - Staff feedback and wellness
- **Sustainable Growth**
 - Building Fundraising Team
 - FQHC contracted visits at HMB Clinic
- **Patient and Community Engagement**
 - Expansion of Outreach Team
 - Investment in Systems



FY 23-27 Capital Budget

DESCRIPTION	FY22 Projected	FY 23	FY 24	FY 25	FY 26	FY 27
IT Equipment	\$24,000	\$12,700	\$16,000	\$19,000	\$19,000	\$19,000
Facility Improvements	\$130,000	\$17,000	\$5,000	\$5,000	\$6,500	\$20,000
New Dental Equipment	\$155,000	\$145,280	\$0	\$0	\$0	\$0
Replacement Dental Equipment	\$74,000	\$63,400	\$32,978	\$113,240	\$131,245	\$175,320
	\$383,000*	\$238,380	\$53,978	\$137,240	\$156,745	\$214,320

Additional Capital Projects for operations improvements, such as a new phone system and outreach data collection will be presented to Board for approval as project are defined.

Sonrisas Cash Reserve Policy calls for \$1M in reserves. Current cash position is \$1.7M (as of 6/8/22).

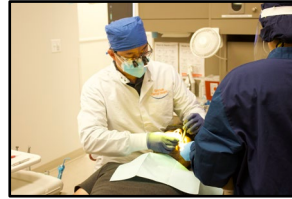
Legend:

- It Equipment: Computers, Servers, Monitors, etc.
- Facility Improvements: Lease holder improvements, furniture and fixtures
- New Dental Equipment: Equipment needed for expansion of providers/visits or Covid-19 mitigation
- Replacement Dental Equipment: Items reaching end of useful life.

* FY22 Approved Budget was \$422,500

FY 23 Operating Budget Assumptions

Patient Care	FY 22 Projected	FY 23 Budget
Commercial Insur.	494	539
PPO	2,962	2,722
Public Dental Ins.	7,784	7,521
Private Pay	355	358
Affordable Plan	748	843
Farmworker	258	214
FQHC	1,155	2,214
TOTAL VISITS	13,756	14,410



Personnel	FY22 Projected	FY23 Budget
FTE	28	29
Salary Increases	4%	5%
Benefits Increase	8%	6%

Fundraising	FY 22 Projected	FY 23 Budget
Net Income	\$1.98M	\$2.08M
Fundraising FTE	1.1	1.8

Outreach	FY 22 Projected	FY 23 Budget
Child Screenings	1,200	2,000
Senior Screenings	13	100
Presentations	16	0
Outreach FTE	1.5	2.3

Patient Care FY23 Plan:

- No additional providers
- New Dental Assistant will allow SM hygienists to see 8 patients/day
- Outsourcing of Insurance Billing
- FQHC contract expansion to HMB

Net Positive Cash Flow

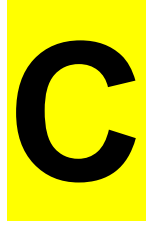
Investment in Strategic Plan

**\$31,538 Positive Cash Flow
with Planned Capital Expenses***

***Additional Capital Projects will be presented in FY23 for board approval**
Sonrisas Cash Reserve Policy calls for \$1M in reserves. Current cash position is \$1.7M (as of 6/8/22).

FY23 Operating Budget Contingency Plan

Area of Risk	Concern	Impact	Mitigation
<i>Hiring Dental Assistants</i>	1 FTE new dental assistant needed for FY23 visit volume	~ 13 visits per week or 670 visits over the year	Hygienists stay at 7 visits per day in SM if unable to hire assistant. DA monthly Cost = \$5600 Monthly loss for reduced hygiene visits = \$5700
<i>Covid-19 Staffing Absences</i>	Cancelled patient visits when staffing levels low	Not meeting budgeted visit volume	Salary actuals lower due to staff being out
<i>Fundraising Grants Received</i>	\$330K increase planned	Loss of planned income	\$202 in released grants already received/approved by funder. Invitation from Woodlawn Foundation for ~\$50-100K in new grant.
<i>Inflation Affecting Supply Expenses</i>	Budgeted 8% dental and 5% admin increases in supplies not sufficient	Over budgeted net income	Further spend down of cash reserves





DATE: June 8, 2022

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: CEO Report

1. Clinic Operations:

- April clinic visits were off budget by 80 visits. The budgeted visit forecast called for hygienists in San Mateo to be seeing 8 patients per day. Due to an unfilled dental assistant position, hygienists have been seeing 7 patients per day so they can clean and set up their own rooms. This results in 65 less appointments for the month of April. The April retreat, which was not in the plan, included 4 providers who were scheduled to see patients, resulting in about 35 visits cancelled/rescheduled to another month.
- The payer mix was off in Commercial Insurance/PPO to the budgeted mix. The percentage of low-income patients for April was 1% higher than budgeted.

	Budget	Actual	Actual vs. Budget	% of Actual Visits	% of Budgeted Visits
Comm/PPO	352	292	(60)	24.5%	25%
Private Pay	34	33	(1)	3%	3%
Medi-Cal Dental	681	695	14	58%	57%
Affordable Plan	70	66	(4)	5.5%	5%
FQHC	138	109	(29)	9%	10%
Access to Care Subtotal	889	870	(19)	73%	72%
Total Visits	1,275	1,195	(80)		

2. Staffing Updates:

- In late May/early June, we've seen an increase in the number of staff who have had to miss work due to having Covid-19 or symptoms. Staff are also having to miss work due to their children being sick. During the week of June 6th, an estimated 80 patient appointments had to be cancelled due to staffing shortages.
- The Sonrisas leadership team is recommending that the board consider giving retention bonuses to the team. In the [Inc. article](#), titled "Want to Hang Onto Veteran Employees? Now's the Time for Retention Raises", Wharton professor Adam Grant supports the importance of retention raises. Dr. Bonnie and Dr. Torrey believe that bonuses that are pro-rated on how long an employee worked for the fiscal year and their FTE are a good fit for dental office culture. Sonrisas received \$131K in Employment Retention Credits in

May 2022 and we'd like to give \$40K of those credits back to the employees, recognizing that Sonrisas mission is not delivered without the work of their hands. We look forward to a discussion with the board at the upcoming board meeting.

3. FQHC and Farmworkers Contract:

- The SMMC team has agreed that FQHC contract can expand to the HMB clinic in FY23. Sonrisas will meet with them to discuss the details and we have planned to see ~30 FQHC patients visits in HMB each month beginning in October.

