



Board Meeting April 23, 6:30 PM

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

AGENDA

1. 6:30 CALL TO ORDER AND ROLL CALL – Chair Taverner
2. 6:35 MISSION MOMENT – Spandan Chakrabarti TABS
3. 6:40 PUBLIC COMMENTS
4. 6:40-6:45 APPROVAL OF March BOARD MINUTES – Chair Taverner A
5. 6:45-7:35 STRATEGIC PLAN FY23-FY25
 - A. FY24 Strategic Plan Q3 Update – Anna Mimran
 - B. Sonrisas Culture
 - a. DEIJ Business Case ACTION REQUESTED – Tanya Bluford and CEO Fecher
 - C. Sustainable Growth
 - a. FQHC Project Update – Chair Taverner and Director Kneoppel
6. 7:35-7:45 CEO FY24 Q3 Goals Update – CEO Fecher
7. 7:45-7:55 REPORTS
 - A. CEO Report – CEO Fecher B
 - B. CFO Report – CFO Yee C
 - a. March 2024 Profit and Loss, Balance Sheet, Dashboards D
 - C. Fundraising Report – Spandan Chakrabarti E
 - D. Outreach Report – Dr. Bonnie Jue
 - E. Board Nomination Committee – Director Hinshelwood
8. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner
9. ADJOURN





Board Meeting March 26, 6:30 PM

Sonrisas San Mateo Conference Room

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at 6:29 pm.
 - A. **Present:** Board Chair Nigel Taverner, Vice Chair Henry Sanchez, Secretary Clyde Hinshelwood, Board Members: Dennis Kneoppel, Rick Navarro, Steve Stielstra
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Patient Engagement Strategy Manager Maura LeBaron-Hsieh, Community Resources Director Spandan Chakrabarti, Administrative Assistant Veronica Le
 - C. **Absent:** Larry Cappel, Larissa Cutler, Paramita Roy

2. **MISSION MOMENT – CEO Fecher** shared with the Board the successful All-Staff Training Day on March 18th, where the entire staff renewed their infection control, bloodborne pathogen exposure control and HIPAA training in a group setting. There was time allocated during the day to brainstorm solutions pertaining to the front office/back-office issues identified in January. The issues were sorted by different themes, resulting in the staff dividing into three groups, who then rotated to offer suggestions or thoughts on the best way to resolve them. Next step is implementation starting with the staff meeting on the following Friday. **Vice Chair Sanchez** asked if there is now appreciation of the impact on others; **CEO Fecher** reported there is understanding.

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

4. **APPROVAL OF FEBRUARY BOARD MINUTES**

Director Rick Navarro moved to approve the minutes of February 20th's meeting. Director Dennis Kneoppel seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Dennis Kneoppel, Rick Navarro, Steve Stielstra

5. **STRATEGIC PLAN FY23-FY25**
 - A. **Sustainable Growth**
 - a. **FQHC Project Update** - The team shared there are challenges when exploring pathways to an FQHC. **Chair Taverner** thanked **CEO Fecher** for all her work on the project so far.
 1. **SMMC** - The contract amendment to increase the rate per visit was approved. The team is working with SMMC on expanding the contract to cover pediatric patients in FY25.
 2. **Ravenswood** – Not ready to discuss a partnership until the end of the calendar year. Next steps are to reach out in July or August.
 3. **Samaritan House** - **CEO Fecher** will be meeting with Samaritan House team this week.
 4. **North East Medical Services (NEMS)** - The NEMS executive team decided to pass on the opportunity of a partnership at this time due to their bandwidth and strategic priorities.

Vice Chair Sanchez commented that they all seem a challenge; **Director Kneoppel** pointed out that we're asking them to do a heavy lift. **Director Stielstra** concluded that, to be a sub-recipient, it could be with Ravenswood and/or take four years. In answer to the question of what is the minimum to qualify as an FQHC: Primary Care – we could MOU everything else.

B. Patient and Community Engagement

- a. **Quality Board Committee Discussion ACTION REQUESTED – Director Kneoppel** requested the Board to approve the creation of a Quality Committee. This Committee will oversee a holistic view of Sonrisas' performance quality, clinical quality, operational quality and aspects related to the patient and staff experience.
- b. He suggested that it is important not to try to eat the elephant all at once; the Committee will help set priorities:
 1. Initial work of the Committee:
 - Create first-year Committee launch workplan.
 - Recruit Committee members (Board, staff, patients, community dentists)
 - Refine Committee Charter
 - Update the Board.
- c. **CEO Fecher** added that PHCD is asking for patient health outcomes reinforcing the need to survey patients. Building on Dr Bonnie's 2023 pilot survey, Mrs. LeBaron-Hsieh researched various survey tools that could survey patients while not being time-consuming for staff to analyze the data. The survey tools reviewed include:
 1. Survey Monkey - Initial pilot from Half Moon Bay. The Enterprise version required a lot of hands-on time for analysis.
 2. Ticket - Helps multiple organizations conduct regulatory surveys; costs are price per survey so it could be expensive.
 3. Qualtrics (anticipated survey system) - works with various healthcare organizations, supports over 70 languages, allows real-time analytics, has a great dashboard and can be used to conduct surveys for different groups like donors, staff, patients.
- d. **Vice Chair Sanchez** commented that it is a quantitative tool? Mrs. LeBaron-Hsieh said it's one tool and **CEO Fecher** added it's a priority. **Director Stielstra** pointed out that there are a lot of moving parts and it overlaps with the front-office – back-office interface. **Director Navarro** asked if anonymity is provided since it is important for people to know that anyone can flag an issue to quality assurance without retribution.
- e. **Director Kneoppel** agreed fully and confirmed that that was what the Committee is about: quality, culture of safety, working with staff and building trust.
 1. These discussions will be held in the Committee, with recommendations for improvement.
 2. He also pointed out how lucky Sonrisas is to have somebody of Mrs. LeBaron-Hsieh's background to help.

