



Board Meeting June 25, 6:30 PM

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

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AGENDA

1. 6:30 CALL TO ORDER AND ROLL CALL – Chair Taverner
2. 6:35 MISSION MOMENT – Maura LeBaron-Hsieh TABS
3. 6:40 PUBLIC COMMENTS
4. 6:40-6:45 APPROVAL OF MAY BOARD MINUTES – Chair Taverner A
5. 6:45-7:00 STRATEGIC PLAN FY23-FY25
 - A. Sonrisas Culture
 - a. DEIJ Business Case Update ACTION REQUESTED – CEO Fecher B
 - b. Succession Planning Update – CEO Fecher
 - B. Sustainable Growth
 - a. FQHC Project Update – Chair Taverner and Director Kneoppel
 - b. Outreach Program Revenue Opportunities – CEO Fecher
6. 7:00-7:35 FY25 Budget and 5 Year Cash Forecast ACTION REQUESTED – CEO Fecher and CFO Yee C
7. 7:35-7:45 Discussion of CEO Review Process – Director Stielstra and Chair Taverner
8. 7:45-7:55 REPORTS
 - A. CEO Report – CEO Fecher D
 - B. CFO Report – CFO Yee E
 - a. May 2024 Profit and Loss, Balance Sheet, Dashboards F
 - C. Fundraising Report – Spandan Chakrabarti F
 - D. Outreach Report – Dr. Bonnie Jue G
 - E. Board Nomination Committee – Director Hinshelwood
9. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner
10. ADJOURN





Board Meeting May 21, 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 6:35 pm.
 - A. **Present:** Board Chair Nigel Taverner, Vice Chair Henry Sanchez, Secretary Clyde Hinshelwood (joined later), Board Members: Larissa Cutler, Dennis Kneepfel, Rick Navarro, Paramita Roy, Steve Stielstra.
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Community Resources Director Spandan Chakrabarti, PHCD CEO Ana Pulido, Senior Accountant Tina Wang, Administrative Assistant Veronica Le.
 - C. **Absent:** Larry Cappel.

2. **MISSION MOMENT** – **Veronica Le** highlighted a moment to appreciate Dr. Bonnie Jue, Dr. Laurie Jue, Care Coordinator Janet Tang, Dental Assistants: Suna Wang, Jennifer Lai, and Eva Miao's nine years of service at Sonrisas Dental Health. The Practice Manager, Hiajaira Solorzano, initiated the celebration and brought beautiful bouquets of flowers on their nine - year work anniversary, April 20th.

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

4. **APPROVAL OF APRIL BOARD MINUTES**

Vice Chair Henry Sanchez moved to approve the minutes of April 23rd's meeting. Director Rick Navarro seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Paramita Roy, Steve Stielstra

5. **STRATEGIC PLAN FY23-FY25**
 - A. **DEIJ Business Case Update** – Ms. Bluford attended the staff meeting in April, presented the notes of the DEIJ business case draft and collected the feedback to review with CEO Fecher. A few staff suggestions were made that need to be reviewed by the leadership team.
 - a. Originally, the leadership meeting was scheduled prior to the board meeting but was postponed for **CEO Fecher** and Mr. Chakrabarti to attend the Board of Supervisors meeting. At that meeting, the Board of Supervisors awarded Sonrisas a grant of \$190,000, with Supervisors Dave Pine and Warren Slocum showing strong support for Sonrisas. **CEO Fecher** spoke at the meeting and thanked the board for their support.
 - B. **Sustainable Growth**
 - a. **FQHC Pathways Project Update**
 1. SMMC and Sonrisas have agreed on contract language to expand contract to pediatrics and are in the process of credentialing all three pediatric dentists. As soon as the contract is signed (it's currently with the County's Contracts Legal team), SMMC pediatric patients who see a general dentist at Sonrisas can be converted to FQHC patients.
 - **Vice Chair Sanchez** - Does **CEO Fecher** anticipate any impediments or barriers to the signing?
 - In reply: since the contract does not need to be presented

to the Board of Supervisors, it should go through easily.

6. 7:00-7:35 FY25 Budget Workshop

- A. **CEO Fecher** presented a draft budget for FY25 to the Board. The final draft will be presented at the June meeting for approval. **CEO Fecher** thanked Mrs. Wang for leading the budget process, working closely with Sonrisas supervisors to draft the budget.
- B. Achievements from FY24:
 - a. Sonrisas culture
 - 1. Successful employee events, leadership lab, completed DEIJ business case.
 - b. Sustainable Growth
 - 1. Increased SMMC per visit rate and progress on the expansion of the contract.
 - 2. In conversations with Samaritan House and Ravenswood.
 - 3. Fundraising is projected to end up 29% higher in net revenue and 41% in number of individual donors.
 - 4. Established Quality Committee.
 - 5. Chose Qualtrics as the stakeholder feedback instrument.
 - c. Patient and community Engagement
 - 1. Dr. Bonnie created a fellowship program to bring in volunteers to help with the Outreach program.
 - 2. Dr. Bonnie will also be piloting sealants for third graders to be applied at schools.
 - 3. Dr. Bonnie will be collaborating with Ability Path on a special needs program.
- C. FY 25 Budget Focus – Operational Improvements and Continued Growth
 - a. The three areas of focus are Sonrisas Culture, Sustainable Growth and Patient/Community Engagement.
- D. **CEO Fecher** reviewed a draft of the capital and operating budget. Slides (attached to these minutes) of the following were shared with the Board:
 - a. FY25 Capital Budget Draft
 - b. FY25 Clinical Planned Outcomes
 - c. FY25 Clinical Revenue Opportunity
 - d. FY25 Community Outreach Planned Outcomes
 - e. FY25 Fundraising Planned Outcomes
 - f. FY25 Staffing to Support Outcomes
 - g. FY25 Operating Budget Summary Draft
 - h. FY25 Operating Budget Contingencies
- E. **CEO Fecher** will present the final budget to the board for approval at the June meeting.
- F. **CEO Fecher** requested approval to begin posting for the Director of Operation or Chief Operating Officer position immediately to gain traction on the recruiting process. **Vice Chair Sanchez** wanted to confirm the rationale for a COO. Answer: ready for growth, takes over day-to-day operations from the CEO, becomes a repository of knowledge and is on-site (unlike our part-time strategy administrator). Board members informally approved this request.

[Director Clyde Hinshelwood joined the meeting at 6:52 pm.]

- 7. **Discussion of CEO Review Process – Director Stielstra** opened the floor to the Board members to discuss how this year’s CEO review process should be conducted. Compared to previous years, **Director Stielstra** met with HR Consultants to revise the criteria on which to focus the evaluation and presented the draft results.
 - A. **Director Kneappel** commented that, in his experience when rating in large organizations, they need more specifics. **Director Navarro** suggested not more than 15 minutes to complete. **Director Roy** asked if there are specific goals (answer: yes, as agreed in advance). **Director Sanchez** liked the subtopics, but no more than three per criterion; **CEO Fecher** likes the subtopics – easier to respond. **CFO Yee** remarked that subordinates’ opinions are important so it’s good to canvass them. It was suggested the Board provide comments on the draft by June 15th. An update

will be provided at the June Board meeting.

8. REPORTS

- A. **CEO Report – Vice Chair Sanchez** commented the report is consistently clear and concise.
- B. **CFO Report –** No comments or questions.
- C. **Fundraising Report**
 - a. Great progress on commitments for Cooking for a Cause.
 - b. Coastside Gives went well and raised a little over the targeted amount. As a result, there was an increase of donors while retaining two out of three previous donors.
 - 1. Mr. Chakrabarti thanked the Board members for participating in Coastside Gives by donating and spreading the word.
 - 2. All donors will receive acknowledgement letters as they gave whilst handwritten thank you cards were mailed out.
- D. **Outreach Report – Chair Taverner** praised Dr. Bonnie's hard work with not only expanding the outreach program but creating opportunities for interns and fellows to participate in public health; including conducting oral health education sessions.
- E. **Board Nomination Committee –** No comments or questions.

9. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A. FY25 Budget
- B. DEIJ Business Case
- C. Cash Reserve Policy
- D. CEO Review

10. **ADJOURN** - The meeting was adjourned at 8:19 pm.

Sonrisas Dental Health

May Board Meeting
FY24 Budget Walk Meetings

FY 24 Strategic Plan Achievements



- **Sonrisas Culture**
 - Employee events, snacks and holiday sweater enjoyed by staff
 - Leadership Lab and coaching
 - Completed DEIJ business case
- **Sustainable Growth**
 -  SMMC per visit rate, progress on contract expansion
 - In conversation with two additional possible FQHC partners
 - Fundraising: 29% higher event revenue and 41% more individual and corporate donors
- **Community and Patient Engagement**
 - Quality Committee Established
 - Stakeholder feedback instrument
 - Outreach program growth and innovation

FY 25 Budget Focus – Operational Improvements and Continued Growth

- **Sonrisas Culture**
 - Strengthening Clinic Operations
 - Incorporating DEIJ Business Case
- **Sustainable Growth**
 - FQHC Pathways Project
 - Major donor program, sustaining institutional funders
- **Patient and Community Engagement**
 - Quality Committee
 - Patient Health Outcomes
 - Outreach Program - Innovation
 - Community Health Worker, sealant program, special needs programming



Capital Budget



FY25-FY29 Sonrisas CAPITAL Budget

DESCRIPTION	FY 25	FY 26	FY27	FY 28	FY 29
IT Equipment	\$23,009	\$19,000	\$19,000	\$19,000	\$19,000
Facility Improvements	\$16,500	\$6,500	\$20,000	\$20,000	\$20,000
New Dental Equipment	\$0	\$0	\$0	\$0	\$0
Replacement Dental Equipment	\$103,240	\$179,295	\$213,240	\$193,240	\$213,240
Community Outreach Equipment	\$55,000				
	\$ 197,749	\$ 204,795	\$ 252,240	\$ 232,240	\$ 252,240

Sonrisas’ Cash Reserve Policy calls for \$1M in reserves. Current cash position is \$1.875 M (as of 5/13/24)
 FY25 reserve policy will be presented for approval at June board meeting

Legend:

