



**Board Meeting
March 19th, 2020, 6:30 PM
Teleconference Via Zoom**

Join Zoom Meeting
<https://zoom.us/j/427026676>

Meeting ID: 427 026 676

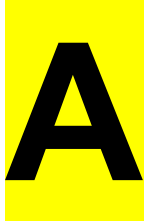
One tap mobile
+16699009128,,427026676# US (San Jose)
+13462487799,,427026676# US (Houston)

Dial by your location
+1 669 900 9128 US (San Jose)
+1 346 248 7799 US (Houston)
Find your local number: <https://zoom.us/u/abFb9qSxBM>

Meeting ID: 427 026 676

AGENDA

- | | |
|--|-------------|
| 1. CALL TO ORDER AND ROLL CALL – Chair Taverner | TABS |
| 2. MISSION MOMENT – Cheryl Fama | |
| 3. PUBLIC COMMENTS | |
| 4. APPROVAL OF BOARD MINUTES: February 20, 2020 | A |
| 5. CFO REPORT – CFO Fama | B |
| 6. UNAUDITED FINANCIALS FOR January '20 – Ms. Wang | C |
| 7. CEO REPORT – CEO Fecher | D |
| A. COVID-19 and Sonrisas Dental Health Response | |
| a. Patient Communications | |
| b. Staff Communications | |
| c. Operational Plans and Financial Impact | |
| 8. BOARD RETREAT DATE AND AGENDA – Chair Taverner | |
| 9. SUGGESTED AGENDA ITEMS FOR NEXT MEETING (April 16) – Chair Taverner | |
| 10. ADJOURN | |





**Board Meeting
February 20, 2020, 6:30 PM
San Mateo Center Board Room**

Minutes

1. **CALL TO ORDER AND ROLL CALL** – Chair Taverner called the meeting to order at **6:31**
 - **ROLL CALL—Present:** Chair Nigel Taverner, Secretary Clyde Hinshelwood, Directors Sheryl Young, Larry Cappel, Rick Navarro and Director Liz Dodge (by phone)
 - **Also present:** CEO Tracey Carrillo Fecher, Community Engagement Director Dr. Bonnie Jue, Sr. Accountant Tina Wang, Administrative Assistant Libby Barnard.
 - **Absent:** Helen Galligan, CFO Cheryl Fama
2. **MISSION MOMENT** – Dr. Bonnie Jue reported that at the school screening at Hatch Elementary school had eight volunteers, some of whom had been volunteering at Coastside screenings since the early 2000's.
3. **PUBLIC COMMENTS** – No Public in Attendance
4. **APPROVAL OF BOARD MINUTES** – *Director Cappel motioned to approve the minutes for the January 16, 2020 board meeting providing two amendments (listed below). Director Young seconded and the minutes were approved. Chair Taverner and Director Navarro abstained from the vote, due to absence at the last board meeting.*
 - Remove Director Liz Dodge from line item 1. Roll Call, since she was not present at the beginning of the meeting. Her entrance time is noted later in the minutes.
 - Add the date of the meeting in line item 4. Approval of Board Minutes.

Chair Taverner asked for an update on alternative payroll and 401K service providers.

CEO Fecher responded that she is in the process of meeting with potential vendors.

5. **CEO REPORT** – CEO Fecher
 - Highlighted the new reconfiguration of the San Mateo office and noted that the clinical improvements were in process. Improvement costs have stayed under budget.
 - Followed up on **Director Young's** request for information on Accounts Receivable (see details listed in the CEO Report and the Accounts Receivable line item on the Balance Sheet.) **CEO Fecher** noted the management team will meet the following week with staff to verify that the policy is being followed and that meetings will take place quarterly.
 - Provided evidence of tobacco tax received, in response to Director Cappel's question at the last board meeting. He is reassured: the State hasn't yet caught up on such payments to the medical sector.
 - At the March or April board meeting, **CEO Fecher** will propose a salary scale and a process for merit increases for Sonrisas employees in a closed session as part of FY 21 budget planning. She is considering providing managers with a 'pool' which they distribute according to performance. **Directors Cappel and Navarro** suggested looking into commute time as a factor as well; having said that, don't assume people are coming in a long way. The District found that Trousdale staff were all local.
 - As part of discussion on the security of Open Dental **Director Navarro** remarked that the clinic could be a target for hackers looking to hold us to ransom; **Director Cappel** concurred suggesting every organization in healthcare has hackers; **CFO Fama** mentioned that the San

Francisco hospitals were hacked two years ago. **CEO Fecher** is reaching out to Steve, our IT provider, to discuss.

- Sonrisas is exploring a contract with GGRC to vendorize its services. GGRC is especially interested in sedation dentistry to provide care for their residents.
- Sonrisas' visit volume through the FQHC partnership was 29 in January, with the anticipation of an increase to 50 in March. The number of referrals had been an issue until two weeks ago. **CEO Fecher** will confirm that the visit volume has reached 50 per month and other operational items are resolved before Sonrisas goes to the San Mateo County Board of Supervisors, thanking them for approval of the contract. **CEO Fecher** is hoping to discuss the business requirements with her the SMMC executive supporting the project before confirming the timing.
- On KPI's, production metrics are now in place. Presented hygienist and dentist production data which shows we are meeting industry standards at San Mateo. Coastside's no show rate may be causing lower provider production at that clinic. **CEO Fecher** led a discussion on the current no show rate and cancellation policy. When considering different cancellation deadlines, **Director Cappel** suggested trying both and seeing what difference it makes. **Director Navarro** proposed that care coordinators overbook only non-confirmed appointments to tighten the schedule.
- **Outreach—Dr. Jue** reported the following:
 - Has joined as Vice Chair of the Oral Health Coalition.
 - Now have 12-13 schools (from 3-7 School Districts), potentially 1-2,000 students scheduled for screenings.
 - Several volunteers, who receive services from Gatepath, stuffed over 240 goodie bags, and Dr. Jue anticipates another 1000 to be assembled by the Burlingame Rotary Club. San Mateo County donated supplies worth \$900-1000 for school screenings.
 - Another in-kind donation was received by a retired dentist. Even instruments that are in poor condition can be traded in for brand new instruments through Patterson Dental Supply.
 - She is in conversation with a potential donor from the Philanthropic Venture Foundation, following a visit to the Coastside, to provide a grant for transportation.
 - CEO Fecher and Dr. Jue recently met with a retired dentist, who signed up to help with three school screenings. She encouraged board members to volunteer or refer volunteers in the upcoming school screenings (see dates in the CEO Report, Item 4).
- **CEO Fecher** reported on strategic partnerships. Health Plan of San Mateo, through the Children's Health Initiative, is interested in outfitting one or two operatory rooms, if Sonrisas commits to seeing a certain number of pediatric patients. Supervisor Don Horsley had a successful visit to Pescadero, and he will visit San Mateo. CEO Fecher has joined the board of Kara Grief Services.