Vice Chair Henry Sanchez moved to approve establishing a Quality Committee. Director Rick Navarro seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Dennis Kneoppel, Rick Navarro, Steve Stielstra

6. FY25 BUDGET ASSUMPTIONS –

A. Clinic: Visit Volume and Payer Mix

- a. Same visit volume levels as FY24
- b. No new provider days
- c. Less visits due to adjustments for provider PTO
- d. Currently close to capacity
 1. Could add providers on weekends.
- e. If the Measure K grant is received, the Pescadero Mobile Clinic would add three additional provider days in FY25.
- f. There is potential for a higher percentage of FQHC visits when/if the SMMC contract expands to pediatrics, but negotiations are still underway.
- g. **Vice Chair Sanchez** asked if there was data on staff members who work multiple jobs - there is no data on staff members working multiple jobs while

full-time at Sonrisas.

B. Outreach: Screenings and Events

- a. A small increase in oral health school screenings over FY24 - 3,500.
Director Stielstra pointed out that another 500 is a big step: kudos to them.
CEO Fecher told the Board that they had their first screening without Dr Bonnie being present: a sign that we can duplicate.
- b. Same number of Senior oral health screenings as FY24 - 200.
- c. Same FTE in FY25
- d. Two Fellowship Staff:
 1. Dr. Bonnie utilized some of the Board approved funds for positions by creating a fellowship program for students between graduating college and applying for dental school.
 2. These students can gain public health dental experience before going to dental school, while also assisting the Outreach Program.
- e. Outreach Information System - will be signing a contract to begin implementation soon. This will allow better grant reporting and tracking of care coordination.
- f. Capital Equipment: we need a transit van for moving equipment to events:
 1. Multiple school screenings and senior events occur in the same week.
 2. Currently loading equipment in a staff member's personal sedan, with larger privacy screens not fitting in.
 3. **CEO Fecher** will investigate funding opportunities for the van. The Board could also approve using the cash reserves to purchase the van.

C. Salary Increase Percentage

- a. **CEO Fecher** is recommending a 4.5% salary increase overall.
 1. 3% for cost of living for most staff and 1.5% for merit increases.
 2. Other dental nonprofits are planning 3.5% COLA and up to 2.5% for merit for some employees.
 3. The national average is expected to be 3.5%.
- b. Local wage surveys were completed across all positions, including the CEO.
 1. A limited number of market rate increases will be given to bring staff closer to the local rate.
- c. **CEO Fecher** will conduct a market rate increase analysis with each supervisor and will adjust salary scales as appropriate.

D. Strategic Initiatives

- a. **Staffing**
 1. Adding a Chief Operating Officer position.
 - **Vice Chair Sanchez**, acknowledging the potential expense, recognized the need to anticipate growth
 2. Other positions likely stay at the same FTE levels.
 3. Pescadero grant will include increased clinical staff.
- b. **Strategic Projects**
 1. FQHC Pathways
 2. Quality Committee
 3. Leadership Professional Development
 4. Outreach Information System
- c. Part of the CalWellness grant will be put towards these projects. **CEO Fecher** and Mr. Chakrabarti will also look at the fundraising budget to support growth expected in FY25 fully.

7. REPORTS

A. CEO Report

- a. **CEO Fecher** updated the Board about an incident that occurred over the weekend involving a possible hacking attempt which appeared to come from a third-party vendor laptop connected to the Sonrisas network. The laptop was immediately removed from the network and shipped back to the vendor for further inspection.
 1. **CEO Fecher** is confident with the vendor's analysis as they have a strong IT system, whose leader has taught over 1,000 CE hours of courses on security in the Dental environment.
- b. A candidate for the Assistant Practice Manager position has accepted and her first day is tomorrow. She has experience of Open Dental and pediatric

dentistry.

- c. The full-time dentist in Half Moon Bay, Dr. Cai, is a strong mission match. The team is very happy to have her on board.
- B. CFO Report** – Financials are in line with previous months. Although the visit numbers are low, the expenses are in line. One issue:
 - a. The HPSM Incentive number was overestimated.
 - 1. It is a new incentive, that is hard to estimate. The team will utilize a different method in FY25.
 - b. Regarding Accounts Receivable, Sonrisas sends quarterly invoices to PHCD and Sequoia Healthcare, so the incoming funds are earned but not received, which is why the Receivable Grants figure on the balance sheet is high.
 - c. **Vice Chair Sanchez** - Are the financials reviewed yearly for trends?
 - 1. Yes. For example, the time of year is considered when it comes to patient no-shows.
- C. Fundraising Report** – The report overestimated the released grants amount by \$250,000. Mr. Chakrabarti will remedy this in next month's report.
 - a. Sonrisas received a 3-year, \$180,000 grant from Sunlight Giving
 - b. Sutter increased their grant to \$75,000.
- D. Outreach Report – Chair Taverner** was impressed by Dr. Bonnie's list of events scheduled this year in addition to all the screenings.
- E. Board Nomination Committee – Director Roy's** onboarding is going well. Ms. Le connected **Director Roy** with Dr. Bonnie to further discuss volunteering opportunities at a few outreach events. **Director Roy** will also submit a brief bio and headshot to post on the Sonrisas website. Ms. Le will follow up with **Director Roy** if additional assistance with coordinating meetings/tours is needed.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. DEIJ Business Case – Tanya Bluford

9. ADJOURN - The meeting was adjourned at 8:04 pm.





DATE: April 15, 2024

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: CEO Report

1. Clinic Operations:

- Clinic visits were under budget by (253) visits and under forecast by (22) visits. Visits will get closer to budget with the new dentist starting in HMB. The percentage of FQHC visits was 3% over budget, which will improve as soon as the new HMB dentist is credentialed with SMMC. Their credentialing process takes 3 months.

