



Board Meeting June 27th 6:30 PM

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

AGENDA

1. 6:30 CALL TO ORDER AND ROLL CALL – Chair Taverner
2. 6:35 MISSION MOMENT – Sonrisas Staff Member
3. 6:40 PUBLIC COMMENTS TABS
4. 6:40-6:45 APPROVAL OF APRIL BOARD MINUTES and JUNE BOARD RETREAT MINUTES – Chair Taverner A
5. 7:30-7:45 STRATEGIC PLAN FY23-FY25
 - A. June 3 Board Retreat Report Out – Chair Taverner
 - B. Sonrisas Culture
 - a. Strategic Plan Year Two – CEO Fecher
 - C. Sustainable Growth
 - a. FY24 Operating and Capital Budget Approval ACTION REQUESTED - CEO Fecher B
 - b. Cooking for a Cause Sponsorship Update – CEO Fecher
 - D. Community and Patient Engagement
 - a. Patient Survey – CEO Fecher
 - b. School Screening Outcomes – CEO Fecher
6. 6:45-7:30 CONTINUING BUSINESS
 - A. Board Vice Chair Election ACTION REQUESTED – Director Hinshelwood
7. 7:45-7:55 REPORTS C
 - A. CEO Report – CEO Fecher
 - B. CFO Report – CFO Yee D
 - a. May 2023 Profit and Loss, Balance Sheet, Dashboards
 - C. Fundraising Report – Maura LeBaron-Hsieh E
 - D. Outreach Report– Dr. Bonnie Jue F
 - E. Board Nomination Committee – Director Hinshelwood
8. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner
9. ADJOURN





**Board Meeting
April 20, 2023
6:30 PM**

San Mateo Conference Room

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, Board Members: Larry Cappel, Dennis Kneoppel, Henry Sanchez, Steve Stielstra, Sheryl Young
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Administrative Assistant Veronica Le
 - C. **Absent:** Secretary Clyde Hinshelwood, Larissa Cutler

2. **MISSION MOMENT**—**CEO Fecher** shared pictures of employee engagement, which is related to the Sonrisas' Culture focus area of the Strategic Plan and occurred organically. The Hygienist Supervisor decorated the break room with balloons and signs in commemoration of Dental Hygienists' Appreciation Week. The Dental Assistant Supervisor took the team of dental assistants to dinner for Dental Assistants' Appreciation Week.

[Director Rick Navarro joined at 6:38 pm.]

3. **PUBLIC COMMENTS**—No public in the audience.

4. **APPROVAL OF MARCH BOARD MINUTES**

- *Director Larry Cappel moved to approve the minutes of March 16th's meeting. Director Henry Sanchez seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Larry Cappel, Dennis Kneoppel, Henry Sanchez, Steve Stielstra. Abstained: Sheryl Young, Rick Navarro.*

5. **STRATEGIC PLAN FY23-FY25**

- A. **Sonrisas Culture**

- **CEO Fecher** explained what a Professional Employer Organization (PEO) is and the efficiency of rolling in a total package of payroll, time and attendance, health care benefits, 401k, workers' compensation, HR, etc. Tonight, there was an in-depth discussion of having ADP TotalSource as a PEO.
 - Currently, Sonrisas uses ADP Workforce Now for payroll and Time & Attendance
 - With a PEO, medical benefits will be affordable for employees who are covering families.
 - There is the potential that employees may choose a better medical plan for themselves and their families if they have more support when enrolling. A PEO, like ADP, would make that available to employees.
 - ADP recommended Sonrisas have EPLI Insurance to cover liability of employees that Sonrisas currently does not have.
 - This insurance is included in ADP TotalSource's package.
 - Could possibly phase out the outsourced HR consultant.
 - **Director Navarro**—How many employees are choosing benefits?
 - 24 employees are eligible, 22 choose dental and 12 choose medical. Only 3 employees include families on benefits because it is either expensive or they are receiving benefits from another source.

- **Director Stielstra**—Other than savings on outsourced HR and health care benefits, what other administrative features are offered and how will it be implemented with this change?
 - Sonrisas already uses ADP for payroll and Time & Attendance, so implementing ADP TotalSource would be easier and transparent to employees. The transition could happen as soon as July 1st, but there are concerns about bandwidth.
- It was suggested to continue looking into different estimates from other PEOs and shift implementation to a later date, possibly August 1st or January 1st.

B. Sustainable Growth

- FY24 Budget Parameters – **CEO Fecher** reviewed the payer mix, the team's recommendations on merit increases, paid holidays, and a capacity building grant.
 - We are estimating 15,000-16,000 visits next year. The capacity in San Mateo is fully built out with Saturdays being staffed as we added another hygienist and dentist.
 - **CEO Fecher** showed the Board the current payer mix and visit volume per clinic (slide 8).
 - Due to staffing, FQHC visits were low in FY23. Visits will rise now that we are fully staffed.
 - Low-income percentage of patient visits for San Mateo is 70%, Half Moon Bay is 82%, blended rate is 72%-75%.
 - Have yet to match with a dental resident and additional salary will be needed to meet the visit volume in Half Moon Bay, affecting the bottom line.
 - **Director Young**—What are we doing to market private pay?
 - Currently we are not marketing private pay since there is no capacity for any new patients.
 - **Director Stielstra**—How does this year's capacity compare to last year's?
 - It is based on the operating days per year; there are the number of days open, number of visits expected of each provider, number of providers working, and the no show rate.
 - The no show rate is the most unrealized potential.
 - a. There has been an increase of no shows due to COVID-19.
 - A provider needs one and a half chairs to be considered productive.
 - **CFO Yee**—Is there a possibility to increase the FQHC percent?
 - We are pushing as much as possible, hoping to implement FQHC visits in Half Moon Bay after a setback last October. Credentialing with the county takes about four months to complete.
 - **Director Cappel**—Is there any market in an emergency after hours dental clinic?
 - There is currently no known model for an after-hours clinic other than being seen the next day; would need to check in with Dental Director, Dr. Rothstein.
 - **CEO Fecher** is recommending a 4% merit increase as a pool, while the national average is expected to be 4½%.
 - Concerns were raised regarding being able to find a match for a dental resident.
 - **CEO Fecher** showed the Board a new plan on what days will be considered paid holidays.
 - **Director Kneepfel**—In terms of being able to service our patients, is the day after Thanksgiving typically a booked day or a short day?
 - Typically, a closed day. For the floating holiday, we decided to pair with a hanging Tuesday/Thursday holiday. For example, July 4th is on a Tuesday this year.
 - It was agreed that the parameters on paid holidays and 4% merit increase are reasonable.
 - **Chair Taverner** and **CEO Fecher** suggested bringing on board a Project Manager, who will act as an Operation Manager, for **CEO Fecher** to focus on big projects, like FQHC.
 - May 9th Peninsula Donor Event – **CEO Fecher** wanted to thank **Director Young** for introducing Kitty Mullooly, former Mayor of Hillsborough, who in turn introduced current

Hillsborough Mayor, Christine Krolik, and Jerry Hilts to sponsor the May 9th donor event.

- This is primarily a cultivation event where Dr. Bonnie will also be speaking.
- This event will be held at Domenica Winery in San Carlos and graciously sponsored by Heritage Bank.
- **CEO Fecher** and **Ms. Le** will contact each Board member to confirm their attendance to the event.
- **Cooking for a Cause Sponsors**—In the next couple of weeks, **CEO Fecher** and **Chair Taverner** will be reaching out to Board members regarding their connections and potential introductions to other companies that do not have an existing connection to Sonrisas.
 - Cooking for a Cause will be on September 16th, this year.
 - **Director Sanchez**—Can you tell me briefly on what this event is for?
 - Cooking for a Cause is a fundraising event held on the coast side. Initiated by fellow Board member, **Director Hinshelwood**, and his crew of chefs, they hold a cooking demonstration of paella with a Spanish theme to invite potential donors to gather and enjoy. Those who are interested can sponsor a table or donate money instead. The event also has an Honoree, Fund-A-Need, patient stories, and a live auction.

C. Community and Patient Engagement

- Sequoia Healthcare District Grant—**CEO Fecher** informed the Board that we requested a \$600,000 a year grant and was approved for a two year \$1.2M grant. Most of this grant will be for patient visits, with the remainder going towards school screenings and seniors.

6. CONTINUING BUSINESS

- A. Board Meeting Day/Time**—It was agreed to change Board meetings to commence on the fourth Tuesday of the month at 6:30 pm, beginning in June.
- B. Board Workshop Date for June**—It was agreed to hold the Board Retreat on June 3rd.

7. REPORTS

A. CEO Report

- **Chair Taverner** asked for an update on the recruitment for the Development Director position.
 - There have been two conversations with people who might be interested. Vinney Arora, a Consultant from The Arora Collective, has plenty of applicants lined up and the interview process will begin in the next ten days.
- Is there an update on a temporary home for the Puente clinic?
 - **CEO Fecher** is scheduling a meeting with Supervisor Ray Mueller's Policy staff members to help figure out what the right next move is. There is also a virtual tour of a mobile dental clinic scheduled.

B. CFO Report

- **Director Kneoppel**—Do you see any concerning issues or trends that we should know about?
 - March is going well, only below budget by \$800 and down by 20 visits, mainly due to no shows.
- **Director Young**—Are there any concerns on the Accounts Receivables?
 - No concerns.
 - Currently looking at the patient accounts with refund requests, we are implementing a policy concerning patient refunds and patient pre-payments to issue a refund check without delays.
 - It was discovered that there have been duplicate tobacco tax posts that will be written off.
- **Director Sanchez**—How are you able to forecast the number of visits?
 - **CEO Fecher** developed a forecasting tool the staff can use to predict the number of visits.

[Director Larry Cappel left at 8:38 pm.]

C. Fundraising Report—No comments.

D. Outreach Report—Dr. Bonnie will be submitting an Outreach Report at the next meeting.

E. Board Nomination Committee

- **Chair Taverner** would like to sit down with **Director Sanchez** to discuss more about Sonrisas.