4. Financial Update:

- On June 8th, Sonrisas' current cash position was \$1,700,000





DATE: June 7th, 2022

TO: SDH Board of Directors

FROM: Cheryl A. Fama, CFO
Tina Wang, Senior Accountant

RE: **April Unaudited Financials and YTD Performance to Budget**

April PERFORMANCE:

- A. Revenue:** Net Patient Revenue was on budget at **\$247,581**.
- Total visits were 1195, 80 visits below budget.
 - Total gross revenue was \$491,436 - **(\$54K)** below budget due to fewer visits.
 - Total uncompensated care deductions of **(\$243,855)**, \$47.4K better than budget due to fewer visits and the positive \$23.7K for estimated Tobacco Tax revenue making uncompensated total 50% of gross revenue.
- B. Total Expense:** **(\$381,450)** – \$8,237 better than budget
- Total Direct Expense- \$20,108 better than the budget due to savings in personnel costs.
 - Total Indirect Expense- \$11,871 over budget due to unbudgeted strategic planning consultant and administrative training classes, both of which were approved by the board.
- C. Donations/Grants & Other Income:** **\$149,878** - \$9K more than budget
- Grants and Donations included \$52,414 released grants, \$22,335 in individual donations, and \$75,000 in PHCD support.
 - Interest Income was \$128.

NET INCOME \$16,009-\$11,473 more than budget



YTD PERFORMANCE:

- Gross revenues are behind \$218K primarily due to visit volume at San Mateo being below budget by 454 visits; most significantly in Commercial and PPO visits.
- Uncompensated care is closer to budget when unbudgeted Tabacco Tax of \$95K is deducted.
- Management of Direct and Indirect costs continue to be below budget YTD.
- Fundraising is \$284K ahead of budget and reflects productive work by staff and transfer in from Balance Sheet of funds restricted for capital project that recently occurred.
- Net Income is \$300K positive to the budgeted <\$12.8K>

The “home stretch” of this fiscal year will be a challenge. COVID-related staff absences, on top of on-going staff recruitment challenges, have had and will continue to result in SDH and patient visit cancellations. However, it has not slowed down the CEO’s aggressive outreach to pursue and vet new partners and growth opportunities. The recent decision of the Sequoia Healthcare District’s to significantly increase its support is evidence of the quality reputation the management team has established throughout the community.

YTD PERFORMANCE TO BUDGET: YTD net income is **\$300K** better than budget. The estimated Cash-flow is **\$294K** better than budget. PHCD grant received to date is \$750,000.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>11,334</i>	<i>11,605</i>	<i>(271)</i>
Gross Patient Revenue	\$4,747,810	\$4,965,204	(-4%)
Uncompensated Care (Deductions)	\$(2,634,321)	\$(2,749,358)	4%
Grants/Donations/Other Income	1,915,358	1,631,470	17%
Direct Cost	\$(2,428,966)	\$(2,570,136)	5%
Indirect Cost	\$(1,312,396)	\$(1,289,991)	2%
Net Income	\$287,484	\$(12,810)	234%
<i>Non-cash items adj.</i>			
Depreciation	\$243,287	\$254,277	4%
Capital Expenditure	\$(354,768)	\$(359,534)	1%
Estimated Cash Flow	\$176,003	\$(118,067)	249%

YTD net income of \$287K includes \$140k which is restricted to San Mateo Build Out captial expenditures and \$23K in-kind donations which will be capitalized monthly.

Sonrisas Dental Health
Revenues and Expenditures - Budget vs Actual
As of April 30, 2022

As of Date: 04/30/2022
Location: Sonrisas Dental Health
Restriction: Unrestricted

	Month Ending 04/30/2022			Year To Date 04/30/2022		
	Actual	2021 2022 BUDGET	Budget Diff	Actual	2021 2022 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	12,870.00	18,755.92	(5,885.92)	151,782.00	171,059.39	(19,277.39)
PPO	94,967.00	125,306.60	(30,339.60)	960,547.32	1,143,610.52	(183,063.20)
Public Dental Insurance	298,237.00	301,825.92	(3,588.92)	2,801,855.70	2,745,875.57	55,980.13
Private Pay	9,215.00	10,149.54	(934.54)	77,279.00	92,699.77	(15,420.77)
Affordable Scale	22,836.00	22,400.33	435.67	200,680.00	202,404.14	(1,724.14)
Farmworker	9,810.00	0.00	9,810.00	59,167.00	0.00	59,167.00
FQHC	43,501.00	66,692.07	(23,191.07)	496,249.00	609,555.55	(113,306.55)
Gross Patient Revenue	491,436.00	545,130.38	(53,694.38)	4,747,560.02	4,965,204.94	(217,644.92)
Uncompensated Care						
Prior Period Adjustment	7,220.02	(3,200.00)	10,420.02	(11,896.20)	(32,000.00)	20,103.80
Uncompensated Care - Commercial Insurance	(3,490.80)	(2,738.59)	(752.21)	(30,382.05)	(24,950.21)	(5,431.84)
Uncompensated Care - PPO	(40,531.20)	(53,831.40)	13,300.20	(420,113.41)	(491,234.56)	71,121.15
Uncompensated Care - Public Dental Insurance	(198,370.20)	(192,613.58)	(5,756.62)	(1,963,696.00)	(1,845,479.24)	(118,216.76)
Tobacco Tax	23,666.00	0.00	23,666.00	95,404.20	0.00	95,404.20
Uncompensated Care - Affordable Scale	(10,324.00)	(10,426.66)	102.66	(91,172.00)	(94,182.88)	3,010.88
Uncompensated Care - Farmworker	(3,081.00)	0.00	(3,081.00)	(13,463.00)	0.00	(13,463.00)
Uncompensated Care - FQHC	(14,457.60)	(26,670.15)	12,212.55	(179,192.80)	(243,761.24)	64,568.44
Fee Adjustments	(4,486.48)	(1,775.00)	(2,711.48)	(20,153.67)	(17,750.00)	(2,403.67)
Patient Account - Bad Debt Write-off	0.00	0.00	0.00	343.55	0.00	343.55
Total Uncompensated Care	(243,855.26)	(291,255.38)	47,400.12	(2,634,321.38)	(2,749,358.13)	115,036.75
Other Program Revenue						
Other Program Revenue	0.00	0.00	0.00	250.00	0.00	250.00
Total Other Program Revenue	0.00	0.00	0.00	250.00	0.00	250.00
Net Patient Revenue	247,580.74	253,875.00	(6,294.26)	2,113,488.64	2,215,846.81	(102,358.17)

Total Expenses

Direct Expenses

Direct Personnel Expense

Direct Program Salaries	175,099.53	190,492.12	15,392.59	1,808,509.51	1,904,921.20	96,411.69
Payroll Taxes	12,664.26	13,486.85	822.59	134,547.53	134,868.50	320.97
Unemployment Taxes	185.01	2,285.90	2,100.89	11,966.86	22,859.00	10,892.14
Benefits	4,610.53	6,171.94	1,561.41	48,700.38	61,719.40	13,019.02
401k Match	3,997.97	5,200.43	1,202.46	42,297.11	52,004.30	9,707.19
Worker's Comp	782.37	662.30	(120.07)	8,244.45	6,623.00	(1,621.45)
Continuing Education	0.00	50.00	50.00	2,732.00	500.00	(2,232.00)
License and Registration	1,593.19	1,075.00	(518.19)	9,304.01	10,750.00	1,445.99
Total Direct Personnel Expense	198,932.86	219,424.54	20,491.68	2,066,301.85	2,194,245.40	127,943.55

