



## Board Meeting March 26, 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 TABS
2. 6:35 MISSION MOMENT – CEO Fecher
3. 6:40 PUBLIC COMMENTS
4. 6:40-6:45 APPROVAL OF FEBRUARY BOARD MINUTES – Chair Taverner A
5. 6:45-7:25 STRATEGIC PLAN FY23-FY25
  - A. Sustainable Growth
    - a. FQHC Project Update – Chair Taverner and Director Kneoppel
  - B. Patient and Community Engagement
    - a. Quality Board Committee Discussion ACTION REQUESTED – Director Kneoppel and Maura LeBaron-Hsieh B
6. 7:25-7:45 FY25 BUDGET ASSUMPTIONS – CEO Fecher
7. 7:45-7:55 REPORTS
  - A. CEO Report – CEO Fecher C
  - B. CFO Report – CFO Yee D
    - a. February 2024 Profit and Loss, Balance Sheet, Dashboards
  - C. Fundraising Report – Spandan Chakrabarti 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 February 20, 6:30 PM

Location  
Sonrisas San Mateo Conference Room  
Zoom Teleconference

### MINUTES

1. **CALL TO ORDER AND ROLL CALL – Board Chair Taverner** called the meeting to order at 6:34 pm.
  - A. **Present:** Board Chair Nigel Taverner, Vice Chair Henry Sanchez, Secretary Clyde Hinshelwood, Board Members: Larry Cappel, Dennis Kneoppel, Rick Navarro, Paramita Roy, Steve Stielstra
  - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Community Resources Director Spandan Chakrabarti, Administrative Assistant Veronica Le
  - C. **Absent:** Larissa Cutler
  
2. **MISSION MOMENT – CEO Fecher** shared with the Board the feedback from the January staff meeting that primarily focused on identifying issues between the front and back office, following a Staff Survey. The conversations were highly productive, with valuable information shared; attendees were very appreciative of the initiative. The next step for the team will be brainstorming to resolve these issues at the All-Day Training for staff on March 18<sup>th</sup>.
  
3. **PUBLIC COMMENTS** - No public in attendance.
  
4. **APPROVAL OF JANUARY BOARD MINUTES**

*Director Rick Navarro moved to approve the minutes of January 23<sup>rd</sup>'s meeting. Vice Chair Henry Sanchez seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Dennis Kneoppel, Rick Navarro, Paramita Roy, Steve Stielstra.*
  
5. **ANNUAL MEETING**
  - A. **Election of Officers ACTION REQUESTED – CEO Fecher** requested a motion to approve the current slate of Officers to stay on as Sonrisas' Board Officers.
 

*Director Dennis Kneoppel moved to approve the Slate of Officers to extend their terms. Director Larry Cappel seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Dennis Kneoppel, Rick Navarro, Paramita Roy, Steve Stielstra.*
  
  - B. **Appointment of Director ACTION REQUESTED – Director Hinshelwood** requested a motion to nominate Paramita Roy as a Board member.
 

*Vice Chair Henry Sanchez moved to approve Paramita Roy as a Director on the Board. Director Dennis Kneoppel seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Dennis Kneoppel, Rick Navarro, Steve Stielstra.*
  
  - C. **Reappointment of Directors ACTION REQUESTED – Director Hinshelwood** requested a motion to approve the reappointment of **Director Cutler** and **Director Stielstra** as board members.

**Vice Chair Henry Sanchez** moved to approve the Reappointment of Director Larissa Cutler and Director Steve Stielstra. **Director Rick Navarro** seconded the motion and was approved by roll call. **Ayes:** Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Dennis Kneappel, Rick Navarro, Paramita Roy, Steve Stielstra.

- D. **Approval of FY22-23 Financial Audit Report ACTION REQUESTED – CFO Yee** informed the Board the audit went smoothly with no adjustments needed nor any concerns. This audit was overseen by the same company as the previous year. **Director Roy** asked if the audit was a regular occurrence (yes); **CEO Fecher** explained that many grantors want to see it. **Vice Chair Sanchez** added “as does the state”.

**Director Larry Cappel** moved to approve the FY 22-23 Financial Audit Report. **Director Steve Stielstra** seconded the motion and was approved by roll call. **Ayes:** Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Dennis Kneappel, Rick Navarro, Paramita Roy, Steve Stielstra.

## 6. STRATEGIC PLAN FY23-FY25

### A. Sustainable Growth

#### a. FQHC Project Update

1. **SMMC** - The increase in Sonrisas' per visit rate for adult patients is up for approval at the county's March 12<sup>th</sup>'s Board of Supervisors.
  - The Board of Supervisors made a proclamation for Pediatric Dental month, which was accepted by San Mateo County's Oral Health Coalition. Mr. Chakrabarti attended and spoke on behalf of Sonrisas and in return, Supervisor Dave Pine, spoke highly of Sonrisas.
2. **Ravenswood** - Have not had a response to email follow up, most likely due to their CEO transition effective, December 15<sup>th</sup>.
3. **Samaritan House** is interested in discussing the next steps. They requested a consultant to create a financial model of what an FQHC budget would look like.
  - **CEO Fecher** will reach out to Steve Russo, an FQHC consultant, whom Cheryl Fama introduced a few years ago.
4. **North East Medical Services (NEMS) - Chair Taverner, Director Kneappel, CEO Fecher** and Mr. Russo met with NEMS' CFO And Chief Medical Officer and had a good conversation. After Mr. Russo explained what a sub-recipient contract was, the CFO and Chief Medical Officer would like Mr. Russo to meet with the CEO of NEMS. **CEO Fecher** reported that NEMS was very business-like; the possibility of collocating their primary services was mentioned.

#### b. **Cooking for a Cause Sponsorship Workshop – Spandan Chakrabarti** asked for the Board's assistance with identifying potential new sponsors for this year's Cooking for a Cause.

1. Instead of Half Moon Bay, Cooking for a Cause will be hosted at a venue on the Peninsula.
  - **Director Stielstra** asked if we can still cook outside and was reassured; there is a great space outside at Domenico Winery (the proposed venue).
2. Sponsorship levels will be defined differently this year:
  - Two levels were added after hearing feedback from local businesses interested in a lower cost of sponsorship entry.
  - **Director Kneappel** asked about no-shows at the event; his table was nearly empty last year. **CEO Fecher** replied that there were very few overall.
3. Groups briefly broke out to brainstorm and list potential new sponsors:
  - Afterwards, the groups joined together to discuss their results.

## 7. ANNUAL BOARD RETREAT DATE

- A. The Annual Board Retreat was decided to be held on November 2<sup>nd</sup>.
- a. Ms. Le will send a calendar invite to the Board members, CEO Fecher and

PHCD CEO Pulido to hold the date.

