



## Board Meeting February 25<sup>th</sup>, 6:30 PM

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

Join Zoom Meeting  
<https://us02web.zoom.us/j/87642596738?from=addon>

Meeting ID: 876 4259 6738

One tap mobile  
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### AGENDA

1. 6:30 CALL TO ORDER AND ROLL CALL – Chair Taverner TABS
2. 6:35 MISSION MOMENT – Prasanthi Patel
  - A. Spandan Chakrabarti & San Bruno Community Foundation
3. 6:40 PUBLIC COMMENTS
4. 6:40-6:50 APPROVAL OF JANUARY 21<sup>st</sup> BOARD MINUTES – Chair Taverner A
5. 6:50-7:35 STRATEGIC PLAN FY23-FY25
  - A. Sonrisas Culture
  - B. Sustainable Growth
    - a. Federal Funding Landscape – Chair Taverner
    - b. FQHC Pathways Project Update – CEO Fecher
    - c. Pescadero Clinic Update – CEO Fecher
    - d. Cooking for a Cause Sponsorship Workshop – Spandan Chakrabarti
  - C. Community and Patient Engagement
6. 7:35-7:40 ANNUAL MEETING B
  - A. Election of Officers ACTION REQUESTED – Director Hinshelwood
7. 7:40-7:55 REPORTS C  
D  
E
  - A. CEO Report – CEO Fecher
  - B. COO Clinical Operations Report – Prasanthi Patel
  - C. CFO Report – CFO Yee
    - a. December 2024 and January 2025 Profit and Loss, Balance Sheet, Dashboards
  - D. Fundraising Report – Spandan Chakrabarti F
  - E. Outreach Report– Dr. Bonnie Jue G
  - F. Quality Committee Report – Director Kneoppel
  - G. Board Nomination Committee – Director Hinshelwood
8. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner
9. ADJOURN





## Board Meeting January 21<sup>st</sup>, 6:30 PM

Location  
Sonrisas San Mateo Conference Room  
Zoom Teleconference

### MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at 6:34 pm.
  - A. **Present:** Chair Nigel Taverner, Vice Chair Henry Sánchez, Secretary Clyde Hinshelwood, Board Members: Larry Cappel, Dennis Kneoppel, Rick Navarro, Steve Stielstra.
  - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, PHCD CEO Ana Pulido, COO Prasanthi Patel, Community Engagement Director Dr. Bonnie Jue, Development Director Spandan Chakrabarti, Dental Director Dr. Torrey Rothstein, Community Outreach Program Manager Irma Ochoa, Administrative Assistant Veronica Le.
  - C. **Absent:** Paramita Roy.
  
2. **MISSION MOMENT –** Community Outreach Program Manager, Irma Ochoa, introduced herself to the Board including that she’s worked at Sonrisas for six years and has been working with Dr. Bonnie for the last three years. Ms. Ochoa shared the story of a young child who, at an initial school screening, had 12 teeth with decay; six months later, they were re-screened and showed additional decay. The child’s mother said she had difficulty scheduling an appointment for her child. With Ms. Ochoa’s assistance, the child was seen at Sonrisas for treatment. The new Salesforce app, now being used to track outreach activities, helped track the fact that that child had been screened previously and the conversation Ms. Ochoa had with the mother after the first screening. The notes from Ms. Ochoa from previous screenings and contact allowed her to provide better care coordination services.
  - A. The Board thanked Ms. Ochoa for sharing her story and praised her for her role at Sonrisas.
  - B. The Board noted that we are providing oral health education to the parents; sometimes they don’t realize that their children are in pain. **Vice Chair Sánchez** suggested that many kids want to help/please their parents and don’t want to be a burden. We have to get over that cultural hurdle. Dr Bonnie pointed out that we can see some kids three or four times before they get treatment.

*[Director Larissa Cutler joined the meeting at 6:38 pm.]*

3. **PUBLIC COMMENTS** - No public in attendance.
4. **APPROVAL OF NOVEMBER 19<sup>TH</sup> BOARD MINUTES**

*Director Rick Navarro moved to approve the minutes of the November 19<sup>th</sup> meeting. Director Henry Sánchez seconded the motion and was approved by roll call. Ayes: Henry Sánchez, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Rick Navarro, Steve Stielstra, Abstained: Nigel Taverner, Dennis Kneoppel*

5. **STRATEGIC PLAN FY23-FY25**
  - A. **Sonrisas Culture** - No updates.
  - B. **Sustainable Growth**
    - a. **FQHC Pathways Project Update – CEO Fecher** gave an update on the pathways project to the Board. Board members discussed the status of the current contract with SMMC and how to communicate with management - Dr

Torrey reported that all his communications (now suspended) have been staff to staff on operational matters. There was general agreement that the driving force should be the needs of the patients. There will be an update at the next Board meeting with the financial implications of any changes.

- b. **Pescadero Clinic Update – CEO Fecher** gave an update on the progress of the Pescadero clinic as the team is in the final stages of purchasing an RV. **Director Stielstra** asked about options for cancelling the order for the RV if conditions change.
  - c. **Cooking for a Cause Sponsorship Update** – Mr. Chakrabarti will be holding a workshop at the February meeting in preparation for this year’s Cooking for a Cause event.
    - 1. Board participation with finding sponsorships for the event was successful last year and we’d like to repeat and expand for the coming event
    - 2. Mr. Chakrabarti welcomed feedback from Board members about last year’s sponsorship workshop to improve the upcoming one:
      - It was agreed to emphasize the importance of relationship-building and support during the workshop in February.
- C. Community and Patient Engagement** - No updates.

6. **ANNUAL MEETING** - Election of Officers was moved to the February board meeting to allow the Board Nominating Committee to complete its discussions.
- A. **Reappointment of Directors ACTION REQUESTED** - **Chair Taverner** thanked the Board members for serving and continuing to serve.

*Director Henry Sánchez moved to approve the Reappointment of Directors. Director Steve Stielstra seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sánchez, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Dennis Kneppel, Rick Navarro, Steve Stielstra*

## 7. REPORTS

- A. **CEO Report** – No comments or questions.
- B. **CFO Report** – A report wasn’t submitted but **CFO Yee** updated the Board that the Senior Accountant position had opened but was quickly filled. **CFO Yee, CEO Fecher** and Mrs. Patel collaborated to train the new Senior Accountant, Kris Kwan.
  - a. A draft of the December financials shows a positive variance so far.
  - b. **CFO Yee** will present the December and January financials at the February board meeting.
- C. **Fundraising Report** – No comments or questions.
- D. **Outreach Report – Chair Taverner** complimented the report and the pictures included. Dr. Bonnie shared details on the upcoming Seniors screening event (Millbrae) and that they are expecting a large number of screenings. In addition, Coastside Hope has 500 kids potentially for screening. Life has been made easier with the acquisition of the new van. Dr Bonnie credited **CEO Fecher** for the suggestion to paint it blue so it doesn’t resemble a plumber’s van.
  - a. Dr. Bonnie commended Diane Grech, a longtime volunteer and former Outreach Manager at Sonrisas, for donating supplies so Sonrisas can assemble 500 kits for the Adopted Family Program.
- E. **Quality Committee Report – Director Kneppel** reported to the Board that the Quality Committee is finalizing the metrics and timetable.
- F. **Board Nomination Committee** – There are no additional updates.

## 8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. Cooking for a Cause Sponsorship workshop
- B. Election of Board Officers
- C. December and January financials
- D. Presentation by the San Bruno Community Foundation
- E. Financial implications and recommendations due to SMMC contract changes.

9. **ADJOURN** - The meeting was adjourned at 8:35 pm.





**DATE:** February 17, 2025

**TO:** SDH Board of Directors

**FROM:** Director Hinshelwood, Board Nominating Committee Chair  
Tracey Fecher, CEO

**RE: Sonrisas Board of Directors Officer Election**

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The Sonrisas Bylaws call for an annual meeting each year. The annual meeting may include the election of board officers, appointment and re-appointment of directors to the board, as well as board members reviewing and signing of conflict-of-interest forms annually.

At the January 2025 Annual Meeting, the following Board Members were reappointed: Nigel Taverner, Clyde Hinshelwood, Larry Cappel, Rick Navarro and Dennis Kneoppel.

The new Sonrisas Bylaws, approved by the Board of Directors on November 19, 2024, introduced three-year terms for board officers as well as a three-year term limit for officers. This change requires a board officer election in January 2025 for the 2025-2027 term. For officer elections, the Board Nominating Committee puts together a slate of officers for the board to elect. The Board Nominating Committee is recommending an Executive Committee be established that minimally has all the Board Officers and CEO as members. The Executive Committee will establish a charter for the committee and a meeting cadence. For the February 2025 election, the Board Nominating Committee is putting forth the following slate for the board's consideration:

- Chair: Nigel Taverner
- Vice-Chair: Dennis Kneoppel
- Secretary: Henry Sanchez
  - Note that Henry Sanchez will also become the chair of the Board Nominating Committee.

Attached to this memo is a document that outlines Sonrisas' board rotation and election schedule. (SDH Board Term and Officer Information February 2025 DRAFT). There is also a current copy of the bylaws that are referenced in that document. Please don't hesitate to reach out to Clyde Hinshelwood, the current Board Nominating Committee chair, or myself if you have any questions.



## **SONRISAS BOARD OF DIRECTORS**

### **BOARD Term and Office Information for 2025**

*Note that new board terms begin in January of new calendar year at Annual Meeting, even if board member is elected later that year according to Sonrisas' bylaws.*

#### **BYLAWS SECTION 4.4: ELECTION AND TERMS OF OFFICE**

“Each director shall be appointed or elected for a term of three (3) years and shall hold office until a successor has been appointed or elected and qualified. Notwithstanding the foregoing and the provisions of Section 4.4, new directors may be appointed or elected at any time to fill vacancies in accordance with the Article 4, including PHCD’s appointment rights. If a director is appointed or elected at a time other than the **annual meeting**, his or her term shall be calculated starting from the date of the most recent annual meeting.”

#### **SECTION 4.4 ELECTION AND TERMS OF OFFICE**

“Each director shall be appointed or elected for a term of three (3) years and shall hold office until a successor has been appointed or elected and qualified. Notwithstanding the foregoing and the provisions of Section 4.3, new directors may be appointed or elected at any time to fill vacancies in accordance with this Article 4, including PHCD’s appointment rights. If a director is appointed or elected at a time other than the annual meeting, his or her term shall be calculated starting from the date of the most recent annual meeting.”

#### **Section 6.2 ELECTION AND TERMS OF OFFICERS**

The Board Chair and Vice-Chair shall be elected at an annual meeting and shall serve one three-year term. If the Secretary, Treasurer, and/or Dental Director are Board members, they shall be elected at the same annual meeting for a three-year term.

The Chief Executive Officer shall be appointed by and serve at the pleasure of the Board, subject to the rights, if any, in his/her contract of employment.

To ensure a broad range of experience and exposure to different aspects of the Corporation’s operations, Board members are encouraged to undertake different officer positions and committee appointments after serving one term. Further, diversification in leadership roles is important to the stability, growth, and innovation within the Corporation. The Board shall consider these principles in electing new officers.

##### **6.2.1 BOARD SUCCESSION**

The Vice-Chair is designated as the successor to the Chair. In the event of the Chair’s resignation, removal, or inability to serve, the Vice-Chair shall serve as the Chair for the



remainder of the original term and the Board shall elect a new Vice-Chair for the balance of the three-year term.

It is expected that the Chair will serve one three-year term and then be succeeded by the Vice-Chair. If the Vice Chair has assumed the position of Chair due to the resignation, removal, or inability of the Chair to serve, the Vice-Chair may complete the original three-year term and be eligible to serve a full three-year term. However, this succession process is subject to the Board's overriding duty to elect the most-qualified person as Chair for the full-three-year term.

<b>Sonrisas Board of Directors 2025 - DRAFT</b>							
<b>Board Director Name</b>	<b>HMB or PHCD Seat?</b>	<b>Board Service Start Year</b>	<b>Current Term Start</b>	<b>Current Term Ends December</b>	<b>Office</b>	<b>Start Date of Office</b>	<b>Year Current Term Began</b>
Nigel Taverner	HMB	2006	2025	2027	<i>Chair</i>	<i>2009</i>	<i>2025</i>
Henry Sanchez	PHCD	2023	2023	2025	<i>Secretary</i>	<i>2025</i>	<i>2025</i>
Clyde Hinshelwood	HMB	2015	2025	2027			
Larry Cappel	PHCD	2018	2025	2027			
Rick Navarro	PHCD	2018	2025	2027			
Larissa Cutler	HMB	2021	2024	2026			
Steve Stielstra	HMB	2021	2024	2026			
Dennis Kneepfel	PHCD	2022	2025	2027	<i>Vice Chair</i>	<i>2025</i>	<i>2025</i>
Paramita Roy	PHCD	2024	2024	2026			

- Italics: Slate of officers for Officer Election, if an election year

**AMENDED AND RESTATED BYLAWS  
OF  
SONRISAS DENTAL HEALTH, INC.  
A CALIFORNIA PUBLIC BENEFIT CORPORATION**

**ARTICLE 1  
OFFICES**

**SECTION 1.1 PRINCIPAL OFFICE**

The principal office of the corporation for the transaction of its business is located in San Mateo County, California.

**SECTION 1.2 CHANGE OF ADDRESS**

The county of the corporation's principal office can be changed only by amendment of these Bylaws and not otherwise. The Board of Directors may, however, change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed an amendment of these Bylaws:

**SECTION 1.3 OTHER OFFICES**

The corporation may also have offices at such other places, within or without the State of California, where it is qualified to do business, as its business may require and as the board of directors may, from time to time, designate.

**ARTICLE 2  
PURPOSE**

**SECTION 2.1**

The primary objectives and purposes of this corporation shall be to establish and maintain health clinics providing dental services and education for underserved residents of San Mateo County through clinics operated in various locations to include: 1) the coastside area including the area extending from Montara at the northern end to the Santa Cruz County line on the southern end; and 2) the bayside area in and around the city of San Mateo and particularly within the areas served by the Peninsula Health Care District and the Sequoia Health Care District.

The corporation shall take no action that is inconsistent with the Articles of Incorporation.

**ARTICLE 3  
MEMBERSHIP**

**SECTION 3.1 Sonrisas Dental Health, Inc.** shall have no members as defined in Section 5056 of the California Nonprofit Public Benefit Corporation Law.