	March					
	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% of Budgeted Visits
Comm/PPO	346	268	264	(82)	22%	24%
Private Pay	36	22	25	(11)	2%	2%
Medi-Cal Dental	794	649	647	(147)	55%	56%
Affordable Plan	47	59	36	(11)	3%	3%
Farmworker	32	31	27	(5)	2%	2%
FQHC	175	169	177	2	15%	12%
Access to Care Subtotal	1,047	908	887	(160)	75%	73%
Total Visits	1,429	1,198	1,176	(253)		

2. Usual and Customary Rate (UCR) Increase for FY25: The team is recommending that Sonrisas increase our UCR (which is equivalent to list prices) each fiscal year at the same percentage as salaries were increased for the year. For example, if the merit pool for salaries is 4% in a new fiscal year, the UCR would go up by 4%. This would not affect patients with public dental insurance nor those with private insurance. It will affect patients who are utilizing the affordable scale or private pay for their dental care. This recommendation is based on dental industry standards. This change will also be reviewed during the Board Budget Workshop held during the May board meeting.
3. Community Outreach Revenue: The team is exploring the new Community Health Worker Medi-Cal Dental codes to fund the Community Outreach Program Manager when they call parents/guardians to do oral health education, share the results of their child's screenings and help connect the child to a dental home if one is needed. The Health Plan of San Mateo has been asked to consider a pilot with Sonrisas to bill for the Community Health Worker codes, which will be a new source of revenue for the School Screening program.

4. San Mateo Clinic Facility: In the San Mateo clinic, there is a room the size of an operatory that was originally planned to be a recovery room for sedation. That room is currently being used for doctor note writing and storage of PPE. The clinical team would like to explore adding a 10th operatory, which would require the reconfiguration of the administrative area to create space for a doctor's note writing area. There are other space issues that the team will explore resolving in this plan as well, including moving Outreach supplies offsite. The capital budget will include estimates for this work, as well as the plan to fundraise for the operatory.
5. Financial Update: On April 16th, Sonrisas' current cash position was \$1,906,000.





DATE: April 10, 2024

TO: SDH Board of Directors

FROM: Vickie Yee, CFO
Tina Wang, Senior Accountant

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

March PERFORMANCE:

- **Revenue:** Net Patient Revenue was **\$297,573 - \$11K below the budget**
 - Total visits were 1,176 - 253 below the budget
 - Total gross revenue was \$517,799 – \$103K below the budget from lower visit volume
 - Total uncompensated care deduction was **(\$220,226)** 42% of gross revenue. We recorded an additional \$32,688 in FQHC revenue based on the new rate, which increased by \$33 per visit. The payment is retroactive to September 2023.

- **Expenses: \$465,581 – \$72K better than the budget.**
 - Direct Expenses - \$71k better than budget, mainly from clinical salaries. We are pleased to report that the Half Moon Bay dentist, dental assistant, and San Mateo Care Coordinator positions are filled. However, the hygienist and part-time dental assistant positions are still open. Also, the dental assistant supervisor has been out on maternity leave. Additionally, clinic expenses were below the budget due to fewer visits and fewer supplies purchased for the month.
 - Indirect Expenses -\$1K better than budget.

- **Donations/Grants & Other Income: \$193,108**
 - \$1,112 from individual donations.
 - \$97,379 released from restricted grants, which includes an estimated \$44K from Sequoia Health District
 - \$86,067 in PHCD grant
 - \$5,000 TriNet credit
 - \$3,550 for interest and capital gain.

NET INCOME: \$25,100 - \$39K better than budget.



YTD PERFORMANCE:

- Performance continues to be favorable to budget primarily due to the following:
 - While visits are under budget by 16.4%, total direct care expenses are under budget by 15.5%.
 - Fundraising efforts remain strong with a net positive budget variance after fundraising expenses of \$108K.
- Staffing continues to be challenging, resulting in 2,039 fewer visits than budget. However, all available appointments are mostly filled, except for a few no-shows due to sickness.
- The current City National Bank balance is \$1,015,062 (our initial investment was \$1M) and an unrealized gain of \$16,318.

YTD PERFORMANCE TO BUDGET: YTD's net income is **\$108K**, \$384K better than the budget. The estimated cash flow is **\$256K**, \$406K better than the budget. PHCD grant to date is \$731K.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>10,384</i>	<i>12,423</i>	<i>(2,039)</i>
Gross Patient Revenue	\$4,648,230	\$5,455,244	(15%)
Uncompensated Care (Deductions)	(\$2,217,161)	(\$2,683,848)	17%
Grants/Donations/Other Income	\$2,017,738	\$1,847,258	9%
Direct Cost	(\$2,749,806)	(\$3,256,313)	16%
Indirect Cost	(\$1,590,719)	(\$1,638,166)	3%
Net Income	\$108,281	(\$275,825)	139%
<i>Non-cash items adj.</i>			
Depreciation	\$224,445	\$230,154	2%
Capital Expenditure	\$76,429	\$103,619	26%
Estimated Cash Flow	\$256,297	(\$149,290)	272%

FINANCIAL OPERATIONS:

- The Peninsula Health Care District and Sequoia Health Care District are billed quarterly based on the number of District residents' visits each quarter. Billing to both Districts is expected to reach its cap in April. Therefore, no District revenue will be recorded in May and June. The cap for PHCD is \$800K, and Sequoia is \$586K.
- There was a question at the last Board meeting regarding the Grants Receivables. Below is the breakdown for the current balance. All balances are current and expected to be received without issue.
 - Sunlight Giving \$125,000
 - Sequoia Health Care District \$132,576 (Q3 Jan-Mar)
 - Peninsula Health Care District \$219,399 (Q3 Jan-Mar)
 - Stanford Health Care \$ 37,400

Total \$514,375

Sonrisas Dental Health
 Revenues and Expenditures - Budget vs Actual
 As of March 31, 2024

As of Date:

Location:

Restriction:

	Month Ending 03/31/2024			Year To Date 03/31/2024		
	Actual	2023 2024 BUDGET	Budget Diff	Actual	2023 2024 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	28,542.00	19,668.05	8,873.95	147,568.00	172,097.06	(24,529.06)
PPO	76,994.65	111,070.28	(34,075.63)	702,514.23	965,426.75	(262,912.52)
Private Pay	6,576.00	10,336.14	(3,760.14)	79,234.00	89,844.91	(10,610.91)
Public Dental Insurance	290,103.00	367,465.48	(77,362.48)	2,564,069.30	3,101,349.87	(537,280.57)
Tobacco Tax	372.65	0.00	372.65	131,938.80	0.00	131,938.80
PDI Community of Care Incentives	0.00	0.00	0.00	30,140.00	70,000.00	(39,860.00)
Affordable Scale	15,366.00	19,831.33	(4,465.33)	158,451.00	172,339.30	(13,888.30)
Farmworker	12,412.00	14,327.15	(1,915.15)	108,621.00	124,544.21	(15,923.21)
FQHC	87,433.00	77,964.57	9,468.43	721,004.00	759,641.77	(38,637.77)
Gross Patient Revenue	517,799.30	620,663.00	(102,863.70)	4,643,540.33	5,455,243.87	(811,703.54)
Uncompensated Care						
Prior Period Adjustment	(8,141.17)	(1,000.00)	(7,141.17)	(4,100.84)	(9,000.00)	4,899.16
Uncompensated Care - Commercial Insurance	(4,067.34)	(3,307.65)	(759.69)	(22,473.47)	(28,914.42)	6,440.95
Uncompensated Care - PPO	(31,318.30)	(45,711.46)	14,393.16	(274,865.22)	(397,325.08)	122,459.86
Uncompensated Care - Public Dental Insurance	(181,799.86)	(227,130.31)	45,330.45	(1,615,261.95)	(1,916,924.59)	301,662.64
Uncompensated Care - Affordable Scale	(7,365.00)	(8,418.80)	1,053.80	(69,673.75)	(73,161.28)	3,487.53
Uncompensated Care - Farmworker	(1,446.00)	(2,298.98)	852.98	(4,644.00)	(19,984.76)	15,340.76
Uncompensated Care - FQHC	12,393.70	(22,306.85)	34,700.55	(194,378.51)	(220,537.50)	26,158.99
Fee Adjustments	1,518.15	(2,000.00)	3,518.15	(31,763.74)	(18,000.00)	(13,763.74)
Total Uncompensated Care	(220,225.82)	(312,174.05)	91,948.23	(2,217,161.48)	(2,683,847.63)	466,686.15
Other Program Revenue						
Other Program Revenue	0.00	0.00	0.00	4,690.00	0.00	4,690.00

Total Other Program Revenue	0.00	0.00	0.00	4,690.00	0.00	4,690.00
Net Patient Revenue	297,573.48	308,488.95	(10,915.47)	2,431,068.85	2,771,396.24	(340,327.39)
Total Expenses						
Direct Expenses						
Direct Personnel Expense						
Direct Program Salaries	229,197.57	264,708.23	35,510.66	2,060,778.87	2,382,374.07	321,595.20
Payroll Taxes	16,389.86	20,250.18	3,860.32	143,306.41	182,251.62	38,945.21
Unemployment Taxes	1,705.29	2,179.68	474.39	15,701.65	19,617.12	3,915.47
Benefits	3,211.35	8,400.11	5,188.76	58,499.75	75,600.99	17,101.24
401k Match	5,862.84	6,617.70	754.86	44,690.62	59,559.30	14,868.68
Worker's Comp	1,701.61	1,852.95	151.34	14,378.29	16,676.55	2,298.26
Continuing Education	0.00	150.00	150.00	2,839.93	1,350.00	(1,489.93)
License and Registration	646.33	1,000.00	353.67	11,980.28	9,000.00	(2,980.28)
Outreach Fellowship Stipend	1,000.00	1,111.00	111.00	3,500.00	6,666.00	3,166.00
Total Direct Personnel Expense	259,714.85	306,269.85	46,555.00	2,355,675.80	2,753,095.65	397,419.85
Clinic Expenses						
Sterilization Services	883.50	841.46	(42.04)	7,754.08	7,573.14	(180.94)
Shredding	78.00	98.00	20.00	721.00	882.00	161.00
Dental Specialist-Claims Processing	4,757.41	5,676.36	918.95	41,699.35	48,517.74	6,818.39
Dental Supplies	11,129.14	26,053.33	14,924.19	181,705.96	226,432.16	44,726.20
Equipment Maintenance	0.00	0.00	0.00	72.00	0.00	(72.00)
Small Dental Equipment	0.00	900.00	900.00	3,751.45	4,600.00	848.55
Dental Equipment Repair	763.81	3,218.00	2,454.19	14,544.63	28,962.00	14,417.37
Lab Fees	11,070.32	13,828.41	2,758.09	101,833.82	120,180.79	18,346.97
Uniforms	0.00	50.00	50.00	1,024.17	350.00	(674.17)
PPE& Covid Related	5,071.55	7,561.54	2,489.99	41,024.28	65,719.21	24,694.93
Total Clinic Expenses	33,753.73	58,227.10	24,473.37	394,130.74	503,217.04	109,086.30
Total Direct Expenses	293,468.58	364,496.95	71,028.37	2,749,806.54	3,256,312.69	506,506.15
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	76,694.73	77,703.14	1,008.41	675,700.12	709,328.26	33,628.14
Payroll Taxes	6,720.42	5,659.92	(1,060.50)	51,844.41	51,704.28	(140.13)
Unemployment Taxes	0.00	677.25	677.25	3,720.62	6,195.25	2,474.63
Benefits	1,186.37	1,659.31	472.94	14,330.28	15,149.79	819.51
401k Match	1,992.05	2,331.09	339.04	11,718.27	21,279.81	9,561.54
Worker's Comp	789.19	543.91	(245.28)	7,113.65	4,965.19	(2,148.46)
Total Indirect Personnel Expenses	87,382.76	88,574.62	1,191.86	764,427.35	808,622.58	44,195.23