**8. REPORTS**

**A. CEO Report**

- a. A full-time dentist for Half Moon Bay was recently hired. Dr. Jennifer Cai has 10 years of experience, worked in federally qualified health centers and is a strong mission match.
- b. A full-time dental assistant was also hired to alleviate the shortage of dental assistants. She has 15 years of experience, previously worked for SMMC, and speaks Spanish.

**B. CFO Report**

- a. Visits and staff are down; but expenses are also down.
- b. An HPSM incentive program has not generated the amount that was estimated in the budget. The team will research and report back to the board in March as to whether it is a timing issue, or the budget estimate is incorrect.

**C. Fundraising Report –** Mr. Chakrabarti updated the Board on a grant from Sunlight Foundation and the status of other grant requests that are in various stages of writing and preparation. He also gave an update on the March 8 Donors gathering; he is following up invitations by phone and email. The invitee list will be sent to interested Board members.

**D. Outreach Report –** No report.

**E. Board Nomination Committee –** No report.

**9. SUGGESTED AGENDA ITEMS FOR NEXT MEETING**

- A. Budget Assumptions
- B. Qualtrics Update – Maura LeBaron-Hsieh
- C. Strategic Plan Update

**10. ADJOURN -** The meeting was adjourned at 8:00 pm.



**DATE:** March 13, 2024  
**TO:** SDH Board of Directors  
**FROM:** Dennis Kneepel, Director  
Maura LeBaron-Hsieh, Patient Engagement Manager  
**RE:** **Sonrisas Dental Health Board Quality Committee Proposal**

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**To the Sonrisas Board of Directors,**

Sonrisas Dental Health's mission is rooted in quality, encompassing excellence in clinical, operational, and patient/staff experience. With current support from future-minded funders, Sonrisas has embraced the opportunity to begin building systems that will help us monitor, maintain, and improve our high-quality performance and outcomes over time.

Current updates include:

- We are benchmarking and discussing strategies with like organizations, for example Dientes Community Dental in Santa Cruz County. Discussions include potential quality management dashboards.
- Building on an initial pilot patient survey in HMB, we will launch our patient survey in San Mateo this spring. We are evaluating a survey provider (Qualtrics) that provides a range of fully customizable surveys and real-time data and analytics.

These systems and other upcoming additions offer us the chance to celebrate excellence, ensure we maintain high performance, and provide the underpinnings of a quality management system that can grow with us over time.

We have learned that establishing a Board Committee to oversee quality and patient safety is a best practice. The composition of high performing Quality Committees include: Board members, clinical and administrative staff members, patients, and community dentist volunteers. Recruitment of Committee members considers each member's ability to participate fully in the work of the Committee.

**Action Requested**

At this time, we request that the Board consider establishing a Board Quality Committee. The early work of the Committee will be to recruit members, review and approve the Committee Charter (see draft to follow), and establish the Committee's ongoing workplan.

The Committee will monitor and set priorities for quality initiatives and will report periodically to the Board of Directors.

Thank you for considering this proposal.

**Sonrisas Dental Health**  
**DRAFT Quality Committee Charter**

**Purpose:**

The Sonrisas Dental Health Quality Committee is appointed by the Board to oversee operational and clinical quality (including patient safety), patient and staff experience, and regulatory preparedness and compliance. By monitoring operational and clinical quality and safety measures, providing leadership development in quality and safety methods, and assuring appropriate resource allocation to achieve this purpose, the Quality Committee helps Sonrisas Dental Health celebrate and maintain the excellent patient care and exceptional patient and staff experience we have come to be known for.

The Committee's primary responsibilities are to:

1. Support overall vision and mission of Sonrisas Dental Health for clinical and operational quality.
2. Create and maintain systems for ongoing quality oversight
3. Approve the Plan to maintain and improve clinical and operational quality throughout the organization, including performance targets.
4. Review organization wide performance against the Plan's targets and report results to the Board.
5. Monitor patient and employee experience data.
6. Provide educational offerings on safety, quality and experience related topics for staff and Board.

**Membership:**

Committee membership will include two or more voting members of the SDH Board, three or more SDH staff members (clinical and administrative, including staff support lead), two or more SDH patients, and one or more community dentist volunteers. The members of the Committee shall serve at the pleasure of the Board, and the Chair of the Committee shall be appointed by the Board.

**Meetings:**

The committee shall meet at least quarterly but not more than monthly.

**Authority and Responsibilities:**

To fulfill its responsibilities and duties, the Committee is expected to:

1. Recruit Committee members
2. Review and approve the Committee Charter
3. Review and approve the content, format, and reporting frequency of the organization wide quality dashboard.
4. Periodically report on the organization wide quality dashboard to the Board.
5. Establish priorities for quality initiatives to guide improvement work (the workplan).
6. Periodically review any sentinel event data and/or serious adverse events reported to the State of California Department of Public Health and report on them to the Board.
7. Serve as ambassadors to the Board, organization and community for Sonrisas Dental Health's quality improvement and innovation strategies.







**DATE:** March 15, 2024

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE:** CEO Report

1. Clinic Operations:

- Clinic visits were under budget by (330) visits and under forecast by (30) visits. Visits remain off budget number due to being understaffed by 1 FTE dentist in HMB and .6 FTE hygienist between both clinics. The percentage of FQHC visits was 5% over budget.

	February					
	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% of Budgeted Visits
Comm/PPO	336	254	240	(96)	23%	24%
Private Pay	34	21	28	(6)	3%	2%
Medi-Cal Dental	777	598	557	(220)	52%	56%
Affordable Plan	46	46	33	(13)	3%	3%
Farmworker	31	19	23	(8)	2%	2%
FQHC	170	157	183	13	17%	12%
Access to Care Subtotal	1,024	819	796	(228)	75%	73%
<b>Total Visits</b>	<b>1,394</b>	<b>1,094</b>	<b>1,064</b>	<b>(330)</b>		

- HPSM is offering the Continuation of Care incentive for providers who deliver dental exam codes in one year when the patient had an exam the year before – which demonstrates the patient has a dental home at the provider. The team did a full analysis of HPSM patients to determine what the January incentive payment should have been as well as what is estimated for the full year. See the CFO report for details on the budgeted incentive vs. actuals. The analysis gave the team the opportunity to review HPSM patients with a dental exam in 2023. The team will be putting in place a process to review patients who have not had an exam in the year so they can be scheduled for a recall/cleaning appointment with an exam.