6. CFO REPORT – CEO Fecher

- Peninsula Health Care District (PHCD) will be changing to a new accounting system, Intacct. **CFO Fama** (in absentia) asked for board approval to implement the system at Sonrisas. SDH would be responsible for 40% of the annual fee, in addition to nominal additional user license fees and travel costs to the Intacct training. The new system would allow Sonrisas to move away from paper, allow different accounting reports to be developed simply and improve overall accounting workflow.
- **Director Hinshelwood** posed two questions: How is Sonrisas associated with the master agreement and is there a Business Associates Agreement for HIPPA? How easy is it for a company to terminate the agreement and get their data out of the system? **Director Navarro** moved to approve the implementation, pending review of Intacct's HIPPA security and the agreement terms. The motion was seconded by **Chair Taverner**, and it was unanimously approved. **CEO Fecher** will reach out to PHCD with the questions posed. **Director Hinshelwood** offered to review the contract.

7. UNAUDITED FINANCIALS FOR December '19 and Q1/Q2 Analysis – Ms. Wang

- December's performance reflects a net income of \$21.9k. Sonrisas received \$29K of in-kind donations, and \$90k was released from restricted grants, including \$45K from the Farmworker Fund.
- In Q1 and Q2, **Ms. Wang** compared YTD performance to budget in fiscal year 2019. SDH's YTD net income is \$46K, which is \$273K ahead of budget and \$235K better than last year. This was due to a \$15k increase in net patient revenue, additional in-kind donations worth \$76K and \$63.6K in school screening revenue. SDH forwent a PHCD installment in Q2 and was \$10K under budget in individual donations but released \$318K in grants. Total costs were under budget by \$96K.
- **Chair Taverner** asked about Uncompensated Care being off budget and would like to know why the actual losses are greater than the amount budgeted. **CEO Fecher** will work with finance team to provide more information at the next board meeting.

8. FUNDRAISING – CEO Fecher

- **CEO Fecher** asked the board to send contact information for sponsorship recommendations to the Development Director.
- **Director Hinshelwood** provided a progress update on Cooking for a Cause 2020. The event flyer will be included in a PHCD newsletter. He asked the board for auction items that might garner high bids. **Director Cappel** will contact Director Hinshelwood with some leads.
- **Chair Taverner** asked Board members to consider contributing to a donation match for Coastside Gives.
- The grants team has submitted applications for a total of \$132K to various foundations.

9. SONRISAS MARKETING REVIEW – CEO Fecher and Ms. Barnard

- **CEO Fecher** and **Ms. Barnard** presented a marketing strategy to increase number of visits from private pay insurance and affordable scale patients, with a component focused on seniors.
- **CEO Fecher** asked for a motion to approve the increase in senior discount from 10% to 15%. **Chair Taverner** motioned to approve, **Director Young** seconded, and the board unanimously approved.
- **Ms. Barnard** presented data on patient referrals, which indicates that patients are coming to SDH by word of mouth—either from friends, providers or Sonrisas staff. This data will be pulled each quarter for new patients in future and reported to the board. **Dr. Jue** suggested breaking down the data by payer type.
- **CEO Fecher** and **Ms. Barnard** reviewed action items to accomplish the marketing strategy. These include distributing literature to community partners, marketing Sonrisas' senior discount and affordable scale and revising the Sonrisas website. Sonrisas signed an agreement to be the only dental provider advertising at the 24-Hour Fitness San Mateo Super Club location from March 2020 to March 2021.
- **Director Hinshelwood** recommended engaging schools, where SDH conducts screenings. **Director Young** recommended finding out what is the referral pattern for each marketing segment, and then conducting a small focus group for each category to determine the patient's network. She also suggested engaging community groups that might garner the senior private pay population. **Director Navarro** suggested reaching out to local churches and parishes to be listed in their bulletin.

10. SUGGESTED AGENDA ITEMS FOR NEXT MEETING (March 19) – Chair Taverner

- **Director Young** asked that a discussion about the date for the 2020 board retreat be held.