**ARTICLE 4  
BOARD OF DIRECTORS**

**SECTION 4.1 POWERS**

Subject to the provisions of the California Nonprofit Corporation law and any limitations in the Articles of Incorporation and Bylaws relating to action required or permitted to be taken or approved by the members, if any, of this corporation, the activities and affairs of this corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Directors of the Corporation

(the “**Board**”). Directors shall have no power as individual directors and shall act only as members of the Board.

#### **SECTION 4.2. NUMBERS**

The authorized number of directors shall be nine (9).

#### **SECTION 4.3 APPOINTMENT**

Peninsula Health Care District, a political subdivision of the State of California (“**PHCD**”) shall have the right to appoint five (5) of the nine (9) directors. The four (4) directors not appointed by PHCD shall be elected by action of the directors who were not appointed by PHCD. Appointments or elections to fill expiring terms shall be made at the Board’s annual meeting.

#### **SECTION 4.4 ELECTION AND TERMS OF OFFICE**

Each director shall be appointed or elected for a term of three (3) years and shall hold office until a successor has been appointed or elected and qualified. Notwithstanding the foregoing and the provisions of Section 4.3, new directors may be appointed or elected at any time to fill vacancies in accordance with this Article 4, including PHCD’s appointment rights. If a director is appointed or elected at a time other than the annual meeting, his or her term shall be calculated starting from the date of the most recent annual meeting.

#### **SECTION 4.5 DUTIES**

It shall be the duty of the directors to:

- (a) Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation of this corporation, or by these Bylaws;
- (b) Appoint and remove, employ and discharge, and, except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all executive, Board appointed officers of the corporation;
- (c) Supervise all executive officers of the corporation to assure that their duties are performed properly;
- (d) Meet at such times and places as required by these Bylaws;
- (e) Register their addresses with the Secretary of the corporation and notices of meetings mailed or telegraphed to them at such addresses shall be valid notices thereof.

#### **SECTION 4.5 COMPENSATION**

Directors shall, in their capacity as directors, serve without compensation except that they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their regular duties. Any Director who is an officer may be compensated in that capacity, with the approval of a majority of the remaining Directors.

#### **SECTION 4.6 RESTRICTION REGARDING INTERESTED DIRECTORS**

Notwithstanding any other provision of these Bylaws, not more than forty-nine percent (49%) of the persons serving on the board may be interested persons, or as to any transaction where a board member is deemed to be interested, the interested director shall not vote or otherwise act on such matter and the transaction shall be approved by disinterested directors and otherwise in compliance with applicable California law.

Board approved November 19, 2024

#### **SECTION 4.7 RESIGNATION**

A director may resign at any time by giving written notice to the chair of the board or the Secretary or the Board. Any resignation shall take effect upon receipt of notice or at any later time specified in that notice. Unless otherwise specified in the notice of resignation, affirmative acceptance shall not be necessary. If the resignation specifies a later effective date, a successor may be elected prior to such effective date to take office when the resignation becomes effective.

#### **SECTION 4.8 VACANCIES**

A vacancy in the Board shall be deemed to exist in the event that the actual number of directors is less than the established number for any reason. If a vacancy is created by a director who was appointed by PHCD, the vacancy shall be filled by PHCD appointing the replacement. All other vacancies may be filled by the approval of the Board in accordance with Section 4.3 above, or, if the number of directors then in office is less than a quorum, by 1) unanimous written consent of the directors then in office, 2) a vote of the majority of the directors then in office at a meeting or 3) a sole remaining director. Each director elected or appointed to fill a vacancy shall hold office for the unexpired portion of the term or until his or her death, resignation or removal from office. The Board of Directors may declare vacant the office of a director who has been declared of unsound mind by a final order of court, or convicted of a felony or been found by a final order of judgment of any court to have breached any duty under Section 5230 under the Nonprofit Corporation Law.

#### **SECTION 4.9 REMOVAL**

A director may be removed from office at any time with or without cause by a vote of a majority of the directors.

#### **SECTION 4.10 BOARD COMMITTEES**

The Board may, by a resolution of a majority of the directors then in office, create and appoint directors to one or more Board Committees, each consisting of two or more directors and only of directors, to serve at the pleasure of the Board. Board committees may be given off the authority of the Board, subject to the limitations specified on Section 5212 of the Nonprofit Corporation Law. The Board may at any time revoke or modify any or all of the authority delegated to the Board Committee. Non Directors may attend meeting of the Board committees with the prior knowledge of the Board. The Board shall create an audit committee if required by the California Nonprofit Integrity Act of 2004.

#### **SECTION 4.11 ADVISORY COMMITTEES**

The Board may create and appoint individuals to one or more Advisory Committees, each consisting of two or more directors, non-directors or a combination of directors and non-directors. Advisory Committees may not exercise the authority of the Board to make decisions on behalf of the Corporation. Advisory Committees shall be restricted to making recommendations to the Board or Board Committees and implementing Board or Board committee decisions and policies under the supervision and control of the Board or Board committees. The Board, at any time, may revoke or modify any or all of the authority delegated to the Advisory Committee.

#### **SECTION 4.12 ADVISORY BOARD**

The Board may create and appoint individuals to an Advisory Board, consisting of persons who are not officers or directors of the Corporation, to serve at the pleasure of the Board and to report its findings and recommendations on subjects of interest to the Board. Any such Advisory Committee shall act only in an advisory capacity to the Board, shall have no legal authority to act for the Corporation, and shall clearly be titled and held out as an "advisory board." The Board may, at any time, revoke or modify any or all of the authority delegated to the Advisory Board.

### **SECTION 4.13 CONFLICT OF INTEREST POLICY**

The Board shall adopt a Conflict of Interest Policy that requires directors, officers and key employees to disclose interests that constitute or could result in a conflict of interest. The Conflict of Interest Policy shall also specify, in accordance with Sections 5233 and 5234 of the Nonprofit Corporation Law, the steps that must be taken by the Board to approve a decision or transaction that involves an actual or apparent conflict of interest. The Board shall regularly and consistently monitor and enforce compliance with the Conflict of Interest Policy.

## **ARTICLE 5 MEETINGS**

### **SECTION 5.1 REGULAR MEETINGS**

Regular meetings of Directors shall be held at dates, times and places as determined by the Board.

Any meeting, regular or special, may be held by conference telephone, electronic video screen communication, or other communications equipment. Participation in a meeting through use of conference telephone constitutes presence in person at that meeting so long as all directors participating in the meeting are able to hear one another. Participation in a meeting through use of electronic video screen communication or other communications equipment (other than conference telephone) constitutes presence in person at that meeting if all of the following apply:

- a). Each director participating in the meeting can communicate with all of the other directors concurrently;
- b) Each director is to provide the means of participating in all matters before the board, including, without limitation, the capacity to propose, or to interpose an objection to, a specific action to be taken by the corporation;
- c) The corporation adopts and implements some means of verifying 1) that all persons participating in the meeting are directors of the corporation or are otherwise entitled to participate in the meeting, and 2) that all actions of, or votes by, the board are taken and cast only by directors and not by persons who are not directors.

### **SECTION 5.2 ANNUAL MEETINGS**

An annual meeting of the Board shall be held each year in January and will coincide with one of the regular meetings. At the annual meeting, every (3) three years, there will be an election of officers. Officers shall be elected for (3) three-year terms. Candidates receiving the most votes shall be elected. Each director will cast one vote.

### **SECTION 5.3 SPECIAL MEETINGS**

Special meetings of the Board of Directors may be called by the Chair of the Board, the Treasurer, or by any two directors, and such meetings shall be held at the place, within or without the State of California, designated by the person or persons calling the meeting, and in the absence of such designation, at the principal office of the corporation.

### **SECTION 5.4 NOTICE OF MEETINGS**

All meeting notifications will adhere to the Ralph M. Brown Act.

“Regular Meetings” are subject to 72-hour posting requirements. Notices and Agendas will be posted to the corporation’s website and also to the PHCD website and in a location accessible to the public 24-hours a day.

“Special Meetings” can be called by the presiding officer or majority of the body to discuss only discrete items on the agenda under the Brown Act’s notice requirements for special meetings and are subject to 24-hour posting requirements.

“Emergency Meetings” can be called when prompt action is needed due to actual or threatened disruption of the facilities and are held with little notice.

“Adjourned Meetings” are regular or special meetings that have been adjourned or re-adjourned to a time and place specified in the order of adjournment, with no agenda required for regular meetings adjourned for less than five calendar days as long as no additional business is transacted.

“Closed Session Meetings” can be called in compliance with the Ralph M. Brown Act

### **SECTION 5.5 QUORUM**

A quorum shall consist of four (5) directors to include at least one director who was not appointed by PHCD.

Except as otherwise provided in these Bylaws or in the Articles of Incorporation of this corporation, or by law, no business shall be considered by the board at any meeting at which a quorum, as herein defined, is not present, and the only motion which the Chair shall entertain at such meeting is a motion to adjourn. However, a majority of the directors present at such meeting may adjourn from time to time until the time fixed for the next regular meeting of the board.

### **SECTION 5.6 VOTING**

The vote of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, except as otherwise provided in these Bylaws or as provided by Section 5211 of State of California Nonprofit Corporation Law.

Except as otherwise provided in these Bylaws or by law no business shall be considered by the Board at any meeting at which a quorum is not present although discussion may take place. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of directors, if any action taken is approved by at least a majority of the required quorum for such meeting or such greater percentage as may be required by law, or the Articles of Incorporation or Bylaws of this corporation.

### **SECTION 5.7 CONDUCT OF MEETINGS**

Meetings of the Board of Directors shall be presided over by the Chair, or, if no such person has been so designated or, in his or her absence, Secretary or Treasurer or other Director shall preside over the meeting.

### **SECTION 5. TELEPHONE AND ELECTRONIC MEETINGS**

Directors may participate in a meeting through use of conference telephone or electronic video screen communication. Such participation constitutes presence in person at that meeting so long as all members participating in the meeting are able to hear one another. Teleconferencing and electronic meetings will comply with the Brown Act requirements, as applicable to the Board of Directors’ meetings.

## **ARTICLE 6 OFFICERS**

## **SECTION 6.1 OFFICERS**

The officers of the corporation shall be a Chair of the Board, a Vice Chair, a Chief Executive Officer (“CEO”), a Secretary, a Chief Financial Officer who shall be designated the Treasurer, and a Dental Director. The Chair of the Board and the Vice Chair each must be a director, and the other officers may or may not be directors. The Corporation may also have such other officers as may be determined by the Board. One person may hold two or more offices, except that neither the Secretary nor the Treasurer may serve concurrently as the Chair of the Board. The Dental Director need not be a director.

### **Section 6.2 ELECTION AND TERMS OF OFFICERS**

**The Board Chair and Vice-Chair shall be elected at an annual meeting and shall serve one three-year term. If the Secretary, Treasurer, and/or Dental Director are Board members, they shall be elected at the same annual meeting for a three-year term.**

**The Chief Executive Officer shall be appointed by and serve at the pleasure of the Board, subject to the rights, if any, in his/her contract of employment.**

**To ensure a broad range of experience and exposure to different aspects of the Corporation’s operations, Board members are encouraged to undertake different officer positions and committee appointments after serving one term. Further, diversification in leadership roles is important to the stability, growth, and innovation within the Corporation. The Board shall consider these principles in electing new officers.**

#### **6.2.1 BOARD SUCCESSION**

**The Vice-Chair is designated as the successor to the Chair. In the event of the Chair’s resignation, removal, or inability to serve, the Vice-Chair shall serve as the Chair for the remainder of the original term and the Board shall elect a new Vice-Chair for the balance of the three-year term.**

**It is expected that the Chair will serve one three-year term and then be succeeded by the Vice-Chair. If the Vice Chair has assumed the position of Chair due to the resignation, removal, or inability of the Chair to serve, the Vice-Chair may complete the original three-year term and be eligible to serve a full three-year term. However, this succession process is subject to the Board’s overriding duty to elect the most-qualified person as Chair for the full-three-year term. SECTION 6.3 RESIGNATION**

Any officer may resign at any time by giving written notice to the Board of Directors or to the Chair or Secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The above provisions of this Section shall be superseded by any conflicting terms of a contract which has been approved or ratified by the Board of Directors relating to the employment of any officer of the corporation.

## **SECTION 6.4 REMOVAL**

An officer may be removed from office with or without cause by the Board or by an officer on whom such power of removal may be conferred by the Board.

## **SECTION 6.5 VACANCIES**

A vacancy in any office for any reason shall be filled by the Board.

## **SECTION 6.6 DUTIES OF THE CHAIR OF THE BOARD**

Board approved November 19, 2024

The Chair of the Board shall, if present, preside at all meetings of the board and shall be an ex-officio member of all board committees. The Chair shall serve as official representative of the Board of Directors and shall oversee the activities of the Board. The Chair shall exercise and perform such other powers and duties as may be prescribed by these Bylaws or by the Board.

#### **SECTION 6.7 DUTIES OF VICE CHAIR**

In the absence of the Chair, or in the event of his or her inability or refusal to act, the Vice Chair shall perform all the duties of the Chair, and when so acting shall have all the powers of, and be subject to all the restrictions on, the Chair. The Vice Chair shall have other powers and perform such other duties as may be prescribed by law, by the Articles of Incorporation, or by these Bylaws, or as may be prescribed by the Board of Directors. When the Board Chair's term ends, the Vice-Chair will be presented on the slate of officers for election as Board Chair.

#### **SECTION 6.8 DUTIES OF SECRETARY**

The Secretary shall keep or cause to be kept a full and complete record of the proceedings of the Board and its committees, shall give cause or cause to be given notice of all Board meetings as required by law or by these Bylaws, and in general shall exercise and perform such other powers and duties as may be prescribed by these Bylaws or by the Board. The Secretary shall at all reasonable times exhibit to any director of the Corporation or to his agent or attorney on request the By-Laws and the minutes of the proceedings of the Corporation.

#### **SECTION 6.9 DUTIES OF TREASURER**

The Treasurer shall be the Chief Financial Officer of the Corporation. The Treasurer shall keep and maintain or cause to be kept and maintained, adequate and correct books and records of account. The Treasurer shall give or cause to be given to the directors such financial statements and reports as are required to be given by law, and as may be prescribed by these Bylaws or by the Board. The books of accounts shall be open to inspection by any director upon request at all reasonable times. The Treasurer shall deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the Corporation with such depositories as designated by the Board, shall render to the Chief Executive Officer and Board, upon request, an account of the Treasurer's transactions as Treasurer and of the financial condition of the Corporation and shall exercise and perform such other powers and duties as may be prescribed by these Bylaws or by the Board.