- IT Equipment: Computers, servers, monitors, etc.
- Facility Improvements: Lease holder improvements, furniture and fixtures
- New Dental Equipment: Equipment needed for expansion of providers/visits
- Replacement Dental Equipment: Items reaching end of useful life.
- Community Outreach Equipment: Van, dental equipment

Capital Equipment TBD

- Build out of 10th operatory in San Mateo
- X-Ray Equipment for Outreach
- IT Equipment

FY 25 Clinical Planned Outcomes

Patient Care Days/Week/Provider Type	FY 24 Projected	FY 24 Budget	FY 25 Budget
Dentist Days/Week SM	13.4	15	14
Pediatric Dentist SM	3	3	3
Hygienist Days SM	14.5	15	15
Dentist Days HMB	6.5	8	9
Hygienist Days HMB	2	4	3
TOTAL PROVIDER DAYS	39.4	45	43
TOTAL VISITS	13,942	16,759	15,984

- PTO Forecast
 - Provider PTO in FY24 estimated at 3%, actual 7%. FY25 uses 7%
- Time-Off without pay:
 - 1.8% of providers days were taken w/o pay
 - Dental assistants and CCC team time w/o pay
 - FY25 estimates 99% of clinical staff in wages

FY 25 Clinical Staff to be recruited

Friday dentist for San Mateo
 Coverage for dentist maternity leave
 One day a week hygienist in HMB
 TBD One Dental Assistant

Clinical Opportunities

10th operatory build out in San Mateo
 Pescadero Clinic (Measure K)



FY 25 Clinical Revenue Opportunity

Payer Mix	FY 24 Actual	FY 25 Budget	FY 25 Opportunity
Comm/PPO	22%	22%	
Private Pay	2%	3%	
Affordable Scale	4%	4%	
Farmworker	2%	3%	
FQHC	15%	18%	23%
HPSM	47%	41%	37%
Denti-Cal	8%	9%	9%

FQHC Contract Expansion
 Budget currently assumes 3% growth in FQHC visits.

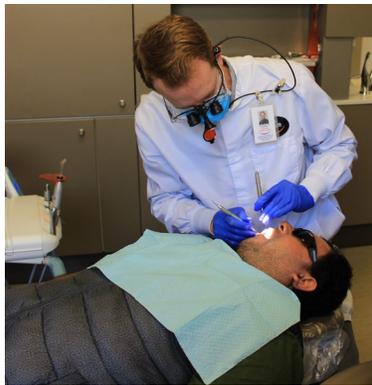
With the addition of Pediatrics to the contract, percentage expected to may increase to ~23% for FY25.

FQHC visits pay an average of \$165/visit more than HPSM visits.

Estimated additional revenue is \$100,000-150,000

PDI Per Visit Average Reimbursement

Denti-Cal \$147
 HPSM \$194
 FQHC/SMMC \$360 (9/1/24)



FY 25 Community Outreach Planned Outcomes



Community Outreach	FY 24 Projected Actuals	FY 24 Budget	FY 25
Child Screenings	3,400	3,000	3,500
Senior Screenings	210	165	200
Senior Mobile Visits	13	13	15
Oral Health Presentation Attendees	143	80	100
Special Needs	N/A	N/A	TBD

Revenue Opportunity

Community Health Worker funds for Care Coordinator. Discussions with HPSM to pilot billing. Estimated revenue is \$50-60K/year. Revenue not included.

Planned Innovations

Sealant Program
Larger Senior Events
Special Needs Program

Van for events. Storage space at PHCD building.



FY 25 Fundraising Planned Outcomes

Fundraising Income	FY 24 Projected Actuals	FY 24 Budget	FY 25 Budget
Donations	\$162,000	\$160,000	\$150,000
Events	\$164,000	\$130,000	\$189,000
PHCD Grant	\$800,000	\$800,000	\$800,000
Other Grants	\$1,404,000	\$1,375,000	\$1,591,000
Total	\$2,530,000	\$2,465,000	\$2,730,000

Fundraising Focus

Increased Event revenue, bringing in new donors

Continuing to build major donor program

Sustaining institutional revenue and funder relationships

Total of 11% Growth



FY 25 Staffing to Support Outcomes

	FY25 FTE	FY24 FTE
Administration	6	5
Clinical Staff	24	25
Community Outreach	3.2	3.2
Fundraising	2	2
FTE Total	34.85	35.25
Salary Plus Fringe	\$5.03 M	\$4.65 M

4.5% Merit Increase Pool

Director of Operations

- Larger administrative team
- Focus: Admin side of clinic operations, IT, provider recruiting, program financials



Strategic Plan: FQHC Pathways Investment

FY24 Estimates

- 20% of CEO's Time
- 50% of Strategic Project Manager
- FQHC Consultants

\$69,000 invested

FY25 Estimates

- 40% of CEO's Time
- 20% of Director of Operations
- FQHC Consultants

\$89,000 Planned



FY 25 DRAFT Operating Budget Summary



Summary	FY 25	Projected FY 24	Budget FY 24	Change FY24 to FY25
Total Revenue	6,623,160	5,952,389	6,249,228	373,932
Total Personnel	(4,953,142)	(4,254,509)	(4,746,250)	(206,891)
Total Clinic Expense	(696,323)	(563,790)	(678,935)	(17,388)
Total Overhead Expense	(973,804)	(949,677)	(917,421)	(56,383)
Total Fund. & Outreach expense	(252,778)	(152,979)	(189,416)	(63,363)
NET INCOME	(252,887)	31,435	(282,794)	29,907
Depreciation	318,146	298,557	306,872	11,274
Capital Expenditure	(197,749)	(100,000)	(138,028)	(59,721)
Cash flow	(132,490)	229,992	(113,950)	(18,540)

- Items Not Yet Included**
- FQHC % increase
 - IT Changes
 - 10th Operatory Build Out
 - Community Health Worker Revenue

Sonrisas' Cash Reserve Policy calls for \$1M in reserves

Current cash position \$1.875 M (as of 5/13/24)

FY25 reserve policy will be presented for approval at June board meeting along with final budget



FY25 Operating Budget Contingencies



Area of Risk	Concern	Impact	Mitigation
Clinical Staffing	Provider vacancies affect clinic visit volume	Fewer appointments for existing patients	Establish on-call pool for hygienists and dental assistants
SMMC Contract Expansion	New dentists take 3 months to be credentialed	New dentist cannot treat FQHC patients	Explore longer hiring timelines for dentists
	Expansion % not accurate	Patient revenue target not met	Increase fundraising, accept higher negative cash flow
Director of Operations	Availability of suitable candidates and on-boarding timeline	Less CEO time to work on FQHC pathways project and some strategic goals won't be completed	Strategic Project Manager may be able to stay on as a consultant
Opportunity	Status	Impact	Mitigation
Community Health Worker	Pilot request with HPSM. Will also explore for Medi-Cal Dental	\$50-60K annually	Budget does not assume any revenue





DATE: June 4, 2024

TO: SDH Board of Directors

FROM: Anna Mimran, Strategic Project Manager

RE: DEIJ Business Case

In June of 2021, Sonrisas engaged with Tanya Bluford to complete a DEIJ assessment at Sonrisas. That assessment included a workplace climate survey, a patient survey, a board of directors' survey and interviews of a sampling of staff. There were many things learned in the assessment that guided our strategic planning process. Following that, Tanya delivered a handful of micro-DEIJ trainings at staff meetings to accommodate the scheduling challenges in a clinic setting. An example of a topic she trained on is micro-aggressions. At the board retreat in June of 2023, Tanya attended to facilitate a discussion that included DEIJ topics. This fiscal year, Sonrisas engaged Tanya to complete a DEIJ Business Case. This 9-month long iterative process engaged the Sonrisas Board of Directors, leadership team, and staff, gathering input and refining the business case. The final version of the business case is included below. The Sonrisas team will now use this business case to build DEIJ into our strategic plan goals for FY 24-25, starting in July. The board is being asked to vote to approve the final version to show the importance of this work the team has undertaken together to address this important topic.

**SONRISAS DENTAL HEALTH
DIVERSITY, EQUITY, INCLUSION AND JUSTICE**

Business Case

Achieving our vision of "Every adult and child in San Mateo County has a dental home, including those with physical, developmental or economic challenges" is only possible through our employees. Sonrisas Dental Health needs to attract and retain highly skilled employees who can deliver the highest quality dental care to a diverse patient population. It is critical that we create an organizational culture that supports the staff who deliver our mission every day. Through the talent and skill of our employees, Sonrisas Dental Health can tailor its services to meet the needs of all their patients in San Mateo County.

Supporting Conditions

1. Current conditions/issue that needs to be addressed?

- In San Mateo County over 45,000 residents with Medi-Cal do not have a dental home. This does not include residents who qualify for Medi-Cal that are not enrolled nor does it include residents who cannot afford dental insurance or dental care, like Seniors and older adults. *(Source: DHCS data from Needs Analysis, added to 15,000 new ACE members enrolled by HPSM)*
- There is a lack of dental clinics that can provide services to individuals with disabilities. Being one of the only providers treating low-income patients with operatories sized for access and a patient lift, Sonrisas frequently receives referrals from Health Plan of San Mateo (HPSM) for patients who use mobility devices such as wheelchairs.
- As a community dental nonprofit, Sonrisas is uniquely positioned to respond to the needs of our communities, and our skilled, dedicated staff cares for our patients with warmth and respect. There

are thousands of community members who lack access to a dental home like Sonrisas Dental Health.

- As Sonrisas grows and increases capacity, there will be greater need to further develop partnerships with specialties like oral surgery, periodontics, endodontics, and orthodontics, to provide comprehensive dental services, utilizing HPSM for connections to specialists in their network. These partnerships could provide on-going education and expansion of clinical staff's knowledge.

2. Why is change or a shift needed and why does it need to be addressed now?

- Sonrisas Dental Health has been serving San Mateo County since 2001 and we are committed to ensuring that everyone has a dental home.
- With a full clinic schedule, Sonrisas' capacity to accept new patients is limited. Sonrisas is exploring multiple pathways to increase the number of individuals who have a dental home with us. The inability to accept new clients decreases staff morale. Sonrisas staff and patients are from the same communities; and it is disheartening to turn their neighbors away.
- As we prepare for the possibility of growth, strengthening our culture and maturing our staff engagement activities will help us retain a highly qualified, community-focused staff.