8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING

- A.** Recruitment Update
- B.** Electing a Vice Chair

9. ADJOURN—Chair Taverner adjourned the meeting at 8:46 pm.



Sonrisas Board Retreat

June 3, 2023 | 8:30 – 5:00

San Francisco Airport Marriott Waterfront,
1800 Old Bayshore Hwy, Burlingame, CA

Marina Del Rey Room

Minutes

1. **Arrive and Settle In**—Breakfast was served at 8:30 am. **Chair Taverner** called the retreat to order at 9:04 am.
 - A. **Present:** Board Chair Nigel Taverner, Board Members: Larry Cappel, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Henry Sanchez, Steve Stielstra
 - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Facilitator Eric Ryan, DEI Consultant Tanya Bluford, Administrative Assistant Veronica Le
 - C. **Absent:** Secretary Clyde Hinshelwood, Sheryl Young

 2. **Welcome**
 - A. **Chair Taverner** and **CEO Fecher** welcomed all those who attended the Board retreat and shared their pleasure about being able to meet in person.
 - B. Introductions of all those who were present were made.

 3. **Overview of the Day**
 - A. **Mr. Ryan** thanked the Board members, who were in attendance, and explained the agenda for the day. He expressed the key goals he hoped to accomplish with the Board at the retreat.
- [PHCD CEO Ana Pulido entered the meeting at 9:14 am.]*
4. **How a DEIB Strategy Can Support Strategic Goals**
 - A. Brief Recap of Prior Key DEIB Learnings from February Board Meeting
 - i. **Ms. Bluford** discussed in-depth about diversity, equity, and inclusion; explaining definitions of different terms, including Dimension of Diversity, Microaggressions, Ally/Accomplice Definitions, Privilege, Equality/Equity, Justice, Implicit Bias.
 - ii. There was a great conversation revolving on this topic.
 - B. Develop DEIB Business Case (FQHC Status and Fundraising)
 - i. **Ms. Bluford** explained the various attributes and opportunities to include in making a business case to include diversity, equity, and inclusion.
 - C. Groups broke out to discuss ideas on how to support Focus Area 2 and Focus Area 3 of the Strategic Plan.
 - i. After a moment of discussion, the groups joined together to review the outcomes each group came up with.
 1. Action items to update the Strategic Plan and its goals were identified.

5. Short break 10:10-10:25 am.

6. Identify Current DEIB “Gaps”

- A. FQHC Requirements
- B. Other Business Case “Gaps”
 - i. **Ms. Bluford** spoke about different case studies, such as Adidas and Airbnb, that were lacking in diversity, equity, and inclusion.
- C. Identify Action Items

[Director Larissa Cutler left at 11:19 am.]

7. Lunch 12:05-1:15 pm.

8. Review of Existing Strategic Plan

- A. FQHC Discussion—**Chair Taverner** reviewed Sonrisas’ Mission and Vision in the light of the need to increase access to dental care to San Mateo County residents in need of a dental home and the difficulties in doing so. The Board was invited to revise the Mission and/or Vision given those difficulties, primarily assessing the revenues required. This led to a lengthy discussion exploring the possibilities and methods of becoming a FQHC.
 - i. Clarifying Why We Need FQHC Status to Pursue Our Vision (What happens if we cannot become an FQHC?)
 - 1. **CEO Fecher** led the discussion of the reasoning behind why Sonrisas would benefit from becoming an FQHC and explained the steps towards how Sonrisas could become one.
 - ii. **CEO Fecher** explained that the current Sonrisas clinics have maximized the number of annual visits, with the exception of Sundays and evening hours. The only Sonrisas program area with the potential for growth is community outreach, which would not allow Sonrisas to move closer to our vision that all San Mateo County residents have a dental home.
- B. Potential Partners for FQHC Subrecipient Contract
 - i. **CEO Fecher** listed the current FQHC’s in San Mateo County. These would be the potential partners for a Subrecipient contract. Another suggestion was a major drugstore chain such as CVS given they are increasingly providing medical care.
- C. FQHC Requirements and How They Affect Current Operations
 - i. **CEO Fecher** listed the requirements of an FQHC, which would require operational investments but would be very possible.
 - ii. **Mr. Ryan** suggested that one way for Board members to help would be through an FQHC task force which included Board members.
- D. At the conclusion of the discussion there was agreement that:
 - i. Sonrisas’ Mission and Vision remain unchanged
 - ii. Seeking and securing a Subrecipient contract is the best option open to Sonrisas
 - iii. The current plan and resources can be formally approved as part of next year’s budget and reflected in the Strategic Plan.

[Director Larry Cappel left the meeting at 1:36 pm.]

9. Break 2:51-3:14 pm.

[PHCD CEO Ana Pulido left the meeting at 2:55 pm]

10. Clarifying Strategic Plan Priorities and Goals

- A. A list was reviewed with the Board, identifying actions needed to ensure our priorities are addressed and reflected in the Strategic Plan for next year, including:
 - i. Revisions to the FQHC-related goals
 - ii. Integrating 'Justice' more into our compass
 - iii. Revision of the Sustainable Growth vision and goals
 - iv. How to include advocacy as part of our strategy
 - v. Tune up the entire strategic plan including the annual strategic planning cadence and communication/engagement with the staff.

11. Wrap Up and Next Steps

- A. Board to approve budget at the June Board meeting, which will support the operations and strategic plan.
- B. The next steps were outlined in preparation to move forward with effectively aligning the Strategic Plan with Sonrisas' mission, vision, and values.
- C. All those who attended took turns sharing their sentiments, concluding that it was a productive and successful retreat.

12. The meeting was adjourned at 4:34 pm.





DATE: June 19, 2023

TO: SDH Board of Directors

FROM: Nigel Taverner, Board Chair
Tracey Fecher, CEO

RE: FY24 Budget

Attachments: FY24 Capital Budget and Operating Budget Summary, Board Budget Walk Presentation

The clinical and administrative team have worked closely together to prepare a capital and operating budget that allows the organization to work towards our mission and vision.

The capital budget includes IT equipment such as computers, servers, and monitors, facility improvements and dental equipment. A project to install TVs over the dental chairs for pediatric patients is planned. There is no new dental equipment planned in FY24, only the replacement of items that are older than their expected lifespan. The team uses the standard estimation of 50% for those items who have gone beyond their lifespan.

The FY24 operating budget has 2,740 more visits than FY23. This is due to the additional 4.5 provider days (dentists and hygienists) being planned for the clinics. Sonrisas did not match with an AEGD resident, so a dentist has been hired for HMB 3 days a week; and not having a resident also allows an additional 2 days of hygiene in HMB. The budget assumes that Sonrisas will receive the revenue and have associated expenses in FY24 for half of a 2-year \$250,000 grant from Cal Wellness for capacity building. The budget assumes a \$135,000 in incentives from Health Plan of San Mateo (HPSM), which has been verbally confirmed by HPSM but not in writing. The net income for the budget is shown with and without HPSM incentives.

Attached to this memo is a summary of the FY24 Capital Budget and Operating Budget as well as the presentation given to board members who were able to attend a budget walk meeting in May and early June.

FY24-FY28 Sonrisas CAPITAL Budget

| DESCRIPTION | Priority | FY 24 | FY 25 | FY 26 | FY27 | FY 28 |
|------------------------------|----------|-------------------|-------------------|-------------------|-------------------|-------------------|
| IT Equipment | high | \$16,000 | \$19,000 | \$19,000 | \$19,000 | \$ 19,000.00 |
| Facility Improvements | high | \$5,000 | \$5,000 | \$6,500 | \$20,000 | \$ 20,000.00 |
| New Dental Equipment | high | \$0 | \$0 | \$0 | \$0 | \$0 |
| Replacement Dental Equipment | high | \$117,028 | \$113,240 | \$131,245 | \$175,320 | \$ 251,160.00 |
| | | \$ 138,028 | \$ 137,240 | \$ 156,745 | \$ 214,320 | \$ 290,160 |

Legend:

IT Equipment: Computers, Servers, Monitors, etc.

Facility Improvements: Leaseholder Improvements, Furniture and Fixtures

New Dental Equipment: Equipment needed for expansion of providers/visits OR COVID equipment (ex: extra oral suction)