#### **SECTION 6.10 DUTIES OF CHIEF EXECUTIVE OFFICER.**

A Chief Executive Officer shall provide overall management and supervision of the business and operations of the Corporation. The CEO shall have authority to appoint and remove clinic or dental center executive directors, officers and managers as may be necessary or helpful in managing and operating the Corporation and its various dental centers.

#### **SECTION 6.11 DUTIES OF DENTAL DIRECTOR**

A Dental Director who shall be a duly licensed and properly trained dentist and who shall provide supervision of the professional practice of all dentists and related professionals employed by Corporation at both the Corporation or San Mateo Centers, or any other dental care center operated by Corporation. The Dental Director shall report to and be under the supervision of the Chief Executive Officer, except that the such supervision shall not interfere with, control or otherwise direct the professional judgment of the Dental Director in his or her capacity as a licensed dentist in California.

### **ARTICLE 7 INDEMNIFICATION AND INSURANCE**

Board approved November 19, 2024

## **SECTION 7.1 DEFINITIONS**

For purposes of the Article “Agent” means any person who is or was a director, officer, employee or other agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee or other agent of another foreign or domestic corporation, joint venture, partnership, trust or other enterprise, or was a director, officer, employee or agent of a predecessor corporation of the Corporation or another enterprise at the request of such predecessor corporation; “Proceeding” means any threatened, pending or completed action or proceeding, whether civil, criminal, administrative or investigative; and “Expenses” includes, without limitation, attorneys’ fees and any expenses incurred in establishing a right to indemnification under Section 7.2 of this Article.

## **SECTION 7.2 RIGHT TO INDEMNIFY**

The Corporation may, to the fullest extent permitted by law, indemnify any person who was or is a party or is threatened to be made a party to any Proceeding by reason of the fact that such person is or was an Agent of the Corporation, against Expenses, judgments, fines, settlements and other amounts actually and reasonably incurred in connection with the Proceeding.

## **SECTION 7.3 APPROVAL OF INDEMNITY**

On written request to the Board by any Agent seeking indemnification, to the extent that the Agent has been successful on the merits, the Board shall promptly authorize indemnification in accordance with Section 5238(d) of the Nonprofit Corporation Law. Otherwise, the Board shall promptly determine, by a majority vote of a quorum consisting of directors who are not parties to the Proceeding, whether, in the specific case, the Agent has met the applicable standard of conduct stated in Section 5238(b) or section 5238(c) of the Nonprofit Corporation Law, and, if so, may authorize indemnification to the extent permitted thereby.

## **SECTION 7.4 ADVANCING EXPENSES**

The Board may authorize the advance of Expenses incurred by or on behalf of an Agent of the Corporation in defending any Proceeding before the final disposition of such Proceeding, if the Board finds that:

- (a) the requested advances are reasonable in amount under the circumstances; and
- (b) before any advance is made, the Agent submits a written undertaking satisfactory to the Board, in its sole discretion, to repay the advance unless it ultimately is determined that the Agent is entitled to indemnification for the Expenses under this Article.

## **SECTION 7.5 INSURANCE**

The Board shall have the power to purchase and maintain insurance on behalf of any Agent against any liability asserted against or incurred by the Agent in such capacity or arising out of the Agent’s status as such, whether or not the Corporation would have the power to indemnify the Agent against such liability under this Article; provided, however, that the Corporation shall not have the power to purchase and maintain such insurance to indemnify any Agent of the Corporation for a violation of Section 5233 of the Nonprofit Corporation Law.

## **ARTICLE 8 FISCAL YEAR AND REPORTING OBLIGATIONS**

### **SECTION 8.1 FISCAL YEAR**

Board approved November 19, 2024

The fiscal year of the Corporation shall begin on the first of July and end on the thirtieth of June in each year.

## **SECTION 8.2 FINANCIAL REPORTING**

The Corporation shall produce and distribute the financial and other reports required by the Nonprofit Corporation Law, including, without limitation, the annual report required by Section 6321 and the statement of transactions or indemnification required by Section 6322, and, if required, produce and make publicly available the financial statements required by the Nonprofit Integrity Act.

## **ARTICLE 9 GIFTS, GRANTS, CONTRACTS AND INVESTMENTS**

### **SECTION 9.1 GIFTS**

The Board may accept on behalf of the Corporation any contribution, gift, bequest or devise for the general purposes or for any specific purpose of the Corporation. The Corporation shall retain complete control and discretion over the use of all contributions it receives.

### **SECTION 9.2 GRANTS**

The Board shall exercise itself or delegate, subject to its supervision, control over grants, contributions and other financial assistance provided by the Corporation, including, without limitation, fiscal sponsorship relationships.

### **SECTION 9.3 CONTRACTS**

The board may authorize any officer(s) or agents(s), in the name of and on behalf of the Corporation, to enter into any contract or execute any instrument. Any such authority may be general or confined to specific instances, or otherwise limited. In the absence of any action by the Board to the contrary, the Chair of the Board, the Chief Executive Officer, or the Treasurer are authorized to execute such instruments on behalf of the Corporation.

### **SECTION 9.4 PAYMENT OF MONEY**

Unless otherwise determined by the Board, all checks, drafts or other orders for payment of money out of the funds of the Corporation and all notes or other evidences of indebtedness of the Corporation may be signed on behalf of the Corporation by the Chief Executive Officer or, in the Chief Executive Officer's absence, by the Chair of the Board or the Treasurer.

### **SECTION 9.5 DEPOSITS**

The funds of the Corporation not otherwise employed, including any amounts in any reserve fund, shall be deposited from time to time to the order of the Corporation in such banks, trust companies or other depositories as the Board may select.

## **ARTICLE 10 OTHER PROVISIONS**

### **SECTION 10.1 RIGHTS OF INSPECTION**

Board approved November 19, 2024

Every director shall have the right at any reasonable time to inspect and copy all books, records and documents and to inspect the physical properties of the Corporation.

#### **SECTION 10.2 ELECTRONIC TRANSMISSIONS**

Unless otherwise provided in these Bylaws, and subject to any guidelines and procedures that the Board may adopt from time to time, the terms “written” and “in writing” as used in these Bylaws include any form of recorded message in the English language capable of comprehension by ordinary visual means, and may include electronic transmissions such as facsimile or email, provided (1) for electronic transmissions from the Corporation, the Corporation has obtained an unrevoked written consent from the recipient to the use of such means of communication; (2) for electronic transmissions to the Corporation, the Corporation has in effect reasonable measures to verify that the sender is the individual purporting to have send such transmission; and (3) the transmission creates a record that can be retained, retrieved, reviewed and rendered into clearly legible form.

### **ARTICLE 11 AMENDMENT OF BYLAWS**

#### **SECTION 11.1 AMENDMENTS**

Subject to any provision of law applicable to the amendment of Bylaws of public benefit nonprofit corporations, these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted by approval of the Board of Directors, provided that any such amendment must be approved with the vote of at least a majority of the Directors, which majority must include a majority of those directors who are not among the directors who were appointed by PHCD.





**DATE:** February 17, 2025

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE: CEO Report**

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This month's CEO report has a new focus with the Chief Operating Officer's now providing a report covering clinical visit analysis and other topics relevant to Sonrisas' operations. The CEO report will focus on updates on the CEO's current priorities and strategic projects/partnerships.

Transition and change, which include the current political climate, potential Medicaid changes, and organizational transitions, have been having an impact on the Sonrisas team.

Sonrisas' staff and patients have been affected by the current political climate around immigration status. On Wednesday February 5<sup>th</sup>, a day there was a farmworker clinic, there was a false report on social media that ICE was in Pescadero. The first two patients of the farmworker clinic in La Honda did not attend their appointment, which may or may not have been connected to the notifications that went out in the South Coast community. Sonrisas staff have asked for guidance if ICE were to come to a Sonrisas' clinic. The Leadership Team has provided initial guidance to staff and is in the process of refining a process for staff to follow if a situation with ICE arises. The Sonrisas' clinics have copies of the "red card" available in English and Spanish in our clinic lobbies informing patients of their rights if immigration officials approach them. The resources the team is using to create Sonrisas' process have been provided by state and local government agencies. The landscape at the federal level requires the team to continue to monitor the situation, responding to changes as needed.

News stories about Medicaid, which funds ~50% of Medi-Cal, are being followed daily. KFF News (Kaiser Family Foundation) is a trusted source of in-depth journalism about health news as well as providing daily summaries of major healthcare news. (<https://kffhealthnews.org/>) When meeting with local healthcare partners, possible Medi-Cal funding and coverage changes are often a topic of discussion. Many FQHC's belong to the California Primary Care Association (CPCA). A local FQHC partner recently reported that CPCA does not believe it is likely that dental benefits will be cut from Medi-Cal. Patients' legal status is another topic being monitored in relation to Medicaid funding. In January 2024, California residents aged 26-50 were no longer required to be legal immigrants to qualify for Medi-Cal. Since that time, Sonrisas has seen a reduction in the number of patients utilizing the Affordable Scale because they are eligible for Medi-Cal. Potential changes to the status of Medicaid/Medi-Cal are still an unknown with the new federal administration; and warrants on-going monitoring of the news and discussion with local partners, including the Health Plan of San Mateo.

Transitions that are affecting the Sonrisas team include the end of the SMMC contract, challenges in the workflow and staffing of the CCC team (front office team), the loss of 6 provider days between both clinics, onboarding a new accountant and the Pescadero clinic expansion. The Sonrisas Leadership Team is utilizing a "Challenge Processing and Problem-Solving Framework" taught during last year's Leadership Labs to outline the problems, brainstorm solutions and prioritize those solutions. The problem

statement for this work is “How will Sonrisas sustain Mission and sustain Sustainable Growth given the challenges Sonrisas is currently facing?” The team is refining solutions and priorities as well as looping in the Supervisor team before the February board meeting. Staff morale and transparency will be a key element of those solutions. An update to the board will be provided in the February board meeting.





**DATE:** February 25, 2025

**TO:** SDH Board of Directors

**FROM:** Prasanthi Patel, COO

**RE: COO Report**

Dear Board,

This is the inaugural COO report for both Sonrisas and myself. I am proud and grateful for the opportunity to be part of an organization that prioritizes both the well-being of its staff and the high-quality care we provide to the San Mateo residents who need it most. As I continue to settle into my role and identify how I can best support our team and mission, I look forward to working together to navigate the changes this year will bring, strengthening our impact and ensuring sustainable growth for the future.

Thank you for your support and collaboration.

- Clinic Visit Volume Summary for January:** Due to better-than-budgeted no-show rates, visit volume exceeded budget expectations, despite the San Mateo clinic closing for four hours due to a power outage.

	January					
	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% of Budgeted Visits
Comm/PPO	303	303	240	(63)	18%	23%
Private Pay	34	34	36	2	3%	3%
HPSM	385	453	701	316	52%	29%
Medi-Cal	153	116	122	(31)	9%	11%
Affordable Plan	102	51	38	(64)	3%	8%
Farmworker	38	38	26	(12)	2%	3%
FQHC	330	368	185	(145)	14%	25%
Access to Care Subtotal	1,009	1,026	1,072	63	80%	75%
<b>Total Visits</b>	<b>1,346</b>	<b>1,363</b>	<b>1,348</b>	<b>2</b>		

- In January, both clinics were fully staffed except for one full-time dental assistant and one full-time clinical care coordinator.
- The Care Coordinator Team continues to work diligently to fill last-minute cancellations, contributing to lower-than-expected no-show rates.

2. **Strategic Plan** – Significant progress has been made toward our strategic goals over the past six months:

- The Culture Team has scheduled employee engagement activities for the year, fostering a positive workplace environment.
- Leadership coaching is underway for our supervisor team with consultant Patty Leeper, who is also offering in-kind support to improve meeting structures.
- Fundraising and community outreach efforts remain on track.

Refer to the attached Strategic Plan Progress Dashboard for further details.

3. **Finance** – As the new senior accountant steps into the role, he brings a fresh perspective that will help us ensure our financial processes continue to evolve and adapt to our needs. The team is working to document key workflows to enhance clarity, strengthen controls, and improve communication across departments and with accounting. This effort ensures a shared understanding of roles, responsibilities, and timelines. Current areas of focus include:

- The procurement-to-payment cycle
- Patient refunds
- Payment approval workflows

4. **Quality** -

- *Process Documentation & Workflow Improvements:*

As we focus on process improvement, we've recognized that many workflows aren't formally documented, which makes it harder to identify and implement meaningful changes. By starting with documentation, we can create a foundation for small but impactful workflow improvements.

Each department or team will identify a workflow that causes stress or friction, helping us prioritize areas for improvement. This approach fosters buy-in, encourages shared understanding, and reinforces that no single department is being singled out for change. Ultimately, the goal is to build a culture of continuous improvement—one that values transparency, openness, and a collective willingness to evolve.

- *Data Reporting & PHCD Metrics:*

Dr. Torrey and I are dedicating a few hours each week to refining the five key health outcome metrics that PHCD and Sonrisas prioritized such as perio-maintenance and recall rates. This involves defining parameters that align with both our organization's needs and broader dentistry standards, pulling accurate data and ensuring our reports truly reflect our efforts, and conducting thorough cross-checking. Since this is our first time undertaking this as an organization, it requires significant time to establish clear definitions. Additionally, since Open Dental's output is only as reliable as the data entered, this process may also lead to a reassessment of our data entry workflows—many of which are currently undocumented.



5. **Organizational Development:** Meeting structure with leadership consultant, our coach, has also offered in-kind support to enhance the effectiveness of supervisor meetings by helping refine their purpose, improve meeting structure, and ensure productive, outcome-driven discussions.
6. **IT – HIPAA Risk Assessment –** As part of our contract with our IT provider, we have completed our first-round review of the HIPAA risk assessment. Now that our hardware and software setup is largely settled, we are shifting focus to:
  - Identifying high-priority and urgent security items that require immediate action
  - Developing a structured list of tasks and documentation to enhance PHI security and controls
7. **Staffing Update –** In the first six months of FY 25, five employees voluntarily left the organization for various reasons:
  - Two full-time employees resigned due to child and family care responsibilities.
  - Three part-time or on-call employees left for other employment or educational opportunities.