3. What change/shift will the organization implement? Since we identified human capital as our most significant business case opportunity, what do we want to create for our staff?

- It is important that frontline staff have an opportunity to contribute ideas to and participate in the development of current and future initiatives.
- Staff should be appreciated and recognized for their professional skillset and cultural lens and perspectives they bring and how they apply each to their respective duties.
- We recognize and are thankful that many of our staff travel to underserved areas to provide services.
- We will continue intentionally recruiting new staff from rural and other communities to continue to foster an employee-centric and patient-centric culture and better communicate Sonrisas' staff-centric values and policies to frontline staff.
- Training, both leadership and clinical, to further staff professional development, will be a core part of staff culture.

4. How will the organization benefit? Or what are the risks if the organization does nothing?

- When our team feels valued and appreciated, our patients thrive.
- If we don't retain staff, continuity of care is challenging; and we cannot provide the clinical visits and school/senior screenings the community benefits from.
- Awareness of policies that actively support staff – such as market rate pay adjustments in addition to cost-of-living increases, career development, health advocacy, and employee assistance programs (EAP) – will help increase retention and commitment.
- Turnover can lead to a breakdown in teamwork and team effectiveness. Additionally, attrition can lead to loss of institutional knowledge.





DATE: June 19, 2024

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO
Vickie Yee, CFO

RE: FY25 Budget

Attachments: FY25 Capital Budget and Operating Budget Summary, Board Budget Walk Presentation, 5 Year Cash Forecast (Scenario #1 and Scenario #2)

The clinical and administrative team have worked closely together to prepare a capital and operating budget that allows the organization to continue working towards fulfilling Sonrisas' mission and vision.

The FY25 Capital Budget includes the replacement of aging equipment at the HMB clinic, including a dental chair and panoramic x-ray unit. The growth of the Outreach Program requires portable x-ray equipment and there is IT equipment such as installing TVs in the San Mateo operatories for pediatric patients and system upgrades, including an amount for unplanned IT projects that may be determined necessary by the new IT support vendor.

The FY25 operating budget has 900 less visits than were planned in FY24. This is due to the increase in provider PTO and provider unpaid time off, as well as downtime in October and November for the clinical team to be trained and come up to speed on EPIC for SMMC/FQHC patients. The budget includes an additional leadership position, Chief Operating Officer, along with the anticipated recruiting expenses.

Attached to this memo is a summary of the FY25 Capital Budget and Operating Budget as well as the Board Budget Walk presentation given to board members at the May board meeting.

A 5 Year Cash Forecast has been prepared by the team with two scenarios, which will be reviewed during the board meeting by the CFO and CEO. The first scenario is modeled after the FY25 program plans without changes in the number of Clinic Visits or Community Outreach outcomes along with anticipated revenue and expense year over year (YOY) adjustments. The second scenario assumes the percentage of SMMC visits increases, the Pescadero clinic is implemented with 100% SMMC FQHC visits and that Outreach program services, such as child screenings and senior programming for HPSM members generates billable revenue.

FY 24-25 Budget DRAFT

Patient Care	San Mateo	HMB	FY 25	Projected FY 24	Budget FY 24	Change FY 24 to FY 25
Commercial Insur.	360	78	439	417	631	(192)
PPO	2,643	471	3,114	2,695	3,428	(314)
Private Pay	360	39	400	319	417	(17)
Public Dental Insurance	5,251	1,863	7,114	7,586	9,125	(2,011)
Affordable Plan	240	353	593	516	549	44
Farmworker	0	431	431	343	375	56
FQHC	3,111	671	3,782	2,066	2,235	1,547
Total Visits	11,966	3,906	15,872	13,942	16,760	(888)
Adjustments	(29,000)	(12,000)	(41,000)	(37,242)	(41,000)	0
Commercial Insur.	132,225	31,010	163,235	154,790	192,476	(29,241)
PPO	576,922	86,760	663,681	574,472	765,187	(101,506)
Private Pay	122,195	15,416	137,610	110,306	120,901	16,709
Public Dental Insurance	1,000,194	322,276	1,322,471	1,492,834	1,610,362	(287,891)
Public Dental Insurance-Incentive	82,000		82,000	95,140	135,000	(53,000)
Affordable Plan	67,621	74,744	142,364	123,055	134,407	7,958
Farmworker	0	153,279	153,279	132,727	140,423	12,856
FQHC	1,116,360	240,459	1,356,819	707,912	707,464	649,355
Total Income	3,068,516	911,944	3,980,460	3,353,994	3,765,220	215,240
Personnel	2,587,893	1,040,426	3,628,319	3,034,575	3,447,557	(180,763)
Dental Supplies	204,026	90,116	294,141	258,227	305,864	11,723
Small Dental Equipment	6,400	3,600	10,000	6,717	5,800	(4,200)
Dental Equipment Repair	26,160	12,000	38,160	25,050	38,616	456
Lab Fees	120,620	55,116	175,737	137,872	162,482	(13,254)
Uniforms	350	200	550	1,640	500	(50)
PPE & Covid Related	59,832	23,671	83,503	64,593	88,725	5,222
Contracted Services	79,621	11,640	91,261	69,692	76,948	(14,313)
Direct Patient Care Costs	3,084,902	1,236,769	4,321,671	3,598,365	4,126,492	(195,179)
Administrative Personnel	437,863	191,856	629,719	539,282	556,132	(73,588)
Business Taxes	250		250	74	250	0
Facilities Expenses	119,124	72,708	191,832	179,448	165,937	(25,895)
Office Exp.	22,617	4,900	27,517	44,499	46,958	19,441
Equipment Expenses	99,376	23,940	123,316	93,979	97,925	(25,391)
Insurance	28,944	0	28,944	27,476	26,031	(2,913)
Outsourced Services	87,196	0	87,196	220,500	216,300	129,104
Fees and Interest	77,376	0	77,376	25,424	24,000	(53,376)
Depreciation Expense	221,637	105,795	327,432	298,557	306,872	(20,560)
Dues, Fees & License			0		0	0
Employee Goodwill	16,926	0	16,926	15,209	15,996	(930)
Recruitment Expense	30,900	0	30,900	10,653	2,172	(28,728)
Marketing Expenses	500	0	500	17,210	500	0
Meeting & Travel Expenses	11,875	0	11,875	5,993	3,980	(7,895)
Board Expenses	8,540	3,660	12,200	10,654	10,500	(1,700)
Indirect Patient Care Costs	1,163,124	402,859	1,565,983	1,488,959	1,473,553	(92,430)
Total Patient Care Costs	4,248,026	1,639,628	5,887,654	5,087,324	5,600,045	(287,610)



Fundraising Program	FY 25	Projected FY 24	Budget FY 24	Change FY 24 to FY 25
Donations Received	150,000	162,206	160,000	(10,000)
Fundraising Event	189,000	163,845	130,000	59,000
Grant from PHCD	800,000	800,000	800,000	0
Grants Received & Released	1,590,760	1,403,827	1,375,000	215,760
Total Income	2,729,760	2,529,878	2,465,000	264,760
Fundraising Personnel	295,870	276,511	283,882	(11,988)
Fundraising Expenses	194,020	134,840	150,101	(43,919)
Net Fundraising Income	2,239,870	2,118,527	2,031,017	208,853
Outreach Program	FY 25	Projected FY 24	Budget FY 24	Change FY 24 to FY 25
Outreach Income	0	0	0	0
Personnel	521,126	404,141	458,681	(62,446)
Outreach Supplies	32,846	14,139	32,865	19
Volunteer Appreciation	3,905	2,000	1,850	(2,055)
Auto Expense	10,671	0	0	(10,671)
IT Support	13,100	0	0	0
Outreach Storage & Marketing	6,500	0	0	0
Meeting & Travel Expenses	13,324	2,000	4,600	(8,724)
Total Program Costs	601,472	422,280	497,995	(103,477)
Other Revenue	FY 25	Projected FY24	Budget FY 24	Change FY 24 to FY 25
Other Income	37,900	68,517	19,008	18,892
Other Income	37,900	68,517	19,008	18,892
Summary	FY 25	Projected FY 24	Budget FY 24	Change FY 24 to FY 25
Total Revenue	6,748,120	5,952,389	6,249,228	498,892
Total Personnel	(5,001,447)	(4,254,509)	(4,746,250)	(255,196)
Total Clinic Expense	(693,352)	(563,790)	(678,935)	(14,417)
Total Overhead Expense	(1,009,851)	(949,677)	(917,421)	(92,430)
Total Fund. & Outreach expense	(274,366)	(152,979)	(189,416)	(84,950)
NET INCOME	(230,896)	31,435	(282,794)	51,898
Depreciation	335,632	298,557	306,872	28,760
Capital Expenditure	(262,289)	(150,000)	(138,028)	(124,261)
Cash flow	(157,553)	179,992	(113,950)	(43,603)

FY25-FY29 Sonrisas CAPITAL Budget

DESCRIPTION	FY 25	FY 26	FY27	FY 28	FY 29
IT Equipment	\$53,009	\$19,000	\$19,000	\$19,000	\$19,000
Facility Improvements	\$18,100	\$6,500	\$20,000	\$20,000	\$20,000
New Dental Equipment	\$0	\$0	\$0	\$0	\$0
Replacement Dental Equipment	\$175,880	\$179,295	\$213,240	\$193,240	\$213,240
Community Outreach Equipment	\$15,300				
	\$ 262,289	\$ 204,795	\$ 252,240	\$ 232,240	\$ 252,240

Legend:

IT Equipment: Computers, Servers, Monitors, etc.