Facility Expenses						
Building Maintenance	(5,017.42)	1,830.00	6,847.42	17,675.90	16,470.00	(1,205.90)
Janitorial Service	2,733.00	2,729.34	(3.66)	24,347.00	24,138.02	(208.98)
Rent	3,484.00	3,484.00	0.00	31,356.00	31,356.00	0.00
Phone/Internet	1,959.03	1,820.25	(138.78)	15,462.86	16,382.25	919.39
Utilities	4,965.10	4,000.00	(965.10)	38,914.19	36,000.00	(2,914.19)
Total Facility Expenses	8,123.71	13,863.59	5,739.88	127,755.95	124,346.27	(3,409.68)
Office Expenses						
Claims Processing	516.71	470.00	(46.71)	5,109.46	4,230.00	(879.46)
Patient Notification	798.00	800.00	2.00	7,182.00	7,200.00	18.00
Office Supplies	1,312.31	2,494.85	1,182.54	16,537.14	19,621.65	3,084.51
Postage and Shipping	578.84	384.00	(194.84)	3,701.18	3,456.00	(245.18)
Printing Costs	0.00	0.00	0.00	0.00	750.00	750.00
Property Taxes	0.00	0.00	0.00	65.58	250.00	184.42
Employee Goodwill	2,238.69	1,483.00	(755.69)	13,711.55	13,197.00	(514.55)
Recruitment Expense	924.19	181.00	(743.19)	8,026.30	1,629.00	(6,397.30)
Total Office Expenses	6,368.74	5,812.85	(555.89)	54,333.21	50,333.65	(3,999.56)
Insurance						
Insurance - Malpractice	1,081.00	780.00	(301.00)	8,005.00	7,020.00	(985.00)
Insurance - Liability & Property	554.00	552.00	(2.00)	4,962.00	4,968.00	6.00
Insurance - Directors & Officer Liability	958.00	804.00	(154.00)	7,622.20	7,236.00	(386.20)
Total Insurance	2,593.00	2,136.00	(457.00)	20,589.20	19,224.00	(1,365.20)
Fundraising Department						
Fundraising Expenses	1,662.40	935.00	(727.40)	55,693.09	39,816.00	(15,877.09)
Fundraising Consulting	7,420.00	6,867.00	(553.00)	68,060.00	59,253.00	(8,807.00)
Total Fundraising Department	9,082.40	7,802.00	(1,280.40)	123,753.09	99,069.00	(24,684.09)
Professional fee						
Consultant - General	4,565.00	200.00	(4,365.00)	20,265.00	8,200.00	(12,065.00)
Consultant - HR Professionals	9,179.66	2,600.00	(6,579.66)	38,666.79	23,400.00	(15,266.79)
Consultant-Project Manager	5,000.00	6,000.00	1,000.00	47,300.00	54,000.00	6,700.00
Consultant-Outreach System	0.00	1,250.00	1,250.00	0.00	11,250.00	11,250.00
Consultant-FQHC	400.00	4,044.44	3,644.44	24,779.30	30,133.32	5,354.02
Consultant - Legal	0.00	0.00	0.00	2,239.00	0.00	(2,239.00)
Consultant - Leadership Coaching	1,958.33	3,277.77	1,319.44	21,999.98	22,666.62	666.64
Total Professional fee	21,102.99	17,372.21	(3,730.78)	155,250.07	149,649.94	(5,600.13)
General						
Depreciation Expense	26,187.74	25,572.67	(615.07)	224,445.08	230,154.03	5,708.95