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

FY 23-24 Budget DRAFT

| Patient Care | San Mateo | Coastside | FY 24 | Projected FY23 | Budget 22-23 | Change FY23 to FY24 |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| Commercial Insur. | 502 | 128 | 631 | 498 | 539 | 92 |
| PPO | 2,872 | 556 | 3,428 | 2,794 | 2,722 | 706 |
| Private Pay | 375 | 43 | 417 | 318 | 358 | 60 |
| Public Dental Insurance | 6,304 | 2,821 | 9,125 | 7,883 | 7,521 | 1,605 |
| Affordable Plan | 250 | 299 | 549 | 738 | 843 | (294) |
| Farmworker | 0 | 375 | 375 | 275 | 214 | 161 |
| FQHC | 1,807 | 427 | 2,235 | 1,513 | 2,214 | 21 |
| Total Visits | 12,110 | 4,649 | 16,759 | 14,019 | 14,410 | 2,350 |
| Adjustments | (29,000) | (12,000) | (41,000) | (65,459) | (56,669) | 15,669 |
| Commercial Insur. | 163,535 | 28,942 | 192,476 | 145,103 | 146,592 | 45,884 |
| PPO | 640,572 | 124,615 | 765,187 | 617,237 | 599,902 | 165,285 |
| Private Pay | 107,497 | 13,404 | 120,901 | 91,414 | 99,399 | 21,502 |
| Public Dental Insurance | 1,188,682 | 421,680 | 1,610,362 | 1,407,530 | 1,370,906 | 239,456 |
| Affordable Plan | 66,630 | 67,777 | 134,407 | 176,472 | 154,248 | (19,841) |
| Farmworker | - | 140,423 | 140,423 | 110,977 | 70,840 | 69,583 |
| FQHC | 572,019 | 135,445 | 707,464 | 438,770 | 642,040 | 65,424 |
| Total Income | 2,709,935 | 920,286 | 3,630,220 | 2,922,293 | 3,027,258 | 602,963 |
| Personnel | 2,498,325 | 949,231 | 3,447,557 | 2,607,294 | 2,660,169 | (787,387) |
| Dental Supplies | 198,603 | 107,261 | 305,864 | 228,947 | 247,983 | (57,881) |
| Small Dental Equipment | 4,800 | 1,000 | 5,800 | 5,000 | 5,448 | (4,800) |
| Dental Equipment Repair | 30,000 | 8,616 | 38,616 | 35,526 | 39,086 | 470 |
| Lab Fees | 96,880 | 65,603 | 162,482 | 118,391 | 130,420 | (32,062) |
| Uniforms | 350 | 150 | 500 | 462 | 300 | (200) |
| PPE & Covid Related | 60,550 | 28,175 | 88,725 | 64,200 | 89,880 | 1,155 |
| Contracted Services | 72,460 | 4,488 | 76,948 | 63,304 | 81,899 | 4,951 |
| Direct Patient Care Costs | 2,961,968 | 1,164,524 | 4,126,492 | 3,123,192 | 3,250,685 | (875,806) |
| Administrative Personnel | 393,659 | 162,473 | 556,132 | 408,399 | 415,746 | (140,385) |
| Business Taxes | 250 | | 250 | 307 | 250 | 0 |
| Facilities Expenses | 102,701 | 63,236 | 165,937 | 154,809 | 155,062 | (10,876) |
| Office Exp. | 31,858 | 6,600 | 38,458 | 31,814 | 24,852 | (13,606) |
| Equipment Expenses | 68,249 | 20,076 | 88,325 | 75,073 | 72,257 | (16,068) |
| Insurance | 26,031 | 0 | 26,031 | 32,583 | 29,795 | 3,764 |
| Outsourced Services | 150,400 | | 150,400 | 52,499 | 53,119 | (97,281) |
| Fees and Interest | 24,000 | 0 | 24,000 | 21,455 | 23,496 | (504) |
| Depreciation Expense | 264,591 | 42,281 | 306,872 | 289,276 | 319,310 | 12,438 |
| Dues, Fees & License | 0 | | 0 | 0 | 0 | 0 |
| Employee Goodwill | 12,996 | 0 | 12,996 | 10,481 | 8,452 | (4,544) |
| Recruitment Expense | 2,172 | 0 | 2,172 | 4,672 | 3,600 | 1,428 |
| Marketing Expenses | 500 | 0 | 500 | 2,157 | 384 | (116) |
| Meeting & Travel Expenses | 15,980 | 0 | 15,980 | 28,217 | 16,460 | 480 |
| Board Retreat | 10,500 | 0 | 10,500 | 10,278 | 10,560 | 60 |
| Indirect Patient Care Costs | 1,103,887 | 294,665 | 1,398,553 | 1,122,018 | 1,133,342 | (265,210) |
| Total Patient Care Costs | 4,065,855 | 1,459,189 | 5,525,045 | 4,245,210 | 4,384,028 | (1,141,017) |



| Fundraising Program | FY 24 | Projected FY23 | Budget 22-23 | Change FY23 to FY24 |
|---|--------------------|--------------------|--------------------|---------------------|
| Donations Received | 160,000 | 114,021 | 120,000 | 40,000 |
| Fundraising Event | 130,000 | 122,563 | 100,000 | 30,000 |
| Grant from PHCD | 800,000 | 900,000 | 900,000 | (100,000) |
| Grants Received & Released | 1,300,000 | 979,784 | 969,990 | 330,010 |
| Total Income | 2,390,000 | 2,116,368 | 2,089,990 | 300,010 |
| Fundraising Personnel | 283,882 | 267,191 | 260,693 | (23,189) |
| Fundraising Expenses | 150,101 | 172,010 | 142,010 | (8,091) |
| Net Fundraising Income | 1,956,017 | 1,677,167 | 1,687,287 | 268,730 |
| Outreach Program | FY 24 | Projected FY23 | Budget 22-23 | Change FY23 to FY24 |
| Personnel | 448,681 | 305,396 | 357,692 | (90,989) |
| Outreach Supplies | 30,032 | 11,574 | 19,000 | (11,032) |
| Employee Goodwill | 1,850 | | 500 | (1,350) |
| Outreach Marketing Expenses | 2,833 | | 500 | (2,333) |
| Meeting & Travel Expenses | 4,600 | | 4,025 | (575) |
| Total Program Costs | 487,995 | 316,970 | 381,717 | (106,279) |
| Other Revenue | FY 24 | Projected FY23 | Budget 22-23 | Change FY23 to FY24 |
| Other Income | 154,008 | 11,417 | 1308 | 152,700 |
| OTHER REVENUE | 154,008 | 11,417 | 1308 | 152,700 |
| Summary | FY24 | Projected FY23 | Budget 22-23 | Change FY23 to FY24 |
| Total Revenue | 6,174,228 | 5,050,078 | 5,118,556 | 1,055,673 |
| Total Personnel | (4,736,250) | (3,588,280) | (3,694,300) | (1,041,950) |
| Total Clinic Expense | (678,935) | (515,898) | (590,016) | (88,920) |
| Total Overhead Expense | (842,421) | (713,619) | (717,596) | (124,825) |
| Total Fund. & Outreach expense | (189,416) | (183,584) | (166,035) | (23,381) |
| NET INCOME | (272,794) | 48,696 | (49,392) | (223,403) |
| NET INCOME (Without Incentive) | (407,794) | | | |
| Depreciation | 306,872 | 289,276 | 319,310 | (12,438) |
| Capital Expenditure | (138,028) | (188,273) | (238,380) | 100,352 |
| Cash flow | (103,950) | 149,699 | 31,538 | (135,489) |
| Cash flow (Without Incentive) | (238,950) | | | |

Sonrisas Dental Health



FY24 Budget Walk Meetings

FY 23 Achievements

- **Patient Care**
 - Close to budgeted clinic visit volume despite HMB dentist vacancy
 - FQHC visits extended to HMB clinic
- **Fundraising**
 - Significant increase in gross income for Cooking for A Cause
 - Growth in major donor gifts received
- **Outreach**
 - 2700 School Screenings
 - Priority Children Screenings
 - Senior Dental Program growth
- **Operations**
 - Year one progress on strategic plan
 - On track to exceed financial targets
 - Estimated FY23 cash flow \$149K. Budgeted \$31K
 - Patient engagement systems

FY 24 Budget Focus – Progress on Year 2 of Strategic Plan

- **Sonrisas Culture**
 - Professional Development/Coaching
 - Continued staff feedback and wellness
 - Salary Scales for Providers
- **Sustainable Growth**
 - Building Fundraising Team
 - FQHC subrecipient contract
- **Patient and Community Engagement**
 - Patient advisory committee
 - Expansion of Outreach Team capacity
 - Outreach data system for outcomes



Capital Budget

| FY24-FY28 Sonrisas CAPITAL Budget | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| DESCRIPTION | FY 24 | FY 25 | FY 26 | FY27 | FY 28 |
| IT Equipment | \$16,000 | \$19,000 | \$19,000 | \$19,000 | \$ 19,000.00 |
| Facility Improvements | \$5,000 | \$5,000 | \$6,500 | \$20,000 | \$ 20,000.00 |
| New Dental Equipment | \$0 | \$0 | \$0 | \$0 | \$0 |
| Replacement Dental Equipment | \$117,028 | \$113,240 | \$131,245 | \$175,320 | \$ 251,160.00 |
| | \$ 138,028 | \$ 137,240 | \$ 156,745 | \$ 214,320 | \$ 290,160 |

Sonrisas Cash Reserve Policy calls for \$1M in reserves. Current cash position is \$1.78M (as of 5/22/23).

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.

FY 24 Program Planned Outcomes

| Patient Care Days/Week/Provider Type | FY 23 Projected | FY 24 Budget |
|--|----------------------------|-------------------------|
| Dentist Days/Week SM | 13.5 | 15 |
| Pediatric Dentist SM | 2 | 3 |
| Hygienist Days SM | 13 | 15 |
| Dentist Days HMB | 5 | 8 |
| Dental Resident HMB | 5 | 0 |
| Hygienist Days HMB | 2 | 2 |
| TOTAL PROVIDER DAYS | 40.5 | 43 |
| TOTAL VISITS | 14,019 | 16,186 |

| Community Outreach | FY 23 | FY 24 |
|---------------------------|--------------|--------------|
| Child Screenings | 2,000* | 3,000 |
| Senior Screenings | 60 | 165 |
| Senior Events | N/A | 25 |
| Oral Health Presentations | 10 | 10 |
| Toothbrushes-To-Go | 1,000 | 1,500 |

* Screening Actuals will be 2,700

| Fundraising Income | FY 23* | FY 24 |
|---------------------------|-------------------|--------------------|
| Donations | \$120,000 | \$160,000 |
| Events | \$100,000 | \$130,000 |
| PHCD Grant | \$900,000 | \$800,000 |
| Other Grants | \$969,000 | \$1,300,000 |
| Total | \$2,090,00 | \$2,390,000 |

* Fundraising Income Actuals Estimated to be \$2,116,000

FY 24 Staffing to Support Outcomes

| Personnel | FY23 | FY24 |
|---------------|----------|----------|
| FTEs | 29.5 | 34.85 |
| Salary Budget | \$3.69 M | \$4.65 M |

Salary/Fringe Expense Increase Breakdown

- \$543K, new FTEs
- \$186K Dentist/Hygienist Market Rate Increases
- \$58K in Fundraising Salaries
- \$179K 4% Merit Pool + Benefits Increases

=====

Total of \$966K Salary/Fringe Increase

New FY 24 FTEs

- .6 FTE Dentist in San Mateo
- .4 FTE Hygienists in San Mateo
- 1 FTE Care Coordinator
- 1 FTE Dental Assistant
- .25 Patient Engagement (Grant Funded)
- .6 FTE Dentist (Replace HMB Resident)
- .5 FTE Dental Assistant
- .2 FTE Outreach Care Coordinator

} Approved Jan 2023





Achieving Sustainable Growth Requires Additional Resources

Cal Wellness Grant Opportunity, 2-Year Grant \$250,000

Grant Goals:

- Project Manager to help implement Strategic Plan
- Professional Development/Coaching
- Community Engagement Outcomes Data System
 - Tracking school screening and senior programming impact
- Outsourced Services budgeted to deliver grant: \$87K
- *(\$30K in salary expenses on slide 6 allocated to this grant)*

| Expense | FY 24 | Projected FY23 | Budget 22-23 | Change FY23 to FY24 |
|---------------------|---------|----------------|--------------|---------------------|
| Outsourced Services | 140,400 | 52,499 | 53,119 | (87,281) |

Expenses will not incur unless grant received

FY 24 Operating Budget Summary

Delivering our Mission while Working to Deliver Sustainable Growth

Sonrisas' Cash Reserve Policy calls for \$1M in reserves. Current cash position is \$1.789M (as of 5/22/23)

| Summary | FY24 | Projected FY23 | Budget 22-23 | Change FY23 to FY24 |
|----------------------------|------------------|----------------|-----------------|---------------------|
| Total Revenue | 5,904,316 | 5,050,078 | 5,118,556 | 785,760 |
| Total Personnel | (4,661,930) | (3,588,280) | (3,694,300) | (967,630) |
| Total Clinic Expense | (647,057) | (515,898) | (590,016) | (57,041) |
| Total Overhead Expense | (825,221) | (713,619) | (717,596) | (107,625) |
| Total Fund. & Outreach exp | (189,416) | (183,584) | (166,035) | (23,381) |
| NET INCOME | (419,308) | 48,696 | (49,392) | (369,916) |
| Depreciation | 300,872 | 289,276 | 319,310 | (18,438) |
| Capital Expenditure | (138,028) | (188,273) | (238,380) | 100,352 |
| Cash flow | (256,464) | 149,699 | 31,538 | (288,002) |

FY24 Operating Budget Contingencies

| Area of Risk | Concern | Impact | Mitigation |
|--|---|---|---|
| Pediatric Dentist Days Available | Dentist going on maternity leave. Temp hire moving from out of the area. | 160 fewer visits. Lack of child appointments for urgent cases found in screenings | Offer has been made to temp. Secondary candidates have been engaged. |
| Delta Dental Grant of \$125K for senior dental program | May not get award or full amount | Outreach expenses assume program will be delivered | Fundraising team applying for alternative grants. Cutting Outreach impact and associated expenses. |
| New Fundraising Team | Team not hired by July 1 st . Event is 10 weeks into new fiscal year. New team meeting donors/grantors | Fundraising income goals not met | Consultant hired for fundraising coverage during interim. Fundraising expenses can be cut if goals not being met. |

| Opportunity | Status | Impact | Mitigation |
|--|---|---|--|
| Cal AIM Incentive Pay for HPSM Providers | HPSM has shared they are considering implementing but have not communicated a plan. | Incentives could be \$100-\$140K for Sonrisas | Budget does not assume any incentives. |





DATE: June 19, 2023

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: CEO Report

1. Clinic Operations:

- May visits were ahead of budget by 83 visits and ahead of forecast, which included the new provider days added, by 47 visits.
- The no-show rate in San Mateo was 2% higher than budgeted. The team is working with NexHealth to improve patient communications and reduce no-shows. The system makes it easier for patients to communicate when they wake up feeling sick, giving time for the CCCs to fill in appointments. An ongoing issue is that patients with allergies who currently have symptoms must be rescheduled unless a doctor's note is on file.
- FQHC visits were close to budget, with HMB providing 35 of the visits in May.

| | Budget | Actual | Actual vs. Budget | % of Actual Visits | % of Budgeted Visits |
|--------------------------------|--------------|--------------|-------------------|--------------------|----------------------|
| Comm/PPO | 286 | 295 | 9 | 22% | 23% |
| Private Pay | 31 | 30 | (1) | 2% | 2% |
| Medi-Cal Dental | 668 | 781 | 113 | 57% | 52% |
| Affordable Plan | 79 | 59 | (20) | 4% | 6% |
| FQHC and Farmworker | 220 | 202 | (18) | 15% | 17% |
| Access to Care Subtotal | 967 | 1,042 | 75 | 76% | 75% |
| Total Visits | 1,284 | 1,367 | 83 | | |

2. Staffing:

- The Fundraising recruiting team expects to make an offer this week to a strong candidate for the Development Director position. We are excited about the candidates fundraising experience and strong connection to Sonrisas' mission and vision.

3. Diversity/Equity/Inclusion/Justice Update (D/E/I/J):

- At the board retreat, the addition of Justice to Sonrisas' D/E/I framework was discussed. Adding justice to the framework resonates since it highlights the equity focus of the organization's mission and vision.
- Following the board retreat on June 3rd, the next D/E/I/J steps for Sonrisas are being planned. This includes working with Tanya Bluford to fully define Sonrisas' DEI Business Case. Both staff and board members will be involved in the process. After the business case is defined, a D/E/I/J statement for Sonrisas' website and on-going actions to have D/E/I/J inform Sonrisas' work will be developed.

4. Strategic Plan:

- FY23: The team is updating the current fiscal year workplan to indicate the status/completion of each goal in the focus areas. Once completed, a summary of these accomplishments will be prepared and shared with staff and board members.
 - FY24: As the team moves into the second year of the strategic plan, there is discussion about how to keep the plan relevant and up to date for the organization.
 - Strategic Plan Champion: The administrative assistant will receive support from Mission Met in how to champion the strategic plan within Sonrisas' organization.
 - Focus Area Teams: Each focus area has an administrative and clinical team lead along with staff working together on the goals for the focus area. These teams will be updated/confirmed in July.
 - Focus Area Goals: The goals for each focus area will be updated for FY24, including target completion dates.
 - Sustainable Growth Focus Area
 - Exploring the viability of becoming an FQHC through a subrecipient contract is a key goal of the sustainable growth focus area.
 - An FQHC task force to review the progress being made as well as to be a sounding board and connector to resources needed to move the project forward is forming. PHCD staff and Sonrisas board members will be a part of the task force as well as several community partners.
5. Financial Update:
- On April 12th, Sonrisas' current cash position was \$1,516,000





DATE: June 15, 2023

TO: SDH Board of Directors

FROM: Vickie Yee, CFO
Tina Wang, Senior Accountant

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

May PERFORMANCE:

- A. **Revenue:** Net Patient Revenue was **\$307,355** - \$36K better than budget.
- Total visits were 1,367 - 82 visits better than the budget.
 - Total gross revenue was \$610,642 – \$62K better than the budget. Includes estimated tobacco tax revenue of \$23,666.
 - Total uncompensated care deduction was **(\$303,287)** - 50% of gross revenue.
- B. **Expenses: \$487,830** – \$55k more than budget.
- Direct Expenses - \$25K worse than budget, mainly due to personnel expenses. There was an increase in provider rate as approved by the Board and an increase in FTE for a provider, dental assistant, and CCC group. The month of May was fully staffed to accommodate the increased number of visits.
 - Indirect Expenses -\$29k more than budget due to recruiting consulting for the fundraising director position, which the Board approved.
- B. Donations/Grants & Other Income: \$195,507**
- \$27,990 including \$25K from Hurlbut-Johnson.
 - \$92,773 released from restricted grants includes an estimated \$28K grant from the Sequoia Health District and \$25.5K previously restricted for the DryVac system in Half Moon Bay.
 - \$75,000 in PHCD grant support.
 - **(\$257)** in other income includes an unrealized loss of \$3,559 (temporary until the bonds mature), offset by \$1,762 of investment income and a \$1,368 Workers Comp Settlement from a class action lawsuit against State Fund.

NET INCOME – \$15,031, \$7,600 better than the budget



YTD PERFORMANCE:

- Performance continues to be favorable to budget primarily due to the following:
 - o While visits are under budget by 3%, total direct care expenses are under budget by 5%.
 - o Fundraising efforts remain strong with a net positive budget variance after fundraising expenses of \$59K.

YTD PERFORMANCE TO BUDGET: YTD net income is **\$105k** better than the budget. The estimated Cash-flow 96K better than budget. The PHCD grant received to date is \$825,000.

| | YTD Actual | YTD Budget | Performance |
|---------------------------------|------------------|-----------------|-------------|
| <i>Visits</i> | <i>12,719</i> | <i>13,089</i> | <i>-370</i> |
| Gross Patient Revenue | \$5,492,836 | \$5,666,753 | (3%) |
| Uncompensated Care (Deductions) | (2,853,575) | (\$2,911,111) | 2% |
| Grants/Donations/Other Income | \$2,002,008 | \$1,930,503 | 4% |
| Direct Cost | (\$2,954,592) | (\$3,105,046) | 5% |
| Indirect Cost | (\$1,624,937) | (\$1,624,874) | 0% |
| Net Income | \$61,739 | (\$43,775) | 241% |
| <i>Non-cash items adj.</i> | | | |
| Depreciation | \$264,262 | \$293,410 | 10% |
| Capital Expenditure | \$199,182 | \$218,515 | 9% |
| Estimated Cash Flow | \$126,819 | \$31,120 | 308% |

FINANCIAL OPERATIONS:

- Public Dental Insurance Revenue Adjustment – Some procedure codes in the fee schedule relating to HPSM were not updated properly to remove the tobacco tax income, as mentioned last month. The correction was made at the end of May, but the error still created an overstatement. As a result, an estimated adjustment of \$25K was made in May to true up the numbers. However, additional small adjustments are expected in June and July as we receive the rest of the payment for services through May and will make the necessary corrections.