11. Meeting was adjourned at 8:49 pm





DATE: March 18, 2020

TO: SDH Board of Directors

FROM: Cheryl Fama, CFO

RE: CFO Monthly Report

1. **Financial Performance YTD July-January, 2020:** Performance continues to be positive resulting in a Net Ordinary Income of \$63K, \$301K **better** than budget and \$285K **better** than Prior Year. This has been achieved by:
 - a) Net revenue \$29K over budget
 - b) Direct expense of ~~<\$13K>~~ due to booking of ~\$75K of in-kind supply donations offset by Indirect expense performance of \$109K positive to budget.
 - c) Other income was positive to budget by \$327K due to Dr. Jue's school relationships on the Coastside and donations-in-kind from UCSF; and CEO Fecher and Dr. Jue's presentation of SDH to the Healthy San Mateo Collaborative.
 - d) The County FQHC contract, signed in August, has not had a material impact. Visits did not start until late December and were modulated in January as processes were smoothed out.
2. **Visit Performance in YTD, July-January, 2020:**
 - a) Total visits of 6691 were 53 (1%) over budget.
 - b) Of the total, 69% (4,580 visits) were Affordable, Farmworkers, Medicaid, FQHC.
 - c) Medicaid visits were 52% adults and 48% pediatric.
3. **The Health Plan of San Mateo (HPSM):** CEO Fecher and I continue to explore the feasibility and benefit of pursuing grant funding from the Children's Health Initiative (CHI) reserves to build out another operatory in the San Mateo Center to serve Medicaid children.
4. **Assuring patient information security in proposed Intacct Account System:**
 - a) Ms. Yee, PHCD's CFO, addressed Director Hinshelwood's questions and concerns related to protecting patient information and introduced him to the Intacct account representative working on this project. Questions addressed:
 - i. How secure is the "wall" between Open Dental and Intacct? Very. The only way patient information could be entered into the accounting system would be when reimbursement checks are cut (~12/year) or outside lab invoices are scanned in without redaction.
 - ii. Is Open Dental local or in the cloud? In the cloud.
 - iii. What about password security? The only two individuals authorized to enter into the system are the SDH senior accountant and the PHCD CFO.
 - b) Ms. Yee researched the cost of adding an application that would provide an additional layer of protection and reported this would increase operating expense by \$2,000/year.
 - c) Director Hinshelwood and I conferred and decided the additional operating expense as compared to the cost of an "accidental" HIPAA violation was a responsible investment and, with CEO Fecher's concurrence, this application was added to the implementation and service contract. This will not impact the implementation timeline.





DATE: March 19, 2020
TO: SDH Board of Directors
CC: Cheryl Fama, CFO
FROM: Tina Wang, Senior Accountant
RE: January Unaudited Financials and YTD Performance to Budget

January PERFORMANCE:

- A. Revenue:** Net Patient Revenue was **\$172,658**- \$14,376 more budget, highest YTD.
- 1091 visits –64 visits better than budget, highest YTD.
 - Total deductions were <\$222,741> – 56% of gross revenue.
- B. Donations/Grants & Other Income:** **\$125,315**– \$1,791 from individual donations; \$47,183 released from restricted grants; \$75,000 from PHCD; \$1,341 in dividends & other income.
- C. Total Expense:** **\$295,791** - \$26,720 better than budget.
- Direct Expense: \$185,781-\$7,102 worse than budget due to an increase in personnel cost from a new hire and unemployment tax at the beginning of the calendar year.
 - Indirect Expenses: \$110,010-\$7,472 better than budget due to savings in personnel cost, fundraising, and marketing expenses.
- D. Net Income:** **\$2,182**

YTD PERFORMANCE TO BUDGET: YTD net income is **\$301,617** better than budget. Cash-flow is **\$303,051** better than the budget. PHCD grant received to date is **\$450,000**. No support needed from PHCD in November 2019

	YTD Actual	Budget	Performance
<i>Visits</i>	<i>6691</i>	<i>6638</i>	<i>53</i>
Gross Patient Revenue	\$2,509,284	\$2,214,916	+13%
Uncompensated Care (Deductions)	<\$1,464,325>	<\$1,198,954>	<22%>
Grants/Donations/Other Income	\$968,951	\$793,030	+21%
Direct Cost	<\$1,260,125>	<\$1,247,350>	+0%
Indirect Cost	<\$687,942>	<\$797,418>	+14%
Net Income	\$ 65,842	<\$235,775>	+126%
<i>Non-cash items adj.</i>			
Depreciation	\$156,029	\$154,595	<1%>
Est. Cash-flow	\$221,871	<\$81,180>	+361%

Visits by Center

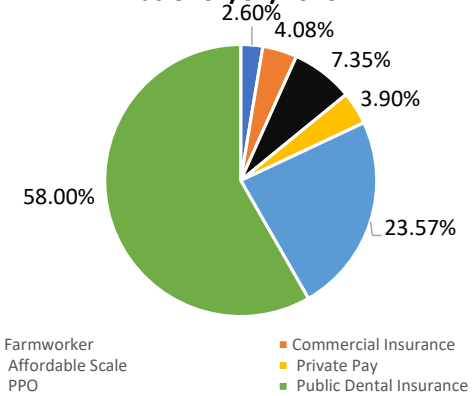
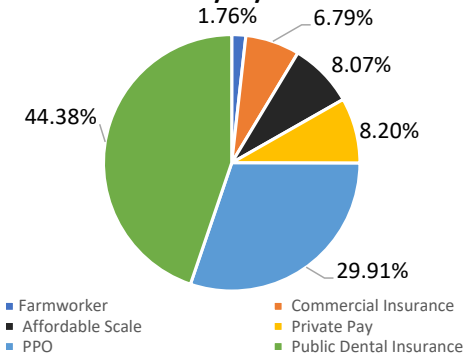
	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Dec 19	Jan 20	Total	Budget	Variance
San Mateo Visits	668	631	598	677	580	606	723	4483	4322	161
Coastside Visits	295	357	303	327	293	265	368	2208	2316	(108)
Total Visits	963	988	901	1004	873	871	1091	6691	6638	53