Marketing Expense	455.98	0.00	(455.98)	11,929.00	16,308.00	4,379.00
Meeting & Travel Expenses	211.08	2,165.00	1,953.92	3,588.89	8,085.00	4,496.11
Fees and Interest	896.79	2,000.00	1,103.21	17,846.28	18,000.00	153.72
Outreach Supplies	2,042.68	0.00	(2,042.68)	11,468.64	30,031.75	18,563.11
Training & Membership	115.00	0.00	(115.00)	810.00	0.00	(810.00)
Board Expense	29.98	875.00	845.02	684.30	7,875.00	7,190.70
Total General	29,939.25	30,612.67	673.42	270,772.19	310,453.78	39,681.59
Computer expense						
Computer Support	6,785.69	6,446.66	(339.03)	56,690.79	54,819.96	(1,870.83)
Software Support	734.00	706.00	(28.00)	17,147.04	21,647.00	4,499.96
Total Computer expense	7,519.69	7,152.66	(367.03)	73,837.83	76,466.96	2,629.13
Total Indirect Expenses	172,112.54	173,326.60	1,214.06	1,590,718.89	1,638,166.18	47,447.29
Total Total Expenses	465,581.12	537,823.55	72,242.43	4,340,525.43	4,894,478.87	553,953.44
Total Net Program Income	(168,007.64)	(229,334.60)	61,326.96	(1,909,456.58)	(2,123,082.63)	213,626.05
Grants and Other Income						
Grants and Donations						
Fundraiser	0.00	0.00	0.00	163,844.63	130,000.00	33,844.63
Donations	1,112.00	30,000.00	(28,888.00)	51,318.42	78,000.00	(26,681.58)
Grants	97,379.38	116,667.00	(19,287.62)	1,019,393.38	1,024,999.00	(5,605.62)
PHCD Grants	86,066.67	66,667.00	19,399.67	731,198.67	600,003.00	131,195.67
Total Grants and Donations	184,558.05	213,334.00	(28,775.95)	1,965,755.10	1,833,002.00	132,753.10
Other Income						
Interest Income-Heritage	217.33	42.00	175.33	1,816.76	378.00	1,438.76
Other Income	5,000.00	0.00	5,000.00	12,608.19	0.00	12,608.19
Unrealized gain(loss)-CityNational	1,557.70	0.00	1,557.70	23,252.02	0.00	23,252.02
Investment Income	1,774.65	1,542.00	232.65	14,263.94	13,878.00	385.94
Sale of Fixed Asset	0.00	0.00	0.00	0.00	0.00	0.00
Interest Income	0.00	0.00	0.00	42.47	0.00	42.47
Total Other Income	8,549.68	1,584.00	6,965.68	51,983.38	14,256.00	37,727.38
Total Grants and Other Income	193,107.73	214,918.00	(21,810.27)	2,017,738.48	1,847,258.00	170,480.48
Net income	25,100.09	(14,416.60)	39,516.69	108,281.90	(275,824.63)	384,106.53

Sonrisas Dental Health**Balance Sheet**

As of Date:

03/31/2024

Location:

Sonrisas Dental Health

Year To Date

03/31/2024

Current Year Balance

Assets

Current Assets

Cash and Cash Equivalents

11218 - Heritage -Operating 986,214.32

11600 - Petty Cash 198.84

Total Cash and Cash Equivalents 986,413.16

Accounts Receivable, Net

Accounts Receivable

12100 - Accounts Receivable 291,036.62

12210 - Accounts Receivable - Grants 514,375.13

12218 - Contra Acct - Allowance for Bad Debt (21,248.65)

12220 - Accounts Receivable - Other Agencies 138,551.28

Total Accounts Receivable 922,714.38

Total Accounts Receivable, Net 922,714.38

Other Current Assets

31,947.33

Total Current Assets

1,941,074.87

Long-term Assets

Property & Equipment

17300 - Improvements 1,209,190.21

17400 - Equipment 1,532,273.93

17500 - Furniture/Fixtures 117,651.21

17999 - Accum Depreciation (2,102,422.73)

Total Property & Equipment 756,692.62

Other Long-term Assets

16,297.00

Total Long-term Assets

772,989.62

Investments

Long Term Investments

11410 - Investment Acct. - Merrill Lynch 11,050.31

11412 - Investment Acct. - City National 1,015,061.82

11415 - Unrealized Gain(loss) on Investment 16,318.30

Total Long Term Investments 1,042,430.43

Total Investments

1,042,430.43

Total Assets**3,756,494.92****Liabilities and Net Assets**

Liabilities

Short-term Liabilities

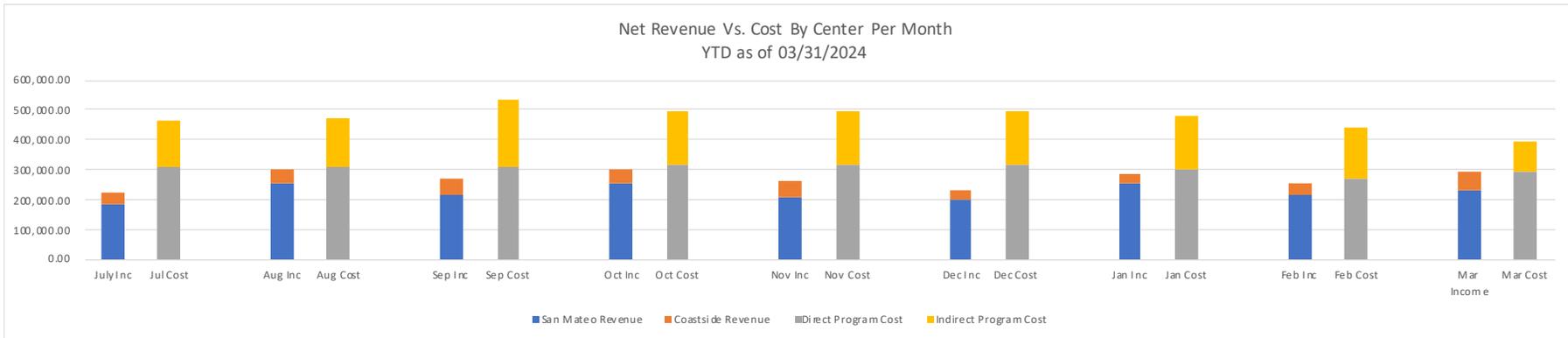
Accounts Payable

21110 - Accounts Payable 60,162.13

23100 - Patient Prepayments	17,230.45
23200 - Patient Refunds Payable	5,148.62
Total Accounts Payable	82,541.20
Accrued Liabilities	
22210 - Accrued Payroll	160,660.21
22220 - Accrued PTO	83,587.86
Total Accrued Liabilities	244,248.07
Withholding Tax Payable	
22230 - Accrued Payroll Taxes	6,378.62
Total Withholding Tax Payable	6,378.62
Total Short-term Liabilities	333,167.89
Long Term Liabilities	
Other Long-term Liabilities	3,672.49
Total Long Term Liabilities	3,672.49
Total Liabilities	336,840.38
Net Assets	3,419,654.54
Total Liabilities and Net Assets	3,756,494.92