Sonrisas Dental Health
 Revenues and Expenditures - Budget vs Actual
 As of May 31, 2023

As of Date: 05/31/2023
 Location: Sonrisas Dental Health
 Restriction: Unrestricted

| | Month Ending 05/31/2023 | | | Year To Date 05/31/2023 | | |
|--|----------------------------|---------------|-------------|----------------------------|----------------|--------------|
| | Actual | Budget FY2023 | Budget Diff | Actual | Budget FY2023 | Budget Diff |
| Revenue and Expenditures | | | | | | |
| Net Program Income | | | | | | |
| Patient Revenue | | | | | | |
| Patient Services | | | | | | |
| Commercial Insurance | 20,726.00 | 16,867.67 | 3,858.33 | 160,101.00 | 172,827.65 | (12,726.65) |
| PPO | 90,864.19 | 92,242.91 | (1,378.72) | 954,325.19 | 957,185.62 | (2,860.43) |
| Private Pay | 9,539.00 | 8,620.22 | 918.78 | 75,050.00 | 90,462.79 | (15,412.79) |
| Public Dental Insurance | 343,655.00 | 317,106.52 | 26,548.48 | 3,340,237.27 | 3,274,543.79 | 65,693.48 |
| Tobacco Tax | 23,666.00 | 0.00 | 23,666.00 | 144,327.90 | 0.00 | 144,327.90 |
| Affordable Scale | 24,231.00 | 25,457.92 | (1,226.92) | 228,077.00 | 247,946.53 | (19,869.53) |
| Farmworker | 15,335.00 | 6,323.47 | 9,011.53 | 141,749.00 | 95,709.71 | 46,039.29 |
| FQHC | 82,625.70 | 81,692.40 | 933.30 | 447,438.70 | 828,077.11 | (380,638.41) |
| Gross Patient Revenue | 610,641.89 | 548,311.11 | 62,330.78 | 5,491,306.06 | 5,666,753.20 | (175,447.14) |
| Uncompensated Care | | | | | | |
| Prior Period Adjustment | (7,017.84) | (2,000.00) | (5,017.84) | (27,409.41) | (22,000.00) | (5,409.41) |
| Uncompensated Care - Commercial Insurance | (2,757.55) | (3,861.37) | 1,103.82 | (27,911.71) | (39,629.98) | 11,718.27 |
| Uncompensated Care - PPO | (34,829.99) | (39,688.72) | 4,858.73 | (384,911.83) | (411,605.25) | 26,693.42 |
| Uncompensated Care - Public Dental Insurance | (219,476.02) | (191,926.83) | (27,549.19) | (2,142,053.66) | (2,032,536.00) | (109,517.66) |
| Uncompensated Care - Affordable Scale | (11,160.00) | (11,134.29) | (25.71) | (98,374.90) | (108,262.40) | 9,887.50 |
| Uncompensated Care - Farmworker | (126.00) | (2,696.91) | 2,570.91 | (22,263.31) | (28,641.19) | 6,377.88 |
| Uncompensated Care - FQHC | (26,483.20) | (23,204.95) | (3,278.25) | (131,126.10) | (246,436.52) | 115,310.42 |
| Fee Adjustments | (1,436.05) | (2,000.00) | 563.95 | (19,524.53) | (22,000.00) | 2,475.47 |
| Total Uncompensated Care | (303,286.65) | (276,513.07) | (26,773.58) | (2,853,575.45) | (2,911,111.34) | 57,535.89 |
| Other Program Revenue | | | | | | |
| Other Program Revenue | 0.00 | 0.00 | 0.00 | 1,530.00 | 0.00 | 1,530.00 |
| Total Other Program Revenue | 0.00 | 0.00 | 0.00 | 1,530.00 | 0.00 | 1,530.00 |

| | | | | | | |
|-------------------------------------|------------|------------|-------------|--------------|--------------|--------------|
| Net Patient Revenue | 307,355.24 | 271,798.04 | 35,557.20 | 2,639,260.61 | 2,755,641.86 | (116,381.25) |
| Total Expenses | | | | | | |
| Direct Expenses | | | | | | |
| Direct Personnel Expense | | | | | | |
| Direct Program Salaries | 230,960.44 | 202,913.99 | (28,046.45) | 2,190,556.24 | 2,232,053.89 | 41,497.65 |
| Payroll Taxes | 16,815.54 | 15,522.92 | (1,292.62) | 151,094.71 | 170,752.12 | 19,657.41 |
| Unemployment Taxes | 190.95 | 1,634.42 | 1,443.47 | 10,139.76 | 17,978.62 | 7,838.86 |
| Benefits | 6,027.18 | 6,400.43 | 373.25 | 61,847.67 | 70,404.73 | 8,557.06 |
| 401k Match | 5,341.90 | 4,530.06 | (811.84) | 50,094.56 | 49,830.66 | (263.90) |
| Worker's Comp | 782.37 | 1,249.60 | 467.23 | 8,606.07 | 12,723.20 | 4,117.13 |
| Continuing Education | 0.00 | 304.00 | 304.00 | 1,744.23 | 3,344.00 | 1,599.77 |
| License and Registration | 1,160.41 | 1,072.00 | (88.41) | 10,508.38 | 11,792.00 | 1,283.62 |
| Total Direct Personnel Expense | 261,278.79 | 233,627.42 | (27,651.37) | 2,484,591.62 | 2,568,879.22 | 84,287.60 |
| Clinic Expenses | | | | | | |
| Sterilization Services | 0.00 | 777.00 | 777.00 | 8,085.09 | 8,547.00 | 461.91 |
| Shredding | 73.00 | 67.00 | (6.00) | 837.00 | 737.00 | (100.00) |
| Dental Specialist-Claims Processing | 4,598.39 | 6,452.82 | 1,854.43 | 49,846.18 | 65,112.56 | 15,266.38 |
| Dental Supplies | 22,338.64 | 22,080.61 | (258.03) | 216,377.45 | 225,266.51 | 8,889.06 |
| Equipment Maintenance | 902.40 | 1,430.50 | 528.10 | 11,087.69 | 15,735.50 | 4,647.81 |
| Small Dental Equipment | 651.99 | 79.00 | (572.99) | 4,527.67 | 869.00 | (3,658.67) |
| Dental Equipment Repair | 3,950.80 | 1,785.00 | (2,165.80) | 19,590.81 | 19,635.00 | 44.19 |
| Lab Fees | 11,607.56 | 11,716.06 | 108.50 | 100,750.32 | 118,396.40 | 17,646.08 |
| Uniforms | (460.49) | 50.00 | 510.49 | 429.73 | 300.00 | (129.73) |
| PPE& Covid Related | 6,565.20 | 8,109.18 | 1,543.98 | 58,468.67 | 81,568.09 | 23,099.42 |
| Total Clinic Expenses | 50,227.49 | 52,547.17 | 2,319.68 | 470,000.61 | 536,167.06 | 66,166.45 |
| Total Direct Expenses | 311,506.28 | 286,174.59 | (25,331.69) | 2,954,592.23 | 3,105,046.28 | 150,454.05 |
| Indirect Expenses | | | | | | |
| Indirect Personnel Expenses | | | | | | |
| Salaries/Wages | 70,107.86 | 64,151.79 | (5,956.07) | 721,694.39 | 705,669.69 | (16,024.70) |
| Payroll Taxes | 5,361.95 | 4,901.26 | (460.69) | 56,146.26 | 53,913.86 | (2,232.40) |
| Unemployment Taxes | 0.00 | 799.65 | 799.65 | 3,357.04 | 8,796.15 | 5,439.11 |
| Benefits | 2,250.06 | 1,380.23 | (869.83) | 10,725.13 | 15,158.45 | 4,433.32 |
| 401k Match | 2,260.10 | 2,460.25 | 200.15 | 19,014.62 | 27,062.75 | 8,048.13 |
| Worker's Comp | 352.88 | 0.00 | (352.88) | 3,881.68 | 0.00 | (3,881.68) |
| Total Indirect Personnel Expenses | 80,332.85 | 73,693.18 | (6,639.67) | 814,819.12 | 810,600.90 | (4,218.22) |
| Facility Expenses | | | | | | |
| Auto Expenses | 0.00 | 83.00 | 83.00 | 2,063.68 | 922.50 | (1,141.18) |

| | | | | | | |
|---|------------------|------------------|--------------------|-------------------|-------------------|--------------------|
| Building Maintenance | 2,339.44 | 1,259.00 | (1,080.44) | 18,822.75 | 13,849.00 | (4,973.75) |
| Janitorial Service | 2,628.00 | 2,560.00 | (68.00) | 28,842.03 | 28,160.00 | (682.03) |
| Rent | 3,484.00 | 3,484.00 | 0.00 | 38,324.00 | 38,324.00 | 0.00 |
| Phone/Internet | 2,123.94 | 1,535.00 | (588.94) | 18,205.31 | 16,886.00 | (1,319.31) |
| Utilities | 3,794.82 | 4,000.00 | 205.18 | 41,037.17 | 44,000.00 | 2,962.83 |
| Total Facility Expenses | 14,370.20 | 12,921.00 | (1,449.20) | 147,294.94 | 142,141.50 | (5,153.44) |
| Office Expenses | | | | | | |
| Claims Processing | 586.53 | 200.00 | (386.53) | 5,397.92 | 2,200.00 | (3,197.92) |
| Patient Notification | 798.00 | 485.00 | (313.00) | 5,756.00 | 5,335.00 | (421.00) |
| Office Supplies | 1,840.53 | 1,036.00 | (804.53) | 15,239.43 | 11,396.00 | (3,843.43) |
| Postage and Shipping | 207.00 | 250.00 | 43.00 | 3,141.54 | 2,750.00 | (391.54) |
| Printing Costs | 0.00 | 100.00 | 100.00 | 0.00 | 1,100.00 | 1,100.00 |
| Property Taxes | 0.00 | 0.00 | 0.00 | 178.99 | 250.00 | 71.01 |
| Dues, Fees & License | 0.00 | 0.00 | 0.00 | (4.00) | 0.00 | 4.00 |
| Employee Goodwill | 1,007.65 | 471.00 | (536.65) | 10,073.62 | 8,481.00 | (1,592.62) |
| Recruitment Expense | 15,850.50 | 300.00 | (15,550.50) | 20,609.05 | 3,300.00 | (17,309.05) |
| Total Office Expenses | 20,290.21 | 2,842.00 | (17,448.21) | 60,392.55 | 34,812.00 | (25,580.55) |
| Insurance | | | | | | |
| Insurance - Auto | 0.00 | 0.00 | 0.00 | 3,004.00 | 2,250.00 | (754.00) |
| Insurance - Malpractice | 779.00 | 1,021.90 | 242.90 | 9,941.47 | 10,404.80 | 463.33 |
| Insurance - Liability & Property | 804.00 | 884.00 | 80.00 | 8,844.00 | 9,084.00 | 240.00 |
| Insurance - Directors & Officer Liability | 551.00 | 550.00 | (1.00) | 5,591.37 | 5,600.00 | 8.63 |
| Total Insurance | 2,134.00 | 2,455.90 | 321.90 | 27,380.84 | 27,338.80 | (42.04) |
| Fundraising Department | | | | | | |
| Fundraising Expenses | 5,527.29 | 6,418.67 | 891.38 | 62,191.59 | 49,525.37 | (12,666.22) |
| Fundraising Consulting | 11,120.00 | 7,375.00 | (3,745.00) | 80,614.78 | 82,425.00 | 1,810.22 |
| Total Fundraising Department | 16,647.29 | 13,793.67 | (2,853.62) | 142,806.37 | 131,950.37 | (10,856.00) |
| Professional fee | | | | | | |
| Consultant - General | 5,250.00 | 1,666.00 | (3,584.00) | 17,200.00 | 18,326.00 | 1,126.00 |
| Consultant - HR Professionals | 2,600.00 | 2,915.00 | 315.00 | 29,118.63 | 30,210.00 | 1,091.37 |
| Consultant - Legal | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Professional fee | 7,850.00 | 4,581.00 | (3,269.00) | 46,318.63 | 48,536.00 | 2,217.37 |
| General | | | | | | |
| Depreciation Expense | 24,095.44 | 25,899.16 | 1,803.72 | 264,262.37 | 293,410.76 | 29,148.39 |
| Marketing Expense | 100.00 | 32.00 | (68.00) | 1,358.09 | 852.00 | (506.09) |
| Meeting & Travel Expenses | 1,113.94 | 1,530.00 | 416.06 | 7,777.09 | 19,155.00 | 11,377.91 |
| Fees and Interest | 2,120.93 | 1,958.00 | (162.93) | 20,068.46 | 21,538.00 | 1,469.54 |