Clinic Expenses

Sterilization Services	793.80	756.00	(37.80)	7,966.20	7,560.00	(406.20)
Pathogen Testing	230.00	0.00	(230.00)	230.00	0.00	(230.00)
Shredding	73.00	67.00	(6.00)	707.00	670.00	(37.00)
Dental Supplies	22,708.78	17,732.59	(4,976.19)	186,527.82	161,244.56	(25,283.26)
Small Dental Equipment	63.58	0.00	(63.58)	1,009.30	7,291.00	6,281.70
Dental Equipment Repair	3,989.49	4,140.00	150.51	21,372.75	18,436.00	(2,936.75)
Lab Fees	9,190.65	10,896.88	1,706.23	94,058.08	99,282.60	5,224.52
Uniforms	0.00	92.00	92.00	200.00	920.00	720.00
PPE& Covid Related	6,126.28	8,877.48	2,751.20	50,593.18	80,486.51	29,893.33
Total Clinic Expenses	43,175.58	42,561.95	(613.63)	362,664.33	375,890.67	13,226.34

Total Direct Expenses

242,108.44	261,986.49	19,878.05	2,428,966.18	2,570,136.07	141,169.89
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Indirect Expenses

Indirect Personnel Expenses

Salaries/Wages	62,989.86	57,699.20	(5,290.66)	589,541.84	576,992.00	(12,549.84)
Payroll Taxes	4,173.68	4,085.11	(88.57)	43,611.53	40,851.10	(2,760.43)
Unemployment Taxes	0.00	761.63	761.63	4,400.39	7,616.30	3,215.91
Benefits	373.39	1,246.30	872.91	12,858.65	12,463.00	(395.65)
401k Match	1,910.61	1,730.98	(179.63)	20,775.01	17,309.80	(3,465.21)
Worker's Comp	352.88	519.70	166.82	3,528.80	5,197.00	1,668.20
Total Indirect Personnel Expenses	69,800.42	66,042.92	(3,757.50)	674,716.22	660,429.20	(14,287.02)

Facility Expenses

Auto Expenses	92.75	110.00	17.25	1,099.59	1,100.00	0.41
Building Maintenance	3,286.87	899.00	(2,387.87)	13,721.32	9,090.00	(4,631.32)
Janitorial Service	3,150.00	2,260.00	(890.00)	25,450.00	22,600.00	(2,850.00)
Rent	3,484.00	3,600.00	116.00	34,472.00	35,700.00	1,228.00
Phone/Internet	2,336.12	1,833.00	(503.12)	17,451.47	18,330.00	878.53

Utilities	3,062.83	2,850.00	(212.83)	32,147.74	28,500.00	(3,647.74)
Total Facility Expenses	15,412.57	11,552.00	(3,860.57)	124,342.12	115,320.00	(9,022.12)
Office Expenses						
Claims Processing	663.00	156.00	(507.00)	2,421.00	1,560.00	(861.00)
Patient Notification	255.00	485.00	230.00	4,365.00	4,850.00	485.00
Office Supplies	(595.38)	1,000.00	1,595.38	9,352.28	10,000.00	647.72
Postage and Shipping	0.00	200.00	200.00	2,316.10	2,000.00	(316.10)
Printing Costs	0.00	155.00	155.00	900.05	2,400.00	1,499.95
Office. Equip. Maintenance	0.00	0.00	0.00	(36.24)	0.00	36.24
Property Taxes	0.00	0.00	0.00	367.00	250.00	(117.00)
Dues, Fees & License	0.00	0.00	0.00	0.00	4.00	4.00
Employee Goodwill	0.00	350.85	350.85	3,640.59	3,648.50	7.91
Recruitment Expense	(270.13)	208.00	478.13	6,965.68	2,080.00	(4,885.68)
Total Office Expenses	52.49	2,554.85	2,502.36	30,291.46	26,792.50	(3,498.96)
Insurance						
Insurance - Auto	432.12	349.71	(82.41)	3,293.32	3,210.99	(82.33)
Insurance - Malpractice	928.83	565.77	(363.06)	5,300.68	5,246.18	(54.50)
Insurance - Liability & Property	834.13	837.83	3.70	7,713.63	7,692.86	(20.77)
Insurance - Directors & Officer Liability	498.82	380.05	(118.77)	5,050.34	3,489.55	(1,560.79)
Total Insurance	2,693.90	2,133.36	(560.54)	21,357.97	19,639.58	(1,718.39)
Fundraising Department						
Fundraising Expenses	0.00	167.00	167.00	12,486.79	17,011.64	4,524.85
Fundraising Consulting	7,453.00	8,445.00	992.00	63,363.75	62,500.00	(863.75)
Total Fundraising Department	7,453.00	8,612.00	1,159.00	75,850.54	79,511.64	3,661.10
Professional Fees						
Consultant - Professional Fees	5,975.00	2,900.00	(3,075.00)	42,097.50	31,500.00	(10,597.50)
Consultant - Legal	0.00	0.00	0.00	748.00	0.00	(748.00)
Total Professional Fees	5,975.00	2,900.00	(3,075.00)	42,845.50	31,500.00	(11,345.50)
General						
Depreciation Expense	24,941.42	25,708.96	767.54	243,287.16	254,277.10	10,989.94
Marketing Expense	163.92	390.00	226.08	1,715.02	6,478.00	4,762.98
Meeting & Travel Expenses	758.71	243.00	(515.71)	2,346.05	2,938.00	591.95
Fees and Interest	959.48	1,200.00	240.52	11,449.28	12,000.00	550.72
Merchant Processing	1,268.23	880.00	(388.23)	10,702.80	8,800.00	(1,902.80)
Outreach Supplies	652.29	0.00	(652.29)	6,344.10	8,815.00	2,470.90
Training & Membership	3,992.24	0.00	(3,992.24)	6,212.29	2,060.00	(4,152.29)
Board Expense	0.00	414.00	414.00	3,554.63	4,140.00	585.37
Total General	32,736.29	28,835.96	(3,900.33)	285,611.33	299,508.10	13,896.77
Computer expense						