Visits by Payer -San Mateo

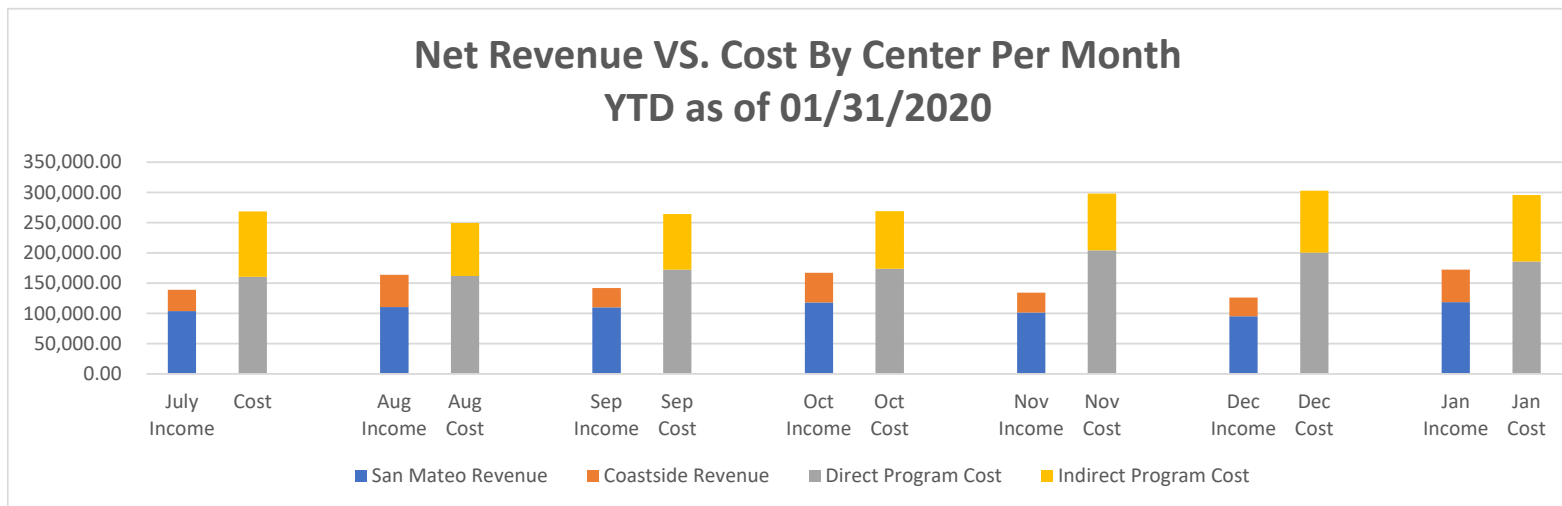
	Jan 20	Budget	Variance	YTD Visits	YTD Budget	Variance
Commercial Insurance	31	40	-9	206	275	(69)
PPO	192	180	12	1351	1,240	111
Private Pay	40	30	10	235	210	25
Affordable Scale	13	15	(2)	95	105	(10)
Farmworker	30	30	0	121	200	(79)
FQHC	29	50	(21)	33	120	(87)
Public Dental Insurance(Adult)	175			1181		
Public Dental Insurance(Child)	213	290	98	1261	2172	270
Total Visits	723	635	88	4,483	4,322	161

Visits by Payer -Coastside

	Jan 20	Budget	Variance	YTD Visits	YTD Budget	Variance
Commercial Insurance	9	6	3	67	35	32
PPO	35	25	10	226	180	46
Private Pay	5	6	(1)	26	42	(16)
Affordable Scale	71	63	8	397	435	(38)
Farmworker			0	53	0	53
Public Dental Insurance(Adult)	136			780		
Public Dental Insurance(Child)	112	292	(44)	659	1624	(185)
Total Visits	368	392	(24)	2,208	2,316	(108)

Visits By Payer As a Percentage
YTD as of 01/31/2020Net Revenue by Payer As a Percentage
YTD as of 01/31/2020

Sonrisas Dental Health Operations										
	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Dec 19	Jan 20	Total	YTD Budget	B(W)
San Mateo Revenue	103,976	110,431	109,955	118,002	101,271	95,407	118,500	757,542	749,364	8,178
Coastside Revenue	34,980	53,473	31,805	49,289	33,020	30,693	54,158	287,418	266,600	20,818
Total Net Revenue	138,956	163,904	141,760	167,291	134,291	126,100	172,658	1,044,960	1,015,964	28,996
Direct Program Cost	160,634	162,047	172,576	173,985	204,507	200,595	185,781	1,260,125	1,247,350	(12,775)
Indirect Program Cost	107,847	87,327	91,652	95,322	93,584	102,321	110,010	688,063	797,418	109,355
Total Cost	268,482	249,375	264,228	269,306	298,090	302,915	295,791	1,948,187	2,044,768	96,580
TOTAL	(129,526)	(85,471)	(122,468)	(102,015)	(163,799)	(176,815)	(123,133)	(903,228)	(1,028,804)	125,576
Dividend/Other Income	33,103	303	31,419	341	273	235	1,341	67,014	2,380	64,634
Donations Received	39,307	36,304	31,877	67,917	104,132	123,546	48,975	452,056	265,650	186,406
Grant from PHCD	75,000	75,000	75,000	75,000	0	75,000	75,000	450,000	525,000	(75,000)
OTHER INCOME	147,409	111,606	138,297	143,257	104,404	198,781	125,316	969,070	793,030	176,040
NET INCOME	17,883	26,135	15,829	41,242	(59,395)	21,965	2,183	65,843	(235,774)	301,617



Avg. Income (Loss) per Visit	
	YTD
Net Revenue per Visit	\$ 155.86
Direct Cost per Visit	\$ (190.07)
Indirect Cost per Visit	\$ (103.22)
Net Income per Visit	\$ (137.43)

True Income (Loss) per Visit by Payer	
Payer	Avg. YTD
Commercial Insurance	\$ 19.51
PPO	\$ (42.16)
Public Dental Insurance	\$ (240.50)
Private Pay	\$ 254.77
Affordable Scale	\$ 59.74