Facility Improvements: Leaseholder Improvements, Furniture and Fixtures

New Dental Equipment: Equipment needed for expansion of providers/visits

Replacement Dental Equipment: Items reaching their age for replacement. Assumes 50% of possible items

Community Outreach Equipment: Van, dental equipment

Sonrisas Dental Health



May Board Meeting
FY24 Budget Walk Meetings

FY 24 Strategic Plan Achievements

- **Sonrisas Culture**
 - Employee events, snacks and holiday sweater enjoyed by staff
 - Leadership Lab and coaching
 - Completed DEIJ business case
- **Sustainable Growth**
 -  SMMC per visit rate, progress on contract expansion
 - In conversation with two additional possible FQHC partners
 - Fundraising: 29% higher event revenue and 41% more individual and corporate donors
- **Community and Patient Engagement**
 - Quality Committee Established
 - Stakeholder feedback instrument
 - Outreach program growth and innovation

FY 25 Budget Focus – Operational Improvements and Continued Growth

- **Sonrisas Culture**
 - Strengthening Clinic Operations
 - Incorporating DEIJ Business Case
- **Sustainable Growth**
 - FQHC Pathways Project
 - Major donor program, sustaining institutional funders
- **Patient and Community Engagement**
 - Quality Committee
 - Patient Health Outcomes
 - Outreach Program - Innovation
 - Community Health Worker, sealant program, special needs programming



Capital Budget

FY25-FY29 Sonrisas CAPITAL Budget

DESCRIPTION	FY 25	FY 26	FY27	FY 28	FY 29
IT Equipment	\$23,009	\$19,000	\$19,000	\$19,000	\$19,000
Facility Improvements	\$16,500	\$6,500	\$20,000	\$20,000	\$20,000
New Dental Equipment	\$0	\$0	\$0	\$0	\$0
Replacement Dental Equipment	\$103,240	\$179,295	\$213,240	\$193,240	\$213,240
Community Outreach Equipment	\$55,000				
	\$ 197,749	\$ 204,795	\$ 252,240	\$ 232,240	\$ 252,240

Sonrisas' Cash Reserve Policy calls for \$1M in reserves. Current cash position is \$1.875 M (as of 5/13/24)
FY25 reserve policy will be presented for approval at June board meeting

Legend:

- IT Equipment: Computers, servers, monitors, etc.
- Facility Improvements: Lease holder improvements, furniture and fixtures
- New Dental Equipment: Equipment needed for expansion of providers/visits
- Replacement Dental Equipment: Items reaching end of useful life.
- Community Outreach Equipment: Van, dental equipment

Capital Equipment TBD

- Build out of 10th operatory in San Mateo
- X-Ray Equipment for Outreach
- IT Equipment

FY 25 Clinical Planned Outcomes

Patient Care Days/Week/Provider Type	FY 24 Projected	FY 24 Budget	FY 25 Budget
Dentist Days/Week SM	13.4	15	14
Pediatric Dentist SM	3	3	3
Hygienist Days SM	14.5	15	15
Dentist Days HMB	6.5	8	9
Hygienist Days HMB	2	4	3
TOTAL PROVIDER DAYS	39.4	45	43
TOTAL VISITS	13,942	16,759	15,984

- PTO Forecast
 - Provider PTO in FY24 estimated at 3%, actual 7%. FY25 uses 7%
- Time-Off without pay:
 - 1.8% of providers days were taken w/o pay
 - Dental assistants and CCC team time w/o pay
 - FY25 estimates 99% of clinical staff in wages

FY 25 Clinical Staff to be recruited

Friday dentist for San Mateo
Coverage for dentist maternity leave
One day a week hygienist in HMB
TBD One Dental Assistant

Clinical Opportunities

10th operatory build out in San Mateo
Pescadero Clinic (Measure K)



FY 25 Clinical Revenue Opportunity

Payer Mix	FY 24 Actual	FY 25 Budget	FY 25 Opportunity
Comm/PPO	22%	22%	
Private Pay	2%	3%	
Affordable Scale	4%	4%	
Farmworker	2%	3%	
FQHC	15%	18%	23%
HPSM	47%	41%	37%
Denti-Cal	8%	9%	9%

FQHC Contract Expansion

Budget currently assumes 3% growth in FQHC visits.

With the addition of Pediatrics to the contract, percentage expected to may increase to ~23% for FY25.

FQHC visits pay an average of \$165/visit more than HPSM visits.

Estimated additional revenue is \$100,000-150,000



PDI Per Visit Average Reimbursement

Denti-Cal \$147
 HPSM \$194
 FQHC/SMMC \$360 (9/1/24)

FY 25 Community Outreach Planned Outcomes



Community Outreach	FY 24 Projected Actuals	FY 24 Budget	FY 25
Child Screenings	3,400	3,000	3,500
Senior Screenings	210	165	200
Senior Mobile Visits	13	13	15
Oral Health Presentation Attendees	143	80	100
Special Needs	N/A	N/A	TBD

Revenue Opportunity

Community Health Worker funds for Care Coordinator. Discussions with HPSM to pilot billing. Estimated revenue is \$50-60K/year. Revenue not included.

Planned Innovations

Sealant Program
Larger Senior Events
Special Needs Program

Van for events. Storage space at PHCD building.



FY 25 Fundraising Planned Outcomes

Fundraising Income	FY 24 Projected Actuals	FY 24 Budget	FY 25 Budget
Donations	\$162,000	\$160,000	\$150,000
Events	\$164,000	\$130,000	\$189,000
PHCD Grant	\$800,000	\$800,000	\$800,000
Other Grants	\$1,404,000	\$1,375,000	\$1,591,000
Total	\$2,530,000	\$2,465,000	\$2,730,000

Fundraising Focus

Increased Event revenue, bringing in new donors

Continuing to build major donor program

Sustaining institutional revenue and funder relationships

Total of 11% Growth



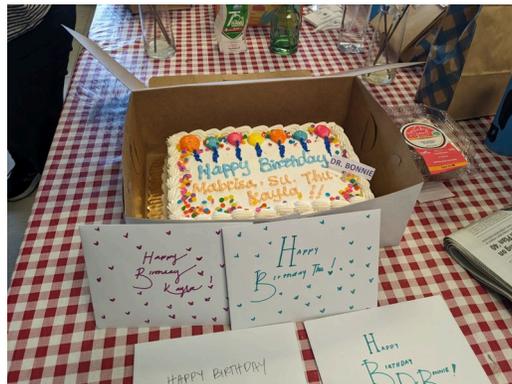
FY 25 Staffing to Support Outcomes

	FY25 FTE	FY24 FTE
Administration	6	5
Clinical Staff	24	25
Community Outreach	3.2	3.2
Fundraising	2	2
FTE Total	34.85	35.25
Salary Plus Fringe	\$5.03 M	\$4.65 M

4.5% Merit Increase Pool

Director of Operations

- Larger administrative team
- Focus: Admin side of clinic operations, IT, provider recruiting, program financials



Strategic Plan: FQHC Pathways Investment

FY24 Estimates

- 20% of CEO's Time
- 50% of Strategic Project Manager
- FQHC Consultants

\$69,000 invested

FY25 Estimates

- 40% of CEO's Time
- 20% of Director of Operations
- FQHC Consultants

\$89,000 Planned



FY 25 DRAFT Operating Budget Summary

Summary	FY 25	Projected FY 24	Budget FY 24	Change FY24 to FY25
Total Revenue	6,623,160	5,952,389	6,249,228	373,932
Total Personnel	(4,953,142)	(4,254,509)	(4,746,250)	(206,891)
Total Clinic Expense	(696,323)	(563,790)	(678,935)	(17,388)
Total Overhead Expense	(973,804)	(949,677)	(917,421)	(56,383)
Total Fund. & Outreach expense	(252,778)	(152,979)	(189,416)	(63,363)
NET INCOME	(252,887)	31,435	(282,794)	29,907
Depreciation	318,146	298,557	306,872	11,274
Capital Expenditure	(197,749)	(100,000)	(138,028)	(59,721)
Cash flow	(132,490)	229,992	(113,950)	(18,540)

Items Not Yet Included

FQHC % increase

IT Changes

10th Operatory Build Out

Community Health Worker
Revenue

Sonrisas' Cash Reserve Policy calls for \$1M in reserves

Current cash position \$1.875 M (as of 5/13/24)

FY25 reserve policy will be presented for approval at June board meeting along with final budget



FY25 Operating Budget Contingencies

Area of Risk	Concern	Impact	Mitigation
Clinical Staffing	Provider vacancies affect clinic visit volume	Fewer appointments for existing patients	Establish on-call pool for hygienists and dental assistants
SMMC Contract Expansion	New dentists take 3 months to be credentialed	New dentist cannot treat FQHC patients	Explore longer hiring timelines for dentists
	Expansion % not accurate	Patient revenue target not met	Increase fundraising, accept higher negative cash flow
Director of Operations	Availability of suitable candidates and on-boarding timeline	Less CEO time to work on FQHC pathways project and some strategic goals won't be completed	Strategic Project Manager may be able to stay on as a consultant
Opportunity	Status	Impact	Mitigation
Community Health Worker	Pilot request with HPSM. Will also explore for Medi-Cal Dental	\$50-60K annually	Budget does not assume any revenue