Computer Support	4,541.55	4,270.00	(271.55)	44,148.55	43,700.00	(448.55)
Software Support	676.00	799.00	123.00	13,232.40	13,590.00	357.60
Total Computer expense	5,217.55	5,069.00	(148.55)	57,380.95	57,290.00	(90.95)
Total Indirect Expenses	139,341.22	127,700.09	(11,641.13)	1,312,396.09	1,289,991.02	(22,405.07)
Total Total Expenses	381,449.66	389,686.58	8,236.92	3,741,362.27	3,860,127.09	118,764.82
Total Net Program Income	(133,868.92)	(135,811.58)	1,942.66	(1,627,873.63)	(1,644,280.28)	16,406.65
Grants and Other Income						
Grants and Donations						
Fundraiser	0.00	0.00	0.00	36,140.80	15,000.00	21,140.80
Donations	22,335.81	12,000.00	10,335.81	82,831.35	96,000.00	(13,168.65)
In-Kind Donations	0.00	0.00	0.00	26,335.00	0.00	26,335.00
Incentives	0.00	0.00	0.00	690.00	36,000.00	(35,310.00)
Grants	52,414.66	53,333.00	(918.34)	813,660.29	533,330.00	280,330.29
PHCD Grants	75,000.00	75,000.00	0.00	750,000.00	750,000.00	0.00
Total Grants and Donations	149,750.47	140,333.00	9,417.47	1,709,657.44	1,430,330.00	279,327.44
Other Income						
Estimated PPP Loan Forgiveness	0.00	0.00	0.00	201,105.00	201,000.00	105.00
Interest Income	127.65	4.00	123.65	1,796.95	40.00	1,756.95
Dividends	0.00	10.00	(10.00)	13.94	100.00	(86.06)
Other Income	0.00	0.00	0.00	2,784.51	0.00	2,784.51
Sale of Fixed Asset	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Income	127.65	14.00	113.65	205,700.40	201,140.00	4,560.40
Total Grants and Other Income	149,878.12	140,347.00	9,531.12	1,915,357.84	1,631,470.00	283,887.84
Net income	16,009.20	4,535.42	11,473.78	287,484.21	(12,810.28)	300,294.49

Total grants and donations includes \$140k which is restricted to San Mateo Build Out capital expenditures and \$23K in-kind donations which is capitalized monthly.

Sonrisas Dental Health
Balance Sheet

As of Date:

04/30/2022

Location:

Sonrisas Dental Health

Year To Date

04/30/2022

 Current Year Balance
Assets

Current Assets

Cash and Cash Equivalents

11205 - Operating - Boston Private Checking	702,035.93
11211 - Boston Private-CD 1	200,530.00
11213 - Boston Private-CD 3	501,118.98
11600 - Petty Cash	198.84

Total Cash and Cash Equivalents	1,403,883.75
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Accounts Receivable, Net	594,949.67
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Other Current Assets	48,278.35
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Total Current Assets	2,047,111.77
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Long-term Assets

Property & Equipment

17300 - Improvements	1,185,054.70
17400 - Equipment	1,285,907.91
17500 - Furniture/Fixtures	129,460.29
17600 - Vehicle	111,934.08

17999 - Accum Depreciation	(1,681,445.53)
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Total Property & Equipment	1,030,911.45
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Other Long-term Assets	18,042.00
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Total Long-term Assets	1,048,953.45
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Investments

Long Term Investments

11410 - Investment Acct. - Merrill Lynch	45,594.55
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Total Long Term Investments	45,594.55
-----------------------------	-----------

Total Investments	45,594.55
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Total Assets

3,141,659.77

Liabilities and Net Assets

Liabilities

Short-term Liabilities

Accounts Payable

21110 - Accounts Payable	122,470.78
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23100 - Patient Prepayments	27,974.00
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23200 - Patient Refunds Payable	6,597.62
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Total Accounts Payable	157,042.40
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Accrued Liabilities

22210 - Accrued Payroll	63,117.31
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22220 - Accrued PTO	96,952.46
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22250 - Accrued 401k Funds Payable	26,147.63
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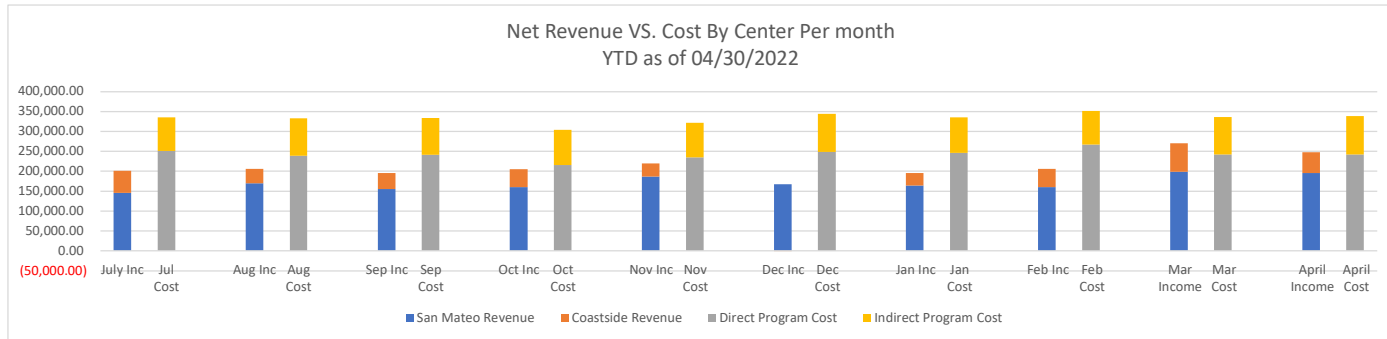
22260 - Accrued HSA Fund Payable	673.37
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22320 - FSA Employee Account	2,287.11
Total Accrued Liabilities	189,177.88
Withholding Tax Payable	
22230 - Accrued Payroll Taxes	41,303.03
Total Withholding Tax Payable	<u>41,303.03</u>
Total Short-term Liabilities	<u>387,523.31</u>
Long Term Liabilities	
Notes Payable - Long Term	
28000 - PPP Loan	402,210.00
28001 - Estimated PPP Loan Forgiveness	(402,210.00)
Total Long Term Notes Payable	0.00
Other Long-term Liabilities	7,700.77
Total Long Term Liabilities	<u>7,700.77</u>
Other Liabilities	44,458.88
Total Liabilities	<u>439,682.96</u>
Net Assets	<u>2,701,976.81</u>
Total Liabilities and Net Assets	<u><u>3,141,659.77</u></u>

Created on: 06/07/2022 4:46 PM PDT

Sonrisas Dental Health Operations

	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	April 22	YTD	YTD Budget	B(W)
San Mateo Revenue	146,167	169,861	154,995	160,237	187,118	167,317	164,297	160,126	198,860	195,767	1,704,744	1,694,891	9,853
Coastside Revenue	55,195	36,338	40,578	44,708	32,102	(35)	31,119	45,757	71,168	51,814	408,743	267,080	141,663
Total Net Revenue	201,362	206,199	195,573	204,945	219,220	167,282	195,416	205,883	270,027	247,581	2,113,488	1,961,971	151,516
Direct Program Cost	250,922	239,041	241,643	215,921	235,007	248,764	246,388	267,002	242,170	242,108	2,428,966	2,308,150	(120,816)
Indirect Program Cost	121,699	126,951	137,369	124,709	125,381	144,315	129,724	125,089	137,818	139,341	1,312,396	1,162,291	(150,105)
Total Cost	372,621	365,992	379,012	340,630	360,388	393,079	376,112	392,091	379,988	381,450	3,741,362	3,470,441	(270,921)
TOTAL	(171,259)	(159,793)	(183,439)	(135,685)	(141,168)	(225,797)	(180,696)	(186,208)	(109,960)	(133,869)	(1,627,874)	(1,508,469)	(119,405)
Dividend/Other Income	67,000	70,003	67,292	344	154	181	171	188	181	128	205,642	201,126	4,516
Donations Received	223,149	86,942	50,901	52,967	95,133	124,383	64,830	99,157	87,444	74,750	959,657	614,997	344,660
Grant from PHCD	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000	675,000	75,000
OTHER INCOME	365,149	231,945	193,193	128,311	170,287	199,564	140,001	174,345	162,625	149,878	1,915,300	1,491,123	424,177
NET INCOME	193,890	72,152	9,754	(7,374)	29,119	(26,233)	(40,695)	(11,862)	52,665	16,010	287,426	(17,346)	304,772