# Sonrisas Strategic Plan - Year 3

## Q2 Status Update 02/25/2025

FOCUS AREA 1: SONRISAS CULTURE				
GOAL	ACTION ITEMS	CHAMPIONS	STATUS	TIMELINE
<b>GOAL A:</b> Implement staff-driven culture building activities	Meet with Focus Team to plan activities for the year	Justine and Veronica	Complete	Q1
	Implement fun employee events and activities		On track	Q1
	Distribute Sonrisas hoodies to staff		Complete	Q2
	Measure staff retention and reasons staff leave		On Track	Q2-Q4
<b>GOAL B:</b> Professional development for supervisors	Wrap up FY24 leadership development contract with Patty Leeper	Tracey and Prasanthi	Complete	Q1
	Management coaching: 1:1 coaching meetings with leadership coach		On track	Q3-Q4
<b>GOAL C:</b> Improve clinical operations and workflow	COO to develop action plan with clinical team	Tracey, Prasanthi, Torrey	Not started	Q2-Q3
	Complete action items from FO/BO conversations		On track	Q1-Q3

# Sonrisas Strategic Plan - Year 3

## Q2 Status Update 02/25/2025

FOCUS AREA 2: SUSTAINABLE GROWTH				
GOAL	ACTION ITEMS	CHAMPIONS	STATUS	TIMELINE
<b>GOAL A:</b> FQHC pathways project	Project work continues: seeking FQHC rate for a majority of HPSM patients	Tracey and Prasanthi	On track	All year
	Renegotiate insurance rates	Tracey	Not started	All year
<b>GOAL B:</b> Community health worker and screening revenue	Negotiate with HPSM	Tracey	On track	All year
<b>GOAL C:</b> Quality committee measurement of clinical outcomes	Monthly forecasting and reporting clinical metrics	Tracey, Prasanthi	On track	All year
	Quality committee to define project		On track	All year
	Health outcomes measurement implemented in the clinics		On track	Q2-Q4
<b>GOAL D:</b> Advance fundraising	Have a fully functioning major donor program	Spandan	On track	All year
	Protect institutional funding		On track	All year
	Raise funds for capital needs		On track	All year
	Achieve overall fundraising goals		On track	All year

# Sonrisas Strategic Plan - Year 3

## Q2 Status Update 02/25/2025

FOCUS AREA 3: PATIENT AND COMMUNITY ENGAGEMENT				
GOAL	ACTION ITEMS	CHAMPIONS	STATUS	TIMELINE
<b>GOAL A:</b> Increase capacity of outreach programs for growth	Develop a senior screening app in Salesforce to facilitate data management	Dr. Bonnie	On track	Q1
	Complete historical data entry in new Salesforce apps for school and senior screenings		On track	Q1
	Schedule screenings at remaining priority schools		On track	All year
	Complete 3,500 school screenings		On track	All year
	Complete 150-200 senior screenings and 13 mobile visits		On track	All year
	Develop an outreach program for special needs		On track	All year
<b>GOAL B:</b> Continue to develop feedback systems for patients, staff, and others	Develop analytics dashboard for Patient Experience Survey for quarterly distribution, analyzing along various dimensions to include DEIJ lens.	Prasanthi	Complete	Q1
	Convert Sonrisas staff survey to Qualtrics, importing past data		Complete	Q1
	Build staff survey dashboard		Complete	Q1
	In support of diverse participation in patient experience survey, add further translations according to patients' stated language preference.		complete	Q2-Q3
	Add 1-2 DEIJ questions to employee survey to support equity-based analysis of future surveys.		On track	Q3-Q4
	Conduct annual Access to Care Demographic survey		On track	Q3
	Create and implement plan for ongoing, recurring distribution of patient and staff experience and demographic survey outcomes with SDH board..		On track	All year

# Sonrisas Strategic Plan - Year 3

## Q2 Status Update 02/25/2025

FOCUS AREA 3: PATIENT AND COMMUNITY ENGAGEMENT - continued				
GOAL	ACTION ITEMS	CHAMPIONS	STATUS	TIMELINE
GOAL C: Continue to develop comprehensive organizational quality systems	Provide quarterly update on activities to the SDH Board	Prasanthi	On track	Q2-Q4
	Develop Quality Committee workplan, defining areas of oversight, reporting structure, and annual workflow	Prasanthi	On track	Q1-Q3
	FY26 action items for consideration			FY26





**DATE:** February 21,2025

**TO:** SDH Board of Directors

**FROM:** Vickie Yee, CFO  
Kris Kwan, Senior Accountant

**RE:** **December 2024 Unaudited Financials and YTD Performance to Budget**

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**DECEMBER PERFORMANCE:**

- **Revenue:** Net Patient Revenue was **\$216,860** - \$99K below the budget
  - Total visits were 1,123 -65 visits below the budget
  - Total gross revenue was \$473,576 – \$71K below the budget due to fewer visits. The \$25K variance is due to a timing difference from the PDI incentives which were received in September but budgeted in December.
  - Total uncompensated care deduction was **(\$256,715)** – 54.21% of gross revenue.
  
- **Expenses: \$548,146** – \$19K better than the budget.
  - Direct Expenses - \$8k better than budget.
  - Indirect Expenses -\$11K better than budget.
  
- **Donations/Grants & Other Income: \$360,612-** \$141K above the budget.
  - \$6,632 prior month grant income was reclassified as donation income.
  - \$10,326 in fundraiser and \$7,500 in-kind donations for the Cooking for a Clause Event.
  - \$26,3677 in donations.
  - \$136,015 was released from restricted grants, including \$40K from Sequoia Health District.
  - We noticed that we had not fully released our restricted grants in the last five months, so we released an additional \$64,243 in December 2024.
  - \$111,068 in PHCD grant.
  - \$5,082 in Investments and Interest

**NET INCOME: \$29,326 - \$61K above the budget**



**YTD PERFORMANCE:**

- 1) While YTD visits are under budget by 5.8%, total YTD direct care expenses are under budget by 7.6%.
- 2) As of December, the current balance at City National Bank is \$1,118,876 (our initial investment was \$1.05M) and an unrealized gain of \$29,382.
- 3) We transferred \$200K from the City National Bank account to our checking for cashflow purposes due to the delay in FQHC payments. We received two FQHC payments in early February.

**YTD PERFORMANCE TO BUDGET:** YTD's net income is **\$122,480**, better than the budget by \$322,545. The estimated cash flow is \$206,142, which is better than the budget of \$350K. The estimated PHCD grant to date is \$525,800.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>7,292</i>	<i>7,738</i>	<i>(446)</i>
Gross Patient Revenue	\$3,166,317	\$3,411,508	(7%)
Uncompensated Care (Deductions)	(\$1,418,003)	(\$1,528,237)	7%
Grants/Donations/Other Income	\$1,633,721	\$1,465,400	11%
Direct Cost	(\$2,092,274)	(\$2,264,962)	8%
Indirect Cost	(\$1,167,282)	(\$1,283,774)	9%
<b>Net Income</b>	<b>\$122,480</b>	<b>(\$200,065)</b>	<b>161%</b>
<i>Non-cash items adj.</i>			
Depreciation	\$152,627	\$165,166	8%
Capital Expenditure	(\$68,965)	(\$109,287)	37%
<b>Estimated Cash Flow</b>	<b>\$206,142</b>	<b>(\$144,186)</b>	<b>243%</b>

**FINANCIAL OPERATIONS:**

- The Prior Period Adjustment was exceptionally high this month. The team identified \$17K of adjustments to September and October, specifically to HPSM and FQHC. We believe there were recording issues/adjustments when transferring FQHC patients to HPSM. The YTD prior period adjustment balance is currently at \$19K, which we believe is still due to the conversion of payers and prior year adjustments. Through this analysis, we identified a better process for tracking revenue changes in Open Dental, and we will continue to look into the \$19K and report back with any findings.

## Sonrisas Dental Health Balance Sheet

As of Date:

12/31/2024

Location:

Sonrisas Dental Health

	Month Ending 12/31/2024	Month Ending 11/30/2024
	Current Year Balance	Actual
<b>Assets</b>		
Current Assets		
Cash and Cash Equivalents		
11218 - Heritage -Operating	249,887.14	326,147.09
11600 - Petty Cash	198.84	198.84
Total Cash and Cash Equivalents	250,085.98	326,345.93
Accounts Receivable, Net		
Accounts Receivable		
12100 - Accounts Receivable-Patients	305,101.79	284,886.95
12210 - Accounts Receivable - Grants	713,896.90	467,519.49
12220 - Accounts Receivable - Agencies	606,559.00	540,169.00
Total Accounts Receivable	1,625,557.69	1,292,575.44
Total Accounts Receivable, Net	1,625,557.69	1,292,575.44
Other Current Assets		
	30,735.49	28,233.10
Total Current Assets	1,906,379.16	1,647,154.47
Long-term Assets		
Property & Equipment		
17300 - Improvements	1,239,525.21	1,234,499.96
17400 - Equipment	1,553,612.28	1,550,588.28
17500 - Furniture/Fixtures	127,358.07	127,358.07
17600 - Vehicle	51,107.70	48,361.29
17900 - Accum Depreciation (Trousdale)	(413.11)	0.00
17999 - Accum Depreciation	(2,307,207.50)	(2,281,735.91)
Total Property & Equipment	663,982.65	679,071.69
Other Long-term Assets		
	16,297.00	16,297.00
Total Long-term Assets	680,279.65	695,368.69
Investments		
Long Term Investments		
11412 - Investment Acct. - City National	1,089,493.43	1,290,789.22
11415 - Unrealized Gain(loss) on Investment	29,382.47	23,044.94
Total Long Term Investments	1,118,875.90	1,313,834.16
Total Investments	1,118,875.90	1,313,834.16
<b>Total Assets</b>	<b>3,705,534.71</b>	<b>3,656,357.32</b>

**Sonrisas Dental Health  
Balance Sheet**

As of Date:

12/31/2024

Location:

Sonrisas Dental Health

	Month Ending 12/31/2024	Month Ending 11/30/2024
	Current Year Balance	Actual
<b>Liabilities and Net Assets</b>		
Liabilities		
Short-term Liabilities		
Accounts Payable		
21110 - Accounts Payable	44,955.82	55,203.90
22110 - Accrued Payable - General	24,945.67	0.00
23100 - Patient Prepayments	29,055.01	23,143.09
23200 - Patient Refunds Payable	6,023.13	5,560.67
<b>Total Accounts Payable</b>	<b>104,979.63</b>	<b>83,907.66</b>
Accrued Liabilities		
22210 - Accrued Payroll	120,578.98	86,916.42
22220 - Accrued PTO	93,913.95	93,913.95
<b>Total Accrued Liabilities</b>	<b>214,492.93</b>	<b>180,830.37</b>
Withholding Tax Payable		
22230 - Accrued Payroll Taxes	7,184.57	7,184.57
<b>Total Withholding Tax Payable</b>	<b>7,184.57</b>	<b>7,184.57</b>
<b>Total Short-term Liabilities</b>	<b>326,657.13</b>	<b>271,922.60</b>
Long Term Liabilities		
Other Long-term Liabilities	2,571.26	2,810.26
<b>Total Long Term Liabilities</b>	<b>2,571.26</b>	<b>2,810.26</b>
<b>Total Liabilities</b>	<b>329,228.39</b>	<b>274,732.86</b>
<b>Net Assets</b>	<b>3,376,306.32</b>	<b>3,381,624.46</b>
<b>Total Liabilities and Net Assets</b>	<b>3,705,534.71</b>	<b>3,656,357.32</b>

Created on : 02/21/2025 3:59 PM PST

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

As of Date:  
 Location:  
 Restriction:

	Month Ending 12/31/2024			Year To Date 12/31/2024		
	Actual	2024 2025 BUDGET	Budget Diff	Actual	2024 2025 BUDGET	Budget Diff
<b>Revenue and Expenditures</b>						
<b>Net Program Income</b>						
<b>Patient Revenue</b>						
<b>Patient Services</b>						
Commercial Insurance	11,658.00	14,491.67	(2,833.67)	89,234.00	95,073.96	(5,839.96)
PPO	71,776.00	81,361.36	(9,585.36)	443,217.52	531,764.37	(88,546.85)
Private Pay	7,673.00	10,311.14	(2,638.14)	57,264.00	67,320.68	(10,056.68)
Medi-Cal Dental	32,015.00	41,972.15	(9,957.15)	242,559.00	262,505.91	(19,946.91)
HPSM	262,850.00	209,887.76	52,962.24	1,487,107.62	1,476,565.61	10,542.01
Tobacco Tax	0.00	0.00	0.00	1,240.00	0.00	1,240.00
PDI Community of Care Incentives	0.00	25,000.00	(25,000.00)	19,690.00	25,000.00	(5,310.00)
Affordable Scale	6,976.00	18,603.89	(11,627.89)	60,324.00	123,621.33	(63,297.33)
Farmworker	6,672.00	13,128.97	(6,456.97)	64,068.00	89,051.73	(24,983.73)
FQHC	73,956.00	130,097.54	(56,141.54)	701,613.00	740,604.53	(38,991.53)
<b>Gross Patient Revenue</b>	<b>473,576.00</b>	<b>544,854.48</b>	<b>(71,278.48)</b>	<b>3,166,317.14</b>	<b>3,411,508.12</b>	<b>(245,190.98)</b>
<b>Uncompensated Care</b>						
Prior Period Adjustment	(26,785.58)	(1,000.00)	(25,785.58)	(19,627.70)	(6,000.00)	(13,627.70)
Uncompensated Care - Commercial Insurance	(5,248.85)	(2,296.07)	(2,952.78)	(20,208.45)	(15,186.23)	(5,022.22)
Uncompensated Care - PPO	(27,655.80)	(31,666.46)	4,010.66	(176,029.15)	(207,052.92)	31,023.77
Uncompensated Care - Medi-Cal Dental	(22,472.87)	(27,114.80)	4,641.93	(153,523.59)	(169,583.38)	16,059.79
Uncompensated Care - HPSM	(152,204.25)	(124,168.06)	(28,036.19)	(844,022.44)	(873,591.91)	29,569.47
Uncompensated Care - Private Pay	(1,105.10)	0.00	(1,105.10)	(1,105.10)	0.00	(1,105.10)
Uncompensated Care - Affordable Scale	(2,245.00)	(8,101.08)	5,856.08	(24,784.00)	(53,831.21)	29,047.21
Uncompensated Care - Farmworker	678.00	(2,191.55)	2,869.55	(2,536.55)	(14,864.93)	12,328.38
Uncompensated Care - FQHC	(14,253.00)	(30,332.18)	16,079.18	(146,164.90)	(176,126.76)	29,961.86
Fee Adjustments	(5,423.13)	(2,000.00)	(3,423.13)	(29,413.32)	(12,000.00)	(17,413.32)
Patient Account - Bad Debt Write-off	0.00	0.00	0.00	(587.83)	0.00	(587.83)
<b>Total Uncompensated Care</b>	<b>(256,715.58)</b>	<b>(228,870.20)</b>	<b>(27,845.38)</b>	<b>(1,418,003.03)</b>	<b>(1,528,237.34)</b>	<b>110,234.31</b>
<b>Other Program Revenue</b>						
Other Program Revenue	0.00	0.00	0.00	3,464.00	0.00	3,464.00
<b>Total Other Program Revenue</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,464.00</b>	<b>0.00</b>	<b>3,464.00</b>
<b>Net Patient Revenue</b>	<b>216,860.42</b>	<b>315,984.28</b>	<b>(99,123.86)</b>	<b>1,751,778.11</b>	<b>1,883,270.78</b>	<b>(131,492.67)</b>
<b>Total Expenses</b>						
<b>Direct Expenses</b>						
<b>Direct Personnel Expense</b>						
Direct Program Salaries	267,744.06	278,249.48	10,505.42	1,601,715.48	1,669,496.88	67,781.40
Payroll Taxes	16,218.72	21,286.09	5,067.37	111,312.77	127,716.54	16,403.77
Unemployment Taxes	912.77	3,429.58	2,516.81	1,928.24	20,577.48	18,649.24
Benefits	9,141.52	7,592.63	(1,548.89)	45,508.21	45,555.78	47.57
401k Match	5,966.73	6,400.94	434.21	37,295.66	38,405.64	1,109.98
Worker's Comp	5,628.88	2,261.68	(3,367.20)	14,922.26	13,570.08	(1,352.18)
Continuing Education	420.00	200.00	(220.00)	2,563.73	1,200.00	(1,363.73)
License and Registration	295.16	1,333.00	1,037.84	7,015.04	7,998.00	982.96
<b>Total Direct Personnel Expense</b>	<b>306,327.84</b>	<b>320,753.40</b>	<b>14,425.56</b>	<b>1,822,261.39</b>	<b>1,924,520.40</b>	<b>102,259.01</b>
<b>Clinic Expenses</b>						
Sterilization Services	883.50	900.00	16.50	5,301.00	5,400.00	99.00
Shredding	0.00	82.00	82.00	410.00	492.00	82.00
Dental Specialist-Claims Processing	5,770.39	4,811.69	(958.70)	30,732.45	31,955.06	1,222.61
Dental Supplies	38,293.07	21,966.45	(16,326.62)	127,572.93	143,444.28	15,871.35
Small Dental Equipment	0.00	833.00	833.00	4,325.13	4,998.00	672.87
Dental Equipment Repair	160.36	3,180.00	3,019.64	9,346.73	19,080.00	9,733.27
Lab Fees	7,689.78	13,120.42	5,430.64	61,001.25	85,704.93	24,703.68
Uniforms	0.00	0.00	0.00	0.00	250.00	250.00
PPE& Covid Related	4,433.69	6,241.38	1,807.69	23,790.06	40,717.29	16,927.23
Patient Notification	798.00	800.00	2.00	4,788.00	4,800.00	12.00
Claims Processing	656.44	600.00	(56.44)	2,744.72	3,600.00	855.28
<b>Total Clinic Expenses</b>	<b>58,685.23</b>	<b>52,534.94</b>	<b>(6,150.29)</b>	<b>270,012.27</b>	<b>340,441.56</b>	<b>70,429.29</b>
<b>Total Direct Expenses</b>	<b>365,013.07</b>	<b>373,288.34</b>	<b>8,275.27</b>	<b>2,092,273.66</b>	<b>2,264,961.96</b>	<b>172,688.30</b>

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

As of Date:

Location:

Restriction:

	Month Ending			Year To Date		
	12/31/2024			12/31/2024		
	Actual	2024 2025 BUDGET	Budget Diff	Actual	2024 2025 BUDGET	Budget Diff
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	78,689.14	86,417.64	7,728.50	502,634.97	518,505.84	15,870.87
Payroll Taxes	5,855.87	6,610.95	755.08	33,453.95	39,665.70	6,211.75
Unemployment Taxes	4,300.11	1,041.38	(3,258.73)	5,408.08	6,248.28	840.20
Benefits	2,409.40	3,415.35	1,005.95	14,628.75	20,492.10	5,863.35
401k Match	2,578.50	2,803.68	225.18	16,197.84	16,822.08	624.24
Worker's Comp	0.00	881.45	881.45	4,235.66	5,288.70	1,053.04
Outreach Fellowship Stipend	3,000.00	500.00	(2,500.00)	6,642.00	3,000.00	(3,642.00)
Total Indirect Personnel Expenses	96,833.02	101,670.45	4,837.43	583,201.25	610,022.70	26,821.45
Facility Expenses						
Auto Expenses	113.02	200.00	86.98	525.67	1,200.00	674.33
Building Maintenance	2,093.05	2,100.00	6.95	12,978.95	12,600.00	(378.95)
Janitorial Service	(1,083.00)	3,187.00	4,270.00	14,332.00	19,122.00	4,790.00
Rent	3,484.00	3,484.00	0.00	20,904.00	20,904.00	0.00
Phone/Internet	2,994.11	2,100.00	(894.11)	13,535.79	12,600.00	(935.79)
Utilities	4,938.85	5,115.00	176.15	28,564.95	30,690.00	2,125.05
Total Facility Expenses	12,540.03	16,186.00	3,645.97	90,841.36	97,116.00	6,274.64
Office Expenses						
Property Taxes	0.00	0.00	0.00	0.00	250.00	250.00
Employee Goodwill	4,114.51	3,680.83	(433.68)	9,211.30	10,984.98	1,773.68
Volunteer Appreciation	286.36	333.75	47.39	935.39	2,002.50	1,067.11
Outreach Storage Rent	500.00	500.00	0.00	2,500.00	3,000.00	500.00
Recruitment Expense	191.05	700.00	508.95	25,182.31	26,700.00	1,517.69
Office Supplies	787.76	1,922.50	1,134.74	7,393.54	11,535.00	4,141.46
Postage and Shipping	120.60	362.25	241.65	1,279.17	2,273.50	994.33
Total Office Expenses	6,000.28	7,499.33	1,499.05	46,501.71	56,745.98	10,244.27
Insurance						
Insurance - Auto	255.21	228.00	(27.21)	1,497.01	1,403.00	(94.01)
Insurance - Malpractice	677.15	850.00	172.85	4,917.15	5,100.00	182.85
Insurance - Liability & Property	451.40	560.00	108.60	3,251.40	3,360.00	108.60
Insurance - Directors & Officer Liability	1,156.49	958.00	(198.49)	5,946.49	5,748.00	(198.49)
Total Insurance	2,540.25	2,596.00	55.75	15,612.05	15,611.00	(1.05)
Fundraising Department						
Fundraising Expenses	4,422.38	1,582.00	(2,840.38)	90,340.29	98,509.00	8,168.71
Fundraising Consulting	3,280.00	3,250.00	(30.00)	21,730.00	23,500.00	1,770.00
Total Fundraising Department	7,702.38	4,832.00	(2,870.38)	112,070.29	122,009.00	9,938.71
Professional fee						
Consultant - General	(2,600.00)	416.00	3,016.00	3,900.00	2,496.00	(1,404.00)
Consultant - HR Professionals	2,600.00	3,016.00	416.00	15,600.00	18,096.00	2,496.00
Consultant-Project Manager	700.00	0.00	(700.00)	18,700.00	9,000.00	(9,700.00)
Consultant-FQHC	0.00	2,083.00	2,083.00	0.00	12,498.00	12,498.00
Consultant - Legal	0.00	100.00	100.00	378.00	600.00	222.00
Consultant - Leadership Coaching	0.00	0.00	0.00	3,041.66	3,000.00	(41.66)
Total Professional fee	700.00	5,615.00	4,915.00	41,619.66	45,690.00	4,070.34
General						
Depreciation Expense	25,884.70	27,894.73	2,010.03	152,627.64	165,156.96	12,529.32
Marketing Expense	2,500.00	2,183.00	(317.00)	3,458.99	13,098.00	9,639.01
Meeting & Travel Expenses	135.70	527.00	391.30	2,061.08	12,037.00	9,975.92
Fees and Interest	8,374.16	6,448.00	(1,926.16)	38,671.24	38,688.00	16.76
Outreach Supplies	(230.65)	200.00	430.65	9,970.39	19,141.00	9,170.61
Training & Membership	5,000.00	1,500.00	(3,500.00)	6,008.00	8,500.00	2,492.00
Board Expense	2,784.45	6,100.00	3,315.55	8,711.66	12,200.00	3,488.34
Total General	44,448.36	44,852.73	404.37	221,509.00	268,820.96	47,311.96
Computer expense						
Computer Support	8,970.51	7,406.25	(1,564.26)	42,183.80	44,437.50	2,253.70
Software Support	2,145.42	2,570.07	424.65	10,265.12	17,220.42	6,955.30
Computer Accessories	1,253.04	1,016.66	(236.38)	3,477.64	6,099.96	2,622.32
Total Computer expense	12,368.97	10,992.98	(1,375.99)	55,926.56	67,757.88	11,831.32
Total Indirect Expenses	183,133.29	194,244.49	11,111.20	1,167,281.88	1,283,773.52	116,491.64
Total Total Expenses	548,146.36	567,532.83	19,386.47	3,259,555.54	3,548,735.48	289,179.94
Total Net Program Income	(331,285.94)	(251,548.55)	(79,737.39)	(1,507,777.43)	(1,665,464.70)	157,687.27
Grants and Other Income						

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

As of Date:  
 Location:  
 Restriction:

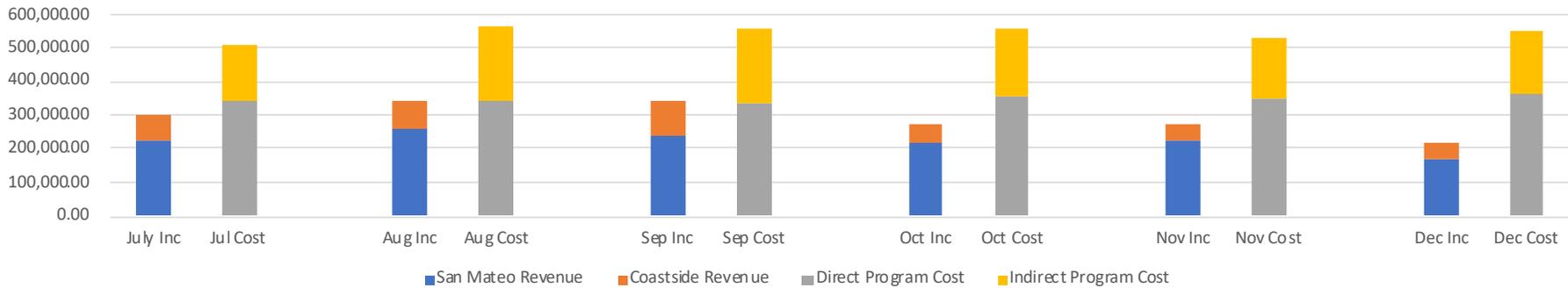
	Month Ending 12/31/2024			Year To Date 12/31/2024		
	Actual	2024 2025 BUDGET	Budget Diff	Actual	2024 2025 BUDGET	Budget Diff
Grants and Donations						
Fundraiser	10,326.42	0.00	10,326.42	182,044.61	189,000.00	(6,955.39)
Donations	26,377.24	20,000.00	6,377.24	31,383.49	35,000.00	(3,616.51)
In-Kind Donations	7,500.00	0.00	7,500.00	7,500.00	0.00	7,500.00
Grants	200,258.33	128,236.48	72,021.85	839,795.49	814,947.62	24,847.87
PHCD Grants	111,068.00	66,667.00	44,401.00	525,800.00	400,002.00	125,798.00
Total Grants and Donations	355,529.99	214,903.48	140,626.51	1,586,523.59	1,438,949.62	147,573.97
Other Income						
Interest Income-Heritage	40.40	200.00	(159.60)	667.79	1,200.00	(532.21)
Other Income	0.00	2,500.00	(2,500.00)	14,985.91	15,000.00	(14.09)
Unrealized gain(loss)-CityNational	6,337.53	0.00	6,337.53	16,785.28	0.00	16,785.28
Investment Income	(1,295.79)	1,708.33	(3,004.12)	11,294.90	10,249.98	1,044.92
Sale of Fixed Asset	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Income	5,082.14	4,408.33	673.81	43,733.88	26,449.98	17,283.90
Total Grants and Other Income	360,612.13	219,311.81	141,300.32	1,630,257.47	1,465,399.60	164,857.87
Net income	29,326.19	(32,236.74)	61,562.93	122,480.04	(200,065.10)	322,545.14

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Sonrisas Dental Health Operation

	Jul 24	Aug 24	Sep 24	Oct24	Nov24	Dec24	Total	Budget	B(W)
<b>San Mateo Revenue</b>	224,660	257,350	239,621	219,703	226,536	166,414	1,334,284	1,434,035	(99,751)
<b>Coastside Revenue</b>	78,305	83,930	101,718	53,763	45,869	50,446	414,030	449,236	(35,207)
<b>Total Net Revenue</b>	302,965	341,280	341,338	273,466	272,405	216,860	1,748,314	1,883,271	(134,957)
<b>Direct Program Cost</b>	339,895	339,188	353,129	346,383	348,665	365,013	2,092,273	2,267,962	175,689
<b>Indirect Program Cost</b>	170,154	225,983	205,245	200,965	181,801	183,133	1,167,281	1,280,774	113,492
<b>Total Cost</b>	510,049	565,171	558,374	547,348	530,466	548,146	3,259,554	3,548,735	289,181
<b>TOTAL</b>	<b>(207,084)</b>	<b>(223,891)</b>	<b>(217,035)</b>	<b>(273,882)</b>	<b>(258,062)</b>	<b>(331,286)</b>	<b>(1,511,241)</b>	<b>(1,665,465)</b>	<b>154,224</b>
<b>Dividend/Other Income</b>	14,557	11,909	12,787	(841)	3,703	5,082	47,198	26,450	20,748
<b>Donations Received</b>	102,955	148,103	255,494	181,455	128,255	244,462	1,060,723	1,038,948	21,776
<b>Grant from PHCD</b>	66,666	66,666	148,068	66,666	66,666	111,068	525,800	400,002	125,798
<b>OTHER INCOME</b>	184,178	226,679	416,349	247,280	198,624	360,612	1,633,721	1,465,400	168,321
<b>NET INCOME</b>	<b>(22,906)</b>	<b>2,787</b>	<b>199,314</b>	<b>(26,602)</b>	<b>(59,438)</b>	<b>29,326</b>	<b>122,480</b>	<b>(200,065)</b>	<b>322,545</b>