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Sonrisas Dental Health Operations												
	Jul 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb24	Mar 24	Total	Budget	B(W)
San Mateo Revenue	181,811	254,513	220,223	254,699	210,340	203,601	253,866	217,293	231,515	2,027,860	2,076,878	(49,018)
Coastside Revenue	43,960	44,659	49,383	48,986	49,743	30,786	33,796	35,835	66,059	403,207	694,518	(291,311)
Total Net Revenue	225,771	299,172	269,606	303,685	260,083	234,387	287,662	253,129	297,573	2,431,067	2,771,396	(340,329)
Direct Program Cost	310,925	310,629	312,436	314,267	316,608	319,438	305,232	266,801	293,469	2,749,805	3,256,313	506,508
Indirect Program Cost	152,846	162,745	221,513	178,230	174,859	177,220	175,146	176,048	172,113	1,590,719	1,638,166	47,447
Total Cost	463,771	473,374	533,949	492,497	491,467	496,658	480,378	442,849	465,581	4,340,524	4,894,479	553,955
TOTAL	(238,000)	(174,202)	(264,343)	(188,811)	(231,385)	(262,272)	(192,717)	(189,720)	(168,008)	(1,909,457)	(2,123,083)	213,626
Dividend/Other Income	4,578	4,520	1,535	4,196	8,245	7,695	5,915	6,749	8,550	51,983	14,256	37,727
Donations Received	128,140	136,132	191,729	131,776	117,505	140,162	179,904	110,717	98,491	1,234,556	1,232,999	1,557
Grant from PHCD	66,666	80,667	112,467	66,666	66,666	118,669	66,666	66,666	86,067	731,199	600,003	131,196
OTHER INCOME	199,384	221,318	305,731	202,638	192,416	266,527	252,485	184,132	193,108	2,017,738	1,847,258	170,480
NET INCOME	(38,616)	47,116	41,388	13,827	(38,968)	4,255	59,768	(5,589)	25,100	108,281	(275,825)	384,106



	22-Jul	30-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	29-Feb	31-Mar	Total	Budget	Variance
San Mateo Visits	872	989	871	948	777	819	859	838	865	7,838	9,017	(1179)
Half Moon Bay Visits	231	299	334	347	348	202	243	231	311	2,546	3,406	(860)
Total Visits	1103	1288	1205	1295	1125	1021	1102	1069	1176	10,384	12,423	(2039)

Visits by Payer -San Mateo

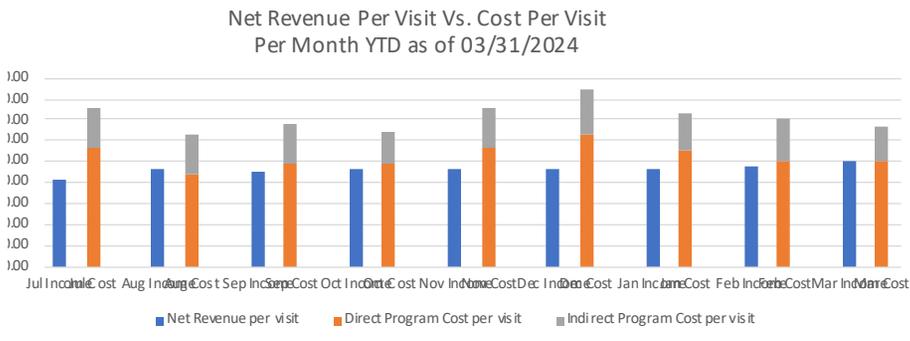
	31-Mar Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	39	43	(4)	268	373	(105)
PPO	183	246	(63)	1704	2138	(434)
Private Pay	20	32	(12)	203	279	(76)
Affordable Scale	8	21	(13)	137	185	(48)
Farmworker			0			0
FQHC	142	139	3	1199	1392	(193)
Public Dental-Medi-Cal Dental	78	0	78	78	0	78
Public Dental-HPSM	395	556	(161)	4249	4650	(401)
Total Visits	865	1037	(172)	7838	9017	(1179)

Visits by Payer -Half Moon Bay

	31-Mar Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	7	11	(4)	49	94	(45)
PPO	35	47	(12)	306	406	(100)
Private Pay	5	4	1	32	33	(1)
Affordable Scale	28	25	3	239	219	20
Farmworker	27	32	(5)	255	279	(24)
FQHC	35	36	(1)	336	313	23
Public Dental-Medi-Cal Dental	21	0	21	21	0	21
Public Dental-HPSM	153	237	(84)	1308	2062	(754)
	311	392	(81)	2546	3406	(860)

Avg. Income (Loss) per Visit			
	YTD	Budget YTD*	FY23
Net Revenue per Visit	\$ 234.12	\$ 223.09	\$204.01
Direct Cost per Visit	\$ (260.53)	\$ (248.64)	(\$234.27)
Indirect Cost per Visit*	\$ (92.67)	\$ (83.55)	(\$79.46)
Net Income per Visit	\$ (119.09)	\$ (109.11)	(\$109.72)