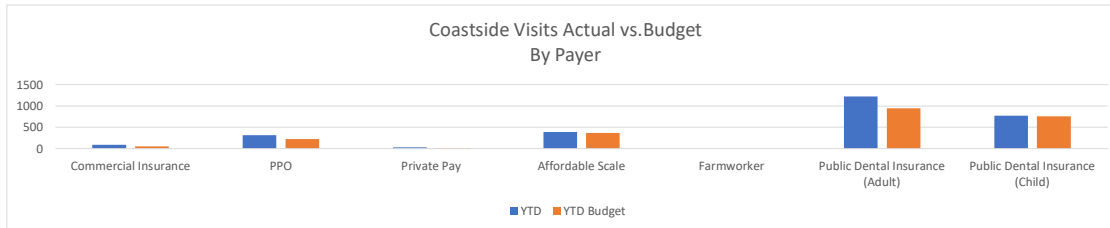
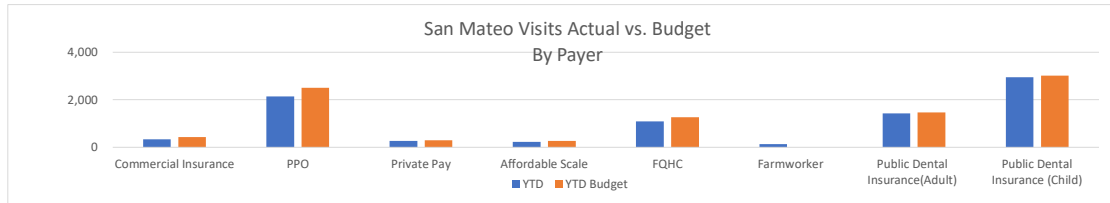
	Jul 21	Aug 21	21-Sep	21-Oct	21-Nov	21-Dec	22-Jan	22-Feb	22-Mar	22-Apr	YTD	Budget	Variance
San Mateo Visits	839	855	836	845	841	1,016	804	848	766	870	8,520	9,232	(712)
Coastside Visits	340	322	339	302	255		304	311	316	325	2,814	2,373	441
Total Visits	1179	1177	1175	1,147	1,096	1,016	1,108	1,159	1,082	1,195	11,334	11,605	(271)

Visits by Payer -San Mateo

	Apr 22	April Budget	Variance	YTD	YTD Budge	Variance
Commercial Insurance	32	46	(14)	333	424	(91)
PPO	215	273	(58)	2,134	2,497	(363)
Private Pay	30	33	(3)	262	297	(35)
Affordable Scale	19	29	(10)	219	269	(50)
FQHC	89	138	(49)	1,086	1,261	(175)
Farmworker	20		20	125		125
Public Dental Insurance(Adult)	170	161	9	1,420	1,468	(48)
Public Dental Insurance (Child)	295	330	(35)	2,942	3,016	(74)
Total Visits	870	1,010	(140)	8,521	9,232	(711)

Visits by Payer -Coastside

	April 22	April Budget	Variance	YTD	YTD Budget	Variance
Commercial Insurance	4	6	(2)	89	57	32
PPO	41	26	15	316	230	86
Private Pay	3	2	1	28	15	13
Affordable Scale	47	41	6	393	367	26
Farmworker						
Public Dental Insurance (Adult)	137	105	32	1221	943	278
Public Dental Insurance (Child)	93	85	8	767	761	6
Total Visits	325	265	60	2814	2373	441

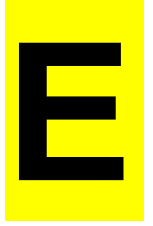


Avg. Income (Loss) per Visit		
YTD		
Net Revenue per Visit	\$	186.66
Direct Cost per Visit	\$	(214.83)
*Indirect Cost	\$	(80.02)
Net Income per Visit	\$	(108.19)

True Income (Loss) per Visit by Payer		
Payer	Avg. YTD	
Farmworker	\$	203.49
Commercial Insurance	\$	47.81
PPO	\$	(15.64)
Public Dental Insurance	\$	(202.88)
Private Pay	\$	189.97
FQHC	\$	0.96
Affordable Scale	\$	64.88

* Indirect cost represents clinic overhead cost and excludes fundraising program cost and

Sonrisas Dental Health Operations FY22 VS. FY21						
	April 22	April 21	Variance B(W)	YTD 22	YTD 21	Variance B(W)
Visits	1,195	1,022	173	11,334	8,677	2,657
San Mateo Revenue	\$195,767	\$122,736	\$73,031	\$1,704,744	\$1,154,587	\$550,157
Coastside Revenue	\$51,814	\$50,490	\$1,323	\$408,743	\$383,576	\$25,168
Total Net Revenue	\$247,581	\$173,226	\$74,355	\$2,113,488	\$1,538,158	\$575,330
Direct Program Cost	\$242,108	\$206,050	(\$36,058)	\$2,428,966	\$1,967,359	(\$461,607)
Indirect Program Cost	\$139,341	\$102,837	(\$36,504)	\$1,312,396	\$965,395	(\$347,001)
Total Cost	\$381,450	\$308,887	(\$72,562)	\$3,741,362	\$2,932,754	(\$808,608)
TOTAL	(\$133,869)	(\$135,661)	\$1,792	(\$1,627,874)	(\$1,394,596)	(\$233,278)
Dividend/Other Income	\$128	\$67,050	(\$66,922)	\$205,642	\$462,918	(\$257,276)
Donations Received	\$74,750	\$54,119	\$20,632	\$959,657	\$626,724	\$332,933
Grant from PHCD	\$75,000		\$75,000	\$750,000	\$250,000	\$500,000
OTHER INCOME	\$149,878	\$121,169	\$28,710	\$1,915,300	\$1,393,761	\$521,538
NET INCOME	\$16,010	(\$14,493)	\$30,502	\$287,426	(\$834)	\$288,260





DATE: June 9, 2022
TO: SDH Board of Directors
FROM: Maura LeBaron-Hsieh, MPH, Director of Development
RE: **Development Update**

In May - June 2022, the Development team has launched Sonrisas' Fiscal Year-End fundraising campaign; continued preparing for Sonrisas' 2022 Cooking for a Cause; submitted several grant proposals; and engaged with donors.