Sonrisas Estimated Cash Position FY25 - FY29					
Scenario #1: No change in Clinic Visits/Payer Mix, No Pescadero, No Outreach Revenue					
	FY 25	FY 26	FY 27	FY28	FY 29
Beginning Cash Position	\$1,877,041.93	\$1,719,489.12	\$1,536,417.62	\$1,223,170.25	\$846,838.56
Net Patient Care	\$3,980,460.28	\$4,034,788.60	\$4,090,746.76	\$4,148,383.67	\$4,207,749.69
Direct Patient Care Cost	(\$4,321,671.15)	(\$4,487,604.48)	(\$4,659,967.13)	(\$4,839,010.04)	(\$5,024,994.00)
Indirect Patient Care Cost	(\$1,565,982.93)	(\$1,619,178.11)	(\$1,674,287.53)	(\$1,731,312.20)	(\$1,790,320.05)
Program (Excluding PHCD Grants)	\$1,439,870.29	\$1,533,712.70	\$1,634,138.19	\$1,741,653.25	\$1,856,806.96
Grant from PHCD	\$800,000.00	\$800,000.00	\$800,000.00	\$800,000.00	\$800,000.00
Outreach Program	(\$601,472.30)	(\$624,328.02)	(\$648,077.85)	(\$672,756.97)	(\$698,401.92)
Other Income	\$37,900.00	\$39,795.00	\$41,784.75	\$43,873.99	\$46,067.69
Net Income	(\$230,895.81)	(\$322,814.30)	(\$415,662.81)	(\$509,168.30)	(\$603,091.64)
Depreciation Expenses	\$335,632.00	\$344,537.80	\$354,655.44	\$365,076.61	\$375,810.42
Estimated Capital purchases	(\$262,289.00)	(\$204,795.00)	(\$252,240.00)	(\$232,240.00)	(\$252,240.00)
Ending Cash Position	\$1,719,489.12	\$1,536,417.62	\$1,223,170.25	\$846,838.56	\$367,317.34
Scenario #1 Assumptions					
Clinical Assumptions					
% Increase In SM, HMB Visits	0%	0%	0%	0%	0%
Patient Revenue					
Same Payer Mix FY25-FY29					
SMMC, Farmworker Rate Increase YOY	3%	3%	3%	3%	3%
Private Pay YOY Rate Increase	3%	3%	3%	3%	3%
Commercial Insurance YOY Rate Increase	3%	3%	3%	3%	3%
Fundraising - Grants YOY	5%	5%	5%	5%	5%
Fundraising - Events, Donations YOY	10%	10%	10%	10%	10%
Outreach Billable Revenue					
HPSM Billing for Screening, CHW	0%	0%	0%	0%	0%
Expenses					
Salary Increase YOY	4%	4%	4%	4%	4%
Program and Admin Expenses YOY	3%	3%	3%	3%	3%

Sonrisas Estimated Cash Position FY25 - FY29

Scenario #2: Pescadero Clinic, Outreach Revenue, 50% FQHC Visits by FY28

	FY 25	FY 26	FY 27	FY28	FY 29
Beginning Cash Position	\$1,877,041.93	\$1,719,489.12	\$1,871,595.21	\$1,945,913.41	\$2,198,388.01
Net Patient Care	\$3,980,460.28	\$4,197,150.29	\$4,491,811.94	\$4,776,894.57	\$4,791,781.60
Direct Patient Care Cost	(\$4,321,671.15)	(\$4,487,604.48)	(\$4,659,967.13)	(\$4,839,010.04)	(\$5,024,994.00)
Indirect Patient Care Cost	(\$1,565,982.93)	(\$1,619,178.11)	(\$1,674,287.53)	(\$1,731,312.20)	(\$1,790,320.05)
Fundraising Program (Excluding PHCD)	\$1,439,870.29	\$1,533,712.70	\$1,634,138.19	\$1,741,653.25	\$1,856,806.96
Grant from PHCD	\$800,000.00	\$800,000.00	\$600,000.00	\$600,000.00	\$600,000.00
Outreach Program	(\$601,472.30)	(\$574,328.02)	(\$588,077.85)	(\$602,756.97)	(\$618,401.92)
Pescadero Program	\$0.00	\$122,815.90	\$126,500.38	\$130,295.39	\$134,204.25
Other Income	\$37,900.00	\$39,795.00	\$41,784.75	\$43,873.99	\$46,067.69
Net Income	(\$230,895.81)	\$12,363.29	(\$28,097.24)	\$119,637.99	(\$4,855.47)
Depreciation Expenses	\$335,632.00	\$344,537.80	\$354,655.44	\$365,076.61	\$375,810.42
Estimated Capital purchases	(\$262,289.00)	(\$204,795.00)	(\$252,240.00)	(\$232,240.00)	(\$252,240.00)
Ending Cash Position	\$1,719,489.12	\$1,871,595.21	\$1,945,913.41	\$2,198,388.01	\$2,317,102.96
Scenario #2 Assumptions					
Clinical Assumptions					
% Increase In SM, HMB Visits	0%	0%	0%	0%	0%
Pescadero Clinic w/ 1400, 100% FQHC		1400 visits	1400 visits	1400 visits	1400 visits
Patient Revenue					
SMMC Payer Percentage + 3% YOY rate increase	24%	30%	40%	50%	50%
Private Pay YOY Rate Increase	3%	3%	3%	3%	3%
Commercial Insurance YOY Rate Increase	3%	3%	3%	3%	3%
Fundraising - Grants	5%	5%	5%	5%	5%
Fundraising - Events, Donations	10%	10%	10%	10%	10%
Outreach Billable Revenue					
HPSM Billing for Screening, CHW	\$0	\$50,000	\$60,000	\$70,000	\$80,000
Expenses					
Salary Increase YOY	4%	4%	4%	4%	4%
Program and Admin Expenses YOY	3%	3%	3%	3%	3%
Pescadero Expenses - Clinic Only		Added	Added	Added	Added





DATE: June 18, 2024

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: CEO Report

1. Clinic Operations:

- Clinic visits were under budget by (129) visits and over forecast by 55 visits in April. There are 3.5 provider days (1 day dentist in San Mateo, 2 days of hygienists between both centers) that were budgeted but the positions were not filled for various reasons. It is notable that there were 274 FQHC visits, 98 over budget. That is 21% of the total visits with the budgeted amount being 12%. The front office team has been diligent in holding blocks on the provider schedules for FQHC visits and not releasing them until 2 days before.

	May					
	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% of Budgeted Visits
Comm/PPO	347	280	281	(66)	21%	24%
Private Pay	35	23	31	(4)	2%	2%
Medi-Cal Dental	809	684	660	(149)	50%	56%
Affordable Plan	49	64	41	(8)	3%	3%
Farmworker	31	35	32	1	2%	2%
FQHC	176	178	274	98	21%	12%
Access to Care Subtotal	1,066	961	1,007	(59)	76%	74%
Total Visits	1,448	1,264	1,319	(129)		

2. SMMC FQHC Contract: The contract language allowing the expansion to pediatric patients (ages 0-20) has been completed and was dated May 1st. The team will begin a slow ramp up to putting patients ages 8-20 on the credentialed general dentists' schedules. The pediatric dentists are working on their credentialing and our goal is to have it completed by October 1st. The expansion of the FQHC visits has been included in the FY25 Budget.
3. Staffing: The Practice Manager resigned from their position on June 10th after being on 5-week leave of absence. The team is working on recruiting a replacement; and the Dental Director is now directly supervising the Care Coordinator Team, along with his many other duties. Many staff have stepped up to cover the complex duties the Practice Manager is responsible for. It will take some time to find and train the right candidate. UHC Solutions (UHC), who specializes in recruiting for FQHC and community healthcare centers, has been engaged to lead an active recruiting process to identify Sonrisas' first COO. The team was impressed with their experience and process for recruiting for medical/dental non-profit organizations. The Sonrisas team has

decided to focus on COO candidates with dental (or possibly medical) clinical operations experience. UHC anticipates it can take up to 4 months to find and on-board a candidate.

4. Financial Update: On June 19th, Sonrisas' current cash position was \$1,856,000.





DATE: June 13, 2024

TO: SDH Board of Directors

FROM: Vickie Yee, CFO
Tina Wang, Senior Accountant

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

MAY PERFORMANCE:

- **Revenue:** Net Patient Revenue was **\$340,521** - \$29K better than budget
 - Total visits were 1,319 - 129 below the budget
 - Total gross revenue was \$593,307 – \$33k below the budget from lower visit volume
 - Total uncompensated care deduction was **(\$252,785)** – 43% of gross revenue.
- **Expenses: \$527,612** – \$15K better than the budget.
 - Direct Expenses - \$8k better than budget.
 - Indirect Expenses -\$7K better than budget.
- **Donations/Grants & Other Income: \$123,729** - \$81K below the budget due to the timing of when donations and grants were received. YTD numbers expected to exceed budget.
 - \$11,397 from individual donations for Coastside Gives.
 - \$97,178 released from restricted grants, which includes an estimated \$43K from Sequoia Health District
 - \$6,667 from PHCD grant. There is a remaining \$6,667 to release for June in FY 25.
 - \$2,500 TriNet credit
 - \$1,900 for interest and capital gain.
 - \$4,087 for unrealized gain

NET INCOME: **\$(63,367)- \$36K below the budget**



YTD PERFORMANCE:

- While visits are under budget by 15.8%, total direct care expenses are under budget by 14.1%.
- Net Fundraising efforts are behind by \$5K due to timing. Two grants totaling \$85K are expected to be received in June.
- Staffing has been challenging, resulting in 2,429 fewer visits than budget. In addition, providers took more PTO days than budgeted. All available appointments are mostly filled, except for a few no-shows due to sickness.
- The current City National Bank balance is \$1,019,519 (our initial investment was \$1M) and an unrealized gain of \$17,131.

YTD PERFORMANCE TO BUDGET: YTD's net income is **\$50,491**, \$355K better than the budget. The estimated cash flow is **\$181K**, \$342K better than the budget. PHCD grant to date is \$793K.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>12,929</i>	<i>15,358</i>	<i>(2,429)</i>
Gross Patient Revenue	\$5,765,120	\$6,725,963	(14%)
Uncompensated Care (Deductions)	(\$2,673,140)	(\$3,323,714)	20%
Grants/Donations/Other Income	\$2,334,630	\$2,287,094	2%
Direct Cost	(\$3,425,379)	(\$3,987,770)	14%
Indirect Cost	(\$1,950,741)	(\$2,006,557)	3%
Net Income	\$50,491	(\$304,985)	117%
<i>Non-cash items adj.</i>			
Depreciation	\$273,961	\$281,299	3%
Capital Expenditure	\$143,641	\$138,028	(4%)
Estimated Cash Flow	\$180,811	(\$161,713)	212%

FINANCIAL OPERATIONS:

- The Peninsula Health Care District and Sequoia Health Care District are billed quarterly based on the number of District residents' visits each quarter. The cap for PHCD is \$800K, and Sequoia is \$586K. As of May, PHCD has \$6.7K, and Sequoia has \$49K remaining for FY 25.