* Indirect cost excludes costs in outreach program and fundraising department



Sonrisas Dental Health Operations March 24 Vs. March 23			
	Mar-24	Mar-23	Variance B(W)
Visits	1176	1258	(82)
San Mateo Revenue	231,515	198,049	33,466
Coastside Revenue	66,059	68,816	(2,757)
Total Net Revenue	297,573	266,865	30,709
Direct Program Cost	293,469	294,453	984
Indirect Program Cost	178,761	134,074	(44,687)
Total Cost	472,229	428,527	(43,703)
TOTAL	(174,656)	(161,662)	(12,994)
Dividend/Other Income	8,550	(1,440)	9,990
Donations Received	98,491	103,080	(4,589)
Grant from PHCD	86,067	75,000	11,067
Grants and Donations	193,108	176,640	16,467
NET INCOME	18,452	14,978	3,474





DATE: April 16, 2024
TO: SDH Board of Directors
FROM: Bonnie Jue, DDS
RE: **Community Engagement Director Report – April 2024**

The Sonrisas Dental Health (SDH) Community Outreach team had some special visitors at our school dental screenings last month! We were so happy that Nigel Taverner, SDH’s Board Chair, had the opportunity to meet Dr. Jennifer Cai and Peggy Crookston, RDH at the event at El Granada Elementary School, one of the schools where our screening program started over 20 years ago. Peggy, a dental hygienist who lives in Half Moon Bay, was referred to Sonrisas by board member, Steve Stielstra, and has been volunteering at our dental screenings for schools on the coast this semester.



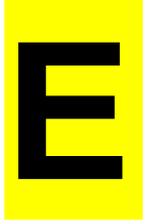
Dr. Cai is a wonderful new dentist working at Sonrisas’ Half Moon Bay Center. She has worked in community health centers for most of her career and was able to witness how we are able to help children with severe dental needs who would otherwise not be identified without screening programs like these. Special thanks to Tracey and Dr. Torrey who prioritize care for community members, as they made arrangements for the clinic so that Dr. Cai could join us out in the field that day.

Our Community Outreach Programs continue to explore new ways to expand our ability to serve families out in the community. We have now started providing dental screenings at health/resource fairs that are open to the public. These are great opportunities to reach families who don’t usually have access to screenings at their schools (i.e., older children, schools which are not typically defined as an underserved school), but logistically can be more challenging (i.e., cannot anticipate how many participants to prepare for ahead of time, which affects staffing, supplies, etc.). Our most recent community event – Children’s Day at the College Park Elementary School campus hosted by the San Mateo-Foster City School District – was so well-received that the organizers would like to organize another event later this year, specifically so that dental screenings can be offered to the community to launch the new school year. Oral health awareness in the community and Sonrisas Dental Health’s Screening Programs are really taking off!



Here is a list of SDH community events scheduled in the next few weeks – anyone is welcome to visit and witness Sonrisas Dental Health in action out in our community!

- April 19th (Fri) – Belle Haven CDC (Menlo Park)
- April 23rd (Tues) – KIPP Excelencia Community Prep (Redwood City)
- April 26th (Fri) – Belle Air Preschool (San Bruno)
- April 29th (Mon) – ALAS – Senior Program (Half Moon Bay)
- May 3rd (Fri) – Menlo Park City School District ELC (Menlo Park)
- May 6th (Mon) – North Fair Oaks Library Story Time (Redwood City)
- May 10th (Fri) – Siena Youth Center: after-school program (Redwood City)
- May 14th (Tues) – Allen Preschool (San Bruno)





DATE: April 15, 2024
TO: SDH Board of Directors
FROM: Spandan Chakrabarti, Community Resources Director
RE: **Development Update**

Major Donor and Board Stewardship Update: Following March's stakeholder listening event, the fundraising team at Sonrisas has continued to build relationships and cultivate major donors. The team is at the early stages of collaborating with Board members to create individual stewardship plans, focusing on leveraging relationships and networks to introduce community-oriented donors to Sonrisas.

Cooking for a Cause Update: The Sonrisas Development Committee and fundraising staff is in the beginning continuing to secure sponsorships, early table purchases, and auction item donations for September's 10th Annual Cooking for a Cause. As of this report, \$39,500 in commitments have been secured. All event revenue and expenses will be posted in September of 2024, as such, no 2024 event revenue is used to calculate progress towards goals updated below.

The Development staff has also begun working with a videographer to capture the story of a patient and family who have graciously agreed to share their experience with the Sonrisas team at the event.

Coastside Gives: This annual fundraising campaign focused on services in coastal San Mateo County began on April 1 and continues through to giving day on May 2. Sonrisas' Coastside Gives campaign is highlighting dental screenings of people of all ages, with a focus on new immigrant families, and those newly eligible for MediCal in 2024.

Grantseeking update: As of this report, \$237,500 in Sonrisas grant requests are actively under consideration by funders, in addition to Sonrisas' Measure K application of \$1.5 million, pending before the County of San Mateo. An additional \$200,000 in applications is planned through the end of the 2024 fiscal year.

Grant disbursement update: As of the close of March, \$1.8 million in grant dollars have been released, with another \$310,600 in remaining balance to be released during the final quarter. These figures include PHCD grants to Sonrisas.

General Fundraising Update: As of the submission of this report, Sonrisas has accounted for \$2.35 million in total fundraising revenue in the 2024 Fiscal Year, including \$194,000 in individual and corporate (non-grant) revenue.