As of May 31, 2022, we have raised \$1,669,380 (98.7%) of our \$1,690,000 FY21-22 fundraising goal (includes PHCD support). Please see the attached Fundraising Report for visual overview.

Top priority for June and July is increasing Board engagement with Cooking for a Cause: *Visions of Valencia*.

1. Individual Donations

- As of May 31, 2022, we have received \$121,858 in individual donations and sponsorships this fiscal year.
- Individual donation outreach in May and June focuses on our ***Healthy Smiles Plant the Seeds for Healthy Lives*** fundraising campaign.
- On May 26th from 6pm-8pm, we hosted a few longtime supporters for an open house at the HMB Center. Personal cultivation events like this are a growing part of our fundraising methodology and we invite Board member suggestions for locations and discussion topics.



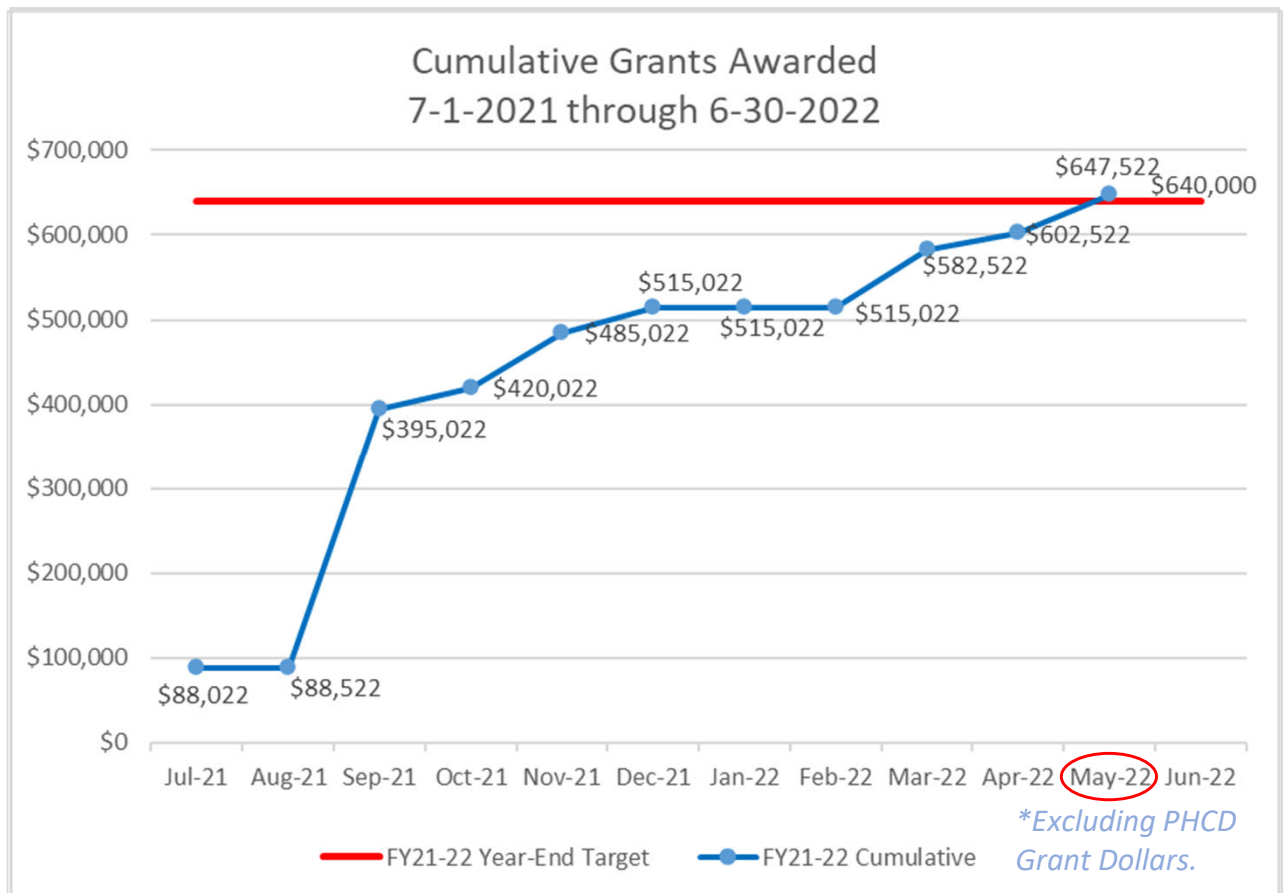
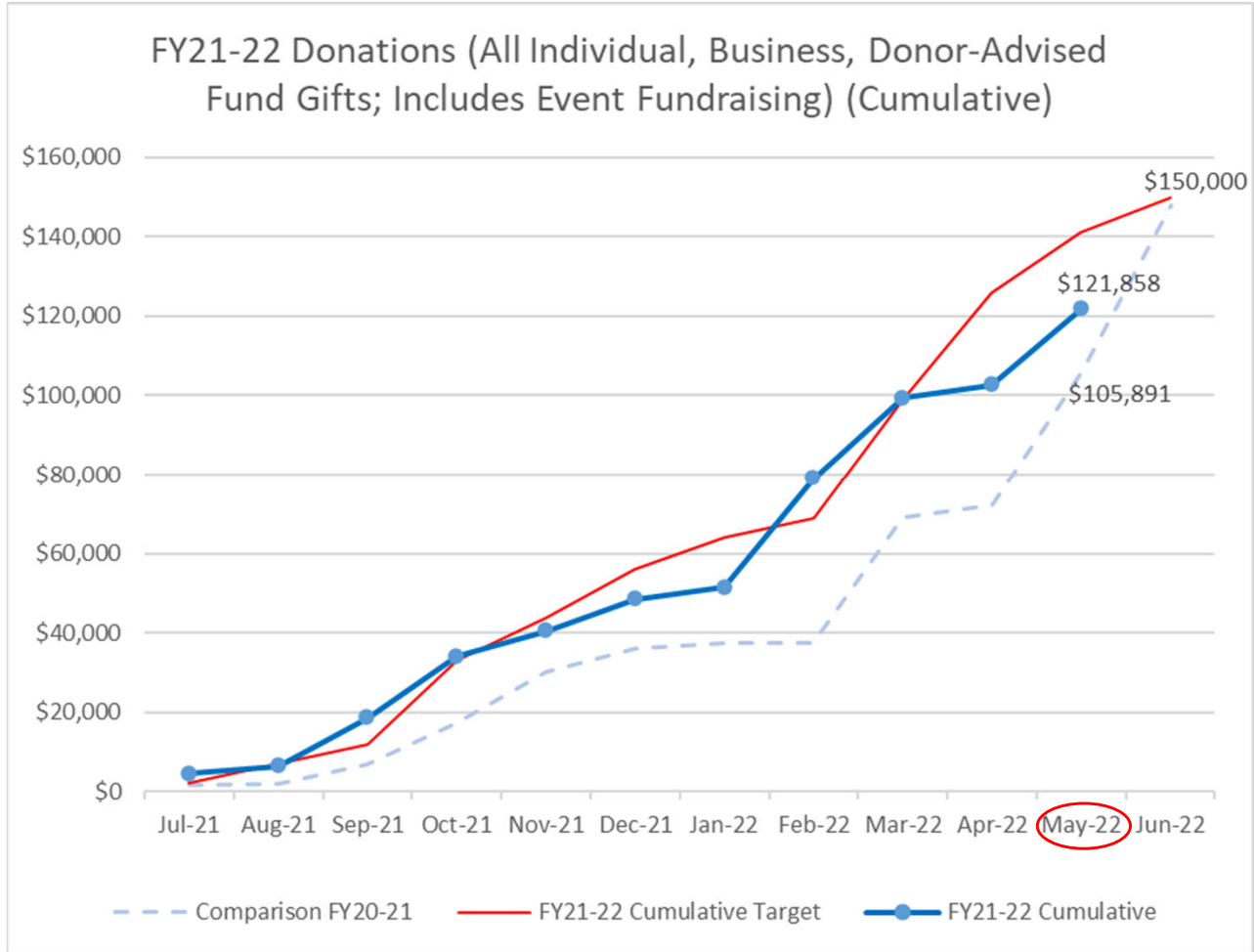
2. Grantseeking