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

As of Date:

Location:

Restriction:

	Month Ending 05/31/2024			Year To Date 05/31/2024		
	Actual	2023 2024 BUDGET	Budget Diff	Actual	2023 2024 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	12,973.00	19,720.10	(6,747.10)	177,967.00	212,134.70	(34,167.70)
PPO	87,356.00	111,228.32	(23,872.32)	868,760.23	1,191,311.26	(322,551.03)
Private Pay	9,593.00	10,279.90	(686.90)	97,445.00	110,751.89	(13,306.89)
Public Dental Insurance	318,189.00	372,255.31	(54,066.31)	3,175,140.30	3,855,584.04	(680,443.74)
Tobacco Tax	1,422.02	0.00	1,422.02	133,360.82	0.00	133,360.82
PDI Community of Care Incentives	0.00	0.00	0.00	30,140.00	70,000.00	(39,860.00)
Affordable Scale	17,782.00	20,737.34	(2,955.34)	192,127.00	214,077.36	(21,950.36)
Farmworker	20,015.00	14,046.22	5,968.78	138,386.00	153,198.50	(14,812.50)
FQHC	125,976.50	78,516.17	47,460.33	942,376.50	918,905.23	23,471.27
Gross Patient Revenue	593,306.52	626,783.36	(33,476.84)	5,755,702.85	6,725,962.98	(970,260.13)
Uncompensated Care						
Prior Period Adjustment	1,664.87	(1,000.00)	2,664.87	576.00	(11,000.00)	11,576.00
Uncompensated Care - Commercial Insurance	(3,234.60)	(3,364.31)	129.71	(29,071.27)	(35,724.48)	6,653.21
Uncompensated Care - PPO	(29,980.30)	(45,789.64)	15,809.34	(329,544.52)	(490,309.90)	160,765.38
Uncompensated Care - Public Dental Insurance	(180,344.62)	(230,083.49)	49,738.87	(1,937,943.79)	(2,383,104.66)	445,160.87
Uncompensated Care - Affordable Scale	(7,233.00)	(8,808.13)	1,575.13	(83,788.75)	(90,887.47)	7,098.72
Uncompensated Care - Farmworker	(3,149.00)	(2,253.90)	(895.10)	(8,116.00)	(24,582.72)	16,466.72
Uncompensated Care - FQHC	(30,006.00)	(22,464.66)	(7,541.34)	(248,235.11)	(266,105.18)	17,870.07
Fee Adjustments	(503.28)	(2,000.00)	1,496.72	(37,016.19)	(22,000.00)	(15,016.19)
Total Uncompensated Care	(252,785.93)	(315,764.13)	62,978.20	(2,673,139.63)	(3,323,714.41)	650,574.78
Other Program Revenue						
Other Program Revenue	0.00	0.00	0.00	9,418.00	0.00	9,418.00

Total Other Program Revenue	0.00	0.00	0.00	9,418.00	0.00	9,418.00
Net Patient Revenue	340,520.59	311,019.23	29,501.36	3,091,981.22	3,402,248.57	(310,267.35)
Total Expenses						
Direct Expenses						
Direct Personnel Expense						
Direct Program Salaries	268,010.51	264,708.23	(3,302.28)	2,573,526.32	2,911,790.53	338,264.21
Payroll Taxes	19,568.13	20,250.18	682.05	180,247.00	222,751.98	42,504.98
Unemployment Taxes	479.96	2,179.68	1,699.72	17,316.07	23,976.48	6,660.41
Benefits	6,703.90	8,400.11	1,696.21	71,859.89	92,401.21	20,541.32
401k Match	6,249.03	6,617.70	368.67	56,921.51	72,794.70	15,873.19
Worker's Comp	1,745.38	1,852.95	107.57	17,843.63	20,382.45	2,538.82
Continuing Education	0.00	150.00	150.00	2,210.00	1,650.00	(560.00)
License and Registration	1,746.33	1,000.00	(746.33)	14,072.94	11,000.00	(3,072.94)
Outreach Fellowship Stipend	500.00	1,112.00	612.00	6,000.00	8,889.00	2,889.00
Total Direct Personnel Expense	305,003.24	306,270.85	1,267.61	2,939,997.36	3,365,636.35	425,638.99
Clinic Expenses						
Sterilization Services	883.50	841.46	(42.04)	9,521.08	9,256.06	(265.02)
Shredding	117.00	98.00	(19.00)	916.00	1,078.00	162.00
Dental Specialist-Claims Processing	5,002.86	5,724.16	721.30	51,509.07	60,096.20	8,587.13
Dental Supplies	22,474.32	26,618.28	4,143.96	219,051.28	280,265.68	61,214.40
Equipment Maintenance	80.25	0.00	(80.25)	152.25	0.00	(152.25)
Small Dental Equipment	1,639.70	400.00	(1,239.70)	5,391.15	5,400.00	8.85
Dental Equipment Repair	6,072.44	3,218.00	(2,854.44)	26,340.51	35,398.00	9,057.49
Lab Fees	10,867.24	14,215.44	3,348.20	123,626.37	148,893.79	25,267.42
Uniforms	0.00	50.00	50.00	1,124.17	450.00	(674.17)
PPE& Covid Related	4,032.84	7,695.79	3,662.95	47,749.75	81,295.88	33,546.13
Total Clinic Expenses	51,170.15	58,861.13	7,690.98	485,381.63	622,133.61	136,751.98
Total Direct Expenses	356,173.39	365,131.98	8,958.59	3,425,378.99	3,987,769.96	562,390.97
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	78,313.52	77,703.14	(610.38)	832,554.39	864,734.54	32,180.15
Payroll Taxes	5,865.04	5,659.92	(205.12)	64,537.41	63,024.12	(1,513.29)
Unemployment Taxes	0.00	677.25	677.25	3,720.62	7,549.75	3,829.13
Benefits	3,250.10	1,659.31	(1,590.79)	19,111.33	18,468.41	(642.92)
401k Match	3,141.93	2,331.09	(810.84)	17,441.20	25,941.99	8,500.79
Worker's Comp	0.00	543.91	543.91	7,113.65	6,053.01	(1,060.64)
Total Indirect Personnel Expenses	90,570.59	88,574.62	(1,995.97)	944,478.60	985,771.82	41,293.22

Facility Expenses						
Building Maintenance	2,453.05	1,830.00	(623.05)	21,526.56	20,130.00	(1,396.56)
Janitorial Service	2,733.00	2,729.34	(3.66)	29,813.00	29,596.70	(216.30)
Rent	3,484.00	3,484.00	0.00	38,324.00	38,324.00	0.00
Phone/Internet	2,225.28	1,820.25	(405.03)	19,931.68	20,022.75	91.07
Utilities	4,796.64	4,000.00	(796.64)	48,108.74	44,000.00	(4,108.74)
Total Facility Expenses	15,691.97	13,863.59	(1,828.38)	157,703.98	152,073.45	(5,630.53)
Office Expenses						
Claims Processing	513.53	470.00	(43.53)	6,186.06	5,170.00	(1,016.06)
Patient Notification	798.00	800.00	2.00	8,778.00	8,800.00	22.00
Office Supplies	1,814.87	2,494.85	679.98	20,056.40	24,611.35	4,554.95
Postage and Shipping	380.85	384.00	3.15	4,167.66	4,224.00	56.34
Printing Costs	0.00	0.00	0.00	0.00	750.00	750.00
Property Taxes	0.00	0.00	0.00	65.58	250.00	184.42
Employee Goodwill	1,823.93	1,443.00	(380.93)	16,845.69	16,133.00	(712.69)
Recruitment Expense	54.99	181.00	126.01	9,131.29	1,991.00	(7,140.29)
Total Office Expenses	5,386.17	5,772.85	386.68	65,230.68	61,929.35	(3,301.33)
Insurance						
Insurance - Malpractice	1,254.07	858.00	(396.07)	10,340.07	8,736.00	(1,604.07)
Insurance - Liability & Property	560.00	607.00	47.00	6,082.00	6,182.00	100.00
Insurance - Directors & Officer Liability	958.00	804.00	(154.00)	9,538.20	8,844.00	(694.20)
Total Insurance	2,772.07	2,269.00	(503.07)	25,960.27	23,762.00	(2,198.27)
Fundraising Department						
Fundraising Expenses	222.16	6,504.00	6,281.84	56,630.53	58,238.00	1,607.47
Fundraising Consulting	2,280.00	2,917.00	637.00	75,210.00	66,587.00	(8,623.00)
Total Fundraising Department	2,502.16	9,421.00	6,918.84	131,840.53	124,825.00	(7,015.53)
Professional fee						
Consultant - General	0.00	0.00	0.00	26,565.00	18,200.00	(8,365.00)
Consultant - HR Professionals	7,097.62	2,600.00	(4,497.62)	52,796.34	28,600.00	(24,196.34)
Consultant-Accounting	5,500.00	5,000.00	(500.00)	5,500.00	5,000.00	(500.00)
Consultant-Project Manager	4,200.00	6,000.00	1,800.00	57,400.00	66,000.00	8,600.00
Consultant-Outreach System	0.00	1,250.00	1,250.00	0.00	13,750.00	13,750.00
Consultant-FQHC	0.00	4,044.44	4,044.44	24,779.30	38,222.20	13,442.90
Consultant - Legal	0.00	0.00	0.00	2,239.00	0.00	(2,239.00)
Consultant - Leadership Coaching	0.00	3,277.77	3,277.77	25,041.64	29,222.16	4,180.52
Total Professional fee	16,797.62	22,172.21	5,374.59	194,321.28	198,994.36	4,673.08
General						