	Unique HPSM Patients	Patients w/ Exam Code	%w/ Exam Code in the year	# New Patients	# Patients possibly eligible for P4P	%Pts with P4P Payment*
Calendar Year 2022	2,485	2,087	84%	548	N/A	N/A
Calendar Year 2023	2,455	2,175	89%	326	1,849	85%

\*More payments may come in as 2023 claims are paid

- **Clinical Team Coordination:** The entire clinical team (front and back office) met during a 90-minute January staff meeting to identify areas where the different clinical teams (providers, dental assistants, and care coordinators) did not work smoothly together and areas that could use improvement. After that meeting, the identified issues were distributed to all staff so the staff who were unable to attend, could see what was discussed. At an All-Staff training day on March 18<sup>th</sup>, two hours of the day were devoted to problem solving the issues identified in January. There were three main topics: communications, appointment scheduling and lab cases/other items. Groups rotated through each topic, generating ideas to address the concerns and what could be improved. Fruitful conversations were held with the next steps including creating standard operating procedures, training staff on key areas and sharing documentation. One topic, planned appointments and the overall clinic schedule, will require a smaller group of dental assistants, CCCs, dentists and hygienists to come up with detailed and specific solutions for a complex topic. The clinical team was grateful to have time allotted to this important conversation.
  - **SMMC FQHC Contract Rate:** The San Mateo County Board of Supervisors approved the contract amendment to change Sonrisas' per visit rate from \$318 to \$351. The rate will be retroactive to September 1<sup>st</sup>.
2. **Recruitment:**
- Dr. Jennifer Cai joined the team at the HMB clinic on March 5<sup>th</sup>.
  - A hygienist, who speaks Spanish, was hired to work two Saturdays a month at the San Mateo Clinic and will start in late March.
  - Interviews are underway for an Assistant Practice Manager position that will support both clinics.
3. **Financial Update:** On March 18<sup>th</sup>, Sonrisas' current cash position was \$2,182,600.





**DATE:** March 15, 2024

**TO:** SDH Board of Directors

**FROM:** Vickie Yee, CFO  
Tina Wang, Senior Accountant

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

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**February PERFORMANCE:**

- A. **Revenue:** Net Patient Revenue was **\$253,129** - \$47K below the budget
- Total visits were 1,069- 326, below the budget due to staffing challenges.
  - Total gross revenue was \$476,355 – \$128K below the budget from lower visit volume
  - Total uncompensated care deduction was **(\$223,227)** – 47% of gross revenue.
- B. **Expenses:** **\$442,849** – \$92K better than the budget.
- Direct Expenses - \$96k better than budget, mainly from personnel costs. There were a few staff vacancies. The HMB dentist position was filled and started on March 5<sup>th</sup>.
  - Indirect Expenses -\$4k worse than budget, mainly from additional bonuses to the admin team. YTD expenses are still below budget.
- C. **Donations/Grants & Other Income: \$184,132**
- \$2,712 from individual donations.
  - \$108,004 released from restricted grants, which includes an estimated \$44K from Sequoia Health District
  - \$66,666 in PHCD grant.
  - \$6,749 interest income & capital gain

**NET INCOME- **\$(5,589)**- \$38K better than budget.**



### YTD PERFORMANCE:

- Performance continues to be favorable to budget primarily due to the following:
  - While visits are under budget by 16.2%, total direct care expenses are under budget by 15.0%.
  - Fundraising efforts remain strong with a net positive budget variance after fundraising expenses of \$138K.
- Staffing continues to be challenging, resulting in 1,786 fewer visits than budget. However, most of the available appointments are filled and close to forecasted visits, except for a few no-shows due to sickness.
- The current City National Bank balance is \$1,013,287 (our initial investment was \$1M) and an unrealized gain of \$14,760.

**YTD PERFORMANCE TO BUDGET:** YTD's net income is **\$345k**, better than the budget. The estimated cash flow is \$360K, better than the budget. PHCD grant to date is \$645K.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>9,208</i>	<i>10,994</i>	<i>(1,786)</i>
Gross Patient Revenue	\$4,130,431	\$4,834,581	(15%)
Uncompensated Care (Deductions)	(\$1,996,936)	(\$2,371,674)	16%
Grants/Donations/Other Income	\$1,824,631	\$1,632,340	12%
Direct Cost	(\$2,456,338)	(\$2,891,816)	15%
Indirect Cost	(\$1,418,606)	(\$1,464,840)	3%
<b>Net Income</b>	<b>\$83,182</b>	<b>(\$261,408)</b>	<b>132%</b>
<i>Non-cash items adj.</i>			
Depreciation	\$198,237	\$204,581	3%
Capital Expenditure	\$69,729	\$92,016	24%
<b>Estimated Cash Flow</b>	<b>\$211,690</b>	<b>(\$148,843)</b>	<b>242%</b>

### FINANCIAL OPERATIONS:

- The team investigated the HPSM incentive budget and found that it was overestimated by \$35K—\$40K. The budget error is due to the complex and new calculation. In addition, some patients were converted to FQHC patients, which further reduced the incentive payment but those visit received a higher per-visit rate. Through this investigation, the team has a better understanding of the calculations and will be able to provide more accurate estimates for next year.
- The team has started on FY 24-25 Budget and will provide budget assumptions at the Board meeting.

Sonrisas Dental Health  
Revenues and Expenditures - Budget vs Actual  
As of February 29, 2024

As of Date:

Location:

Restriction:

	Month Ending 02/29/2024			Year To Date 02/29/2024		
	Actual	2023 2024 BUDGET	Budget Diff	Actual	2023 2024 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	15,072.00	19,083.49	(4,011.49)	119,026.00	152,429.01	(33,403.01)
PPO	74,556.99	107,700.68	(33,143.69)	625,519.58	854,356.47	(228,836.89)
Private Pay	7,186.00	9,986.87	(2,800.87)	72,658.00	79,508.77	(6,850.77)
Public Dental Insurance	257,805.00	358,366.56	(100,561.56)	2,273,966.30	2,733,884.39	(459,918.09)
Tobacco Tax	412.50	0.00	412.50	131,566.15	0.00	131,566.15
PDI Community of Care Incentives	0.00	0.00	0.00	30,140.00	70,000.00	(39,860.00)
Affordable Scale	16,795.00	19,671.42	(2,876.42)	143,085.00	152,507.97	(9,422.97)
Farmworker	6,358.00	13,740.87	(7,382.87)	96,209.00	110,217.06	(14,008.06)
FQHC	98,170.00	75,821.07	22,348.93	633,571.00	681,677.20	(48,106.20)
Gross Patient Revenue	476,355.49	604,370.96	(128,015.47)	4,125,741.03	4,834,580.87	(708,839.84)
Uncompensated Care						
Prior Period Adjustment	(1,450.95)	(1,000.00)	(450.95)	4,040.33	(8,000.00)	12,040.33
Uncompensated Care - Commercial Insurance	(3,178.00)	(3,233.45)	55.45	(18,406.13)	(25,606.77)	7,200.64
Uncompensated Care - PPO	(27,896.07)	(44,331.30)	16,435.23	(243,546.92)	(351,613.62)	108,066.70
Uncompensated Care - Public Dental Insurance	(143,060.99)	(221,502.52)	78,441.53	(1,433,462.09)	(1,689,794.28)	256,332.19
Uncompensated Care - Affordable Scale	(7,896.00)	(8,353.29)	457.29	(62,308.75)	(64,742.48)	2,433.73
Uncompensated Care - Farmworker	1,692.00	(2,204.90)	3,896.90	(3,198.00)	(17,685.78)	14,487.78
Uncompensated Care - FQHC	(37,638.71)	(21,693.55)	(15,945.16)	(206,772.21)	(198,230.65)	(8,541.56)
Fee Adjustments	(3,798.11)	(2,000.00)	(1,798.11)	(33,281.89)	(16,000.00)	(17,281.89)
Total Uncompensated Care	(223,226.83)	(304,319.01)	81,092.18	(1,996,935.66)	(2,371,673.58)	374,737.92
Other Program Revenue						
Other Program Revenue	0.00	0.00	0.00	4,690.00	0.00	4,690.00