Sonrisas Dental Health Operations FY 19 VS. FY20						
	Jan 20	Jan 19	Variance B(W)	YTD 20	YTD 19	Variance B(W)
Visits	1091	1040	51	6691	6335	356
San Mateo Revenue	\$118,500	\$99,126	\$19,374	\$757,542	\$687,230	\$70,312
Coastside Revenue	\$54,158	\$48,763	\$5,396	\$287,418	\$289,971	(\$2,553)
Total Net Revenue	\$172,658	\$147,889	\$24,769	\$1,044,960	\$977,201	\$67,759
Direct Program Cost	\$177,586	\$174,910	(\$2,676)	\$1,176,873	\$966,727	(\$210,146)
* Dental Supplies Cost	\$8,195	\$10,871	\$2,676	\$83,252	\$75,885	(\$7,367)
Indirect Program Cost	\$110,010	\$128,241	\$18,231	\$688,063	\$794,989	\$106,926
Total Cost	\$295,791	\$314,022	\$18,231	\$1,948,187	\$1,837,601	(\$110,587)
TOTAL	(\$123,133)	(\$146,743)	\$23,611	(\$903,228)	(\$860,400)	(\$42,828)
Dividend/Other Income	\$1,341	\$2,100	(\$759)	\$67,014	\$9,694	\$57,320
Donations Received	\$48,975	\$22,239	\$26,736	\$452,056	\$182,045	\$270,011
Grant from PHCD	\$75,000	\$75,000	\$0	\$450,000	\$450,000	\$0
OTHER INCOME	\$125,316	\$99,339	\$25,977	\$969,070	\$641,739	\$327,331
NET INCOME	\$2,183	(\$47,404)	\$49,587	\$65,843	(\$218,660)	\$284,503

SONRISAS DENTAL HEALTH, INC.
Profit & Loss Budget Performance
January 2020

13

	Jan 20	Budget	Variance B/(W)	Jul '19 - Jan 20	YTD Budget	VarianceB/(W)
Ordinary Income/Expense						
Income						
Program Revenue						
Patient Services						
4103 · Commercial Insurance	18,676.00	13,867.69	4,808.31	87,611.00	93,833.23	(6,222.23)
4102 · PPO	73,556.00	65,348.28	8,207.72	537,342.00	452,255.24	85,086.76
4100 · Public Dental Insurance	239,687.00	198,793.11	40,893.89	1,538,147.40	1,330,772.22	207,375.18
4106 · Private Pay	9,787.00	9,942.72	(155.72)	86,919.00	69,599.04	17,319.96
4101 · Affordable Scale	22,044.00	21,667.22	376.78	152,296.00	150,031.96	2,264.04
4104 · Farmworker	18,519.00	12,543.71	5,975.29	92,523.00	83,624.73	8,898.27
4017 · FQHC	13,130.00	14,500.00	(1,370.00)	14,446.00	34,800.00	(20,354.00)
Total Patient Services	395,399.00	336,662.73	58,736.27	2,509,284.40	2,214,916.42	294,367.98
Uncompensated Care						
5020 · Prior Period Adjustment	(1,134.75)	(1,500.00)	365.25	5,697.42	(6,000.00)	11,697.42
5005 · Commercial Insurance	(975.40)	(2,799.03)	1,823.63	(15,603.14)	(18,847.70)	3,244.56
5004 · PPO	(30,794.20)	(25,517.00)	(5,277.20)	(220,244.11)	(176,524.00)	(43,720.11)
5009 · Public Dental Insurance	(161,323.75)	(130,596.88)	(30,726.87)	(1,067,678.70)	(874,942.87)	(192,735.83)
5007 · Affordable Scale	(9,694.00)	(7,997.00)	(1,697.00)	(66,752.90)	(55,333.00)	(11,419.90)
5003 · Farmworker Program	(12,255.00)	(7,470.96)	(4,784.04)	(73,900.00)	(49,806.60)	(24,093.40)
5002 · Hope Fund	0.00		0.00	0.00		0.00
5001 · Fee Adjustments	(1,844.10)	(2,500.00)	655.90	(20,921.70)	(17,500.00)	(3,421.70)
5006 · Private Pay	0.00		0.00	0.00	0.00	0.00
5008 · FQHC	(4,720.00)		(4,720.00)	(4,922.00)		(4,922.00)
Total Uncompensated Care	(222,741.20)	(178,380.87)	(44,360.33)	(1,464,325.13)	(1,198,954.17)	(265,370.96)
Total Program Revenue	172,657.80	158,281.86	14,375.94	1,044,959.27	1,015,962.25	28,997.02
Donations/ Incentives / Others						
5104 · Fundraiser	0.00	0.00	0.00	0.00	1,000.00	(1,000.00)