Depreciation Expense	24,759.69	25,572.67	812.98	273,960.81	281,299.37	7,338.56
Marketing Expense	10.50	0.00	(10.50)	12,031.42	17,058.00	5,026.58
Meeting & Travel Expenses	1,064.55	165.00	(899.55)	5,429.70	8,415.00	2,985.30
Fees and Interest	1,377.42	2,000.00	622.58	20,175.76	22,000.00	1,824.24
Outreach Supplies	851.51	0.00	(851.51)	15,214.08	30,031.75	14,817.67
Training & Membership	0.00	0.00	0.00	1,930.13	0.00	(1,930.13)
Board Expense	41.45	875.00	833.55	792.41	9,625.00	8,832.59
Total General	28,105.12	28,612.67	507.55	329,534.31	368,429.12	38,894.81
Computer expense						
Computer Support	6,973.13	6,446.66	(526.47)	70,399.62	67,713.28	(2,686.34)
Software Support	2,645.00	706.00	(1,939.00)	31,272.04	23,059.00	(8,213.04)
Total Computer expense	9,618.13	7,152.66	(2,465.47)	101,671.66	90,772.28	(10,899.38)
Total Indirect Expenses	171,443.83	177,838.60	6,394.77	1,950,741.31	2,006,557.38	55,816.07
Total Total Expenses	527,617.22	542,970.58	15,353.36	5,376,120.30	5,994,327.34	618,207.04
Total Net Program Income	(187,096.63)	(231,951.35)	44,854.72	(2,284,139.08)	(2,592,078.77)	307,939.69
Grants and Other Income						
Grants and Donations						
Fundraiser	0.00	0.00	0.00	153,844.63	130,000.00	23,844.63
Donations	11,396.97	20,000.00	(8,603.03)	84,501.39	148,000.00	(63,498.61)
Grants	97,178.38	116,667.00	(19,488.62)	1,240,291.14	1,258,333.00	(18,041.86)
PHCD Grants	6,666.67	66,667.00	(60,000.33)	793,333.33	733,337.00	59,996.33
Total Grants and Donations	115,242.02	203,334.00	(88,091.98)	2,271,970.49	2,269,670.00	2,300.49
Other Income						
Interest Income-Heritage	210.29	42.00	168.29	2,223.81	462.00	1,761.81
Other Income	2,500.00	0.00	2,500.00	17,608.19	0.00	17,608.19
Unrealized gain(loss)-CityNational	4,087.75	0.00	4,087.75	24,064.24	0.00	24,064.24
Investment Income	1,689.22	1,542.00	147.22	18,721.01	16,962.00	1,759.01
Sale of Fixed Asset	0.00	0.00	0.00	0.00	0.00	0.00
Interest Income	0.00	0.00	0.00	42.47	0.00	42.47
Total Other Income	8,487.26	1,584.00	6,903.26	62,659.72	17,424.00	45,235.72
Total Grants and Other Income	123,729.28	204,918.00	(81,188.72)	2,334,630.21	2,287,094.00	47,536.21
Net income	(63,367.35)	(27,033.35)	(36,334.00)	50,491.13	(304,984.77)	355,475.90

Sonrisas Dental Health**Balance Sheet**

As of Date:

05/31/2024

Location:

Sonrisas Dental Health

Year To Date

05/31/2024

Current Year Balance

Assets

Current Assets

Cash and Cash Equivalents

11218 - Heritage -Operating 858,319.30

11600 - Petty Cash 198.84

Total Cash and Cash Equivalents 858,518.14

Accounts Receivable, Net

Accounts Receivable

12100 - Accounts Receivable 357,423.93

12210 - Accounts Receivable - Grants 269,912.79

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

12220 - Accounts Receivable - Other Agencies 256,321.28

Total Accounts Receivable 862,409.35

Total Accounts Receivable, Net 862,409.35

Other Current Assets 44,276.17

Total Current Assets 1,765,203.66

Long-term Assets

Property & Equipment

17300 - Improvements 1,209,190.21

17400 - Equipment 1,537,625.77

17500 - Furniture/Fixtures 117,651.21

17600 - Vehicle 48,361.29

17999 - Accum Depreciation (2,151,938.46)

Total Property & Equipment 760,890.02

Other Long-term Assets 16,297.00

Total Long-term Assets 777,187.02

Investments

Long Term Investments

11410 - Investment Acct. - Merrill Lynch 11,050.31

11412 - Investment Acct. - City National 1,019,518.89

11415 - Unrealized Gain(loss) on Investment 17,130.52

Total Long Term Investments 1,047,699.72

Total Investments 1,047,699.72

Total Assets 3,590,090.40**Liabilities and Net Assets**

Liabilities

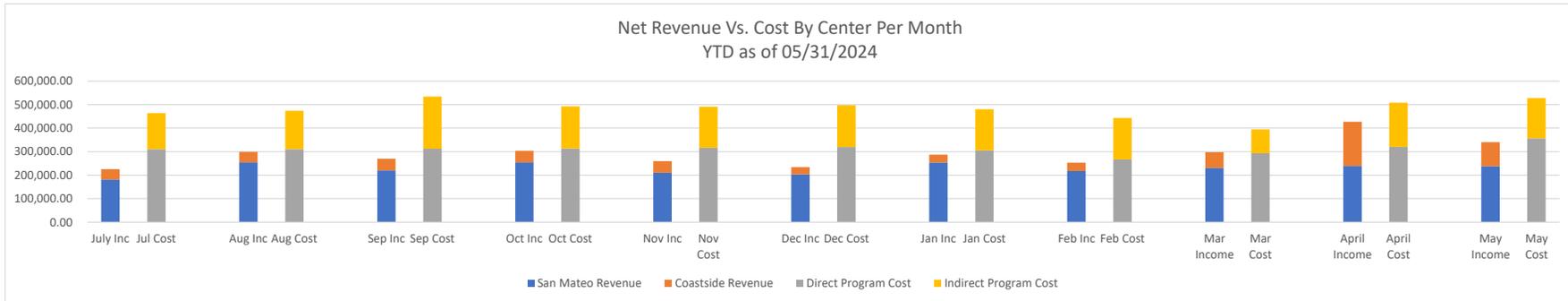
Short-term Liabilities

Accounts Payable

21110 - Accounts Payable	78,202.56
23100 - Patient Prepayments	19,927.06
23200 - Patient Refunds Payable	4,670.62
Total Accounts Payable	102,800.24
Accrued Liabilities	
22210 - Accrued Payroll	83,430.97
22220 - Accrued PTO	83,587.86
Total Accrued Liabilities	167,018.83
Withholding Tax Payable	
22230 - Accrued Payroll Taxes	6,378.62
Total Withholding Tax Payable	6,378.62
Total Short-term Liabilities	276,197.69
Long Term Liabilities	
Other Long-term Liabilities	3,229.68
Total Long Term Liabilities	3,229.68
Total Liabilities	279,427.37
Net Assets	3,310,663.03
Total Liabilities and Net Assets	3,590,090.40

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Sonrisas Dental Health Operations														
	Jul 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb24	Mar 24	Apr 24	May 24	Total	Budget	B(W)
San Mateo Revenue	181,811	254,513	220,223	254,699	210,340	203,601	253,866	217,293	231,515	239,395	238,433	2,505,687	2,538,403	(32,716)
Coastside Revenue	43,960	44,659	49,383	48,986	49,743	30,786	33,796	35,835	66,059	80,997	102,088	586,292	863,845	(277,553)
Total Net Revenue	225,771	299,172	269,606	303,685	260,083	234,387	287,662	253,129	297,573	320,392	340,521	3,091,979	3,402,248	(310,269)
Direct Program Cost	310,925	310,629	312,436	313,637	316,608	319,438	305,232	266,801	293,469	320,029	356,173	3,425,377	3,987,770	562,393
Indirect Program Cost	152,846	162,745	221,513	178,860	174,859	177,220	175,146	176,358	172,113	187,637	171,444	1,950,740	2,006,557	55,817
Total Cost	463,771	473,374	533,949	492,497	491,467	496,658	480,378	443,159	465,581	507,666	527,617	5,376,117	5,994,327	618,210
TOTAL	(238,000)	(174,202)	(264,343)	(188,811)	(231,385)	(262,272)	(192,717)	(190,030)	(168,008)	(187,275)	(187,096)	(2,284,138)	(2,592,079)	307,942
Dividend/Other Income	4,578	4,520	1,535	4,196	8,245	7,695	5,915	6,749	8,550	2,189	8,487	62,659	17,424	45,235
Donations Received	128,140	136,132	191,729	131,776	117,505	140,162	179,904	110,717	98,491	135,505	108,575	1,478,636	1,536,333	(57,697)
Grant from PHCD	66,666	80,667	112,467	66,666	66,666	118,669	66,666	66,666	86,067	55,468	6,667	793,334	733,337	59,997
OTHER INCOME	199,384	221,318	305,731	202,638	192,416	266,527	252,485	184,132	193,108	193,162	123,730	2,334,630	2,287,094	47,536
NET INCOME	(38,616)	47,116	41,388	13,827	(38,968)	4,255	59,768	(5,899)	25,100	5,887	(63,367)	50,492	(304,985)	355,477



	22-Jul	30-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	29-Feb	31-Mar	30-Apr	31-May	Total	Budget	Variance
San Mateo Visits	872	989	871	948	777	819	859	838	865	888	968	9,694	11,093	(1,399)
Half Moon Bay Visits	231	299	334	347	348	202	243	231	311	338	351	3,235	4,265	(1,030)
Total Visits	1103	1288	1205	1295	1125	1021	1102	1069	1176	1226	1319	12,929	15,358	(2,429)

Visits by Payer -San Mateo

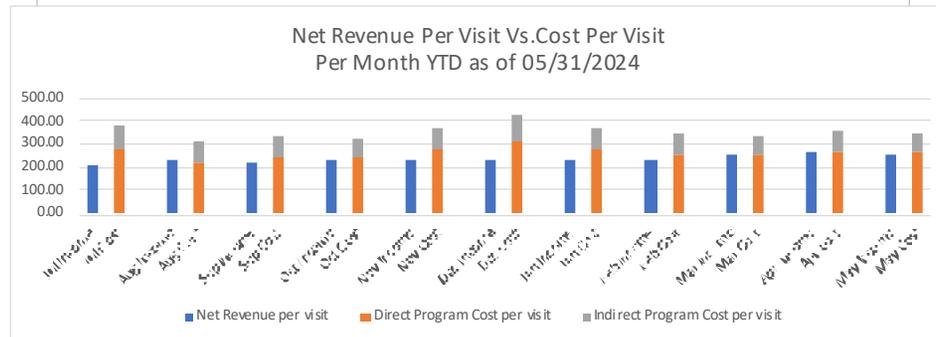
	31-May Budget		Variance	YTD	YTD Budget	Variance
Commercial Insurance	32	42	(10)	337	459	(122)
PPO	193	241	(48)	2076	2630	(554)
Private Pay	28	31	(3)	263	343	(80)
Affordable Scale	21	22	(1)	175	229	(54)
Farmworker	0		0			0
FQHC	197	136	61	1566	1670	(104)
Public Dental-Medi-Cal Dental	69	0	69	226	0	226
Public Dental-HPSM	428	545	(117)	5051	5762	(711)
Total Visits	968	1017	(49)	9694	11093	(1,399)