Total Other Program Revenue	0.00	0.00	0.00	4,690.00	0.00	4,690.00
Net Patient Revenue	253,128.66	300,051.95	(46,923.29)	2,133,495.37	2,462,907.29	(329,411.92)
Total Expenses						
Direct Expenses						
Direct Personnel Expense						
Direct Program Salaries	198,001.26	264,708.23	66,706.97	1,831,581.30	2,117,665.84	286,084.54
Payroll Taxes	14,445.49	20,250.18	5,804.69	126,916.55	162,001.44	35,084.89
Unemployment Taxes	628.31	2,179.68	1,551.37	13,996.36	17,437.44	3,441.08
Benefits	5,760.29	8,400.11	2,639.82	55,288.40	67,200.88	11,912.48
401k Match	5,851.90	6,617.70	765.80	38,827.78	52,941.60	14,113.82
Worker's Comp	2,456.90	1,852.95	(603.95)	12,676.68	14,823.60	2,146.92
Continuing Education	0.00	150.00	150.00	2,839.93	1,200.00	(1,639.93)
License and Registration	1,749.27	1,000.00	(749.27)	11,333.95	8,000.00	(3,333.95)
Outreach Fellowship Stipend	0.00	1,111.00	1,111.00	2,500.00	5,555.00	3,055.00
Total Direct Personnel Expense	228,893.42	306,269.85	77,376.43	2,095,960.95	2,446,825.80	350,864.85
Clinic Expenses						
Sterilization Services	883.50	841.46	(42.04)	6,870.58	6,731.68	(138.90)
Shredding	78.00	98.00	20.00	643.00	784.00	141.00
Dental Specialist-Claims Processing	4,655.93	5,527.09	871.16	36,941.94	42,841.38	5,899.44
Dental Supplies	11,606.86	25,525.32	13,918.46	170,576.82	200,378.83	29,802.01
Equipment Maintenance	0.00	0.00	0.00	72.00	0.00	(72.00)
Small Dental Equipment	0.00	400.00	400.00	3,751.45	3,700.00	(51.45)
Dental Equipment Repair	1,262.71	3,218.00	1,955.29	13,780.82	25,744.00	11,963.18
Lab Fees	16,048.57	13,592.17	(2,456.40)	90,763.50	106,352.38	15,588.88
Uniforms	0.00	50.00	50.00	1,024.17	300.00	(724.17)
PPE& Covid Related	3,372.05	7,393.29	4,021.24	35,952.73	58,157.67	22,204.94
Total Clinic Expenses	37,907.62	56,645.33	18,737.71	360,377.01	444,989.94	84,612.93
Total Direct Expenses	266,801.04	362,915.18	96,114.14	2,456,337.96	2,891,815.74	435,477.78
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	83,479.00	77,703.14	(5,775.86)	599,005.39	631,625.12	32,619.73
Payroll Taxes	7,082.37	5,659.92	(1,422.45)	45,123.99	46,044.36	920.37
Unemployment Taxes	230.00	677.25	447.25	3,720.62	5,518.00	1,797.38
Benefits	3,668.43	1,659.31	(2,009.12)	13,143.91	13,490.48	346.57
401k Match	2,170.08	2,331.09	161.01	9,726.22	18,948.72	9,222.50
Worker's Comp	1,587.50	543.91	(1,043.59)	6,324.46	4,421.28	(1,903.18)
Total Indirect Personnel Expenses	98,217.38	88,574.62	(9,642.76)	677,044.59	720,047.96	43,003.37

Facility Expenses						
Building Maintenance	2,648.94	1,830.00	(818.94)	22,693.32	14,640.00	(8,053.32)
Janitorial Service	2,733.00	2,729.34	(3.66)	21,614.00	21,408.68	(205.32)
Rent	3,484.00	3,484.00	0.00	27,872.00	27,872.00	0.00
Phone/Internet	1,611.02	1,820.25	209.23	13,503.83	14,562.00	1,058.17
Utilities	5,040.63	4,000.00	(1,040.63)	33,949.09	32,000.00	(1,949.09)
Total Facility Expenses	15,517.59	13,863.59	(1,654.00)	119,632.24	110,482.68	(9,149.56)
Office Expenses						
Claims Processing	504.32	470.00	(34.32)	4,592.75	3,760.00	(832.75)
Patient Notification	798.00	800.00	2.00	6,384.00	6,400.00	16.00
Office Supplies	2,404.66	2,494.85	90.19	15,224.83	17,126.80	1,901.97
Postage and Shipping	3.28	384.00	380.72	3,122.34	3,072.00	(50.34)
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	1,262.11	1,443.00	180.89	11,472.86	11,714.00	241.14
Recruitment Expense	2,277.29	181.00	(2,096.29)	7,102.11	1,448.00	(5,654.11)
Total Office Expenses	7,249.66	5,772.85	(1,476.81)	47,964.47	44,520.80	(3,443.67)
Insurance						
Insurance - Malpractice	1,081.00	780.00	(301.00)	6,924.00	6,240.00	(684.00)
Insurance - Liability & Property	551.00	552.00	1.00	4,408.00	4,416.00	8.00
Insurance - Directors & Officer Liability	1,036.20	804.00	(232.20)	6,664.20	6,432.00	(232.20)
Total Insurance	2,668.20	2,136.00	(532.20)	17,996.20	17,088.00	(908.20)
Fundraising Department						
Fundraising Expenses	1,942.24	2,589.00	646.76	54,030.69	38,881.00	(15,149.69)
Fundraising Consulting	5,560.00	1,217.00	(4,343.00)	60,640.00	52,386.00	(8,254.00)
Total Fundraising Department	7,502.24	3,806.00	(3,696.24)	114,670.69	91,267.00	(23,403.69)
Professional fee						
Consultant - General	(750.00)	500.00	1,250.00	15,700.00	8,000.00	(7,700.00)
Consultant - HR Professionals	6,803.48	2,600.00	(4,203.48)	29,487.13	20,800.00	(8,687.13)
Consultant-Project Manager	2,200.00	6,000.00	3,800.00	42,300.00	48,000.00	5,700.00
Consultant-Outreach System	0.00	1,250.00	1,250.00	0.00	10,000.00	10,000.00
Consultant-FQHC	866.35	4,044.44	3,178.09	24,379.30	26,088.88	1,709.58
Consultant - Legal	0.00	0.00	0.00	2,239.00	0.00	(2,239.00)
Consultant - Leadership Coaching	2,333.33	3,277.77	944.44	20,041.65	19,388.85	(652.80)
Total Professional fee	11,453.16	17,672.21	6,219.05	134,147.08	132,277.73	(1,869.35)
General						
Depreciation Expense	24,962.43	25,572.67	610.24	198,257.34	204,581.36	6,324.02