- As of May 31st, Sonrisas has been awarded \$647,522 in grants, exceeding our annual grant goal for FY22-23. We are currently in consideration for \$265,000 in grant funding and are also preparing a significant proposal due before June 30.
- On June 1st, the Sequoia Healthcare District Board voted to grant up to \$357,100 to Sonrisas in support of School Screenings, Access to Care, Patient Navigation for Seniors, and High School Dentistry Career Exploration. These funds will be invoiced and awarded quarterly, reflected in FY22-23.

3. Events: Sonrisas Board's Role

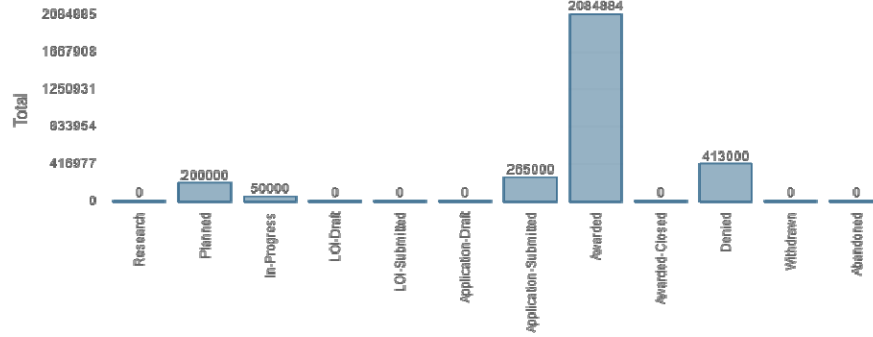
- Sonrisas Dental Health's 8th Annual Cooking for a Cause: *Visions of Valencia* will take place on Saturday, September 17th, 2022 in the Half Moon Bay Library's beautiful garden.
- The Sonrisas Board's participation in inviting guests to the event and seeking sponsorships is fundamental to the event's success and, in turn, Sonrisas' FY22-23 revenue targets. Thank you for embracing your Board member role in maximizing the impact of Sonrisas' signature event!
- Next steps for Board members are forthcoming, including inviting guests, securing sponsorships, and collecting auction item donations.
- Please complete your personal invitation lists ASAP. Thank you!