5100 · Donations	1,790.81	2,200.00	(409.19)	8,444.52	18,400.00	(9,955.48)
5101 · In-Kind Donations	0.00		0.00	75,965.00	0.00	75,965.00
5103 · Incentives	0.00	0.00	0.00	0.00	0.00	0.00
5200 · Other Program Revenue	0.00		0.00	63,640.45		63,640.45
Events/Fundraisers						
5105 · Raffle	0.00	0.00	0.00	2,615.64	2,650.00	(34.36)
5106 · Other Events	0.00		0.00	0.00	0.00	0.00
Total Events/Fundraisers	0.00	0.00	0.00	2,615.64	2,650.00	(34.36)
5150 · Unrestricted Grants	75,000.00	75,000.00	0.00	450,000.00	525,000.00	(75,000.00)
5199 · Net Assets Released from Restr	47,183.46	34,800.00	12,383.46	365,136.49	243,600.00	121,536.49
Total Donations/ Incentives / Others	123,974.27	112,000.00	11,974.27	965,802.10	790,650.00	175,152.10
Total Income	296,632.07	270,281.86	26,350.21	2,010,761.37	1,806,612.25	204,149.12
Gross Profit	296,632.07	270,281.86	26,350.21	2,010,761.37	1,806,612.25	204,149.12
Expense						
Direct Program Costs						
Personnel						
5250 · Direct Program Salaries	143,855.78	139,788.00	(4,067.78)	926,468.42	978,516.00	52,047.58
5260 · Payroll Taxes	10,399.50	11,183.04	783.54	66,255.00	78,281.28	12,026.28
5261 · Unemployment Taxes	6,257.64	1,554.05	(4,703.59)	8,792.43	10,878.35	2,085.92
5270 · Benefits	5,247.91	2,643.47	(2,604.44)	30,973.70	18,504.29	(12,469.41)
5275 · 401k Match	1,423.93	963.86	(460.27)	6,695.99	6,745.62	49.63
5278 · Worker's Comp.	1,114.39	1,397.88	283.49	7,771.88	9,785.16	2,013.28
5280 · Continuing Educ.	105.00	500.00	395.00	2,377.45	1,000.00	(1,377.45)
5281 · Licenses and Registrations	523.25	216.00	(307.25)	6,430.75	1,512.00	(4,918.75)
Total Personnel	168,927.40	158,246.10	(10,681.30)	1,055,765.62	1,105,222.70	49,457.08
Contracted Services						
5301 · Contract Employees	0.00		0.00	0.00	0.00	0.00
5303 · Sterilization Services	756.00	760.00	4.00	5,540.00	5,320.00	(220.00)
5304 · Pathogen Testing	0.00	65.00	65.00	0.00	455.00	455.00
5305 · Shredding	67.00		(67.00)	495.00	0.00	(495.00)
Total Contracted Services	823.00	825.00	2.00	6,035.00	5,775.00	(260.00)
5320 · Dental Supplies	8,195.43	11,107.56	2,912.13	147,751.49	74,851.82	(72,899.67)
5325 · Small Dental Equipment	0.00	0.00	0.00	905.64	2,500.00	1,594.36
5326 · Dental Equipment Repair	2,288.15	800.00	(1,488.15)	6,014.12	5,600.00	(414.12)
5330 · Lab Fees	5,546.97	7,500.00	1,953.03	43,552.85	52,500.00	8,947.15
5331 · Uniforms	0.00	200.00	200.00	100.00	900.00	800.00
Total Direct Program Costs	185,780.95	178,678.66	(7,102.29)	1,260,124.72	1,247,349.52	(12,775.20)
Indirect Costs						
Administrative Personnel						
5450 · Salaries/Wages	49,641.35	53,649.00	4,007.65	296,036.86	350,547.00	54,510.14
5460 · Payroll Taxes, Admin/Mgmt	3,526.44	4,291.92	765.48	21,078.27	28,043.76	6,965.49
5461 · Unemployment Taxes	5,431.86	804.74	(4,627.12)	6,424.03	5,258.24	(1,165.79)
5470 · Benefits	1,413.75	5,364.90	3,951.15	10,583.21	35,054.70	24,471.49
5475 · 401k Match, Admin/Mgmt.	769.47	804.74	35.27	2,902.51	5,258.24	2,355.73
5478 · Worker's Comp.	335.52	536.49	200.97	2,375.94	3,505.47	1,129.53
Administrative Personnel - Other	0.00		0.00	11,927.26		(11,927.26)
Total Administrative Personnel	61,118.39	65,451.79	4,333.40	351,328.08	427,667.41	76,339.33
Business Taxes						0.00