Marketing Expense	0.00	3,725.00	3,725.00	11,473.02	16,308.00	4,834.98
Meeting & Travel Expenses	301.80	165.00	(136.80)	3,377.81	5,920.00	2,542.19
Fees and Interest	1,607.97	2,000.00	392.03	16,949.49	16,000.00	(949.49)
Outreach Supplies	0.00	0.00	0.00	9,425.96	30,031.75	20,605.79
Training & Membership	0.00	0.00	0.00	695.00	0.00	(695.00)
Board Expense	48.97	875.00	826.03	654.32	7,000.00	6,345.68
Total General	26,921.17	32,337.67	5,416.50	240,832.94	279,841.11	39,008.17
Computer expense						
Computer Support	5,842.00	6,446.66	604.66	49,905.10	48,373.30	(1,531.80)
Software Support	677.00	1,706.00	1,029.00	16,413.04	20,941.00	4,527.96
Total Computer expense	6,519.00	8,152.66	1,633.66	66,318.14	69,314.30	2,996.16
Total Indirect Expenses	176,048.40	172,315.60	(3,732.80)	1,418,606.35	1,464,839.58	46,233.23
Total Total Expenses	442,849.44	535,230.78	92,381.34	3,874,944.31	4,356,655.32	481,711.01
Total Net Program Income	(189,720.78)	(235,178.83)	45,458.05	(1,741,448.94)	(1,893,748.03)	152,299.09
Grants and Other Income						
Grants and Donations						
Fundraiser	0.00	0.00	0.00	163,844.63	130,000.00	33,844.63
Donations	2,712.76	7,000.00	(4,287.24)	50,206.42	48,000.00	2,206.42
Grants	108,004.38	116,667.00	(8,662.62)	922,014.00	908,332.00	13,682.00
PHCD Grants	66,666.00	66,667.00	(1.00)	645,132.00	533,336.00	111,796.00
Total Grants and Donations	177,383.14	190,334.00	(12,950.86)	1,781,197.05	1,619,668.00	161,529.05
Other Income						
Interest Income-Heritage	218.76	42.00	176.76	1,599.43	336.00	1,263.43
Other Income	7,575.92	0.00	7,575.92	7,608.19	0.00	7,608.19
Unrealized gain(loss)-CityNational	2,425.01	0.00	2,425.01	21,694.32	0.00	21,694.32
Investment Income	(3,470.95)	1,542.00	(5,012.95)	12,489.29	12,336.00	153.29
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	6,748.74	1,584.00	5,164.74	43,433.70	12,672.00	30,761.70
Total Grants and Other Income	184,131.88	191,918.00	(7,786.12)	1,824,630.75	1,632,340.00	192,290.75
Net income	(5,588.90)	(43,260.83)	37,671.93	83,181.81	(261,408.03)	344,589.84

## Sonrisas Dental Health Balance Sheet

As of Date:

02/29/2024

Location:

Sonrisas Dental Health

Year To Date

02/29/2024

Current Year Balance

### Assets

#### Current Assets

##### Cash and Cash Equivalents

11218 - Heritage -Operating 766,923.09

11600 - Petty Cash 198.84

Total Cash and Cash Equivalents 767,121.93

##### Accounts Receivable, Net

##### Accounts Receivable

12100 - Accounts Receivable 258,158.38

12210 - Accounts Receivable - Grants 761,611.46

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

12220 - Accounts Receivable - Other Agencies 141,793.28

Total Accounts Receivable 1,140,314.47

Total Accounts Receivable, Net 1,140,314.47

##### Other Current Assets

27,000.56

#### Total Current Assets

1,934,436.96

#### Long-term Assets

##### Property & Equipment

17300 - Improvements 1,202,486.39

17400 - Equipment 1,541,602.01

17500 - Furniture/Fixtures 117,651.21

17999 - Accum Depreciation (2,085,563.07)