| | | | | | | |
|------------------------------------|--------------|--------------|-------------|----------------|----------------|-------------|
| Merchant Processing | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Outreach Supplies | 1,626.69 | 2,000.00 | 373.31 | 8,166.47 | 17,000.00 | 8,833.53 |
| Training & Membership | 334.43 | 0.00 | (334.43) | 19,597.26 | 0.00 | (19,597.26) |
| Board Expense | 0.00 | 0.00 | 0.00 | 1,474.32 | 10,560.00 | 9,085.68 |
| Total General | 29,391.43 | 31,419.16 | 2,027.73 | 322,704.06 | 362,515.76 | 39,811.70 |
| Computer expense | | | | | | |
| Computer Support | 4,612.00 | 4,659.75 | 47.75 | 49,462.04 | 51,257.25 | 1,795.21 |
| Software Support | 696.00 | 619.00 | (77.00) | 13,759.20 | 15,721.00 | 1,961.80 |
| Total Computer expense | 5,308.00 | 5,278.75 | (29.25) | 63,221.24 | 66,978.25 | 3,757.01 |
| Total Indirect Expenses | 176,323.98 | 146,984.66 | (29,339.32) | 1,624,937.75 | 1,624,873.58 | (64.17) |
| Total Total Expenses | 487,830.26 | 433,159.25 | (54,671.01) | 4,579,529.98 | 4,729,919.86 | 150,389.88 |
| Total Net Program Income | (180,475.02) | (161,361.21) | (19,113.81) | (1,940,269.37) | (1,974,278.00) | 34,008.63 |
| Grants and Other Income | | | | | | |
| Grants and Donations | | | | | | |
| Fundraiser | 0.00 | 0.00 | 0.00 | 122,562.53 | 100,000.00 | 22,562.53 |
| Donations | 27,990.66 | 20,000.00 | 7,990.66 | 87,200.92 | 108,000.00 | (20,799.08) |
| Grants | 92,773.09 | 73,749.00 | 19,024.09 | 964,349.84 | 896,239.00 | 68,110.84 |
| PHCD Grants | 75,000.00 | 75,000.00 | 0.00 | 825,000.00 | 825,000.00 | 0.00 |
| Total Grants and Donations | 195,763.75 | 168,749.00 | 27,014.75 | 1,999,113.29 | 1,929,239.00 | 69,874.29 |
| Other Income | | | | | | |
| Interest Income-Heritage | 171.80 | 40.00 | 131.80 | 5,653.47 | 1,220.00 | 4,433.47 |
| Dividends | 0.00 | 4.00 | (4.00) | 0.00 | 44.00 | (44.00) |
| Other Income | 1,368.64 | 0.00 | 1,368.64 | 1,399.57 | 0.00 | 1,399.57 |
| Unrealized gain(loss)-CityNational | (3,559.35) | 0.00 | (3,559.35) | (3,164.42) | 0.00 | (3,164.42) |
| Investment Income | 1,762.09 | 0.00 | 1,762.09 | (993.60) | 0.00 | (993.60) |
| Total Other Income | (256.82) | 44.00 | (300.82) | 2,895.02 | 1,264.00 | 1,631.02 |
| Total Grants and Other Income | 195,506.93 | 168,793.00 | 26,713.93 | 2,002,008.31 | 1,930,503.00 | 71,505.31 |
| Net income | 15,031.91 | 7,431.79 | 7,600.12 | 61,738.94 | (43,775.00) | 105,513.94 |

**Sonrisas Dental Health
Balance Sheet
Year To Date 05/31/2023**

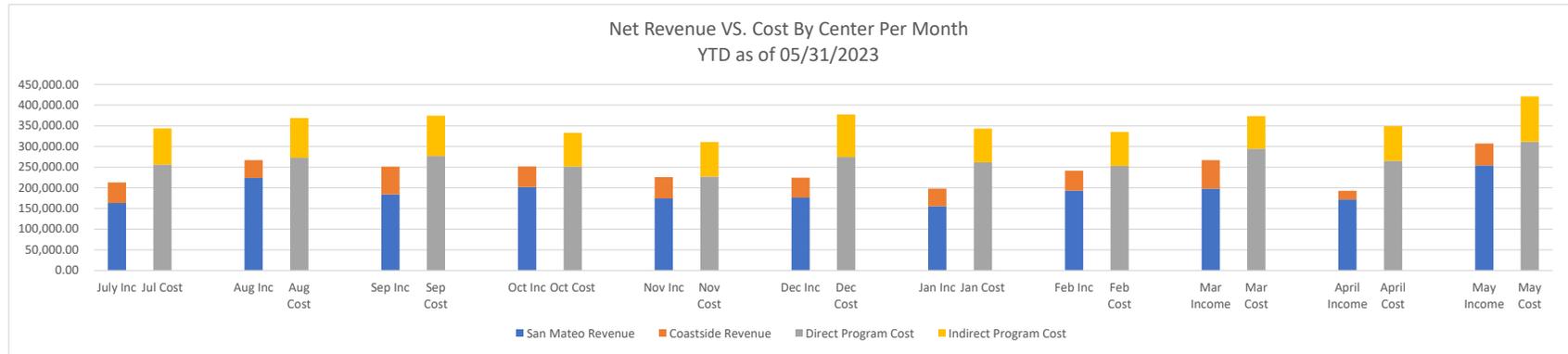
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| | Current Year Balance |
|--|----------------------------|
| Assets | |
| Current Assets | |
| Cash and Cash Equivalents | |
| 11218 - Heritage -Operating | 654,713.99 |
| 11600 - Petty Cash | 198.84 |
| Total Cash and Cash Equivalents | 654,912.83 |
| Accounts Receivable, Net | |
| Accounts Receivable | |
| 12100 - Accounts Receivable | 273,225.16 |
| 12210 - Accounts Receivable - Grants | 269,953.99 |
| 12218 - Contra Acct - Allowance for Bad Debt | (5,675.96) |
| 12220 - Accounts Receivable - Other Agencies | 117,811.28 |
| Total Accounts Receivable | 655,314.47 |
| Total Accounts Receivable, Net | 655,314.47 |
| Other Current Assets | 60,657.18 |
| Total Current Assets | 1,370,884.48 |
| Long-term Assets | |
| Property & Equipment | |
| 17300 - Improvements | 1,195,404.68 |
| 17400 - Equipment | 1,465,942.05 |
| 17500 - Furniture/Fixtures | 134,795.71 |
| 17999 - Accum Depreciation | (1,885,239.52) |
| Total Property & Equipment | 910,902.92 |
| Other Long-term Assets | 16,297.00 |
| Total Long-term Assets | 927,199.92 |
| Investments | |
| Long Term Investments | |
| 11410 - Investment Acct. - Merrill Lynch | 22,040.86 |
| 11412 - Investment Acct. - City National | 999,006.40 |
| 11415 - Unrealized Gain(loss) on Investment | (3,164.42) |
| Total Long Term Investments | 1,017,882.84 |
| Total Investments | 1,017,882.84 |
| Total Assets | <u>3,315,967.24</u> |
| Liabilities and Net Assets | |
| Liabilities | |
| Short-term Liabilities | |
| Accounts Payable | |
| 21110 - Accounts Payable | 76,575.17 |
| 23100 - Patient Prepayments | 27,484.00 |
| 23200 - Patient Refunds Payable | 14,540.43 |
| Total Accounts Payable | 118,599.60 |
| Accrued Liabilities | |
| 22210 - Accrued Payroll | 116,647.55 |
| 22220 - Accrued PTO | 102,396.72 |
| 22250 - Accrued 401k Funds Payable | 33,636.20 |
| 22260 - Accrued HSA Fund Payable | 819.73 |
| 22320 - FSA Employee Account | 2,951.94 |
| Total Accrued Liabilities | 256,452.14 |