SONRISAS DENTAL HEALTH, INC.
Profit & Loss Budget Performance
January 2020

14

	Jan 20	Budget	Variance B/(W)	Jul '19 - Jan 20	YTD Budget	VarianceB/(W)
5520 · Property Taxes	0.00		0.00	79.29	250.00	170.71
Total Business Taxes	0.00		0.00	79.29	250.00	170.71
Equipment Expenses			0.00			0.00
5507 · Computer Support	3,354.98	3,650.00	295.02	27,586.19	25,550.00	(2,036.19)
5608 · Software Support	926.00	850.00	(76.00)	6,741.00	5,950.00	(791.00)
5630 · Office. Equip. Maintenance	0.00		0.00	0.00	1,500.00	1,500.00
Total Equipment Expenses	4,280.98	4,500.00	219.02	34,327.19	33,000.00	(1,327.19)
Facilities Expenses			0.00			0.00
5600 · Auto Expenses	959.75	300.00	(659.75)	2,559.91	2,100.00	(459.91)
5610 · Building Maintenance	781.35	750.00	(31.35)	7,476.90	5,250.00	(2,226.90)
5611 · Janitorial Service	2,483.55	2,250.00	(233.55)	15,881.55	15,750.00	(131.55)
5670 · Rent	3,300.00	3,300.00	0.00	23,100.00	23,100.00	0.00
5672 · Phone / Internet	1,687.15	1,247.00	(440.15)	9,860.76	8,729.00	(1,131.76)
5680 · Utilities	2,483.84	2,444.00	(39.84)	15,736.59	17,108.00	1,371.41
Total Facilities Expenses	11,695.64	10,291.00	(1,404.64)	74,615.71	72,037.00	(2,578.71)
Insurance			0.00			0.00
5635 · Auto Insurance	214.47	671.00	456.53	1,501.29	4,697.00	3,195.71
5636 · Malpractice (Prof. Liab.)	765.00	457.60	(307.40)	5,355.00	3,203.20	(2,151.80)
5637 · Liability & Property	993.33	1,030.70	37.37	6,953.31	7,214.90	261.59
5638 · Directors & Officer Liability	280.50	309.10	28.60	1,963.50	2,163.70	200.20
Total Insurance	2,253.30	2,468.40	215.10	15,773.10	17,278.80	1,505.70
Office Exp.			0.00			0.00
5502 · Claims Processing	286.68	126.00	(160.68)	1,145.72	882.00	(263.72)
5504 · Payroll Processing / BG Checks	974.19	984.00	9.81	6,057.38	6,888.00	830.62
5616 · Patient Notification	485.00	485.00	0.00	3,414.90	3,395.00	(19.90)
5660 · Office Supplies	1,166.39	1,280.00	113.61	5,750.72	8,960.00	3,209.28
5665 · Postage and Shipping	310.50	310.00	(0.50)	2,411.70	2,170.00	(241.70)
5668 · Printing Costs	144.54	200.00	55.46	956.20	1,200.00	243.80
Total Office Exp.	3,367.30	3,385.00	17.70	19,736.62	23,495.00	3,758.38
Fundraising Expenses			0.00			0.00
5632 · Fundraising Expenses	60.48	1,100.00	1,039.52	541.27	4,400.00	3,858.73
5633 · Fundraising Consulting	2,704.25	2,800.00	95.75	15,962.75	19,600.00	3,637.25
Total Fundraising Expenses	2,764.73	3,900.00	1,135.27	16,504.02	24,000.00	7,495.98
Meeting & Travel Expenses			0.00			0.00
5676 · Travel Costs	0.00	0.00	0.00	945.18	0.00	(945.18)
5677 · Meals	0.00	25.00	25.00	0.00	175.00	175.00
5678 · Mileage	0.00	425.00	425.00	686.92	1,775.00	1,088.08
Total Meeting & Travel Expenses	0.00	450.00	450.00	1,632.10	1,950.00	317.90
Outsourced Services			0.00			0.00
5503 · Consultants	0.00		0.00	0.00	0.00	0.00
5508 · Professional Fees	0.00		0.00	2,500.00	0.00	(2,500.00)
Total Outsourced Services	0.00		0.00	2,500.00	0.00	(2,500.00)
5615 · Depreciation Expense	22,289.81	22,300.60	10.79	156,028.67	154,594.52	(1,434.15)
5618 · Dues, Fees & License	120.00	210.00	90.00	662.00	1,470.00	808.00
5620 · Employee Goodwill	26.46	200.00	173.54	1,951.92	1,400.00	(551.92)
5639 · Recruitment Expense	184.29	1,475.00	1,290.71	1,642.95	10,325.00	8,682.05
5648 · Marketing Expense			0.00			0.00
5651 · Outreach	136.98		(136.98)	3,474.19	10,000.00	6,525.81
5648 · Marketing Expense - Other	777.92	2,000.00	1,222.08	1,969.18	14,000.00	12,030.82
Total 5648 · Marketing Expense	914.90	2,000.00	1,085.10	5,443.37	24,000.00	18,556.63
Fees and Interest			0.00			0.00
5605 · Service Charges	0.00		0.00	0.00	0.00	0.00
5625 · Penalty charges	0.00		0.00	0.00		0.00
5641 · Finance Charges	81.96	50.00	(31.96)	575.19	350.00	(225.19)
5642 · Loan Interest	0.00	0.00	0.00	0.00	0.00	0.00
5650 · Merchant Processing	911.85	800.00	(111.85)	5,142.21	5,600.00	457.79
Total Fees and Interest	993.81	850.00	(143.81)	5,717.40	5,950.00	232.60
Total Indirect Costs	110,009.61	117,481.79	7,472.18	687,942.42	797,417.73	109,475.31
Total Expense	295,790.56	296,160.45	369.89	1,948,067.14	2,044,767.25	96,700.11
Net Ordinary Income	841.51	(25,878.59)	26,720.10	62,694.23	(238,155.00)	300,849.23
Other Income/Expense						
Other Income						
Other Income						
6120 · Interest Income	9.35		9.35	64.85		64.85
6121 · Dividends	426.12	340.00	86.12	2,060.80	2,380.00	(319.20)
6130 · Other Income	905.35		905.35	1,370.90		1,370.90
Total Other Income	1,340.82	340.00	1,000.82	3,496.55	2,380.00	1,116.55
Total Other Income	1,340.82	340.00	1,000.82	3,496.55	2,380.00	1,116.55
Other Expense			0.00			0.00
5900 · Other Expenses	0.00			349.09		349.09
Total Other Expense	0.00		0.00	349.09		349.09
Net Other Income	1,340.82	340.00	1,000.82	3,147.46	2,380.00	767.46
Net Income	2,182.33	(25,538.59)	27,720.92	65,841.69	(235,775.00)	301,616.69

SONRISAS DENTAL HEALTH, INC.

Balance Sheet

As of January 31, 2020

15

Jan 31, 20

ASSETS

Current Assets

Checking/Savings

Checking/Savings

1010 · Boston Private BusinessChecking	614,016.42
1020 · Boston Private Saving	110,099.73
1050 · Wells Fargo Checking	21,280.03
1070 · Merrill Lynch	204,121.21

Total Checking/Savings 949,517.39

1175 · Petty Cash - Coastsides 381.41

1176 · Petty Cash -San Mateo 200.00

Total Checking/Savings 950,098.80

Accounts Receivable

Accounts Receivable

1250 · Accounts Receivable - Services	190,168.21
1260 · Accts.Rec.- Other Agencies	27,480.00

Total Accounts Receivable 217,648.21

Total Accounts Receivable 217,648.21

Other Current Assets

1400 · Prepaid Expense	13,026.53
1405 · Work Comp Deposit	1,898.00
1450 · Allowance for Bad Debt	(4,938.61)
1499 · Undeposited Funds	61,708.45

Total Other Current Assets 71,694.37

Total Current Assets 1,239,441.38

Fixed Assets

Fixed Assets

1320 · Leasehold Impvmnt. - Coastsides	25,886.14
1321 · Leasehold Improv. - S. Mateo	1,016,755.76
1335 · Dental Equipment - Coastsides	117,755.81
1336 · Dental Equipment - San Mateo	517,718.80
1340 · Computers - Coastsides	35,725.63
1341 · Computers - San Mateo	67,209.65
1350 · Mobile Equipment	188,945.09
1370 · Furniture/Fixtures - Coastsides	10,171.94
1371 · Furniture/Fixtures - S.Mateo	117,861.12
1380 · Truck	111,934.08

Less Accumulated Depr.