Total Property &amp; Equipment 776,176.54

##### Other Long-term Assets

16,297.00

#### Total Long-term Assets

792,473.54

#### Investments

##### Long Term Investments

11410 - Investment Acct. - Merrill Lynch 10,793.17

11412 - Investment Acct. - City National 1,013,287.17

11415 - Unrealized Gain(loss) on Investment 14,760.60

Total Long Term Investments 1,038,840.94

#### Total Investments

1,038,840.94

### Total Assets

3,765,751.44

### Liabilities and Net Assets

#### Liabilities

##### Short-term Liabilities

##### Accounts Payable

21110 - Accounts Payable 60,237.90

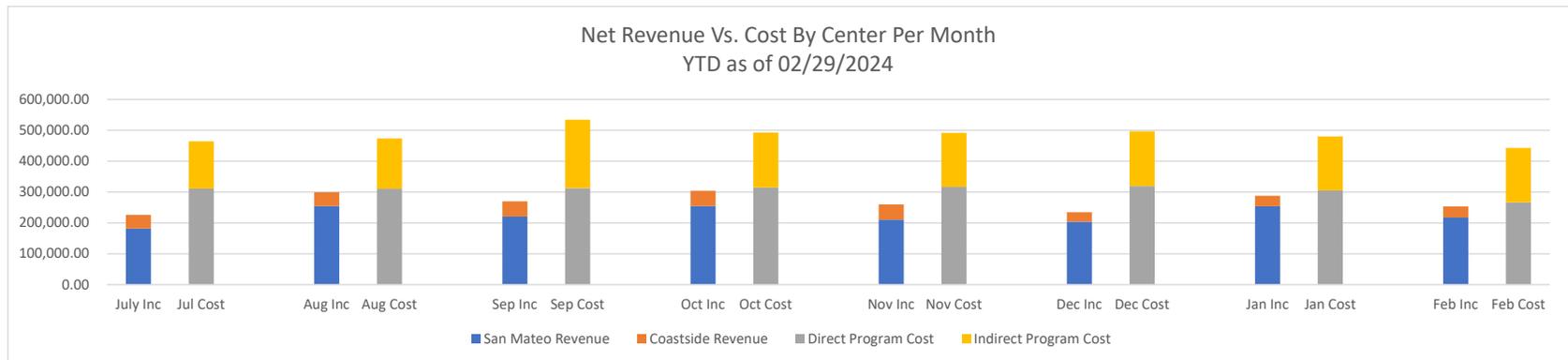
23100 - Patient Prepayments 23,108.13

23200 - Patient Refunds Payable 4,366.13

Total Accounts Payable	87,712.16
Accrued Liabilities	
22210 - Accrued Payroll	136,750.18
22220 - Accrued PTO	83,587.86
Total Accrued Liabilities	220,338.04
Withholding Tax Payable	
22230 - Accrued Payroll Taxes	6,378.62
Total Withholding Tax Payable	<u>6,378.62</u>
Total Short-term Liabilities	314,428.82
Long Term Liabilities	
Other Long-term Liabilities	3,837.93
Total Long Term Liabilities	<u>3,837.93</u>
Total Liabilities	<u>318,266.75</u>
Net Assets	<u>3,447,484.69</u>
<b>Total Liabilities and Net Assets</b>	<b><u><u>3,765,751.44</u></u></b>

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Sonrisas Dental Health Operations											
	Jul 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb24	Total	Budget	B(W)
San Mateo Revenue	181,811	254,513	220,223	254,699	210,340	203,601	253,866	217,293	1,796,345	1,846,116	(49,770)
Coastside Revenue	43,960	44,659	49,383	48,986	49,743	30,786	33,796	35,835	337,149	616,792	(279,643)
<b>Total Net Revenue</b>	<b>225,771</b>	<b>299,172</b>	<b>269,606</b>	<b>303,685</b>	<b>260,083</b>	<b>234,387</b>	<b>287,662</b>	<b>253,129</b>	<b>2,133,494</b>	<b>2,462,908</b>	<b>(329,414)</b>
Direct Program Cost	310,925	310,629	312,436	314,267	316,608	319,438	305,232	266,801	2,456,337	2,891,816	435,479
Indirect Program Cost	152,846	162,745	221,513	178,230	174,859	177,220	175,146	176,048	1,418,607	1,464,840	46,233
<b>Total Cost</b>	<b>463,771</b>	<b>473,374</b>	<b>533,949</b>	<b>492,497</b>	<b>491,467</b>	<b>496,658</b>	<b>480,378</b>	<b>442,849</b>	<b>3,874,943</b>	<b>4,356,656</b>	<b>481,713</b>
<b>TOTAL</b>	<b>(238,000)</b>	<b>(174,202)</b>	<b>(264,343)</b>	<b>(188,811)</b>	<b>(231,385)</b>	<b>(262,272)</b>	<b>(192,717)</b>	<b>(189,720)</b>	<b>(1,741,449)</b>	<b>(1,893,748)</b>	<b>152,299</b>
Dividend/Other Income	4,578	4,520	1,535	4,196	8,245	7,695	5,915	6,749	43,433	12,672	30,761
Donations Received	128,140	136,132	191,729	131,776	117,505	140,162	179,904	110,717	1,136,064	1,086,332	49,732
Grant from PHCD	66,666	80,667	112,467	66,666	66,666	118,669	66,666	66,666	645,133	533,336	111,797
<b>OTHER INCOME</b>	<b>199,384</b>	<b>221,318</b>	<b>305,731</b>	<b>202,638</b>	<b>192,416</b>	<b>266,527</b>	<b>252,485</b>	<b>184,132</b>	<b>1,824,631</b>	<b>1,632,340</b>	<b>192,291</b>
<b>NET INCOME</b>	<b>(38,616)</b>	<b>47,116</b>	<b>41,388</b>	<b>13,827</b>	<b>(38,968)</b>	<b>4,255</b>	<b>59,768</b>	<b>(5,589)</b>	<b>83,181</b>	<b>(261,408)</b>	<b>344,589</b>



	22-Jul	30-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	29-Feb	Total	Budget	Variance
San Mateo Visits	872	989	871	948	777	819	859	838	6,973	7,981	(1008)
Half Moon Bay Visits	231	299	334	347	348	202	243	231	2,235	3,013	(778)
<b>Total Visits</b>	<b>1103</b>	<b>1288</b>	<b>1205</b>	<b>1295</b>	<b>1125</b>	<b>1021</b>	<b>1102</b>	<b>1069</b>	<b>9,208</b>	<b>10,994</b>	<b>(1786)</b>

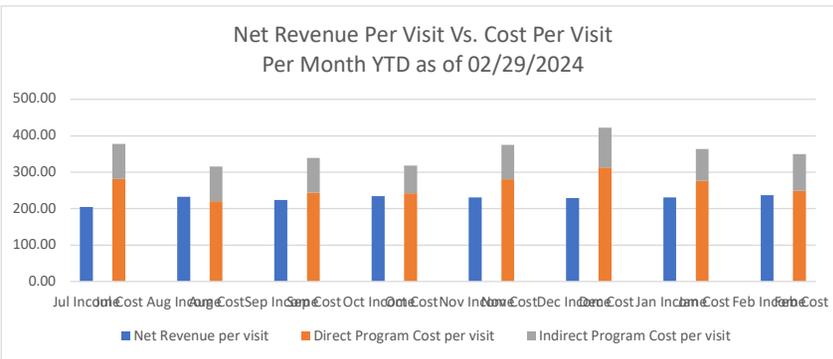
	29-Feb Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	30	41	(11)	229	330	(101)
PPO	172	236	(64)	1521	1892	(371)
Private Pay	27	31	(4)	183	247	(64)
Affordable Scale	10	21	(11)	129	164	(35)
Farmworker			0			0
FQHC	144	133	11	1057	1253	(196)
Public Dental Insurance(Adult)	191	164	27	1544	1316	228
Public Dental Insurance (Child)	264	369	(105)	2310	2778	(468)
<b>Total Visits</b>	<b>838</b>	<b>995</b>	<b>(157)</b>	<b>6973</b>	<b>7980</b>	<b>(1007)</b>