Sonrisas Dental Health
Balance Sheet
Year To Date 05/31/2023

| | <u>Current Year Balance</u> |
|---|-----------------------------------|
| Withholding Tax Payable | |
| 22230 - Accrued Payroll Taxes | 54,015.15 |
| Total Withholding Tax Payable | <u>54,015.15</u> |
| Total Short-term Liabilities | <u>429,066.89</u> |
| Long Term Liabilities | |
| Other Long-term Liabilities | 5,061.95 |
| Total Long Term Liabilities | <u>5,061.95</u> |
| Total Liabilities | <u>434,128.84</u> |
| Net Assets | <u>2,881,838.40</u> |
| Total Liabilities and Net Assets | <u><u>3,315,967.24</u></u> |

| Sonrisas Dental Health Operations | | | | | | | | | | | | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|------------------|
| | Jul 22 | Aug 22 | Sept 22 | Oct 22 | Nov 22 | Dec 22 | Jan 23 | Feb 23 | Mar 23 | Apr 23 | May 23 | Total | Budget | B(W) |
| San Mateo Revenue | 163,278 | 223,898 | 184,183 | 201,870 | 174,626 | 176,515 | 155,554 | 193,228 | 198,049 | 171,861 | 254,205 | 2,097,266 | 2,209,556 | (112,289) |
| Coastside Revenue | 49,769 | 43,060 | 66,935 | 49,675 | 51,302 | 47,872 | 42,385 | 47,843 | 68,816 | 21,187 | 53,150 | 541,993 | 546,086 | (4,093) |
| Total Net Revenue | 213,047 | 266,958 | 251,118 | 251,545 | 225,928 | 224,387 | 197,938 | 241,071 | 266,865 | 193,048 | 307,355 | 2,639,260 | 2,755,642 | (116,382) |
| Direct Program Cost | 256,183 | 282,233 | 277,006 | 251,733 | 227,190 | 274,632 | 261,823 | 253,031 | 294,453 | 265,197 | 311,506 | 2,954,987 | 3,105,046 | 150,059 |
| Indirect Program Cost | 154,232 | 155,632 | 179,014 | 127,766 | 135,832 | 157,076 | 136,126 | 135,133 | 134,074 | 133,333 | 176,324 | 1,624,542 | 1,624,874 | 331 |
| Total Cost | 410,415 | 437,865 | 456,020 | 379,499 | 363,022 | 431,708 | 397,949 | 388,165 | 428,527 | 398,530 | 487,830 | 4,579,530 | 4,729,920 | 150,390 |
| TOTAL | (197,368) | (170,907) | (204,902) | (127,954) | (137,094) | (207,321) | (200,011) | (147,094) | (161,662) | (205,482) | (180,475) | (1,940,270) | (1,974,278) | 34,008 |
| Dividend/Other Income | 177 | 665 | 704 | 311 | 163 | 1,221 | 177 | 1,710 | (1,440) | (536) | (257) | 2,895 | 1,264 | 1,631 |
| Donations Received | 72,463 | 158,009 | 131,839 | 108,870 | 86,106 | 96,420 | 131,416 | 67,904 | 103,080 | 97,243 | 120,764 | 1,174,114 | 1,104,239 | 69,875 |
| Grant from PHCD | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 825,000 | 825,000 | 0 |
| OTHER INCOME | 147,640 | 233,674 | 207,543 | 184,181 | 161,269 | 172,641 | 206,593 | 144,614 | 176,640 | 171,707 | 195,507 | 2,002,008 | 1,930,503 | 71,505 |
| NET INCOME | (49,728) | 62,766 | 2,641 | 56,227 | 24,175 | (34,680) | 6,581 | (2,480) | 14,978 | (33,775) | 15,032 | 61,738 | (43,775) | 105,513 |



| | 22-Jul | 22-Aug | 22-Sep | 22-Oct | 22-Nov | 22-Dec | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Total | Budget | Variance |
|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|---------------|--------------|
| San Mateo Visits | 789 | 991 | 802 | 859 | 777 | 694 | 783 | 812 | 915 | 889 | 1003 | 9314 | 9,722 | (408) |
| Coastside Visits | 242 | 332 | 310 | 305 | 308 | 335 | 257 | 285 | 343 | 324 | 364 | 3405 | 3,367 | 38 |
| Total Visits | 1031 | 1323 | 1112 | 1164 | 1085 | 1029 | 1040 | 1097 | 1258 | 1213 | 1367 | 12719 | 13,089 | (370) |

May-31-2023

Visits by Payer -San Mateo

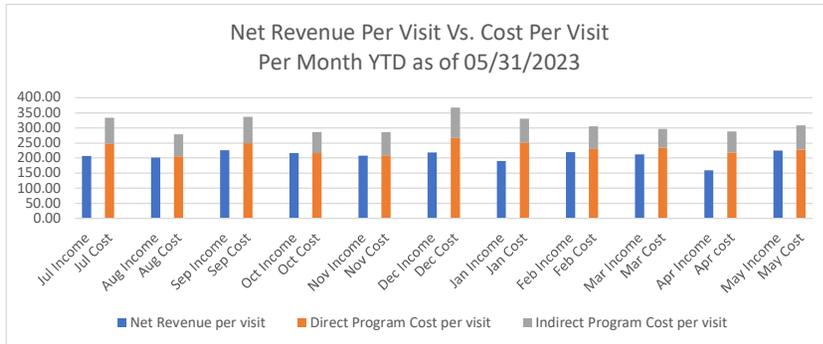
| | 30-May | Budget | Variance | YTD | YTD Budget | Variance |
|---------------------------------|-------------|------------|-----------|-------------|-------------|--------------|
| Commercial Insurance | 29 | 37 | (8) | 328 | 389 | (61) |
| PPO | 193 | 201 | (8) | 2112 | 2139 | (27) |
| Private Pay | 23 | 27 | (4) | 240 | 291 | (51) |
| Affordable Scale | 17 | 27 | (10) | 192 | 291 | (99) |
| FQHC | 135 | 165 | (30) | 981 | 1750 | (769) |
| Farmworker | 27 | 18 | 9 | 283 | 194 | 89 |
| Public Dental Insurance(Adult) | 227 | 110 | 117 | 2043 | 1167 | 876 |
| Public Dental Insurance (Child) | 352 | 330 | 22 | 3135 | 3501 | (366) |
| Total Visits | 1003 | 915 | 88 | 9314 | 9722 | (408) |

Visits by Payer -Coastside

| | 30-May | Budget | Variance | YTD | YTD Budget | Variance |
|---------------------------------|------------|------------|------------|-------------|-------------|-----------|
| Commercial Insurance | 15 | 11 | 4 | 94 | 101 | (7) |
| PPO | 58 | 37 | 21 | 461 | 337 | 124 |
| Private Pay | 7 | 4 | 3 | 29 | 34 | (5) |
| Affordable Scale | 42 | 52 | (10) | 374 | 471 | (97) |
| FQHC | 35 | 37 | (2) | 48 | 256 | (208) |
| Farmworker | 5 | | 5 | 8 | 0 | 8 |
| Public Dental Insurance (Adult) | 129 | 122 | 7 | 1615 | 1192 | 423 |
| Public Dental Insurance (Child) | 73 | 107 | (34) | 776 | 976 | (200) |
| | 364 | 370 | (6) | 3405 | 3367 | 38 |

| Avg. Income (Loss) per Visit | | | |
|------------------------------|--------------------|--------------------|--------------------|
| | YTD | Budget YTD* | FY22 |
| Net Revenue per Visit | \$ 207.53 | \$ 210.53 | \$ 185.47 |
| Direct Cost per Visit | \$ (232.64) | \$ (237.23) | \$ (210.98) |
| Indirect Cost per Visit* | \$ (77.95) | \$ (79.56) | \$ (79.73) |
| Net Income per Visit | \$ (103.06) | \$ (106.26) | \$ (105.24) |

* Indirect cost excludes costs in outreach program and fundraising department
 * HPSM 10% increase will be in Budget since January 2023