SDH Fundraising Report FY21-22 Through May 31, 2022



Opportunities By Status

3/1/2021 - 6/30/2022



Funder	Funding Opportunity	Funding Category	Deadline	Amount Requested	Amount Awarded	Status
William G Irwin Charity Foundation	2020 William G Irwin Charity Foundation Grant	Capital Project	8/14/2020	\$30,000	\$30,000	Awarded
Patterson Foundation	2021 Patterson Application	School Screenings, Access to Care Children	1/8/2021	\$35,000	\$0	Denied
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q2 Grant	Access to Care	1/8/2021	\$45,648	\$45,648	Awarded
Atkinson Foundation	2021 Senior Programs Grant	Access to Care, Seniors, Outreach	2/1/2021	\$12,500	\$12,500	Awarded
The Comcast Nbcuniversal Foundation	2021 Community Impact Grant - Program Innovation	School Screenings, Access to Care Children	2/12/2021	\$40,000	\$0	Denied
Rotary Club of San Mateo	2021 Rotary Club of San Mateo	School Screenings	3/15/2021	\$3,000	\$0	Denied
Sobrato Family Foundation	2021-2022 Sobrato Essential Human Services Grant	Access to Care, General Operations, Capital Project	3/19/2021	\$50,000	\$123,000	Awarded
America's ToothFairy: National Childrens Oral Health Foundation	March 2021 Tooth Fairy In The Gap	Access to Care Children	3/31/2021	\$500	\$500	Awarded
Sand Hill Foundation	2021 Sand Hill Foundation	Access to Care	4/1/2021	\$50,000	\$25,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q3 Grant	Access to Care	4/9/2021	\$64,839	\$64,839	Awarded
First 5 San Mateo County	2021 First Five Oral Health RFP	School Screenings, Access to Care Children	4/13/2021	\$70,000	\$70,000	Awarded
City of Burlingame	2021 Community Funding Information	Access to Care	4/16/2021	\$5,000	\$1,800	Awarded
City of Half Moon Bay	FY21-22 CSFA Grant	Access to Care, Covid 19	4/16/2021	\$20,000	\$20,000	Awarded
Stanford Health Care	FY21 Capital Grant for SM Operator Build-Out	Capital Project	5/14/2021	\$75,000	\$110,000	Awarded
Delta Dental Community Care Foundation	2021 Delta Dental Community Care Grant	Access to Care, Seniors, Outreach	5/31/2021	\$130,000	\$100,000	Awarded
Peninsula Health Care District	FY 20 PHCD 3-Year Grant, Year 2	Access to Care, General Operations	6/30/2021	\$900,000	\$900,000	Awarded
Sunlight Giving	FY21-22 Sunlight Giving COVID-19 Recovery Grant	General Operations, Covid 19	7/6/2021	\$0	\$25,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q4 Grant	Access to Care	7/9/2021	\$63,022	\$63,022	Awarded
AstraZeneca Corporate Contributions Program	2021 Health Equity Community Solutions Challenge	Access to Care	7/16/2021	\$25,000	\$0	Denied
America's ToothFairy: National Childrens Oral Health Foundation	July 2021 Tooth Fairy In The Gap	Access to Care Children	7/30/2021	\$500	\$500	Awarded
Kaiser Permanente Community Health	2022 Kaiser Safety Net Grant	Access to Care	8/5/2021	\$25,000	\$25,000	Awarded
Children's Health Initiative / HPSM	San Mateo Children's Health Initiative FY22-24 Dental Capacity Grant	School Screenings, Access to Care Children, Capital Project, Outreach	8/19/2021	\$105,000	\$105,000	Awarded
Stanford Health Care	2021-22 Stanford RFP	Access to Care	8/20/2021	\$61,000	\$61,000	Awarded
Chan Zuckerberg Initiative Foundation	FY21-22 CZI Community Fund	General Operations	8/27/2021	\$200,000	\$0	Denied
Lucile Salter Packard Childrens Hospital at Stanford	2021-22 LPH RFP	School Screenings, Access to Care Children	9/8/2021	\$40,000	\$40,000	Awarded
Network for Good, Inc.	FY 21-22 Network For Good RFP	General Operations	9/15/2021	\$5,000	\$500	Awarded
The San Bruno Community Foundation	2022 San Bruno Community Foundation	School Screenings, Access to Care Children	9/22/2021	\$10,000	\$10,000	Awarded
Cigna Foundation	FY21-22 Health and Well-Being Grant	Access to Care	9/24/2021	\$65,000	\$0	Denied
Touchpoint Foundation	2021-22 Touchpoint Foundation	Access to Care, Seniors, Outreach	9/30/2021	\$3,000	\$5,000	Awarded
Hurlbut-Johnson Fund via SVCF	FY21-22 Hurlbut Johnson Fund via SVCF	General Operations	9/30/2021	\$0	\$0	Awarded
Dignity Health-Sequoia Hospital	2022 Dignity Health Grant	School Screenings, Access to Care Children	9/30/2021	\$20,000	\$20,000	Awarded
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q1 Invoice	Access to Care, General Operations	10/1/2021	\$60,000	\$60,000	Awarded
American Academy of Pediatric Dentistry	AAPD 2021-2022 RFP	School Screenings, Access to Care Children	10/1/2021	\$20,000	\$0	Denied
America's ToothFairy: National Childrens Oral Health Foundation	Closing the Smile Gap Grant	School Screenings, Materials and Supplies	12/20/2021	\$5,000	\$0	Denied
Adobe Employee Community Fund	Adobe ECF 2021 Proposal	Access to Care	12/31/2021	\$20,000	\$0	Denied
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q2 Invoice	General Operations	1/3/2022	\$60,000	\$60,000	Awarded
Atkinson Foundation	2022 Senior Programs Grant	Access to Care, Seniors, Outreach	2/1/2022	\$15,000	\$7,500	Awarded
Delta Dental Community Care Foundation	FY22-23 Senior ATC Grant	Access to Care, Seniors, Outreach	3/25/2022	\$100,000		Application-Submitted
The Comcast Nbcuniversal Foundation	2022 Project Innovation	School Screenings	3/25/2022	\$55,000		Application-Submitted
Kaiser Permanente Community Health	FY22-23 Kaiser Safety Net Grant	Access to Care	3/25/2022	\$25,000	\$25,000	Awarded
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q3 Invoice	General Operations	4/4/2022	\$60,000		Application-Submitted
City of Burlingame	2022 Community Funding Information	Access to Care	4/15/2022	\$5,000		Application-Submitted
Mills Peninsula Hospital (Sutter Health)	2022 RFP Mills Sutter Health	Access to Care, School Screenings	4/29/2022	\$20,000	\$20,000	Awarded
First 5 San Mateo County	2022 First Five Oral Health Extension	School Screenings, Access to Care Children	4/30/2022	\$50,000	\$54,075	Awarded
AstraZeneca Corporate Contributions Program	2022 RFP AstraZeneca	School Screenings, Access to Care Children	5/13/2022	\$25,000		Application-Submitted
City of Half Moon Bay	FY22-23 CSFA Grant	Access to Care, General Ops - Coastside	5/15/2022	\$20,000		Application-Submitted
Chan Zuckerberg Initiative Foundation	2022-2024 CZI Community Fund	Access to Care Children	6/30/2022	\$200,000		In Progress
Totals				\$ 2,894,009	\$ 2,084,884	47





DATE: June 10, 2022
TO: SDH Board of Directors
FROM: Bonnie Jue, DDS
RE: **Community Engagement Director Report – June 2022**

It's official! Sonrisas Dental Health's school-based screening program has wrapped up another academic year by providing over 1,250 free dental screenings to children in San Mateo County! Special thanks to the school administrators, faculty, and staff members that made this possible.

We partnered with the following schools/organizations to provide dental screenings, oral health education, and care coordination at 22 events:

- Allen, Belle Air, Rollingwood Elementary and Preschools – San Bruno Park School District
- Farallone View, El Granada, Hatch Elementary Schools and the Migrant Education Program – Cabrillo Unified School District
- Garfield, Hoover, Roosevelt, and Taft Community Schools and Preschools – Redwood City School District
- Turnbull and LEAD Child Development Centers – San Mateo-Foster City School District
- Peninsula Family Service Early Learning sites – San Mateo and Menlo Park
- Menlo Park Early Learning Center – Menlo Park City School District
- Belle Haven Child Development Center – City of Menlo Park
- Siena Youth Center – After-school program in Redwood City

Through this program, we've also discovered that the impact of our outreach has not been confined to addressing only the dental needs of our participants. Because Sonrisas focuses on not only identifying health problems but actively contacting families to coordinate care if they do not already have healthcare/dental providers, we have provided assistance to these students' siblings, parents and grandparents in addressing challenges they face due to language barriers or inability to access digital/web-based resources. For example, a father from Mexico was seeking not only dental services but also medical care for his family but didn't know where to inquire about medical coverage/insurance; Sonrisas' care coordinator was able to guide him through the process and provide him with phone numbers to the county so that he could comfortably start the process of seeking care for his child and other family members.

The scope of this care management has also resulted in positive outcomes for children who have intellectual and developmental disabilities (IDD's) or those who need hospital dentistry due to the severity of their dental needs, a service that is in high demand in the Bay Area with very few dental providers available to provide those resources.

In the spirit of improving access to dental care for those who need it the most, I am happy to report that the Sequoia Healthcare District (SHD) has recently awarded Sonrisas additional funding to provide dental screenings and care coordination to 700 students in the Redwood City School District, focusing on children who have recently immigrated to the country, are homeless, or are in Kindergarten, which is aligned with San Mateo County's strategic goal of providing all Kindergarten students in the county with state-mandated dental screenings.

I am truly grateful for organizations like SHD that support our mission, and for Peninsula Health Care District board members and CEO who, years ago, had the vision to provide Sonrisas with the financial support and latitude to expand our community-based programs, which has allowed us to show others how seamless and impactful our outreach can be in the community.