## Visits by Payer -Half Moon Bay

	29-Feb Budget	Variance	YTD	YTD Budget	Variance	
Commercial Insurance	10	11	(1)	42	83	(41)
PPO	28	47	(19)	271	359	(88)
Private Pay	1	4	(3)	27	29	(2)
Affordable Scale	25	26	(1)	210	194	16
Farmworker	17	32	(15)	229	247	(18)
FQHC	48	37	11	301	277	24
Public Dental Insurance (Adult)	60	136	(76)	673	1022	(349)
Public Dental Insurance (Child)	42	107	(65)	482	803	(321)
	<b>231</b>	<b>400</b>	<b>(169)</b>	<b>2235</b>	<b>3014</b>	<b>(779)</b>

Avg. Income (Loss) per Visit			
	YTD	Budget YTD*	FY23
Net Revenue per Visit	\$ 231.70	\$ 224.02	\$204.01
Direct Cost per Visit	\$ (266.76)	\$ (263.04)	(\$234.27)
Indirect Cost per Visit*	\$ (93.53)	\$ (84.89)	(\$79.46)
<b>Net Income per Visit</b>	<b>\$ (128.59)</b>	<b>\$ (123.91)</b>	<b>(\$109.72)</b>

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



Sonrisas Dental Health Operations Feb 24 Vs. Feb 23			
	Feb-24	Feb-23	Variance B(W)
<b>Visits</b>	<b>1069</b>	<b>1159</b>	<b>(90)</b>
<b>San Mateo Revenue</b>	217,293	160,126	57,167
<b>Coastside Revenue</b>	35,835	45,757	(9,922)
<b>Total Net Revenue</b>	253,129	205,883	47,245
<b>Direct Program Cost</b>	266,801	266,994	193
<b>Indirect Program Cost</b>	176,048	124,525	(51,523)
<b>Total Cost</b>	442,849	391,519	(51,330)
<b>TOTAL</b>	<b>(189,720)</b>	<b>(185,636)</b>	<b>(4,085)</b>
<b>Dividend/Other Income</b>	6,749	188	6,561
<b>Donations Received</b>	110,717	99,157	11,560
<b>Grant from PHCD</b>	66,666	75,000	(8,334)
<b>Grants and Donations</b>	184,132	174,345	9,786
<b>NET INCOME</b>	<b>(5,589)</b>	<b>(11,290)</b>	<b>5,702</b>





**DATE:** March 19, 2023  
**TO:** SDH Board of Directors  
**FROM:** Spandan Chakrabarti, Community Resources Director  
**RE:** **Development Update**

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**Major Donor Update:** In early March, Sonrisas held a Stakeholder Appreciation and Listening session in Half Moon Bay. Attendees enjoyed a social hour followed by a stakeholder roundtable. The roundtable featured a guided discussion on growing Sonrisas' impact through engagement and recruitment of more individual donors. Stakeholders identified 3 emerging themes:

1. **Need to grow community awareness** through improved, targeted communications. Current stakeholders can become involved in this effort through an ambassadorship model.
2. **Leverage local focus:** Sonrisas has a key strength as a **locally based organization** making a real impact in the local community.
3. **More personal storytelling:** Storytelling has a greater impact in personal interactions than through other formats, and Sonrisas should pursue more opportunity to do so.

Our team is working on ways to better engage stakeholders to build on this successful, participatory event.

**Cooking for a Cause Update:** The Sonrisas Development Committee and fundraising staff is in the beginning stages of securing sponsors for this year's Cooking for a Cause. Board members took part in a brainstorming session at February's meeting, and the team has begun following up individually with each member who submitted a list.

**We are excited to report that Sonrisas has secured TriNet as the exclusive Presenting Sponsor at the \$20,000 level for this year's event.** This is the highest level of sponsorship ever secured for this event.

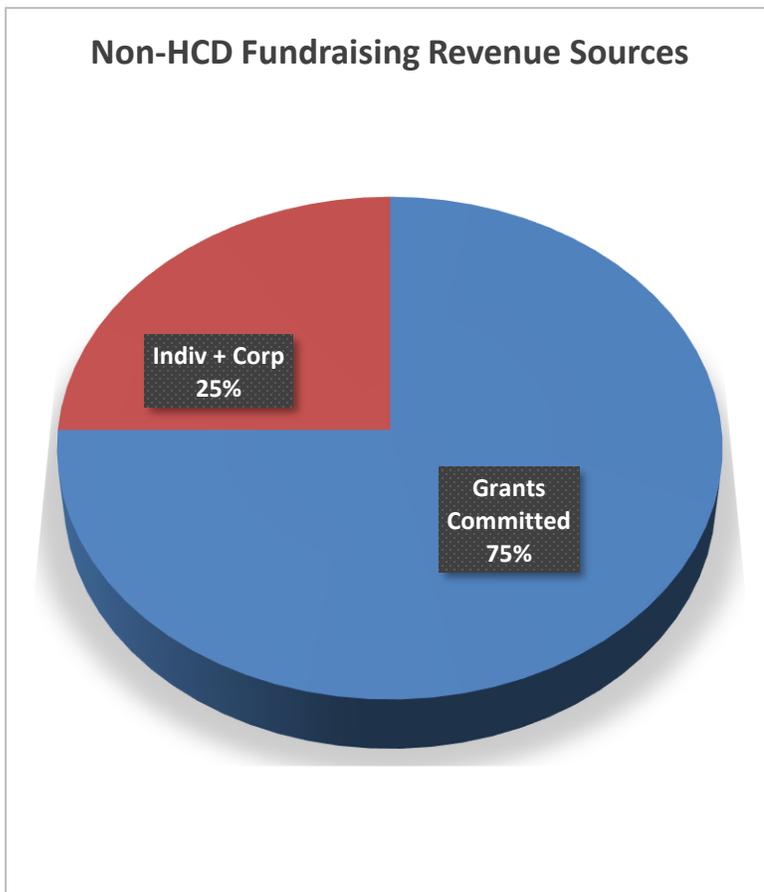
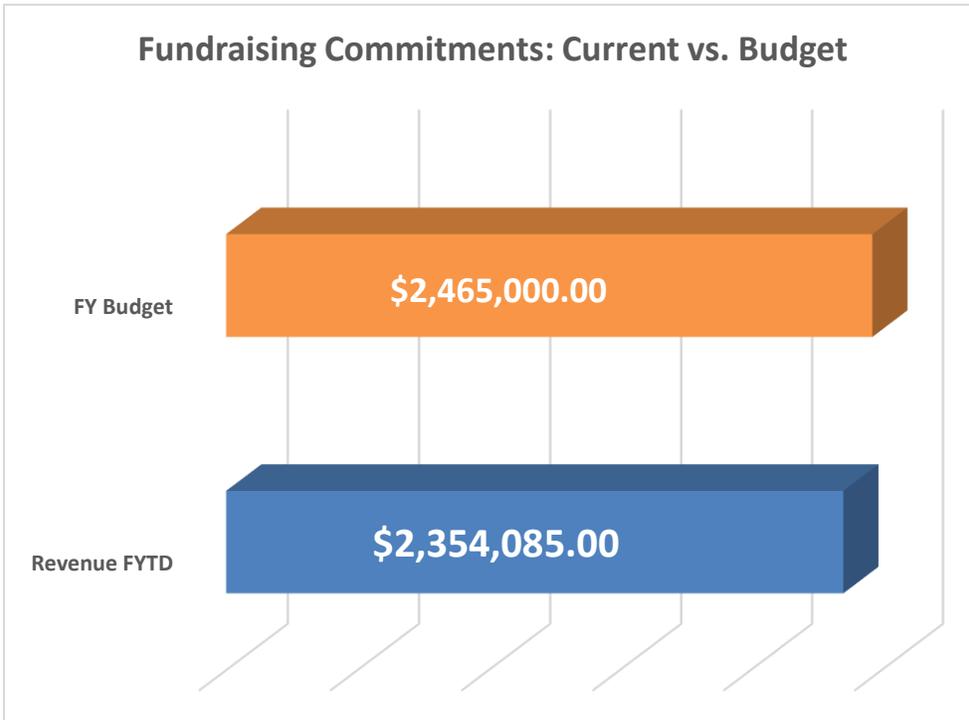
**Coastside Gives:** This annual community fundraising initiative is sponsored by the Mavericks Community Foundation. Nonprofits across the coastal communities participate. Opportunity to give opens on April 1 and the final day ("giving day") of the campaign is May 2. Sonrisas' Coastside Gives campaign will highlight dental screenings of people of all ages, with a focus on new immigrant families, and those newly eligible for MediCal in 2024.