1390 · Accum. Depreciation-Coastsides	(163,424.01)
1395 · Accum. Depreciation - San Mateo	(903,201.35)

Total Less Accumulated Depr. (1,066,625.36)

Total Fixed Assets 1,143,338.66

Total Fixed Assets 1,143,338.66

Other Assets

1420 · Security Deposits	14,697.00
--------------------------	-----------

SONRISAS DENTAL HEALTH, INC.

Balance Sheet

As of January 31, 2020

16

	Jan 31, 20
Total Other Assets	14,697.00
TOTAL ASSETS	2,397,477.04
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	60,142.35
Total Accounts Payable	60,142.35
Credit Cards	
Credit Cards	
2112 · Wells Fargo Visa-Rothstein	1,693.06
2114 · Wells Fargo Visa-Kinniburgh	3,597.99
Total Credit Cards	5,291.05
Total Credit Cards	5,291.05
Other Current Liabilities	
*Payroll Liabilities	
2300 · Accrued Salaries/Wages	95,051.61
2301 · Accrued PTO	63,745.99
2321 · 401k Funds Payable	11,019.55
2322 · HSA Fund Payable	344.60
2383 · Accrued Payroll Taxes	30,842.64
2384 · Accrued PR Taxes on PTO	4,876.57
2387 · Accrued 401K Match	490.40
Total *Payroll Liabilities	206,371.36
Patient Liabilities	
2220 · Patient Prepayments - Coastside	4,941.00
2221 · Patient Prepayments - SM	13,492.19
2225 · Patient Refunds Payable -SM	2,208.40
2226 · Patient Refunds Payable - CSTSE	1,846.90
Total Patient Liabilities	22,488.49
2205 · Accrued Interest	260.33
Total Other Current Liabilities	229,120.18
Total Current Liabilities	294,553.58
Total Liabilities	294,553.58
Equity	
3900 · Retained Earnings- Coastside	344,765.83
3901 · Retained Earnings - San Mateo	1,486,780.08
3905 · Restricted Net Assets- Coastsid	127,336.09
3906 · Restricted Net Assets-S.Mateo	78,198.96
Net Income	65,842.50
Total Equity	2,102,923.46
TOTAL LIABILITIES & EQUITY	2,397,477.04





DATE: March 19, 2019

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: **CEO Monthly Report**

The rapidly changing situation around the COVID-19 pandemic is being closely monitored by Sonrisas' leadership. We have had to adjust our plans this week multiple times based on changes in San Mateo County orders by the Public Health Officer and recommendations by the American Dental Association (ADA), California Dental Association (CDA) and the San Mateo Dental Society. There are multiple areas that have warranted a response and/or action taken by our organization.

Current Operations Status:

As of today, March 17th, all patient treatment has been postponed and only patients with a dental emergency are being seen at the office by the on-call dentist. For the remainder of the week (March 17-March 21), one dentist and an assistant have been identified to go into the office during office hours to provide care for patients with emergencies. The Dental Director or Center Director will be at the office during the appointment as well.

The Sonrisas management team will determine a staff plan for on-call treatment of patients after receiving direction from the board of directors about how to proceed with staffing.

Sonrisas Dental Health will pay all staff their regular schedule the week of March 17th – 21st if they were available to work when requested to. Staff who could not come into the office took PTO or time without pay. Moving into the next two weeks of the shelter in place order, we need direction on which staff should be paid. Items to consider include:

- The state, and possibly federal, programs available to staff if they are not working.
- Review of the laws regarding salaried vs. hourly staff pay for a week in relation to a closure.
- The work available to different classifications of employees. Those include:
 - Clinic Care Coordinators (hourly)
 - Dental Assistants (hourly)
 - Hygienists (salaried)
 - Dentists (salaried with few exceptions)
 - Admin staff (salaried) – including Administrative Assistant, Accountant, Billing Specialist, Development Director, Center Director, Outreach Director, Dental Director and CEO.
- The questions we would like direction on is which employees we continue to pay their regular hours/salary. If it is not all job classifications and/or the decision is to have some work, what criteria do we use to decide which job classifications work, and which do not?

All school screenings in March were postponed and April's are likely to be as well. We will address funder requirements to finish screenings within the grant period as needed. The date of Cooking for a Cause has been postponed until June 5th.

Patient and Supporter Communications:

Keeping patients apprised of the evolving situation has been a priority. Patient communications regarding COVID-19 started the week of March 9th. At that time, all current Sonrisas' patients received an email or text from Light House 360 reminding them to reschedule their appointment if they had any flu or flu like symptoms. They were also directed to our website for more information. The website message had information about Sonrisas' long-standing policies around illness and universal precautions. Our website will be updated by 3/18 that we are closed until April 7th except for emergency care and to call our phone number to see emergency care.

An email to Sonrisas' supporters via Keela has gone out to let them know that the date of Cooking for A Cause has been changed and our website and Eventbrite have been updated.

Financial Impact of Closure

At the time of this report, Sonrisas has a cash position on the January balance sheet of \$950K, which includes the \$200K Merrill Lynch account. A spot check of the balance of combined bank and investment accounts on March 17th was above that amount.

There has been very limited direct care revenue for the week of March 15th and I expect there will be no to minimal revenue in the two remaining weeks through April 6th. The average revenue per clinic per week:

San Mateo Clinic: \$24,400

Coastside Clinic: \$ 9,300

The average payroll per clinic per week is below. Payroll for the last two time periods for the entire organization has been \$96,000, which includes payroll taxes and covers two weeks.

San Mateo Clinic: \$30,800

Coastside Clinic: \$ 8,600

Please note that follow up topics from the February board meeting will be addressed in the April board meeting. We can discuss any of those topics this month further if board members desire to do so.