Visits by Payer -Half Moon Bay

	31-May Budget		Variance	YTD	YTD Budget	Variance
Commercial Insurance	10	12	(2)	63	118	(55)
PPO	46	52	(6)	379	510	(131)
Private Pay	3	4	(1)	36	39	(3)
Affordable Scale	20	28	(8)	295	274	21
Farmworker	32	31	1	307	343	(36)
FQHC	77	40	37	450	393	57
Public Dental-Medi-Cal Dental	21	0	21	75	0	75
Public Dental-HPSM	142	264	(122)	1630	2588	(958)
	351	431	(80)	3235	4265	(1,030)

Avg. Income (Loss) per Visit			
	YTD	Budget YTD*	FY23
Net Revenue per Visit	\$ 239.15	\$ 221.53	\$204.01
Direct Cost per Visit	\$ (261.50)	\$ (259.65)	(\$234.27)
Indirect Cost per Visit*	\$ (91.58)	\$ (83.08)	(\$79.46)
Net Income per Visit	\$ (113.93)	\$ (121.21)	(\$109.72)

* Indirect cost excludes costs in outreach program and fundraising department



Sonrisas Dental Health Operations May 24 Vs. May 23			
	May-24	May-23	Variance B(W)
Visits	1319	1367	(48)
San Mateo Revenue	238,433	198,049	40,384
Coastside Revenue	102,088	68,816	33,272
Total Net Revenue	340,521	266,865	73,656
Direct Program Cost	356,173	294,453	(61,720)
Indirect Program Cost	171,444	134,074	(37,370)
Total Cost	527,617	428,527	(99,090)
TOTAL	(187,096)	(161,662)	(25,434)
Dividend/Other Income	8,487	(1,440)	9,927
Donations Received	108,575	103,080	5,495
Grant from PHCD	6,667	75,000	(68,333)
Grants and Donations	123,730	176,640	(52,910)
NET INCOME	(63,367)	14,978	(78,345)





DATE: June 18, 2024
TO: SDH Board of Directors
FROM: Spandan Chakrabarti, Community Resources Director
RE: **Development Update**

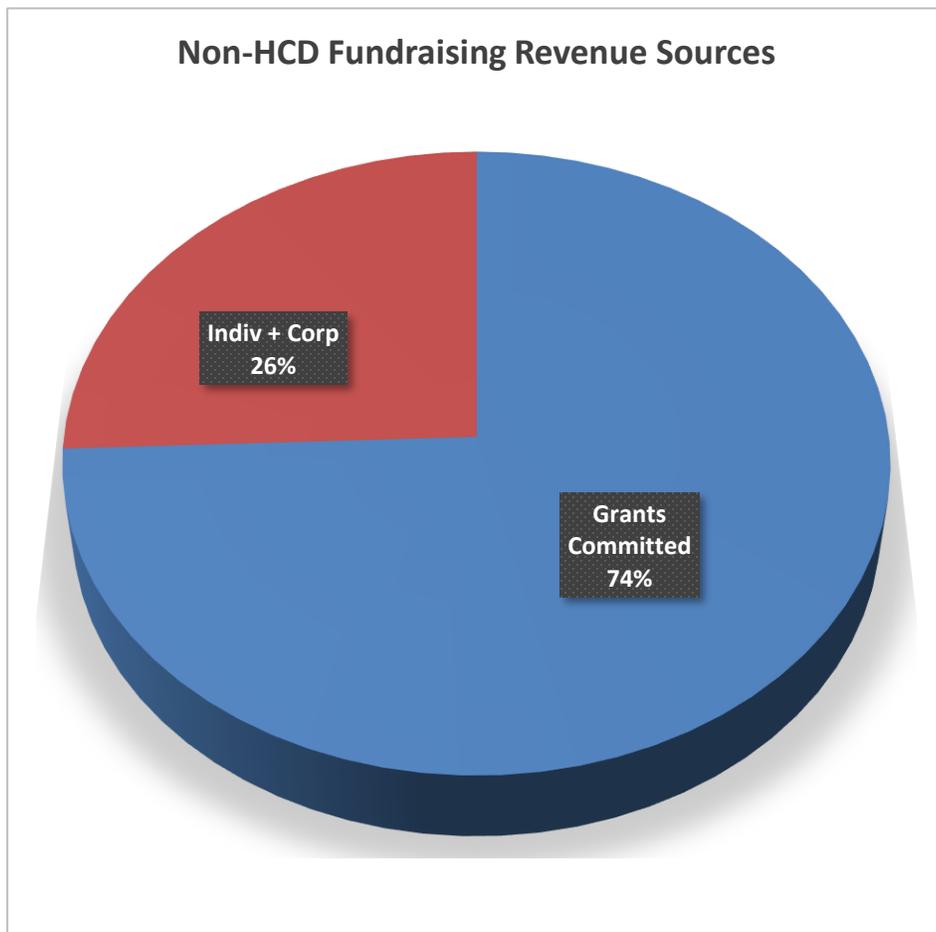
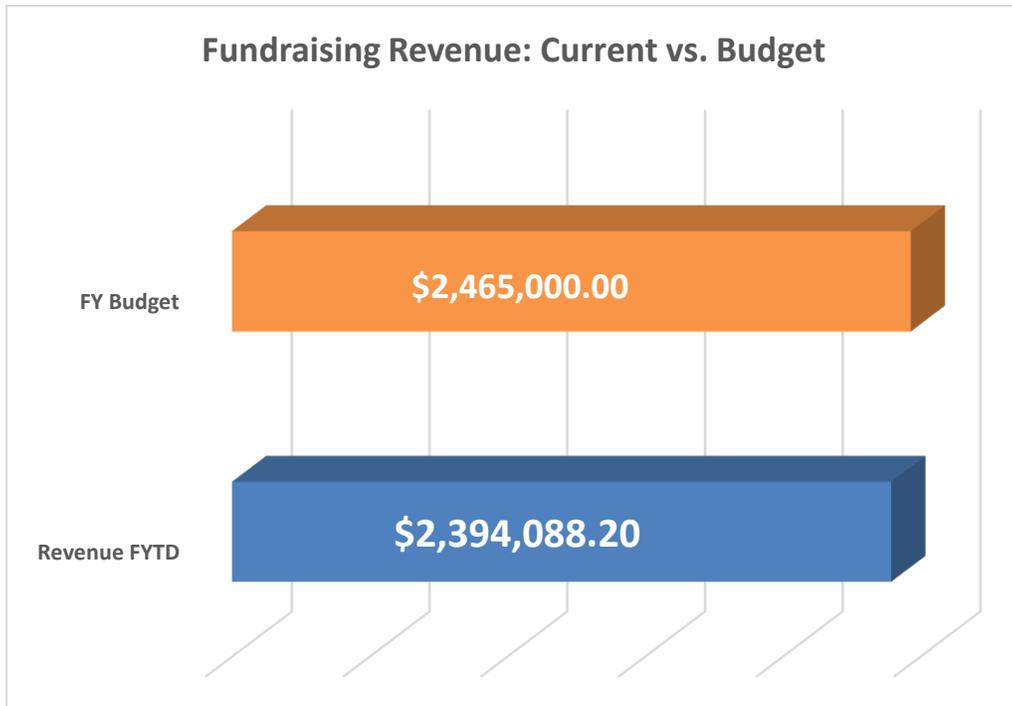
Grantseeking update: In May, Sonrisas was awarded \$190,000 in discretionary Measure K funds to fund screenings, access to care, and capital expenditures for a transit van.

As of the end of May, \$2,146,000 in grant dollars have been released or are scheduled to be released through the end of the fiscal year. \$562,500 in Sonrisas grant requests are actively under consideration by funders, in addition to Sonrisas' Measure K application of \$1.5 million, pending before the County of San Mateo.

Cooking for a Cause Update: The Sonrisas Development Committee and fundraising staff is continuing to secure sponsorships, early table purchases, and auction item donations for September's 10th Annual Cooking for a Cause. As of this report, \$52,500 in commitments have been secured. All event revenue will be posted in September of 2024 and is not counted as part of fundraising revenue for FY24.

General Fundraising Update: As of the submission of this report, Sonrisas has accounted for \$2.4 million in total fundraising revenue in the 2024 Fiscal Year, including \$248,000 in individual and corporate revenue. At this time, we are awaiting and are optimistic about responses on major donor requests, that, if approved, will cause us to exceed our individual and corporate revenue goal of \$290,000.

Personnel Update: Sonrisas is currently in the process of interviewing candidates for a Development Associate position. This position will support the Director and administrative operations of the fundraising function at Sonrisas.







DATE: June 19, 2024
TO: SDH Board of Directors
FROM: Bonnie Jue, DDS
RE: **Community Engagement Director Report – June 2024**

This month, the Sonrisas Dental Health (SDH) Community Outreach team capped off another successful academic year with an event in Half Moon Bay, where we provided oral health education and dental screenings to families of the Migrant Education Program. We appreciated the help from SDH's board member, Dr. Paramita Roy, who shared her time and expertise to screen participants and mentor the interns and volunteers – the future of dentistry and community oral health.

Even though we encourage volunteers of all ages to participate in SDH's Outreach activities, high school students usually aren't available to participate in most events which tend to take place during their school hours. Now that schools are on summer break, several high school students were able to join us last week, including Dr. Roy's son, Rishav, who came to lend a helping hand. Also, special thanks to Dulce Penalzoa and Nora Flores, Family Service Specialists at Cabrillo Unified School District, for their hard work coordinating this event!



Last week, we also introduced another member of the SDH team to the community - the brand new Sonrisas Dental Health Cargo Van! Thanks to discretionary Measure K funding sponsored by Supervisors Slocum and Pine, SDH is now able to transport more equipment to attend large scale events more effectively, which will support Sonrisas' strategic plan to expand the Outreach program to more community members this fiscal year. More to come!

Thank you, Irma (SDH Community Outreach Program Manager), for always ensuring our events run smoothly from beginning to end!