**Grantseeking update:** In March, Sonrisas secured a new, three-year grant agreement with Sunlight Giving for general operations, a greatly expanded scope with Mills Peninsula Sutter Health for program funding (3x increase – this grant is currently being submitted), and renewed support from the Atkinson Foundation. As of this report, \$155,000 in outstanding grant applications are pending before a variety of potential funders, notwithstanding Sonrisas' Measure K grant request of \$1.5 million. An additional \$370,000 in requests is

planned throughout the end of this fiscal year.

**Grant disbursement update:** As of the close of February, \$1,538,214 grant dollars have been released, with another \$624,000 in remaining balance for grants which have already been agreed to or received. These figures include PHCD grants to Sonrisas.

**General Fundraising Update:** As of the submission of this report, Sonrisas has accounted for \$2.3 million in total fundraising revenue in the 2024 Fiscal Year. This figure represents the securing of over 90% of budgeted fundraising revenue of \$2,465,000. These figures include the FY24 commitments from both the Peninsula and the Sequoia Health Care Districts.







**DATE:** March 18, 2024  
**TO:** SDH Board of Directors  
**FROM:** Bonnie Jue, DDS  
**RE:** **Community Engagement Director Report – March 2024**

The Millbrae Senior Showcase, a community resource fair that was held in the new Millbrae Community Center, was a great opportunity for the Sonrisas Dental Health Community Outreach Team to engage with older adults in the community last month. At our Dental Screening and Resource Station, we provided oral health education and information about accessing dental care to over 100 community members, 30 of whom consented to receive free dental screenings. Many of the participants expressed that they did not have dental insurance or that they couldn't find a provider that accepted their insurance and appreciated the Sonrisas Dental Health (SDH) team attending this event to provide these resources. The San Mateo Daily Journal that coordinates and sponsors this series of events are strong allies in promoting oral health awareness in San Mateo County and has invited Sonrisas to their upcoming Senior Showcase events in Belmont (March 22<sup>nd</sup>) and South San Francisco (October 22<sup>nd</sup>).

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

March 22<sup>nd</sup> (Fri) – Belmont Senior Showcase at Twin Pines Senior Center (resource fair and screenings) – Belmont  
 March 23<sup>rd</sup> (Sat) – San Mateo-Foster City School District Children's Fair at College Park Elementary School (resource fair and screenings) – San Mateo  
 March 26<sup>th</sup> (Tues) – Hoover Child Development Center (preschool screenings) – Redwood City  
 March 29<sup>th</sup> (Tues) – El Granada Elementary (school screenings) – Half Moon Bay  
 April 7<sup>th</sup> (Sun) – Spring Celebration in Friendship Park hosted by San Mateo County Parks and North Fair Oaks Library (family resource fair) – Redwood City  
 April 9<sup>th</sup> (Tues) – Belle Air Preschool (preschool screenings) – San Bruno  
 April 12<sup>th</sup> (Fri) – La Honda Elementary School (school screenings) – La Honda



Beautifully Remodeled Millbrae Community Center

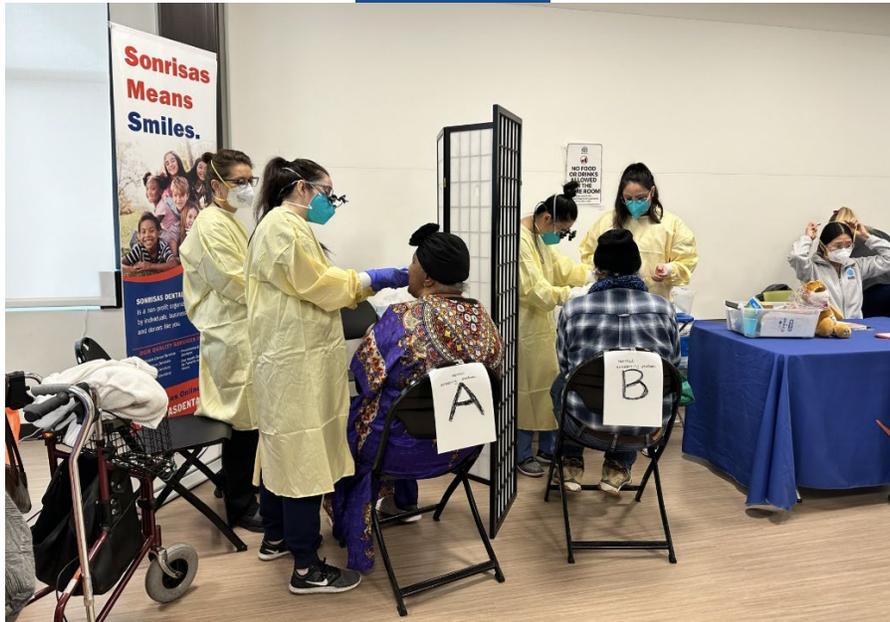


Customized Oral Health Education



Blood Pressure Screenings and Head and Neck / Oral Cancer Screenings





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