Net Revenue Vs. Cost Per Month  
YTD as of 12/31/2024



	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Total	Budget	Variance
San Mateo Visits	906	980	916	945	817	846	5,410	5,827	(417)
Half Moon Bay Visits	327	350	312	299	317	277	1,882	1,912	(30)
<b>Total Visits</b>	<b>1233</b>	<b>1330</b>	<b>1228</b>	<b>1244</b>	<b>1134</b>	<b>1123</b>	<b>7,292</b>	<b>7,738</b>	<b>(446)</b>

Budget	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Total
San Mateo Visits	947	1,097	991	986	902	904	5,827
Half Moon Bay visits	318	357	321	340	290	284	1,912
<b>Total</b>	<b>1,265</b>	<b>1,454</b>	<b>1,312</b>	<b>1,326</b>	<b>1,192</b>	<b>1,188</b>	<b>7,738</b>

#### Visits by Payer -San Mateo

	31-Dec Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	24	27	(3)	197	176	21
PPO	162	199	(37)	1038	1292	(254)
Private Pay	15	27	(12)	156	176	(20)
Affordable Scale	9	18	(9)	68	117	(49)
Farmworker	0	0	0	0	0	0
FQHC	174	226	(52)	1168	1269	(101)
Public Dental-HPSM	401	326	75	2372	2299	73
Public Dental-Medi-Cal	61	81	(20)	411	498	(87)
<b>Total Visits</b>	<b>846</b>	<b>904</b>	<b>(58)</b>	<b>5410</b>	<b>5827</b>	<b>(417)</b>

#### Visits by Payer -Half Moon Bay

	31-Dec Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	2	6	(4)	36	39	(3)
PPO	28	34	(6)	190	231	(41)
Private Pay	7	3	4	23	19	4
Affordable Scale	20	26	(6)	131	173	(42)
Farmworker	14	31	(17)	148	212	(64)
FQHC	0	51	(51)	385	312	73
Public Dental-HPSM	175	113	62	809	791	18
Public Dental-Medi-Cal	31	20	11	160	135	25
<b>Total</b>	<b>277</b>	<b>284</b>	<b>(7)</b>	<b>1,882</b>	<b>1,912</b>	<b>(30)</b>

<b>Avg. Income (Loss) per Visit</b>			
	YTD	Budget YTD*	FY24
Net Revenue per Visit	\$ 239.76	\$ 243.37	\$241.79
Direct Cost per Visit	\$ (273.88)	\$ (276.15)	(\$265.34)
Indirect Cost per Visit*	\$ (103.91)	\$ (94.60)	(\$93.33)
<b>Net Income per Visit</b>	<b>\$ (138.04)</b>	<b>\$ (127.38)</b>	<b>(\$116.88)</b>

\* Indirect cost excludes costs in outreach program and fundraising department

<b>Sonrisas Dental Health Operations Dec-24 Vs.Dec-23</b>			
	Dec-24	Dec-23	Variance B(W)
<b>Visits</b>	<b>1123</b>	<b>1102</b>	<b>21</b>
<b>San Mateo Revenue</b>	166,414	203,601	(37,187)
<b>Coastside Revenue</b>	50,446	30,786	19,660
<b>Total Net Revenue</b>	216,860	234,387	(17,527)
<b>Direct Program Cost</b>	365,013	319,438	(45,575)
<b>Indirect Program Cost</b>	183,133	174,389	(8,744)
<b>Total Cost</b>	548,146	493,827	(54,319)
<b>TOTAL</b>	<b>(331,286)</b>	<b>(259,440)</b>	<b>(71,846)</b>
<b>Dividend/Other Income</b>	5,082	11,478	(6,396)
<b>Donations Received</b>	244,462	128,903	115,559
<b>Grant from PHCD</b>	111,068	118,669	(7,601)
<b>Grants and Donations</b>	360,612	259,050	101,562
<b>NET INCOME</b>	<b>29,326</b>	<b>(390)</b>	<b>29,716</b>



**DATE:** February 19,2025

**TO:** SDH Board of Directors

**FROM:** Vickie Yee, CFO  
Kris Kwan, Senior Accountant

**RE:** **January 2025 Unaudited Financials and YTD Performance to Budget**

---

**JANUARY PERFORMANCE:**

- **Revenue:** Net Patient Revenue was **\$289,401** - \$53K below the budget
  - Total visits were 1,348 -15 visits below the budget
  - Total gross revenue was \$562,970 – \$32K below the budget.
  - Total uncompensated care deduction was **(\$273,569)** – 48.59% of gross revenue.
- **Expenses: \$522,697** – \$4.4K better than the budget.
  - Direct Expenses - \$29K better than budget mainly from dental supplies. A large order was purchased in the previous month.
  - Indirect Expenses -\$26K better than budget from personnel expenses, depreciation, and outreach supplies.
- **Donations/Grants & Other Income: \$247,973-** \$44K above the budget.
  - \$159,827 was released from restricted grants, including \$46K from Sequoia Health District and \$20K from Sequoia Hospital.
  - \$66,666 in PHCD grant accrual.
  - \$5,000 in fundraiser for the Cooking for a Cause Event.
  - \$9,862 in donations from various donors.
  - \$4,589 in Investments and Interest
  - \$2,028 received from KOHA for outreach school screening.

**NET INCOME: \$14,677 - \$47K above the budget**



**YTD PERFORMANCE:**

- 1) While YTD visits are under budget by 5%, total direct care expenses are under budget by 7.6%.
- 2) As of January, the current balance at City National Bank is \$1,090,146 (our initial investment was \$1.05M) and an unrealized gain of \$33,013.

**YTD PERFORMANCE TO BUDGET:** YTD's net income is **\$137,157**, better than the budget by \$369,251. The estimated cash flow is \$223,382, which is better than the budget of \$414K. The estimated PHCD grant to date is \$592,466.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>8,640</i>	<i>9,101</i>	<i>(461)</i>
Gross Patient Revenue	\$3,729,288	\$4,006,526	(7%)
Uncompensated Care (Deductions)	(\$1,691,572)	(\$1,780,660)	5%
Grants/Donations/Other Income	\$1,881,694	\$1,669,045	13%
Direct Cost	(\$2,443,431)	(\$2,645,578)	8%
Indirect Cost	(\$1,338,781)	(\$1,481,428)	10%
<b>Net Income</b>	<b>\$137,157</b>	<b>(\$232,095)</b>	<b>159%</b>
<i>Non-cash items adj.</i>			
Depreciation	\$169,992	\$193,350	13%
Capital Expenditure	(\$83,767)	(\$152,999)	45%
<b>Estimated Cash Flow</b>	<b>\$222,382</b>	<b>(\$191,744)</b>	<b>216%</b>

**FINANCIAL OPERATIONS:**

- Patient Revenue is estimated through Open Dental reports at the end of the month, with adjustments being made in future months if needed when an insurance claim is closed. The changes in the finance team are highlighting the need for better documentation of the process as well as training about the patient revenue cycle.

## Sonrisas Dental Health Balance Sheet

As of Date:

01/31/2025

Location:

Sonrisas Dental Health

	Month Ending 01/31/2025	Month Ending 12/31/2024
	Current Year Balance	Actual
<b>Assets</b>		
Current Assets		
Cash and Cash Equivalents		
11218 - Heritage -Operating	445,548.00	249,887.14
11600 - Petty Cash	198.84	198.84
Total Cash and Cash Equivalents	445,746.84	250,085.98
Accounts Receivable, Net		
Accounts Receivable		
12100 - Accounts Receivable-Patients	385,271.89	305,101.79
12210 - Accounts Receivable - Grants	455,587.58	713,896.90
12220 - Accounts Receivable - Agencies	653,049.00	606,559.00
Total Accounts Receivable	1,493,908.47	1,625,557.69
Total Accounts Receivable, Net	1,493,908.47	1,625,557.69
Other Current Assets		
	40,205.81	30,735.49
Total Current Assets	1,979,861.12	1,906,379.16
Long-term Assets		
Property & Equipment		
17300 - Improvements	1,239,525.21	1,239,525.21
17400 - Equipment	1,569,195.64	1,553,612.28
17500 - Furniture/Fixtures	127,358.07	127,358.07
17600 - Vehicle	51,107.70	51,107.70
17900 - Accum Depreciation (Trousdale)	(826.22)	(413.11)
17999 - Accum Depreciation	(2,323,158.44)	(2,307,207.50)
Total Property & Equipment	663,201.96	663,982.65
Other Long-term Assets		
	16,297.00	16,297.00
Total Long-term Assets	679,498.96	680,279.65
Investments		
Long Term Investments		
11412 - Investment Acct. - City National	1,090,146.04	1,089,493.43
11415 - Unrealized Gain(loss) on Investment	33,012.70	29,382.47
Total Long Term Investments	1,123,158.74	1,118,875.90
Total Investments	1,123,158.74	1,118,875.90
<b>Total Assets</b>	<b>3,782,518.82</b>	<b>3,705,534.71</b>

**Sonrisas Dental Health  
Balance Sheet**

As of Date:

01/31/2025

Location:

Sonrisas Dental Health

	Month Ending 01/31/2025	Month Ending 12/31/2024
	Current Year Balance	Actual
<b>Liabilities and Net Assets</b>		
Liabilities		
Short-term Liabilities		
Accounts Payable		
21110 - Accounts Payable	62,322.11	44,955.82
22110 - Accrued Payable - General	532.00	24,945.67
23100 - Patient Prepayments	32,926.06	29,055.01
23200 - Patient Refunds Payable	1,119.25	6,023.13
<b>Total Accounts Payable</b>	<b>96,899.42</b>	<b>104,979.63</b>
Accrued Liabilities		
22210 - Accrued Payroll	175,790.31	120,578.98
22220 - Accrued PTO	93,913.95	93,913.95
<b>Total Accrued Liabilities</b>	<b>269,704.26</b>	<b>214,492.93</b>
Withholding Tax Payable		
22230 - Accrued Payroll Taxes	7,184.57	7,184.57
<b>Total Withholding Tax Payable</b>	<b>7,184.57</b>	<b>7,184.57</b>
<b>Total Short-term Liabilities</b>	<b>373,788.25</b>	<b>326,657.13</b>
Long Term Liabilities		
Other Long-term Liabilities	2,332.26	2,571.26
<b>Total Long Term Liabilities</b>	<b>2,332.26</b>	<b>2,571.26</b>
<b>Total Liabilities</b>	<b>376,120.51</b>	<b>329,228.39</b>
<b>Net Assets</b>	<b>3,406,398.31</b>	<b>3,376,306.32</b>
<b>Total Liabilities and Net Assets</b>	<b>3,782,518.82</b>	<b>3,705,534.71</b>

Created on : 02/21/2025 4:00 PM PST

Sonrisas Dental Health  
 Revenues and Expenditures - Budget vs Actual  
 As of January 31, 2025

As of Date:

Location:

Restriction:

	Month Ending			Year To Date		
	01/31/2025			01/31/2025		
	Actual	2024 2025 BUDGET	Budget Diff	Actual	2024 2025 BUDGET	Budget Diff
<b>Revenue and Expenditures</b>						
<b>Net Program Income</b>						
<b>Patient Revenue</b>						
<b>Patient Services</b>						
Commercial Insurance	14,937.00	16,606.47	(1,669.47)	104,171.00	111,680.43	(7,509.43)
PPO	52,833.00	92,717.18	(39,884.18)	496,050.52	624,481.55	(128,431.03)
Private Pay	10,180.00	11,732.00	(1,552.00)	67,444.00	79,052.68	(11,608.68)
Medi-Cal Dental	52,094.00	48,026.34	4,067.66	294,653.00	310,532.25	(15,879.25)
HPSM	310,363.50	215,196.84	95,166.66	1,797,471.12	1,691,762.45	105,708.67
Tobacco Tax	0.00	0.00	0.00	1,240.00	0.00	1,240.00
PDI Community of Care Incentives	0.00	0.00	0.00	19,690.00	25,000.00	(5,310.00)
Affordable Scale	15,500.00	21,721.73	(6,221.73)	75,824.00	145,343.06	(69,519.06)
Farmworker	14,140.00	15,794.38	(1,654.38)	78,208.00	104,846.11	(26,638.11)
FQHC	92,923.00	173,223.39	(80,300.39)	794,536.00	913,827.92	(119,291.92)
<b>Gross Patient Revenue</b>	<b>562,970.50</b>	<b>595,018.33</b>	<b>(32,047.83)</b>	<b>3,729,287.64</b>	<b>4,006,526.45</b>	<b>(277,238.81)</b>
<b>Uncompensated Care</b>						
Prior Period Adjustment	4,996.63	(1,000.00)	5,996.63	(14,631.07)	(7,000.00)	(7,631.07)
Uncompensated Care - Commercial Insurance	(2,905.00)	(2,662.64)	(242.36)	(23,113.45)	(17,848.87)	(5,264.58)
Uncompensated Care - PPO	(20,500.00)	(36,108.37)	15,608.37	(196,529.15)	(243,161.29)	46,632.14
Uncompensated Care - Medi-Cal Dental	(35,818.40)	(31,025.91)	(4,792.49)	(189,341.99)	(200,609.29)	11,267.30
Uncompensated Care - HPSM	(177,679.40)	(127,154.89)	(50,524.51)	(1,021,701.84)	(1,000,746.80)	(20,955.04)
Uncompensated Care - Private Pay	0.00	0.00	0.00	(1,105.10)	0.00	(1,105.10)
Uncompensated Care - Affordable Scale	(6,921.00)	(9,458.80)	2,537.80	(31,705.00)	(63,290.01)	31,585.01
Uncompensated Care - Farmworker	(4,420.00)	(2,241.73)	(2,178.27)	(6,956.55)	(17,106.66)	10,150.11
Uncompensated Care - FQHC	(29,203.00)	(40,769.87)	11,566.87	(175,367.90)	(216,896.63)	41,528.73
Fee Adjustments	(1,119.25)	(2,000.00)	880.75	(30,532.57)	(14,000.00)	(16,532.57)
Patient Account - Bad Debt Write-off	0.00	0.00	0.00	(587.83)	0.00	(587.83)
<b>Total Uncompensated Care</b>	<b>(273,569.42)</b>	<b>(252,422.21)</b>	<b>(21,147.21)</b>	<b>(1,691,572.45)</b>	<b>(1,780,659.55)</b>	<b>89,087.10</b>
<b>Other Program Revenue</b>						
Other Program Revenue	2,028.00	0.00	2,028.00	5,492.00	0.00	5,492.00
<b>Total Other Program Revenue</b>	<b>2,028.00</b>	<b>0.00</b>	<b>2,028.00</b>	<b>5,492.00</b>	<b>0.00</b>	<b>5,492.00</b>
<b>Net Patient Revenue</b>	<b>291,429.08</b>	<b>342,596.12</b>	<b>(51,167.04)</b>	<b>2,043,207.19</b>	<b>2,225,866.90</b>	<b>(182,659.71)</b>
<b>Total Expenses</b>						
<b>Direct Expenses</b>						
<b>Direct Personnel Expense</b>						
Direct Program Salaries	289,626.62	278,249.48	(11,377.14)	1,891,342.10	1,947,746.36	56,404.26
Payroll Taxes	19,271.81	21,286.09	2,014.28	130,584.58	149,002.63	18,418.05
Unemployment Taxes	918.12	3,429.58	2,511.46	2,846.36	24,007.06	21,160.70
Benefits	9,952.37	8,275.98	(1,676.39)	55,460.58	53,831.76	(1,628.82)
401k Match	6,988.60	6,400.94	(587.66)	44,284.26	44,806.58	522.32
Worker's Comp	2,073.78	2,261.68	187.90	16,996.04	15,831.76	(1,164.28)
Continuing Education	0.00	200.00	200.00	2,563.73	1,400.00	(1,163.73)
License and Registration	868.03	1,333.00	464.97	7,883.07	9,331.00	1,447.93
<b>Total Direct Personnel Expense</b>	<b>329,699.33</b>	<b>321,436.75</b>	<b>(8,262.58)</b>	<b>2,151,960.72</b>	<b>2,245,957.15</b>	<b>93,996.43</b>
<b>Clinic Expenses</b>						
Sterilization Services	0.00	900.00	900.00	5,301.00	6,300.00	999.00
Shredding	0.00	82.00	82.00	410.00	574.00	164.00
Dental Specialist-Claims Processing	4,998.04	5,139.88	141.84	35,730.49	37,094.94	1,364.45
Dental Supplies	(2,801.05)	25,298.73	28,099.78	124,771.88	168,743.01	43,971.13
Small Dental Equipment	637.65	833.00	195.35	4,962.78	5,831.00	868.22
Dental Equipment Repair	624.62	3,180.00	2,555.38	9,971.35	22,260.00	12,288.65
Lab Fees	9,997.55	15,117.63	5,120.08	70,998.80	100,822.56	29,823.76
Uniforms	100.00	50.00	(50.00)	100.00	300.00	200.00
PPE& Covid Related	7,941.54	7,177.91	(763.63)	31,731.60	47,895.20	16,163.60
Patient Notification	0.00	800.00	800.00	4,788.00	5,600.00	812.00
Claims Processing	0.00	600.00	600.00	2,744.72	4,200.00	1,455.28
<b>Total Clinic Expenses</b>	<b>21,498.35</b>	<b>59,179.15</b>	<b>37,680.80</b>	<b>291,510.62</b>	<b>399,620.71</b>	<b>108,110.09</b>
<b>Total Direct Expenses</b>	<b>351,197.68</b>	<b>380,615.90</b>	<b>29,418.22</b>	<b>2,443,471.34</b>	<b>2,645,577.86</b>	<b>202,106.52</b>

Sonrisas Dental Health  
Revenues and Expenditures - Budget vs Actual  
As of January 31, 2025

As of Date:

Location:

Restriction:

	Month Ending			Year To Date		
	01/31/2025			01/31/2025		
	Actual	2024 2025 BUDGET	Budget Diff	Actual	2024 2025 BUDGET	Budget Diff
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	72,767.92	86,417.64	13,649.72	575,402.89	604,923.48	29,520.59
Payroll Taxes	7,700.25	6,610.95	(1,089.30)	41,154.20	46,276.65	5,122.45
Unemployment Taxes	7,911.16	1,041.38	(6,869.78)	13,319.24	7,289.66	(6,029.58)
Benefits	2,998.95	3,722.73	723.78	17,627.70	24,214.83	6,587.13
401k Match	2,949.95	2,803.68	(146.27)	19,147.79	19,625.76	477.97
Worker's Comp	0.00	881.45	881.45	4,235.66	6,170.15	1,934.49
Outreach Fellowship Stipend	190.00	500.00	310.00	6,832.00	3,500.00	(3,332.00)
Total Indirect Personnel Expenses	94,518.23	101,977.83	7,459.60	677,719.48	712,000.53	34,281.05
Facility Expenses						
Auto Expenses	0.00	200.00	200.00	525.67	1,400.00	874.33
Building Maintenance	833.05	2,100.00	1,266.95	13,812.00	14,700.00	888.00
Janitorial Service	1,000.00	3,187.00	2,187.00	15,332.00	22,309.00	6,977.00
Rent	3,484.00	3,484.00	0.00	24,388.00	24,388.00	0.00
Phone/Internet	891.54	2,100.00	1,208.46	14,427.33	14,700.00	272.67
Utilities	4,916.81	5,115.00	198.19	33,481.76	35,805.00	2,323.24
Total Facility Expenses	11,125.40	16,186.00	5,060.60	101,966.76	113,302.00	11,335.24
Office Expenses						
Office Equip. Maintenance	22.53	0.00	(22.53)	22.53	0.00	(22.53)
Property Taxes	51.97	0.00	(51.97)	51.97	250.00	198.03
Employee Goodwill	2,353.01	680.83	(1,672.18)	11,564.31	11,665.81	101.50
Volunteer Appreciation	754.50	333.75	(420.75)	1,689.89	2,336.25	646.36
Outreach Storage Rent	0.00	500.00	500.00	2,500.00	3,500.00	1,000.00
Recruitment Expense	0.00	700.00	700.00	25,182.31	27,400.00	2,217.69
Office Supplies	0.00	1,922.50	1,922.50	7,393.54	13,457.50	6,063.96
Postage and Shipping	20.00	362.25	342.25	1,299.17	2,635.75	1,336.58
Total Office Expenses	3,202.01	4,499.33	1,297.32	49,703.72	61,245.31	11,541.59
Insurance						
Insurance - Auto	255.21	228.00	(27.21)	1,752.22	1,631.00	(121.22)
Insurance - Malpractice	677.15	850.00	172.85	5,594.30	5,950.00	355.70
Insurance - Liability & Property	451.40	560.00	108.60	3,702.80	3,920.00	217.20
Insurance - Directors & Officer Liability	1,156.49	958.00	(198.49)	7,102.98	6,706.00	(396.98)
Total Insurance	2,540.25	2,596.00	55.75	18,152.30	18,207.00	54.70
Fundraising Department						
Fundraising Expenses	0.00	1,061.00	1,061.00	90,340.29	99,570.00	9,229.71
Fundraising Consulting	3,500.00	5,250.00	1,750.00	25,230.00	28,750.00	3,520.00
Total Fundraising Department	3,500.00	6,311.00	2,811.00	115,570.29	128,320.00	12,749.71
Professional fee						
Consultant - General	0.00	416.00	416.00	3,900.00	2,912.00	(988.00)
Consultant - HR Professionals	0.00	3,016.00	3,016.00	15,600.00	21,112.00	5,512.00
Consultant-Project Manager	3,000.00	0.00	(3,000.00)	21,700.00	9,000.00	(12,700.00)
Consultant-FQHC	0.00	2,083.00	2,083.00	0.00	14,581.00	14,581.00
Consultant - Legal	15,406.50	100.00	(15,306.50)	15,784.50	700.00	(15,084.50)
Consultant - Leadership Coaching	3,625.00	1,000.00	(2,625.00)	6,666.66	4,000.00	(2,666.66)
Total Professional fee	22,031.50	6,615.00	(15,416.50)	63,651.16	52,305.00	(11,346.16)
General						
Depreciation Expense	16,364.05	28,193.10	11,829.05	168,991.69	193,350.06	24,358.37
Marketing Expense	0.00	2,083.00	2,083.00	3,458.99	15,181.00	11,722.01
Meeting & Travel Expenses	126.88	527.00	400.12	2,187.96	12,564.00	10,376.04
Fees and Interest	5,582.46	6,448.00	865.54	44,253.70	45,136.00	882.30
Outreach Supplies	628.62	10,225.00	9,596.38	10,599.01	29,366.00	18,766.99
Training & Membership	0.00	1,000.00	1,000.00	6,008.00	9,500.00	3,492.00
Board Expense	437.25	0.00	(437.25)	9,148.91	12,200.00	3,051.09
Total General	23,139.26	48,476.10	25,336.84	244,648.26	317,297.06	72,648.80
Computer expense						
Computer Support	9,634.61	7,406.25	(2,228.36)	51,818.41	51,843.75	25.34
Software Support	1,807.74	2,570.07	762.33	12,072.86	19,790.49	7,717.63
Computer Accessories	0.00	1,016.66	1,016.66	3,477.64	7,116.62	3,638.98
Total Computer expense	11,442.35	10,992.98	(449.37)	67,368.91	78,750.86	11,381.95
Total Indirect Expenses	171,499.00	197,654.24	26,155.24	1,338,780.88	1,481,427.76	142,646.88
Total Total Expenses	522,696.68	578,270.14	55,573.46	3,782,252.22	4,127,005.62	344,753.40
Total Net Program Income	(231,267.60)	(235,674.02)	4,406.42	(1,739,045.03)	(1,901,138.72)	162,093.69

Sonrisas Dental Health  
 Revenues and Expenditures - Budget vs Actual  
 As of January 31, 2025

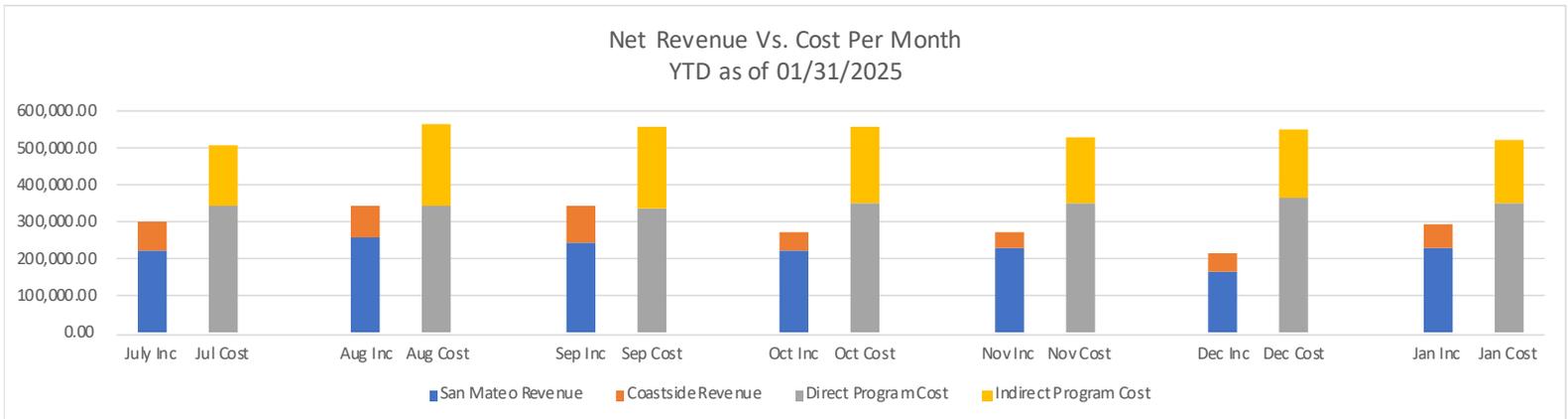
As of Date:  
 Location:  
 Restriction:

	Month Ending			Year To Date		
	01/31/2025			01/31/2025		
	Actual	2024 2025 BUDGET	Budget Diff	Actual	2024 2025 BUDGET	Budget Diff
Grants and Other Income						
Grants and Donations						
Fundraiser	5,000.00	0.00	5,000.00	187,044.61	189,000.00	(1,955.39)
Donations	9,862.49	6,000.00	3,862.49	41,245.98	41,000.00	245.98
In-Kind Donations	0.00	0.00	0.00	7,500.00	0.00	7,500.00
Grants	159,826.83	129,069.81	30,757.02	999,622.32	944,017.43	55,604.89
PHCD Grants	66,666.00	66,667.00	(1.00)	592,466.00	466,669.00	125,797.00
Total Grants and Donations	241,355.32	201,736.81	39,618.51	1,827,878.91	1,640,686.43	187,192.48
Other Income						
Interest Income-Heritage	40.43	200.00	(159.57)	708.22	1,400.00	(691.78)
Other Income	0.00	0.00	0.00	14,985.91	15,000.00	(14.09)
Unrealized gain(loss)-CityNational	3,630.23	0.00	3,630.23	20,415.51	0.00	20,415.51
Investment Income	918.76	1,708.33	(789.57)	12,213.66	11,958.31	255.35
Sale of Fixed Asset	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Income	4,589.42	1,908.33	2,681.09	48,323.30	28,358.31	19,964.99
Total Grants and Other Income	245,944.74	203,645.14	42,299.60	1,876,202.21	1,669,044.74	207,157.47
Net income	14,677.14	(32,028.88)	46,706.02	137,157.18	(232,093.98)	369,251.16

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Sonrisas Dental Health Operations