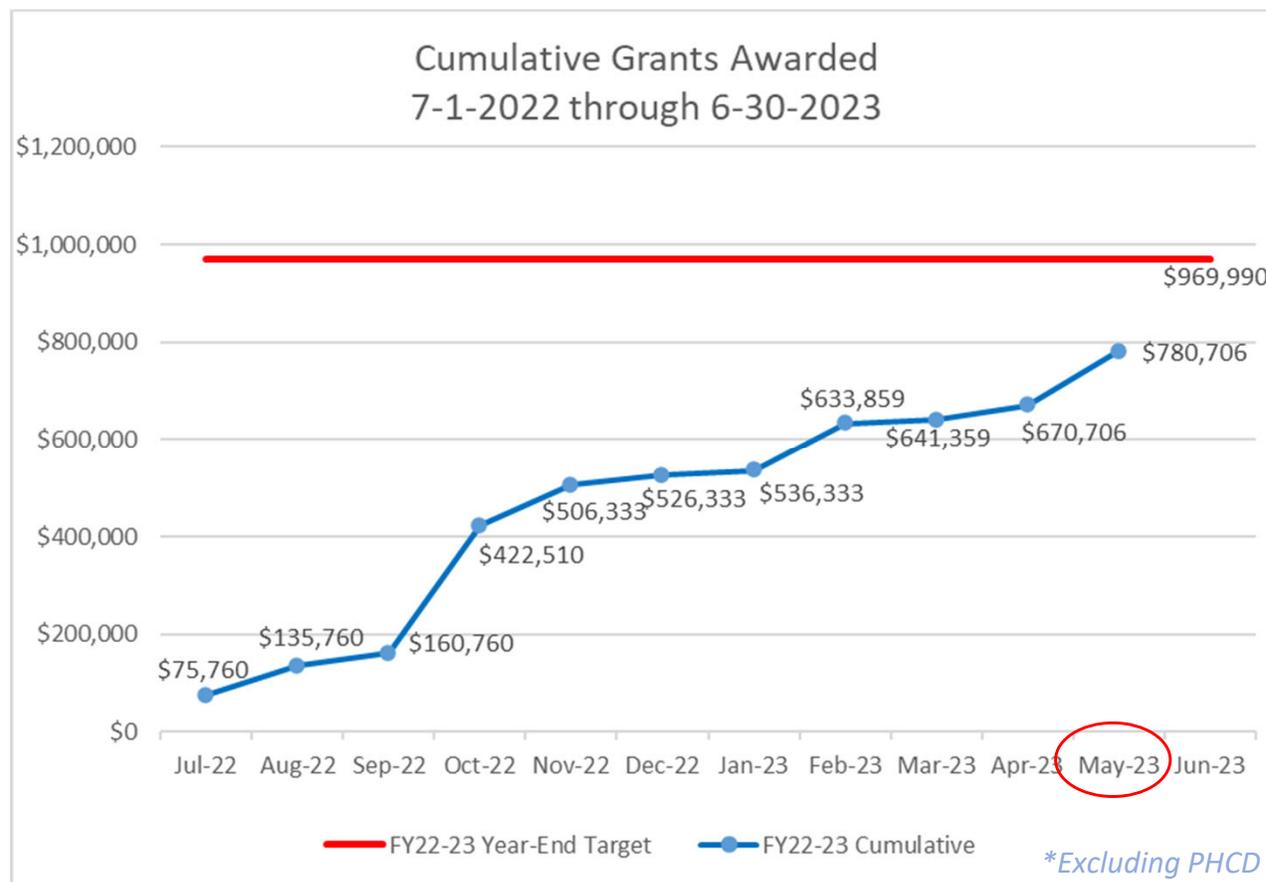
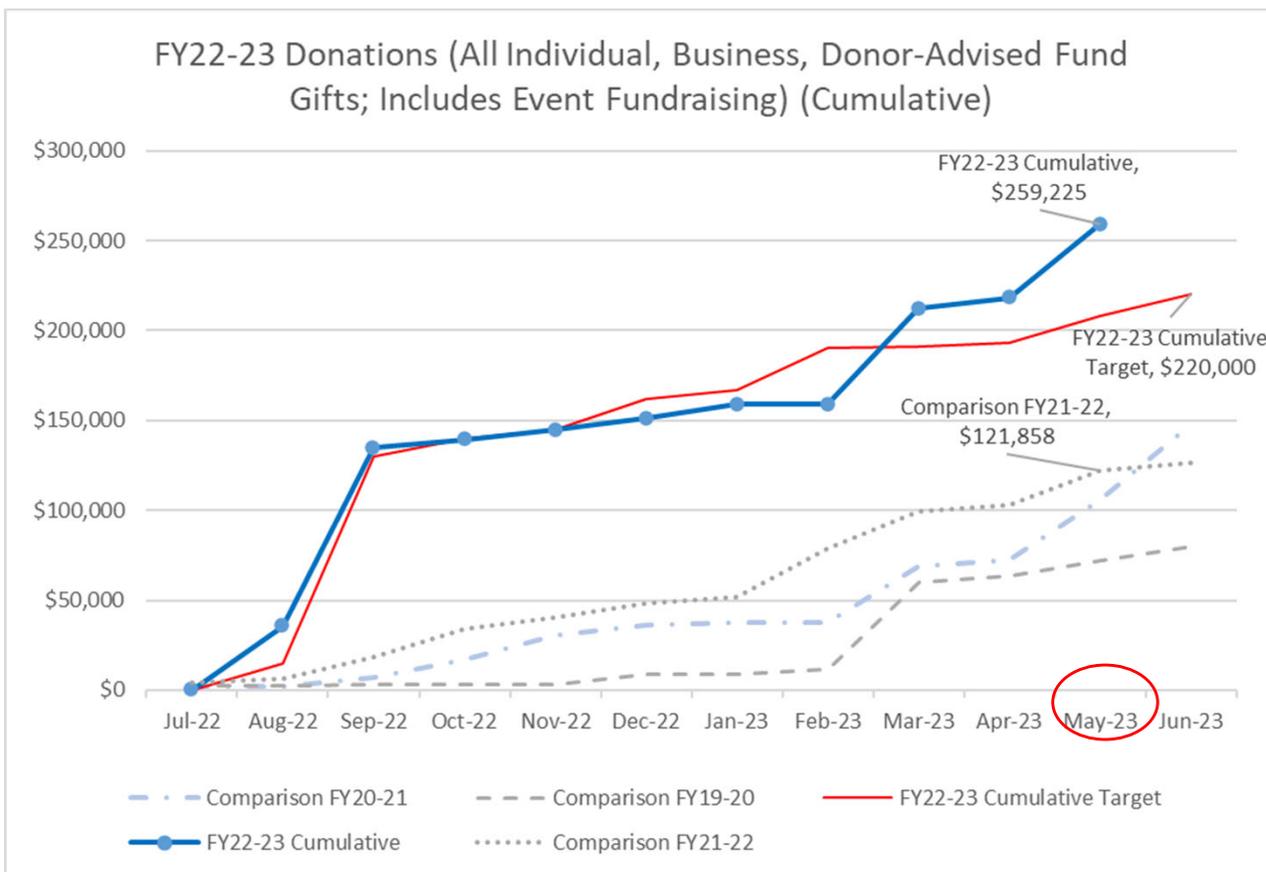


| Sonrisas Dental Health Operations May 23 VS. May 22 | | | |
|---|------------------|-----------------|------------------|
| | May-23 | May-22 | Variance B(W) |
| Visits | 1367 | 1182 | 185 |
| San Mateo Revenue | 254,205 | 165,647 | 88,558 |
| Coastside Revenue | 53,150 | 55,695 | (2,545) |
| Total Net Revenue | 307,355 | 221,341 | 86,014 |
| *Direct Program Cost | 311,506 | 140,599 | (170,907) |
| *Indirect Program Cost | 176,324 | 103,354 | (72,970) |
| Total Cost | 487,830 | 243,953 | (243,877) |
| TOTAL | (180,475) | (22,611) | (157,863) |
| Dividend/Other Income | (257) | 181 | (438) |
| Donations Received | 120,764 | 48,559 | 72,205 |
| Grant from PHCD | 75,000 | 75,000 | 0 |
| Grants and Donations | 195,507 | 123,740 | 71,767 |
| NET INCOME | 15,032 | 101,129 | (86,097) |

* Direct/Indirect program cost in May-22 was low because Employee Retention Credit of \$130,515 was received and recorded.



SDH Fundraising Report FY22-23 Through May 31, 2023



**Excluding PHCD Grant Dollars.*





DATE: June 19, 2023
TO: SDH Board of Directors
FROM: Bonnie Jue, DDS
RE: **Community Engagement Director Report – June 2023**

School is out and the results for Sonrisas Dental Health’s school screening program are in!

| CHILDREN (0-18) | | |
|---|--------------------|--------------------|
| | <i>Annual Goal</i> | Performance |
| # Students served with Dental Screenings | 2,000 | 2,985 |
| # Children given Oral Health Presentations only | 800 | 1,011 |
| TOTAL # Students Served with OH Presentations AND Screenings | 2,800 | 3,996 |
| # Unique Preschools/ Early Learning Programs served | 10 | 20 |
| # Unique Elementary and High Schools/Programs served | 12 | 30 |
| # Unique School Districts served | 5 | 9 |

**50 Preschools, Elementary, High Schools/Programs served FY 2022/23:
Over half of the children needed some type of dental care**

Peninsula Health Care District:

1. Allen Elementary and Preschool
2. Belle Air Elementary and Preschool
3. Beresford Elementary
4. Fiesta Gardens International School
5. Laurel Elementary
6. LEAD Child Development Center
7. Lomita Park Elementary
8. Portola Elementary
9. Rollingwood Preschool
10. Sunnybrae Elementary
11. Turnbull Child Development Center

Coastside:

1. El Granada Elementary
2. Farallone View Elementary
3. Hatch Elementary
4. Los Listos Preschool
5. Migrant Education Program (Cunha)
6. Pescadero Elementary
7. Coastside Children’s Program (presentation only)

Sequoia Healthcare District:

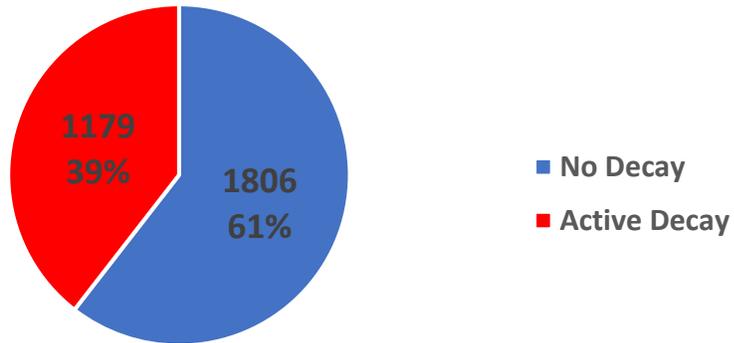
1. Adelante Selby Elementary and Preschool
2. Belle Haven Child Development Center
3. City of Menlo Park Early Learning Center (Laurel)
4. City of Menlo Park Early Learning Center (Oak Knoll)
5. Clifford Elementary and Preschool
6. Connect Community Charter School
7. Garfield Elementary and Preschool
8. Hawes Preschool
9. Henry Ford Elementary and Preschool
10. Hoover Elementary and Preschool
11. KIPP Excelencia Community Prep
12. Orion Alternative School
13. Roosevelt Elementary and Preschool
14. Siena Youth Center
15. Taft Elementary and Preschool
16. Las Lomas Elementary (presentations only)
17. Las Familias Unidas (presentations only)
18. Sequoia High School (presentations only)

South San Francisco:

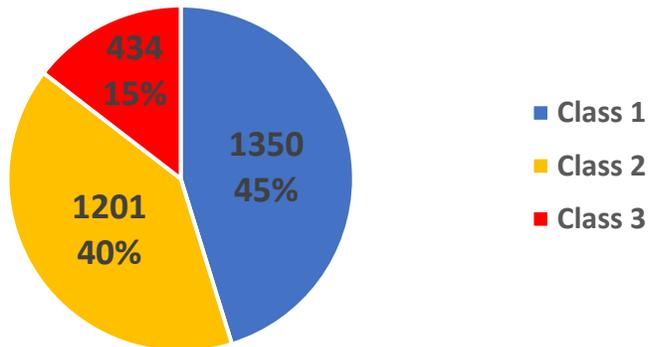
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1. Children's Center Preschool
2. Hillside Preschool
3. Martin Elementary
4. Spruce Elementary
5. Sunshine Gardens Elementary

Active Decay



Treatment Urgency



Class 1 – No obvious dental problem found – regular dental check-ups recommended

Class 2 – Early dental care recommended – Mild-moderate decay with no pain,;child may benefit from sealants, orthodontic consultation, or further evaluation

Class 3 – URGENT care needed – Severe decay, pain, infection and/or swelling