	Jul 24	Aug 24	Sep 24	Oct24	Nov24	Dec24	Jan25	Total	Budget	B(W)
<b>San Mateo Revenue</b>	224,660	257,350	239,621	219,703	226,536	166,414	228,739	1,563,023	1,696,032	(133,009)
<b>Coastside Revenue</b>	78,305	83,930	101,718	53,763	45,869	50,446	60,662	474,692	529,835	(55,143)
<b>Total Net Revenue</b>	302,965	341,280	341,338	273,466	272,405	216,860	289,401	2,037,715	2,225,867	(188,152)
<b>Direct Program Cost</b>	339,895	339,188	353,129	346,383	348,665	365,013	351,197	2,443,470	2,645,578	202,108
<b>Indirect Program Cos</b>	170,154	225,984	205,244	200,964	181,804	183,134	171,494	1,338,780	1,481,424	142,644
<b>Total Cost</b>	510,049	565,171	558,374	547,348	530,466	548,146	522,696	3,782,250	4,127,006	344,756
<b>TOTAL</b>	<b>(207,084)</b>	<b>(223,891)</b>	<b>(217,035)</b>	<b>(273,882)</b>	<b>(258,062)</b>	<b>(331,286)</b>	<b>(233,295)</b>	<b>(1,744,536)</b>	<b>(1,901,139)</b>	<b>156,604</b>
<b>Dividend/Other Income</b>	14,557	11,909	12,787	(841)	3,703	5,082	6,617	53,815	28,358	25,457
<b>Donations Received</b>	102,955	148,103	255,494	181,455	128,255	244,462	174,689	1,235,413	1,174,017	61,395
<b>Grant from PHCD</b>	66,666	66,666	148,068	66,666	66,666	111,068	66,666	592,466	466,669	125,797
<b>OTHER INCOME</b>	184,174	226,674	416,344	247,284	198,624	360,614	247,974	1,881,694	1,669,044	212,644
<b>NET INCOME</b>	<b>(22,906)</b>	<b>2,787</b>	<b>199,314</b>	<b>(26,602)</b>	<b>(59,438)</b>	<b>29,326</b>	<b>14,678</b>	<b>137,158</b>	<b>(232,094)</b>	<b>369,252</b>



	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Total	Budget	Variance
San Mateo Visits	906	980	916	945	817	846	1006	6,416	6,848	(432)
Half Moon Bay Visits	327	350	312	299	317	277	342	2,224	2,253	(29)
<b>Total Visits</b>	<b>1233</b>	<b>1330</b>	<b>1228</b>	<b>1244</b>	<b>1134</b>	<b>1123</b>	<b>1348</b>	<b>8,640</b>	<b>9,101</b>	<b>(461)</b>

Budget	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Total
San Mateo Visits	947	1,097	991	986	902	904	1,021	5,827
Half Moon Bay visits	318	357	321	340	290	284	342	1,912
<b>Total</b>	<b>1,265</b>	<b>1,454</b>	<b>1,312</b>	<b>1,326</b>	<b>1,192</b>	<b>1,188</b>	<b>1,363</b>	<b>7,738</b>

#### Visits by Payer -San Mateo

	31-Jan Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	26	31	(5)	223	207	16
PPO	152	225	(73)	1190	1517	(327)
Private Pay	29	31	(2)	185	207	(22)
Affordable Scale	13	20	(7)	81	137	(56)
Farmworker	0	0	0	0	0	0
FQHC	184	306	(122)	1352	1575	(223)
Public Dental-HPSM	518	317	201	2890	2616	274
Public Dental-Medi-Cal	84	92	(8)	495	590	(95)
<b>Total Visits</b>	<b>1006</b>	<b>1022</b>	<b>(16)</b>	<b>6416</b>	<b>6849</b>	<b>(433)</b>

#### Visits by Payer -Half Moon Bay

	31-Jan Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	17	7	10	53	46	7
PPO	45	41	4	235	272	(37)
Private Pay	7	3	4	30	22	8
Affordable Scale	25	31	(6)	156	204	(48)
Farmworker	26	38	(12)	174	250	(76)
FQHC	1	62	(61)	386	374	12
Public Dental-HPSM	183	137	46	992	928	64
Public Dental-Medi-Cal	38	24	14	198	159	39
<b>Total</b>	<b>342</b>	<b>343</b>	<b>(1)</b>	<b>2,224</b>	<b>2,255</b>	<b>(31)</b>

<b>Avg. Income (Loss) per Visit</b>				
	YTD	Budget YTD*	FY24	
Net Revenue per Visit	\$ 235.85	\$ 244.57	\$241.79	
Direct Cost per Visit	\$ (268.03)	\$ (276.28)	(\$265.34)	
Indirect Cost per Visit*	\$ (103.68)	\$ (102.48)	(\$93.33)	
<b>Net Income per Visit</b>	<b>\$ (135.87)</b>	<b>\$ (134.20)</b>	<b>(\$116.88)</b>	

\* Indirect cost excludes costs in outreach program and fundraising department

<b>Sonrisas Dental Health Operations Dec-24 Vs. Dec-23</b>			
	Jan-25	Jan-24	Variance B(W)
<b>Visits</b>	<b>1123</b>	<b>1102</b>	<b>21</b>
<b>San Mateo Revenue</b>	228,739	253,866	(25,127)
<b>Coastside Revenue</b>	60,662	33,796	26,866
<b>Total Net Revenue</b>	289,401	287,662	1,739
<b>Direct Program Cost</b>	351,197	305,251	(45,946)
<b>Indirect Program Cost</b>	171,499	180,196	8,697
<b>Total Cost</b>	522,696	485,447	(37,249)
<b>TOTAL</b>	<b>(233,295)</b>	<b>(197,785)</b>	<b>(35,510)</b>
<b>Dividend/Other Income</b>	6,617	5,915	702
<b>Donations Received</b>	174,689	179,904	(5,215)
<b>Grant from PHCD</b>	66,666	66,666	0
<b>Grants and Donations</b>	247,973	252,485	(4,512)
<b>NET INCOME</b>	<b>14,678</b>	<b>54,700</b>	<b>(40,022)</b>





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

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

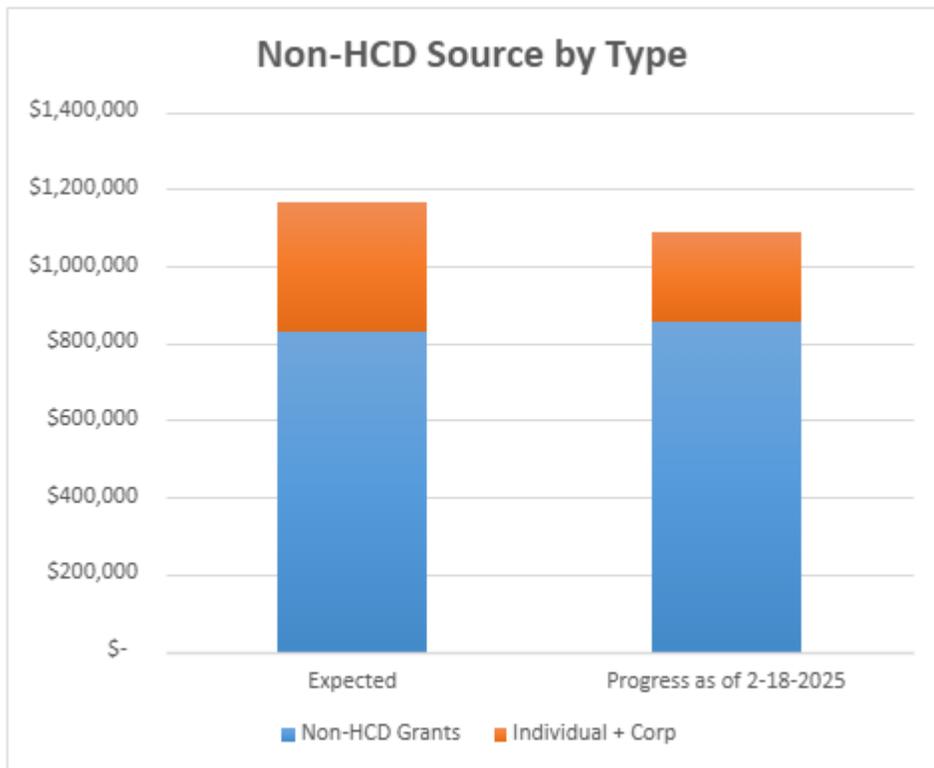
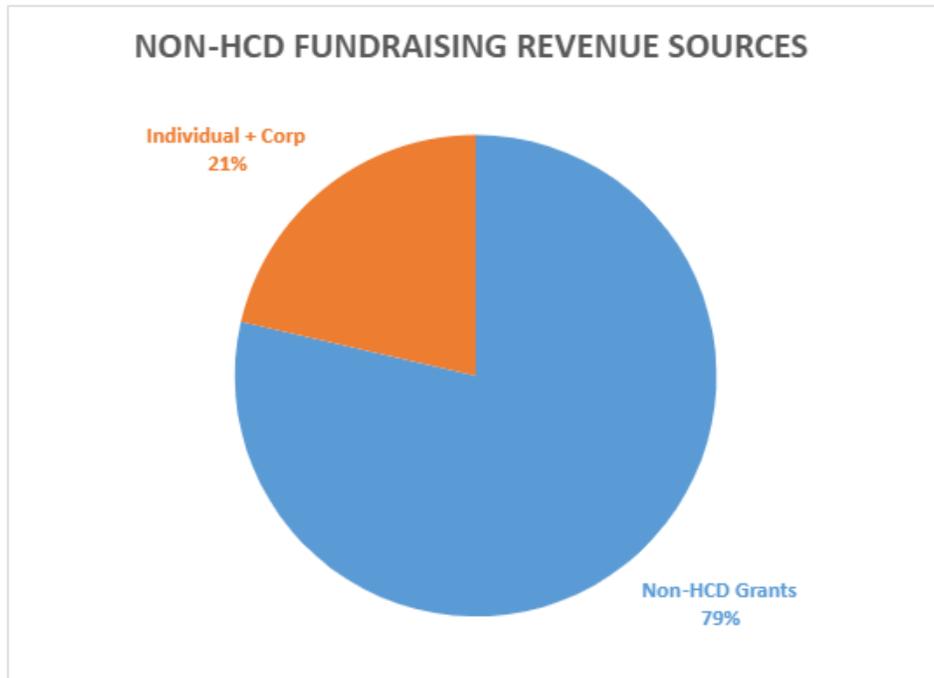
- **Program grants:** \$857,000+ in non-HCD grant funds. These are grant funds committed this fiscal year, and are not the same as grant funds released for various purposes. This accounting does not include funding from Peninsula and Sequoia Health Care Districts. These funds also do not include any funds secured for capital purposes. This exceeds our goal for the fiscal year's new grant commitments.
  - Including committed HCD funds, the total program grant dollars committed during FY25 is now at \$2.2 million+.
  - Applications are pending with various partners in the amount of \$245,000.
  - In addition to direct services, our team has focused on raising funds for capacity and systems improvement work Sonrisas is currently undertaking, including transitioning to a community health worker model for our outreach/community programming.
- **Capital funds:** \$575,000 in funds secured for capital purposes. This includes \$500,000 committed for the Pescadero RV capital campaign, and \$75,000 committed for equipment upgrade (3-D panoramic x-ray machine).
  - The Pescadero RV campaign will have its public phase launch on April 17 in Half Moon Bay.
- **Corporate and individual giving:** \$245,000+ in corporate and individual giving, with a few end-of-year donations still outstanding. This accounts for 72% of our \$339,000 goal.

**Coastside Gives:** Coastside Gives in 2025 will take place on May 1. Donations will be open through the Mavericks Foundation starting on April 1. Sonrisas' program funding target for Coastside Gives is \$25,000. Sonrisas and Puente (our partners for the Pescadero RV campaign) will publicize an additional campaign through Coastside Gives to raise \$50,000 for the Pescadero project.

**Cooking for a Cause 2025:** CFAC 2025 venue has been secured and we will be returning to Domenico Winery for the event on September 27. A workshop to identify new sponsors will be held during the February Board meeting.

Sonrisas Dental Health

Development Update. Dashboard Visuals.







**DATE:** February 18, 2025

**TO:** SDH Board of Directors

**FROM:** Bonnie Jue, DDS

**RE: Community Engagement Director Report – February 2025**

Just in time for National Children’s Dental Health Month, Sonrisas Dental Health teamed up with First 5 of San Mateo to capture a school screening event in action! A big thank you to Hager Suliman and VIVA Social Impact Partners for their support in organizing this wonderful collaboration to promote oral health in young children!









Sonrisas has also been busy expanding its school-based screening program by adding several new partners throughout San Mateo County this year. This growth includes programs serving children with disabilities and special health care needs, and additional preschools and elementary schools across the Peninsula Health Care District, Sequoia Healthcare District, and the Coast.

Here is a list of SDH community events scheduled in the coming weeks – everyone is welcome to visit and see Sonrisas Dental Health’s mission at work in our community!

- February 21<sup>st</sup> (Fri) – Meadow Heights Elementary School (school screenings) – *San Mateo*
- February 26<sup>th</sup> (Wed) – Burlingame Rotary Club (presentation about SDH’s Mission and Programs followed by Community Service Event (Oral Health Kit Assembly) – *Burlingame*
- February 26<sup>th</sup> (Wed) – Beresford Elementary School (school screenings) – *San Mateo*
- February 28<sup>th</sup> (Fri) – Laurel Elementary School (school screenings) – *San Mateo*
- March 4<sup>th</sup> (Tues) – Belle Haven Child Development Center (oral health presentation for preschoolers) – *Menlo Park*
- March 5<sup>th</sup> (Wed) – Taft Preschool (school screenings) – *Redwood City*
- March 7<sup>th</sup> (Fri) – Bayside Academy (school screenings) – *San Mateo*
- March 11<sup>th</sup> (Tues) – Special Education Preschool Program in San Mateo-Foster City School District (school screening) – *Foster City*
- March 12<sup>th</sup> (Wed) – Belle Haven Child Development Center ((school screenings) – *Menlo Park*
- March 14<sup>th</sup> (Fri) – San Mateo Park Elementary School (school screenings) – *San Mateo*
- March 18<sup>th</sup> (Tues) – Garfield Preschool (school screenings) – *Menlo Park*
- March 19<sup>th</sup> (Tues) – Special Education Preschool Program in San Mateo-Foster City School District (school screenings) – *San Mateo*
- March 21<sup>st</sup> (Fri) – Menlo Park City School District Preschool (Laurel and Oak Knoll campuses – school screening) – *Menlo Park*

## Children's Dental Health Month

